

National Policing Wellbeing Survey 2019

Summary of Evidence and Insights

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EXECUTIVE SUMMARY

The National Wellbeing Survey was designed to assess the current state of wellbeing from the perspective of the policing workforce within the forty-three Home Office forces in England and Wales. The purpose of this research was to support the benefits realisation of the National Police Wellbeing Service. Responses were collected over an eight-week period from mid-November 2019. In total, the survey received 34,529 responses (16.6% response rate).

In general, police officers reported lower average levels of wellbeing than police staff. For police officers, average wellbeing was found to increase with rank, with constables reporting the lowest levels of wellbeing. A similar trend, but not as marked, is evident for police staff grades. For both police officers and police staff, wellbeing was higher for those with less than one year of service.

Of the fifteen police officer occupational job types considered, those working in *Safeguarding* and *CID/Local Investigations* reported the lowest average levels of wellbeing. For the police staff occupational job types, those working in *Custody and Detention*, *Contact Management/Central Communications Units* and *Response/Incident Management* reported the lowest average levels of wellbeing when compared with the other eighteen police staff occupational job types considered.

The occurrence of low levels of emotional energy is indicative of individuals facing substantial strain and has negative consequences for their wellbeing. Police officers reported a moderately low average level for emotional energy, while police staff reported a moderate average level.

On average police officers also reported lower levels of mental health than police staff. The average scores for the frequency of experiencing post-traumatic stress symptoms suggest that police officers and police staff are exposed to stressful or traumatic experiences in their work.

Police officers and police staff reported moderately high average levels of physical wellbeing over the past three months.

Both police officers and police staff reported moderately high average levels of autonomy indicating that the majority of the policing workforce generally feel able to act and make choices that reflect their own personal beliefs and values. Relatedness refers to a need to feel a sense of belonging and being part of a team where they feel respected; on average police officers reported a moderate average level, while police staff reported a moderately high average level. Average scores for competence, which relates to an individual's feelings of being skilful, effective and being able to make a contribution, was found to be at a high average level for both police officers and police staff.

Feeling valued represents how individuals feel they are regarded and has important implications for their wellbeing. Both police officers and police staff reported a high average level of feeling valued by their co-workers. Furthermore, average scores of feeling valued by their supervisors are moderately high for police officers and high for police staff. Police officers, on average, reported feeling moderately low levels of being valued by their force, while police staff reported a moderate average level. Both police officers and police staff reported moderately low average levels for the extent to which they feel valued by the public.

An important factor for individual wellbeing is the ability to recharge internal resources outside of normal working hours and recover from the challenges experienced at work. Police officers reported being generally more likely to be preoccupied by work thoughts during their non-work time which has important implications for their long-term wellbeing.

Prior research outside of policing has shown that insufficient sleep (less than 6 hours) and poor quality sleep are strong predictors of exhaustion and reduced wellbeing. Average scores for frequency of experiencing disturbed sleep over the past three months are moderately high for both police officers and police staff. Furthermore, 44.8% of police officers and 30.2% of police staff reported sleeping less than 6 hours per night very often or all of the time over the past three months.

Individuals working shifts indicate more frequently experiencing poor sleep quality and report lower average levels of emotional energy and job satisfaction.

The findings highlight a clear association between the cancellation of rest days and a reduction in wellbeing for both police officers and police staff, with increased rest day cancellations

resulting in a progressively adverse impact on wellbeing. Of the police officers who responded to the survey, 49.1% reported having had two or more rest days cancelled in the past 12 months, with 17.7% reporting four or more rest day cancellations.

On average, police officers reported a moderately high average score for job satisfaction, while police staff reported a high average score. This suggests that most of the policing workforce regard their work positively and feel satisfied in their jobs. Both police officers and police staff reported moderately high average scores for life satisfaction.

Police officers reported a moderately high average score for professional commitment, while police staff reported a high average score. Average scores for work effort are reported as very high for both police officers and police staff.

1 INTRODUCTION

The National Wellbeing Survey was designed to assess the current state of wellbeing from the perspective of the policing workforce within the forty-three Home Office forces in England and Wales. The research was designed and conducted by independent researchers from Durham University Business School, the Illinois Institute of Technology, and the University of Reading.

The purpose of this research was to support the benefits realisation of the National Police Wellbeing Service. The aims of the study were to establish key measures for workplace factors, staff attitudes, motivation and wellbeing which can be tracked over time and to provide findings that can be used to inform future wellbeing programmes.

The study has been conducted in accordance with Durham University ethical guidelines for research. Participation in the survey was voluntary, and anonymity and confidentiality for all participants is assured.

2 METHODS

The survey was designed using proven academic scales for each of the measures¹ and circulated online to employees from the forty-three Home Office police forces in England and Wales using a secure server hosted independently by Durham Constabulary. Responses were collected over an eight-week completion period from mid-November 2019.² In total, the survey received 34,529 responses (16.6% response rate).³ This resulted in a sample of 18,066 police officers (14.7% response rate), 14,526 police staff (22.6% response rate), 1,546 police community support officers (PCSOs) (16.2% response rate), 113 special constables (1.1% response rate) and 59 volunteers (0.8% response rate).⁴

By rank, 12,243 police officer respondents indicated they were constables, 3,673 were sergeants, 1,365 were inspectors, 429 were chief inspectors, 206 were superintendents, 71 were chief superintendents, and 42 were chief officers. By grade, 10,353 police staff respondents indicated they were practitioners, 1,979 were supervisory managers, 1,132 were middle managers, and 568 were senior managers and above. For the response numbers across different occupational job types, for police officers and police staff, please refer to Tables 8 and 9, respectively.

In the police officer sample, 374 respondents indicated they were of service for less than one year, 2,375 had 1-5 years of service, 1,471 had 6-10 years of service, 8,690 had 11-20 years of service, and 5,121 had over 20 years of service. In the police staff sample, 1,181 respondents indicated they were of service for less than one year, 3,304 had 1-5 years of service, 1,299 had 6-10 years of service, 4,664 had 11-20 years of service, and 4,042 had over 20 years of service.

¹ The measures have either been developed by the research team or are based on, or adapted from, peer reviewed academic scales which have been selected and tested in this context. The research team are available to discuss the measures further, as appropriate.

² The survey was completed before the Covid-19 pandemic was declared.

³ The highest force response was 44.7%, while the lowest was 2.6%. The average response rate by force was 18.5%.

⁴ While the number of responses for PCSOs, special constables and volunteers can be used to provide an indication of the lived experiences and views of the respective populations, they are however considered to be unable to support robust conclusions.

3 MAIN FINDINGS

3.1 Introduction to the Main Findings

The following section discusses the differences in the key wellbeing measures between police officers and police staff, at different ranks and grades, by occupational job type, by shift working, by cancelled rest days and by tenure in policing. For ease of interpretation and comparison, the average scores reported across the key wellbeing measures are discussed against a nine-point classification ranging from *extremely low* to *extremely high*.⁵ To assist in understanding the findings of this report, the key wellbeing measures included in this report are discussed in the glossary (see Section 4).

3.2 Wellbeing of Police Officers and Police Staff

The average scores for police officers and police staff are shown in Table 1. Police officers reported a moderately low average level for emotional energy, while police staff reported a moderate average level (3.30 and 3.95, respectively);⁶ the difference between the two average scores is of a medium effect size. This difference in average scores, that of police staff having higher levels of wellbeing than police officers, is consistent with findings in previous collaborative research in policing.⁷

Three indicators of mental health were assessed: frequency of experiencing symptoms of post-traumatic stress, levels of anxiety, and levels of depression. Across all three measures, police officers reported lower mental health than police staff. A moderate difference between the average scores for police officers (4.90) and police staff (4.04) was apparent for experiencing symptoms of post-traumatic stress. For police officers, 67.1% scored above an average of four,⁸ while for police staff it was 49.6%. The average scores for the frequency of

⁵ For example, for a 1 to 7 scale measure, the average converted descriptions would be 1.00 to 1.67 *Extremely Low*, 1.68 to 2.33 *Very Low*, 2.34 to 3.00 *Low*, 3.01 to 3.67 *Moderately Low*, 3.68 to 4.33 *Moderate*, 4.34 to 5.00 *Moderately High*, 5.01 to 5.67 *High*, 5.68 to 6.33 *Very High*, and 6.34 to 7.00 *Extremely High*.

⁶ PCSOs, special constables and volunteers report moderate, moderately high and high average levels of emotional energy, respectively.

⁷ See for example, Graham, Plater, Brown, Zheng and Gracey (2019).

⁸ We used the Abbreviated Post-Traumatic Stress Disorder (PTSD) Checklist-civilian version to measure symptoms of post-traumatic stress. This is a brief screening tool for post-traumatic stress. Individuals with scores of four or more (indicating people are experiencing PTS symptoms 'a little bit' or more) are considered to screen positive. This is not a diagnosis of PTSD, but it indicates that a more thorough evaluation for PTSD could be beneficial.

Table 1: Average Scores for Police Officers and Police Staff

Measure	Police Officers (Average)	Police Staff (Average)
Emotional Energy	3.30	3.95
Post-Traumatic Stress Symptoms <i>(past 12 months)</i> (1-10 scale)	4.90	4.04
Symptoms of Anxiety <i>(past 3 months)</i> (1-10 scale)	6.37	5.85
Symptoms of Depression <i>(past 3 months)</i> (1-10 scale)	5.76	5.33
Physical Wellbeing <i>(past 3 months)</i> (1-5 scale)	3.26	3.40
Sense of Being Valued by Co-Workers (0-10 scale)	7.29	7.35
Sense of Being Valued by Supervisor (0-10 scale)	6.61	6.78
Sense of Being Valued by the Force (0-10 scale)	3.75	4.79
Sense of Being Valued by the Public (0-10 scale)	4.33	4.02
Autonomy - Psychological Need Satisfaction <i>(past 3 months)</i>	4.37	4.75
Competence - Psychological Need Satisfaction <i>(past 3 months)</i>	5.09	5.28
Relatedness - Psychological Need Satisfaction <i>(past 3 months)</i>	4.16	4.47
Sustained Activation	4.79	3.99
Intention to Quit	3.47	3.42
Professional Commitment	4.91	5.33
Work Effort	5.95	6.20
Job Satisfaction	4.86	5.33
Life Satisfaction (1-10 scale)	6.53	6.84

Notes:

1. All measures used a 1 to 7 scale unless where stated (*e.g.* 1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).
2. In the discussion of average scores, commentary is made regarding the average scores reported by PCSOs, special constables and volunteers, where appropriate.

experiencing post-traumatic stress symptoms suggest that police officers and police staff are exposed to stressful or traumatic experiences in their work, and the average levels reported by police officers and police staff meet the threshold for a positive screen and indicate that evaluation for PTSD could be beneficial.⁹

⁹ For a Short Guidance Document on Post-Traumatic Stress Disorder (PTSD) and Policing see Hesketh, Tehrani, Harrison, Brewin, and Miller (2018). Available at <https://oscarkilo.org.uk/3886-2/>

The average scores for symptoms of anxiety were moderately high for police officers and at a moderate level for police staff (6.37 and 5.85, respectively). The average scores for symptoms of depression were moderate for both police officers and police staff (5.76 and 5.33, respectively).¹⁰ Differences in the average levels of reported anxiety and depression showed small effect sizes between these two groups.

Workplace experiences can either improve or hamper the satisfaction of three psychological needs: feeling *autonomous*, an individual's perception that they can make meaningful choices and can voice their opinion within their workplace; *relatedness*, feeling close and connected to colleagues; and *competence*, feeling effective in the work tasks people undertake. Psychological needs have been shown to be important for emotional wellbeing, physical wellbeing, stress, and workplace performance and commitment in previous research.¹¹ Police staff reported higher psychological need satisfaction (4.75 for autonomy, 4.47 for relatedness, and 5.28 for competence) than police officers (4.37 for autonomy, 4.16 for relatedness, and 5.09 for competence). Both police officers and police staff reported moderately high average levels of autonomy. While police staff reported a moderately high average level of relatedness, police officers reported a moderate average level. For both groups, competence was the only psychological need that was satisfied to a high degree.¹²

Feeling valued represents the relative importance or worth that people feel they have received. We asked individuals to indicate the extent to which they feel valued by their co-workers, supervisor, force and the public. Both police officers and police staff reported a high average level of feeling valued by co-workers (7.29 and 7.35, respectively).^{13,14} Police officers reported moderately high and police staff reported high average levels of feeling valued by their immediate supervisors (6.61 and 6.78, respectively).¹⁵ However, the levels that police officers and staff feel valued by the force and the public are noticeably lower.

¹⁰ Volunteers show the lowest levels of symptoms of PTS, anxiety and depression, closely followed by special constables. PCSOs score similar to police staff for symptoms of anxiety and depression; while scoring higher than police staff for PTS symptoms.

¹¹ Weinstein and DeHaan (2014).

¹² PCSOs, special constables and volunteers follow the same trend; competence scored the highest out of the three psychological needs, while relatedness is reported as the lowest.

¹³ Measured on a 0-10 scale.

¹⁴ Similar to police officers and police staff, PCSOs and special constables report feeling highly valued by their co-workers. Volunteers report a very high average level of feeling valued by their co-workers.

¹⁵ For the extent to which individuals feel valued by their immediate supervisor, PCSOs, special constables and volunteers report moderately high, high and very high average scores, respectively.

Past research with police officers highlighted that not feeling valued by their organisation has implications for wellbeing¹⁶ and retention.¹⁷ Police officers, on average, reported feeling moderately low levels of being valued by their force (3.75) while police staff on average feel more valued by their force and reported a moderate level (4.79).

Both police officers and police staff reported moderately low average levels for the extent to which they felt valued by the public (4.33 and 4.02, respectively).¹⁸

Police officers and police staff reported moderately high average levels¹⁹ of physical wellbeing over the past three months (3.26 and 3.40, respectively).²⁰

An important factor for individual wellbeing is the ability to recharge internal resources outside of normal working hours and recover from the challenges experienced at work. A medium effect size was found for the difference between police officer and police staff average scores for sustained activation (4.79, moderately high; and 3.99, moderate, respectively).²¹ This suggests that police officers are generally more likely to become preoccupied by work thoughts during their non-work time than police staff and will be less likely to switch-off and recover their internal resources which could have important implications for their long term wellbeing.

Prior research outside of policing has shown that insufficient sleep (less than 6 hours) and poor quality sleep are strong predictors of exhaustion and reduced wellbeing.²² Individuals were asked to rate the extent to which they experienced disturbed sleep and poor sleep quantity over the past three months. Average scores for frequency of experiencing disturbed sleep over the past three months were moderately high for police officers and police staff. The average scores for the frequency of having less than six hours of sleep were high for police officers and moderately high for police staff. Table 2 shows the difference in proportions of

¹⁶ Alexander (1999); Brown, Graham, Zheng, Lockey and Hesketh (2020); Graham, Plater, Brown, Zheng and Gracey (2019).

¹⁷ Cooper and Ingram (2004).

¹⁸ PCSOs, special constables and volunteers report higher levels of being valued by the public than police officers and police staff. PCSOs report similar to police officer regarding the extent to which they feel valued by the force; both groups report moderately low average levels.

¹⁹ Measured on a 1-5 scale.

²⁰ PCSOs report a moderately high average level of physical wellbeing, whilst special constables and volunteers report a high average level.

²¹ PCSOs and special constables report moderate average levels of sustained activation, whilst volunteers score a low average score.

²² See for example, Söderström, Jeding, Ekstedt, Perski and Åkerstedt (2012).

police officers and police staff reporting experiencing high frequencies of poor quality sleep (*very often* or *all of the time*).²³

Table 2: Sleep Quality and Quantity by Role

Role	Disturbed sleep (Frequency of “ <i>very often</i> ” or “ <i>all of the time</i> ”)	Less than 6 hours of sleep (Frequency of “ <i>very often</i> ” or “ <i>all of the time</i> ”)
Police Officer	26.9%	44.8%
Police Staff	18.9%	30.2%

On average, police officers reported a moderately high average score for job satisfaction (4.86), while police staff reported a high average score (5.33).²⁴ This suggests that most of the policing workforce regard their work positively and feel satisfied in their jobs. In addition, while police staff score slightly higher than police officers for life satisfaction, the average scores²⁵ for both were moderately high (6.84 and 6.53, respectively).²⁶

A positive finding is that, on average, police officers and police staff reported moderately low levels of intention to quit (3.47 and 3.42, respectively), suggesting that individuals generally do not think about, look for, or pursue alternative employment.²⁷

While police staff scored slightly higher than police officers, both groups reported very high levels of work effort (6.20 and 5.95, respectively), suggesting that they generally invest their full efforts into their job roles and duties.²⁸

Police officers reported a moderately high average score for professional commitment (4.91), while police staff reported a high average score (5.33).²⁹ These findings suggest that, on

²³ The percentages representing disturbed sleep (frequency of “*very often*” or “*all of the time*”) for PCSOs, special constables and volunteers were 20.5%, 9.7% and 8.5%, respectively. For a frequency of experiencing less than 6 hours of sleep “*very often*” or “*all of the time*”, the percentages were 33.2%, 23.0% and 13.6%, respectively.

²⁴ Similar to the police officer and police staff score, PCSOs report a high average level of job satisfaction; whilst special constables and volunteers report very high and extremely high levels of job satisfaction, respectively.

²⁵ Measured on a 1-10 scale.

²⁶ PCSOs report a moderately high average level of life satisfaction, special constables report a high average level and volunteers report a very high average level.

²⁷ Specials and volunteers report very low average levels of intention to quit, whilst PCSOs report a moderately low average score.

²⁸ PCSOs report high average levels of professional commitment and very high levels of work effort. Special constables and volunteers report very high average scores for professional commitment and work effort.

²⁹ The effect size of the significance of the difference between these average scores is small to medium.

average, members of the police workforce are dedicated to the profession of policing and feel a sense of responsibility to contribute towards its success.

3.3 Wellbeing and Police Officer Ranks

For police officers, average wellbeing was found to increase with rank, with constables having the lowest levels of wellbeing. Chief officers were found to report having the highest levels of wellbeing compared to other police officer ranks. For the ranks of chief inspector, superintendent and chief superintendent the level of wellbeing was, in general, at a similar average level.

Constables, sergeants and inspectors reported a moderately low average level of emotional energy (3.24, 3.37 and 3.51, respectively). The average score for chief inspectors was slightly higher at a moderate level (3.75). For superintendents and chief superintendents, the average scores, while higher than those of constables and sergeants, were again at a moderately low average level (3.66 and 3.56, respectively). Chief officers reported the highest average levels of emotional energy at 4.44 (moderately high).

The frequency of experiencing symptoms of post-traumatic stress decreases in an almost linear fashion as rank increases (from 4.96 for constables to 3.50 for chief officers). Constables and sergeants reported the highest average levels (4.96 and 4.88, respectively). Superintendents, chief superintendents and chief officers reported the lowest average levels (4.24, 3.92 and 3.50, respectively), while the average scores for inspectors and chief inspectors fell in between (4.65 and 4.44, respectively).³⁰

Symptoms of anxiety decreased with rank, with constables reporting a moderately high average level (6.43). The average levels of anxiety symptoms were moderately high for sergeants (6.27), inspectors (6.17) and chief inspectors (6.12) and moderate for superintendents (5.99) and chief superintendents (5.85). Chief officers reported the lowest average levels for symptoms of anxiety (4.81, moderately low). The average levels of depression symptoms also decreased by rank, and were at a moderate level for constables (5.82), sergeants (5.71), inspectors (5.50), chief inspectors (5.25), superintendents (5.17) and

³⁰As previously mentioned, individuals with scores of four or more (indicating people are experiencing PTS symptoms 'a little bit' or more) are considered to screen positive. This is not a diagnosis of PTSD, but it indicates that a more thorough evaluation for PTSD could be beneficial.

chief superintendents (5.11). Chief officers reported the lowest average levels for symptoms of depression (4.36, moderately low).

Physical wellbeing generally increased slightly by rank; the average value was moderate for constables (3.21), moderately high for sergeants (3.32), moderately high for inspectors (3.38), moderately high for chief inspectors (3.54), moderately high for superintendents (3.51), and high for chief officers (3.94).³¹ Inconsistent with this trend, the average physical wellbeing score for chief superintendents (3.35, moderately high) was found to be at a similar level to that of sergeants.

Job satisfaction also generally increased with rank; the average scores were moderately high for constables (4.74), moderately high for sergeants (4.90), high for inspectors (5.34), high for chief inspectors (5.67), very high for superintendents (5.72), very high for chief superintendents (5.75) and extremely high for chief officers (6.64).³² Similarly, life satisfaction was found to increase with rank, from constables reporting a moderately high average score (6.39) to chief officers reporting a very high average score (8.43).³³

Table 3: Average Scores for Psychological Needs Satisfaction by Police Officer Rank

Rank	Autonomy (Average)	Competence (Average)	Relatedness (Average)
Constable	4.32	4.97	4.14
Sergeant	4.38	5.28	4.15
Inspector	4.57	5.37	4.26
Chief Inspector	4.89	5.51	4.61
Superintendent	4.87	5.65	4.54
Chief Superintendent	5.16	5.58	4.67
Chief Officer	5.89	6.10	5.45

Notes:

1. Psychological Needs Satisfaction is measured on a 1-7 scale.

As shown in Table 3 psychological needs satisfaction generally increases with rank. Average scores for meeting the psychological needs of competence, which relates to an individual's

³¹ Measured on a 1-5 scale.

³² Measured on a 1-7 scale.

³³ Measured on a 1-10 scale.

feelings of being skilful, effective and being able to make a contribution, were found to be high across most ranks, except constables who reported a moderately high average level and chief officers who reported a very high average level. Average scores for autonomy increased with rank from a moderate level for constables to a very high level for chief officers. Relatedness refers to a need to feel a sense of belonging and being respected as part of a team; this was found, on average, to be moderate for constables, sergeants and inspectors, moderately high for chief inspectors, superintendents and chief superintendents, and high for chief officers.

Table 4: Average Scores for Sense of Being Valued by Police Officer Rank

Rank	Co-Workers (Average)	Supervisor (Average)	The Force (Average)	The Public (Average)
Constable	7.18	6.54	3.49	4.18
Sergeant	7.46	6.71	3.89	4.35
Inspector	7.54	6.61	4.77	4.94
Chief Inspector	7.70	7.27	5.53	5.65
Superintendent	7.64	7.32	5.77	5.81
Chief Superintendent	7.94	7.18	6.31	5.68
Chief Officer	8.57	8.26	8.66	7.49

Notes:

1. Sense of Being Valued is measured on a 0-10 scale.

In general, all ranks felt highly to very highly valued by their co-workers (see Table 4). Average scores for feeling valued by their direct supervisor increased with rank, and ranged from moderately high for constables to high for the ranks for chief inspector and above. Feeling valued by the force differs markedly by rank with those at lower ranks. Constables and sergeants reported feeling valued by the force at a moderately low average level while for the ranks of superintendent and above scores ranged from moderately high to very high for chief officers. A similar trend was evident for feeling valued by the public. On average, constables and sergeants felt a moderately low level of feeling valued by the public with higher ranks reporting more positive feelings of being valued.

Sustained activation increased in a linear fashion between the ranks of constable (4.71, moderately high) and chief superintendent (5.62, high), while chief officers reported a sharp reduction in sustained activation (4.89, moderately high).³⁴

Table 5: Sleep Quality and Quantity by Police Officer Rank

Rank	Disturbed sleep (Frequency of “very often” or “all of the time”)	Less than 6 hours of sleep (Frequency of “very often” or “all of the time”)
Constable	27.8%	45.6%
Sergeant	26.0%	45.0%
Inspector	23.9%	41.4%
Chief Inspector	21.8%	33.9%
Superintendent	13.2%	29.6%
Chief Superintendent	19.7%	38.0%
Chief Officer	14.9%	23.4%

Table 5 shows the difference in proportions of police officer ranks reporting experiencing high frequencies of disturbed and insufficient sleep (*very often* or *all of the time*). As can be seen from the table, around 45.6% of constables and 45.0% of sergeants reported frequencies of experiencing less than six hours of sleep *very often* or *all of the time* over the past three months. Experiencing disturbed sleep or reduced sleep was generally found to decrease with rank, except for the case of chief superintendents.

Professional commitment, which is an individual’s emotional and psychological bond to their occupation, occurs when an individual has a dedication to policing and feels a sense of responsibility to contribute to the achievement of the policing profession’s strategic goals and aims. In relation to police officer ranks, professional commitment increased from the average level of 4.78 (moderately high) for constables, 5.01 (high) for sergeants, 5.41 (high) for inspectors, 5.78 (very high) for chief inspectors, 5.87 (very high) for superintendents, 5.92 (very high) for chief superintendents and 6.41 (extremely high) for chief officers.³⁵

³⁴ Measured on a 1-7 scale.

³⁵ Measured on a 1-7 scale.

Average scores³⁶ of work effort were reported as very high for constables (5.87), sergeants (6.06) and inspectors (6.12), and extremely high for chief inspectors (6.34), superintendents (6.34), chief superintendents (6.39) and chief officers (6.49).

3.4 Wellbeing and Police Staff Grades

Emotional energy across all police staff grades were reported at moderate average levels (practitioner 3.97, supervisory manager 3.88, middle manager 3.88, senior manager and above 3.98). This finding suggests that there are no material differences between levels of police staff emotional energy when comparing across the staff grades.

Average scores of the frequency of experiencing symptoms of post-traumatic stress generally reduced as grade increased, from practitioner (4.10), to supervisory manager (3.91), to middle manager (3.87) and to senior manager (3.64). Symptoms of depression followed the same pattern as post-traumatic stress, whereby reported symptoms tended to reduce as respondents increased in grade from practitioner (5.38) to senior manager and above (4.82). Frequency of experiencing symptoms of anxiety were at a similar level across the staff grades except for senior managers who reported a slightly lower average score than the other grades (practitioners, 5.85; supervisory managers, 5.93; middle managers, 5.99; and senior managers and above, 5.60).

Physical wellbeing in the past three months was reported at a moderately high average level across all police staff grades (3.40 for practitioners; 3.37 for supervisory managers; 3.47 for middle managers; 3.51 for senior managers and above).³⁷

Job satisfaction increased from the average level of 5.26 (high) for practitioners, to 5.44 (high) for supervisory managers, 5.58 (high) for middle managers, and 5.80 (very high) for senior managers and above.³⁸ Life satisfaction also increased with grade; practitioners reported an average of 6.77 (moderately high), while senior managers and above reported an average of 7.32 (high).³⁹ These findings suggest that police staff satisfaction, in the realm of both work and life, increases with grade.

³⁶ Measured on a 1-7 scale.

³⁷ Measured on a 1-5 scale.

³⁸ Measured on a 1-7 scale.

³⁹ Measured on a 1-10 scale.

Average scores of autonomy were reported as moderately high for practitioners, supervisory managers and middle managers (4.69, 4.79 and 4.96, respectively) and high for senior managers and above (5.24). This suggests that the majority of staff generally feel able to act and make choices that reflect their own personal beliefs and values. Average scores for meeting the psychological needs of competence, which relates to an individual's feelings of being skilful, effective and being able to make a contribution, are high across all staff grades (practitioners, 5.25; supervisory managers, 5.32; middle managers, 5.00; and senior managers and above, 5.56). Relatedness refers to a need to feel a sense of belonging and being part of a team where they feel respected; these were found, on average, to be moderately high for all staff grades (practitioners, 4.45; supervisory managers, 4.46; middle managers, 4.62; and senior managers and above, 4.67).

Table 6: Average Scores for Sense of Being Valued by Police Staff Grade

Rank	Co-Workers (Average)	Supervisor (Average)	The Force (Average)	The Public (Average)
Practitioner	7.31	6.69	4.65	4.08
Supervisory Manager	7.35	6.86	4.82	3.81
Middle Manager	7.62	7.18	5.41	3.82
Senior Manager and above	7.77	7.53	6.01	3.90

Notes:

1. Sense of Being Valued is measured on a 0-10 scale.

High average scores are reported across all staff grades regarding the extent to which they feel valued by their co-workers and their supervisors. Practitioners, supervisory managers and middle managers reported moderate average levels, while senior managers and above reported a moderately high average level of feeling valued by the force. The average scores for feelings of being valued by the public were at a moderately low level for all staff grades.

Sustained activation, the extent to which individuals are unable to switch-off from work because of being preoccupied by thoughts about work during their leisure time, increased with grade; practitioners and supervisory managers reported moderate average levels (3.81 and 4.33, respectively), while middle managers and senior managers and above reported moderately high average levels (4.68 and 4.82, respectively).

Table 7: Sleep Quality and Quantity by Police Staff Grade

Grade	Disturbed sleep <i>(Frequency of “very often” or “all of the time”)</i>	Less than 6 hours of sleep <i>(Frequency of “very often” or “all of the time”)</i>
Practitioner	19.0%	30.3%
Supervisory Manager	19.5%	30.9%
Middle Manager	18.1%	28.9%
Senior Manager and above	14.8%	25.4%

Table 7 shows the difference in proportions of police staff grades reporting experiencing high frequencies of poor quality sleep (*very often* or *all of the time*). Average scores for the frequency of experiencing disturbed sleep over the past three months were moderately high for practitioners, supervisory managers and middle managers. Senior managers and above reported a moderate level of disturbed sleep. Similarly, the average scores for frequency of having less than six hours of sleep were moderately high for practitioners, supervisory managers and middle managers, while senior managers and above reported a moderate frequency of having less than six hours of sleep.

Professional commitment increased from 5.27 (high) for practitioners, 5.42 (high) for supervisory managers, 5.56 (high) for middle managers, to a very high average level of 5.71 for senior managers and above.⁴⁰ Supporting this finding, the extent to which individuals invest their time and efforts into their job role also increased slightly with grade from practitioner at 6.17 (very high), to supervisory manager at 6.23 (very high), to middle manager at 6.28 (very high), to senior manager and above at 6.45 (extremely high).⁴¹

3.5 Wellbeing and Occupational Job Types

The list of occupational job types asked within the survey was adapted from the Police Workforce England and Wales 2018 data tables on policing functions,⁴² and further developed through consultation with key policing personnel. This procedure was designed to ensure the response options for occupational job types were as concise as possible but remained accurate and inclusive of the complexities of policing.

⁴⁰ Measured on a 1-7 scale.

⁴¹ Measured on a 1-7 scale.

⁴² Home Office (2018).

We used cluster analyses to group different occupational job types, for police officers and police staff separately, based on responses to key wellbeing measures. Cluster analysis refers to a class of statistical techniques which group different objects together into meaningful subgroups based on similarities in the characteristics they possess across a set of variables.⁴³ The aim of each analysis is to establish similarity (homogeneity) within each cluster and to maximise the level of difference (heterogeneity) between each of the clusters, in terms of the characteristics of the grouped items. We utilised a hierarchical cluster procedure,⁴⁴ which provides a useful framework for the comparison of sets of cluster solutions to identify how many clusters should be retained.^{45,46}

The analyses investigated similarities between occupational job types across seven of the core wellbeing measures (emotional energy, job satisfaction, life satisfaction, symptoms of anxiety and depression, frequency of experiencing post-traumatic stress symptoms and physical wellbeing). These analyses identified which occupational job types reported similar lived experiences and views in terms of their wellbeing.

3.5.1 Police Officer Occupational Job Type and Wellbeing

The cluster analyses revealed that six police officer occupational job type groupings should be retained (see Table 8).

The police officer occupational job types identified as generally having the lowest levels of wellbeing comparatively were in Grouping 6 (*Safeguarding* and *CID/Local Investigations*). These two occupational job types reported lower levels of emotional energy and higher levels of anxiety symptoms in comparison with the occupational job types within the other five groupings. Furthermore, although *CID/Local Investigations* reported a moderately high average score for job satisfaction (4.55), this is still notably lower than the average levels of job satisfaction for the other occupational job types.

⁴³ For a more detailed explanation of cluster analysis techniques, please see Hair, Black, Babin, Anderson and Tatham (2007).

⁴⁴ We utilised an agglomerative method of hierarchical analysis; potential solutions were tested initially with Ward's method, using squared Euclidean distance, and then confirmed with a second cluster analysis using an average linkage procedure.

⁴⁵ Hair et al. (2007).

⁴⁶ Occupational job types with fewer than 100 responses were considered not to have a sufficient sample size for inclusion in these analyses.

**Table 8: Police Officer Cluster Analysis of Occupational Job Type
Based on Responses to Key Wellbeing Measures**

Occupational Job Type	N
<i>Grouping 1</i>	
Force Command (Chief Officers, Civilian Chief Officers, Staff Officers and Command Team Support)	140
<i>Grouping 2</i>	
Operational Support - Firearms and Public Order	621
<i>Grouping 3</i>	
Support Functions - Professional Standards	154
National Policing Initiatives and Counter Terrorism	431
Support Functions - Human Resources, Training, Occupational Health, Performance Review and Corporate Development	491
<i>Grouping 4</i>	
Specialist Investigations (e.g. Major Investigation Units, Cyber Crime, Economic Crime, Serious & Organised Crime)	1,797
Operational Support - Other Functions (e.g. Dogs Section, Mounted Police, Airports and Ports, Air Operations)	432
Intelligence	596
Road Policing	565
<i>Grouping 5</i>	
Neighbourhood Policing and Community Liaison	2,015
Response / Incident Management	4,980
Custody and Detention	435
Contact Management / Central Communications Units	407
<i>Grouping 6</i>	
Safeguarding / Public Protection / Protecting Vulnerable People	1,402
Criminal Investigation Department (CID) / Local Investigations	2,514

Note:

Five occupational job types could not be included within these analyses due to their low sample size. These were Investigative Support and Forensic Services ($N = 95$); Support Functions – Information Technology, Data/Information Management, Digital Policing ($N = 90$); Criminal Justice ($N = 86$), Support Functions – Finance, Legal, Press and Media, Other Administrative Support ($N = 15$); Support Functions – Fleet Services, Estates and Buildings ($N = 3$). While the samples were relatively low, it should still be noted that both Investigative Support & Forensic Services and Support Functions – incl. Information Technology were at a similar level to the occupational job types within Grouping 6; while the average scores for emotional energy for these two occupational job types were at a moderate level, the average scores across all other six wellbeing measures were very low. The average score for physical wellbeing was also noticeably low for Criminal Justice.

The grouping with the next lowest wellbeing was made up of *Neighbourhood Policing and Community Liaison, Response and Incident Management, Custody and Detention, and Contact Management/Central Communications Units* (Grouping 5, see Table 8). Of particular note within this grouping is that *Response and Incident Management* reported one of the lowest average levels of emotional energy across all of the occupational job types.

The average scores for *Force Command* (Grouping 1) and *Operational Support - Firearms and Public Order* (Grouping 2) were generally higher than the other occupational job types for all seven wellbeing measures (emotional energy, job satisfaction, life satisfaction, symptoms of anxiety, symptoms of depression, frequency of experiencing post-traumatic stress symptoms and physical wellbeing).

Average levels of emotional energy were found to be highest in *Force Command* (Grouping 1) and *Support Functions (Human Resources, Training, Occupational Health, Performance Review and Corporate Development)* (Grouping 3), while lowest in *Response and Incident Management* (Grouping 5), *Safeguarding* (Grouping 6) and *CID/Local Investigations* (Grouping 6).

The lowest average levels of anxiety symptoms were found to be in *Operational Support - Firearms and Public Order* (Grouping 2), and the highest in *Safeguarding* (Grouping 6) and *CID/Local Investigations* (Grouping 6). Symptoms of depression and post-traumatic stress were found to be lowest in *Force Command* (Grouping 1) and *Operational Support - Firearms and Public Order* (Grouping 2) and were at a relatively similar level across all the other occupational job types.

Similarly, the two occupational job types in Groupings 1 and 2 reported the highest average levels of physical wellbeing, with all other occupational job types at a similar level.

Force Command (Grouping 1) reported particularly high average levels of job satisfaction than that reported by the other occupational job types. Average levels of job satisfaction were also high across the occupational job types within Grouping 3. Of note, the average level of job satisfaction reported by *Operational Support - Firearms and Public Order* (Grouping 2), though still at a moderately high level, was noticeably lower than expected considering the positive results across the other six wellbeing measures and was more similar in score to the job satisfaction averages seen within Groupings 4 and 5. While still at a moderately high average

level, *Custody and Detention* reported the lowest average level of job satisfaction of all of the occupational job types.

3.5.2 Police Staff Occupational Job Type and Wellbeing

For police staff, the cluster analyses revealed four groupings (see Table 9). The grouping with the lowest level of wellbeing (Grouping 4) was made up of the occupational job types of *Custody and Detention*, *Contact Management/Central Communications Units* and *Response/Incident Management*. Of particular noteworthiness is that *Contact Management/Central Communications Units* and *Response/Incident Management* reported the lowest average levels of wellbeing across all seven wellbeing measures when compared with the other police staff occupational job types.

Although *Custody and Detention* also scored comparatively lower average levels across the wellbeing measures, the scores for symptoms of anxiety were reported at a relatively positive average level in comparison with all of the other occupational job types.

Within Grouping 3, the average score for emotional energy was moderate for *CID/Local Investigations*. *Investigative Support and Forensic Services* reported higher levels of anxiety, depression and post-traumatic stress symptoms, and was similar in score to the averages seen within Grouping 4 for these three measures.

The occupational job types within Grouping 2 generally scored positively across the majority of the key wellbeing measures. However, all of the occupational job types within this grouping reported slightly higher average levels of anxiety symptoms that were more similar in score to the average levels of anxiety symptoms seen within Grouping 3. Nevertheless, *Force Command* reported the highest average levels of job satisfaction in comparison with the other occupational job types.

The grouping (Grouping 1) identified as generally having the highest levels of wellbeing comprises *Support Functions - Professional Standards*, *Operational Support - Other Functions* (e.g. *Dogs Section*), *National Policing Initiatives and Counter Terrorism*, and *Specialist Investigations*. In particular, individuals within *Professional Standards* reported the highest average levels of wellbeing across all seven key measures.

**Table 9: Police Staff Cluster Analysis of Occupational Job Type
Based on Responses to Key Wellbeing Measures**

Occupational Job Type	N
<i>Grouping 1</i>	
Support Functions - Professional Standards	289
Operational Support - Other Functions (e.g. Dogs Section, Mounted Police, Airports and Ports, Air Operations)	202
National Policing Initiatives and Counter Terrorism	263
Specialist Investigations (e.g. Major Investigation Units, Cyber Crime, Economic Crime, Serious & Organised Crime)	876
<i>Grouping 2</i>	
Support Functions - Finance, Legal, Press and Media, Other Administrative Support	1,382
Force Command (Chief Officers, Civilian Chief Officers, Staff Officers and Command Team Support)	186
Support Functions - Human Resources, Training, Occupational Health, Performance Review and Corporate Development	1,783
Support Functions - Fleet Services, Estates and Buildings	382
Safeguarding / Public Protection / Protecting Vulnerable People	695
<i>Grouping 3</i>	
Road Policing	174
Criminal Justice (e.g. Crown Court Liaison, Police National Computer, Disclosure and Barring Service, Coroner Assistance)	934
Neighbourhood Policing and Community Liaison	220
Intelligence	977
Support Functions - Information Technology, Data/Information Management, Digital Policing	1,113
Criminal Investigation Department (CID) / Local Investigations	223
Investigative Support and Forensic Services	1,013
<i>Grouping 4</i>	
Custody and Detention	302
Contact Management / Central Communications Units	1,562
Response / Incident Management	171

Notes:

- Operational Support – Firearms and Public Order ($N = 69$) could not be included within these analyses due to the low sample size.
- When included within the cluster analyses of police staff wellbeing, PCSOs ($N = 1,544$) clustered within Grouping 3. Positively, PCSOs reported relatively low average levels of anxiety symptoms. However, their average score for life satisfaction was slightly lower than the other occupational job types.

On average, emotional energy was found to be highest in *Support Functions - Professional Standards* (Grouping 1), while lowest for *Custody and Detention* (Grouping 4), *Contact Management/Central Communications Units* (Grouping 4), *Response/Incident Management* (Grouping 4), and *CID/Local Investigations* (Grouping 3). The highest average scores for symptoms of anxiety, symptoms of depression and post-traumatic stress symptoms were found to be in *Contact Management/Central Communications Units* (Grouping 4), *Response/Incident Management* (Grouping 4), and *Investigative Support and Forensic Services* (Grouping 3).

The average scores for symptoms of post-traumatic stress, anxiety and depression were lowest across the occupational job types within Grouping 1; average scores for post-traumatic stress symptoms were also lowest within *Support Functions – e.g. Finance* (Grouping 2) and *Support Functions – e.g. Human Resources* (Grouping 2).

Professional Standards (Grouping 1) reported the highest average levels of physical wellbeing and life satisfaction in comparison with the other occupational job types. Individuals within *Force Command* (Grouping 2) and *Professional Standards* (Grouping 1) scored the highest average levels of job satisfaction.

3.6 Wellbeing and Shift Working

The detrimental impact of shift work, and in particular night working, on individuals' psychological and physical wellbeing has been widely documented in both academic and popular writings.⁴⁷ Overall, our findings support this existing literature and highlight the negative impact of shift working on a wide range of wellbeing measures for police officers and police staff (see Table 10).

Police officers and police staff who work shifts reported lower average levels of emotional energy and job satisfaction, and higher average levels of intention to quit than individuals who reported not working shifts. Furthermore, individuals working shifts indicated more frequently experiencing poor sleep quality when compared to those who do not work shifts, as shown in Table 11.

⁴⁷ See for example, Demerouti, Geurts, Bakker, and Euwema (2004).

Table 10: Shift Work and Wellbeing by Role

Role	Wellbeing Measures	Shift Work	Non-Shift Work
Police Officer	Emotional Energy	3.20	3.54
	Job Satisfaction	4.73	5.19
	Life Satisfaction (1-10 scale)	6.48	6.64
	Physical Wellbeing (past 3 months) (1-5 scale)	3.25	3.27
	Intention to Quit	3.55	3.26
Police Staff	Emotional Energy	3.64	4.07
	Job Satisfaction	5.04	5.44
	Life Satisfaction (1-10 scale)	6.62	6.92
	Physical Wellbeing (past 3 months) (1-5 scale)	3.28	3.45
	Intention to Quit	3.72	3.30

Note:

All measures used a 1 to 7 scale unless where stated (e.g. 1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).

Table 11: Sleep Quality and Quantity by Shift Work and Role

Role	Shift Working	Disturbed sleep (Frequency of "very often" or "all of the time")	Less than 6 hours of sleep (Frequency of "very often" or "all of the time")
Police Officer	Shifts (N = 12,786)	27.4%	47.2%
	No Shifts (N = 5,054)	25.5%	38.7%
Police Staff	Shifts (N = 3,910)	24.8%	39.6%
	No Shifts (N = 10,425)	16.6%	26.6%

3.7 Wellbeing and Rest Day Cancellations

The number and proportion of respondents reporting rest day cancellations within the past 12 months are shown in Table 12. As can be seen from the table, 49.1% of the police officers who responded to the survey reported having had two or more rest days cancelled, within which 17.7% report four or more rest day cancellations within the past 12 months.

The findings highlight a clear association between the cancellation of rest days and a reduction in wellbeing for both police officers and police staff, with increased cancellation of rest days resulting in progressively adverse impact on wellbeing. For example, individuals reporting higher numbers of rest days cancelled within the past 12 months scored progressively lower average levels of emotional energy, job satisfaction and life satisfaction, and higher average scores for symptoms of depression. Rest day cancellations were also associated with police individuals feeling less valued by their force and an increased intention to quit.

Table 12: Frequencies of Rest Day Cancellations within the past 12 months

Role	Rest Day Cancellations	Reported Occurrences	
		N	% of Respondents
Police Officer	None	6,157	34.1%
	Once	3,023	16.7%
	2 - 3 times	5,668	31.4%
	4 times or more	3,193	17.7%
Police Staff	None	12,649	87.1%
	Once	934	6.4%
	2 - 3 times	672	4.6%
	4 times or more	240	1.7%

3.8 Wellbeing and Tenure in Policing

The average scores by tenure for police officers and staff are shown in Tables 13 and 14. The highest average score for emotional energy for police officers was reported by those with less than one year of service (3.87, moderate). The average scores were at a moderately low average level for each of the other categories of tenure (1-5 years of service, 3.15; 6-10 years, 3.12; 11-20 years, 3.26; and more than 20 years of service, 3.43). A similar trend was found for police staff. The highest average score for emotional energy was reported by police staff with less than one year of service (4.52, moderately high). The average scores were at a moderate average level for each of the other categories of tenure (1-5 years of service, 4.05; 6-10 years, 3.86; 11-20 years, 3.76; and more than 20 years of service, 3.94).

Police officers with less than one year of service showed the lowest average levels of experiencing anxiety and depression symptoms (moderate level of 5.06 and low level of 3.72, respectively). For higher ranks the average scores were moderately high for anxiety symptoms and moderate for depression symptoms. Police staff showed a slightly different pattern for anxiety and tenure, in that those working less than one year and those working the longest (over 20 years) had the lowest levels of experiencing anxiety symptoms (moderate levels of 5.34 and 5.57, respectively). Police staff with less than one year of service also reported the lowest average level of depression symptoms at a moderately low level; for all other lengths of service the average scores were at a moderate level.

For both police officers and police staff, there was a pattern whereby experiencing post-traumatic stress symptoms increased the longer they worked in policing. Police officers with less than one year also reported experiencing the lowest levels of PTS symptoms at an average level of 3.30. The frequency of experiencing post-traumatic stress symptoms increased with tenure with those working 1-5 years reported a higher average level (4.41), with those working six or more years showing the highest levels (4.94 or higher). Police staff with five years or less of service reported experiencing the lowest levels of experiencing PTS symptoms (less than 1 year of service, 3.56; 1-5 years of service, 3.88), while those working 11-20 years of service reported the highest average levels (4.21).

Table 13: Average Scores for Police Officers by Tenure

Measure	Less than 1 year	1 - 5 years	6 - 10 years	11 - 20 years	Over 20 years
Emotional Energy	3.87	3.15	3.12	3.26	3.43
Post-Traumatic Stress Symptoms <i>(past 12 months)</i> (1-10 scale)	3.30	4.41	4.94	5.04	5.00
Symptoms of Anxiety <i>(past 3 months)</i> (1-10 scale)	5.06	6.19	6.50	6.49	6.31
Symptoms of Depression <i>(past 3 months)</i> (1-10 scale)	3.72	5.31	5.72	5.93	5.84
Sense of Being Valued by Co-Workers (0-10 scale)	7.52	7.28	7.29	7.22	7.40
Sense of Being Valued by Supervisor (0-10 scale)	7.36	6.55	6.58	6.58	6.63
Sense of Being Valued by the Force (0-10 scale)	6.03	3.80	3.48	3.56	3.95
Sense of Being Valued by the Public (0-10 scale)	5.54	4.08	4.16	4.21	4.60
Autonomy - Psychological Need Satisfaction <i>(past 3 months)</i>	4.97	4.41	4.29	4.33	4.42
Competence - Psychological Need Satisfaction <i>(past 3 months)</i>	4.85	4.95	5.06	5.05	5.25
Relatedness - Psychological Need Satisfaction <i>(past 3 months)</i>	4.97	4.36	4.11	4.08	4.17
Intention to Quit	2.02	3.11	3.75	3.74	3.18
Professional Commitment	5.74	5.33	4.94	4.71	5.00
Work Effort	6.30	6.03	5.92	5.88	6.00
Job Satisfaction	5.90	5.01	4.72	4.72	4.99

Notes:

1. All measures used a 1 to 7 scale unless where stated (e.g. 1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).

Table 14: Average Scores for Police Staff by Tenure

Measure	Less than 1 year	1 - 5 years	6 - 10 years	11 - 20 years	Over 20 years
Emotional Energy	4.52	4.05	3.86	3.76	3.94
Post-Traumatic Stress Symptoms <i>(past 12 months)</i> (1-10 scale)	3.56	3.88	4.05	4.21	4.09
Symptoms of Anxiety <i>(past 3 months)</i> (1-10 scale)	5.34	5.85	6.09	6.16	5.57
Symptoms of Depression <i>(past 3 months)</i> (1-10 scale)	4.57	5.27	5.49	5.66	5.16
Sense of Being Valued by Co-Workers (0-10 scale)	7.67	7.36	7.23	7.24	7.42
Sense of Being Valued by Supervisor (0-10 scale)	7.57	6.93	6.59	6.59	6.72
Sense of Being Valued by the Force (0-10 scale)	6.39	5.09	4.54	4.36	4.64
Sense of Being Valued by the Public (0-10 scale)	4.96	4.05	3.93	3.78	4.02
Autonomy - Psychological Need Satisfaction <i>(past 3 months)</i>	5.19	4.79	4.65	4.60	4.79
Competence - Psychological Need Satisfaction <i>(past 3 months)</i>	5.37	5.28	5.18	5.17	5.42
Relatedness - Psychological Need Satisfaction <i>(past 3 months)</i>	4.98	4.60	4.40	4.29	4.46
Intention to Quit	2.65	3.48	3.73	3.60	3.27
Professional Commitment	5.65	5.44	5.24	5.19	5.33
Work Effort	6.30	6.23	6.14	6.17	6.21
Job Satisfaction	5.90	5.42	5.23	5.19	5.30

Notes:

1. All measures used a 1 to 7 scale unless where stated (e.g. 1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).

Police officers' reported experiences of autonomy needs satisfaction were at a moderately high average level for all categories of tenure, except for those with 6-10 years of service where it was slightly lower at a moderate average level. Police staff reported moderately high average levels of autonomy for all categories of tenure, other than those with less than one year of service who reported a high average level.

Competence, referring to an individual's feelings of being skilful, effective and able to make a contribution, was found for police officers to increase with tenure from a moderately high level for those with less than five years of service to a high level for those with longer tenure. For all lengths of service, police staff reported a high average level of competence needs fulfilment.

Relatedness, which refers to feeling a sense of belonging and being part of a team, was found to be highest for police officers with less than one year of service (moderately high) and at a moderate level for those with more than one year of service. Police staff relatedness was at a moderately high average level, except for those with 11-20 years of service where the average level was reported as moderate.

For all lengths of service, on average, both police officers and staff reported feeling highly valued by their co-workers. For police officers feeling valued by their supervisor was at a moderately high average level for all tenures, except for those with less than one year of service where it was high. For police staff feeling valued by their supervisor was at a high average level, except for 6-10 and 11-20 years of service where the average level was moderately high.

Police officers with less than one year of service reported the highest average level of feeling valued by the force and the public, at moderately high and moderate levels, respectively. Police officers with more than one year of service reported a moderately low average level of feeling valued by the force. The average scores for feeling valued by the public were also moderately low for those with more than one year of service, except for police officers with over twenty years of service who reported a moderate average level.

Similarly, police staff with less than one year of service reported the highest average level of feeling valued by the force and the public, at moderately high and moderate levels, respectively. Police staff with more than one year of service reported a moderate average

level for feeling valued by the force. The average scores for feeling valued by the public were moderately low for police staff with more than one year of service.

Sleep quality and quantity were reported, on average, to decline for both police officers and staff for those with more than one year of service (Table 15). Average scores for the frequency of experiencing disturbed sleep over the past three months were reported as moderate for police officers with less than one year of service, while police officers with over one year of service reported moderately high average levels. The average scores for frequency of having less than six hours of sleep were reported as moderately high for police officers with less than one year of service. Police officers with over one year of service reported high average levels for the frequency of having less than six hours of sleep.

Police staff with less than six years of service reported moderate average scores of the frequency of experiencing disturbed sleep over the past three months; moderately high average scores were reported by police staff with over six years of service. Similarly, police staff with less than six years of service reported moderate average scores for the frequency of having less than six hours of sleep over the past three months; moderately high average scores were reported by police staff with over six years of service.

Table 15: Sleep Quality and Quantity by Tenure and Role

Role	Tenure	Disturbed sleep <i>(Frequency of "very often" or "all of the time")</i>	Less than 6 hours of sleep <i>(Frequency of "very often" or "all of the time")</i>
Police Officer	Less than 1 year	12.9%	32.9%
	1 - 5 years	23.0%	46.0%
	6 - 10 years	25.1%	44.7%
	11 - 20 years	28.2%	46.4%
	Over 20 years	28.1%	42.3%
Police Staff	Less than 1 year	11.0%	19.5%
	1 - 5 years	16.3%	28.9%
	6 - 10 years	18.8%	31.2%
	11 - 20 years	21.4%	32.7%
	Over 20 years	20.5%	31.0%

Job satisfaction and professional commitment were reported at very high levels for police officers with less than one year of service. For officers with 1-5 years of service the average level of job satisfaction and professional commitment were high, while with longer tenure both measures were reported at a moderately high average level. For police staff, job satisfaction was reported as very high average level of those with less than one year of service and at a high average level for those with more than one year of service. At all levels of tenure, the average level for professional commitment for police staff was high.

Intention to quit was lowest for officers with less than one year of service (very low average level) and highest for those with 6-10 and 11-20 years (moderate average level). For officers with 1-5 and over 20 years of service the average levels were moderately low. A similar trend was evident for police staff; those with less than one year of service reported a low average level. All other tenures reported a moderately low average level, except for police staff with 6-10 years of service who reported a moderate average level.

Work effort, representing the time commitment and intensity of the work individuals undertake, was reported at a very high average level for all lengths of service for both police officers and staff.

4 GLOSSARY OF KEY MEASURES

Anxiety and Depression Symptoms - Anxiety refers to feelings of tension and nervousness, worried thoughts and physical changes in relation to thinking about an uncertain outcome or impending event. Depression refers to feelings of sadness, despair, discouragement and worthlessness. Symptoms of anxiety and depression tend to be highly linked.

Emotional Energy - Emotional energy is central to individuals' wellbeing and can be considered as the amount of emotional and mental energy individuals have available to them to meet the daily demands and challenges they face in their roles. Low levels of emotional energy are manifested by both physical fatigue and a sense of feeling psychologically and emotionally 'drained' at work. Prior research has found that low emotional energy levels are related to reduced organisational commitment, lower productivity and performance, reduced engagement, ill-health, decreased physical and mental wellbeing, increased absenteeism and turnover intentions, and lower levels of persistence in the face of difficulties.

Intention to Quit - We asked individuals whether they were thinking about, or looking for, alternative employment and whether they intend to quit the organisation in the near future.

Job Satisfaction - Job satisfaction is defined as how content an individual is with their job. In this study, we measure a single dimension of affective job satisfaction to represent an overall emotional feeling that individuals have about their job.

Life Satisfaction - An individual's judgement of their life satisfaction is dependent on their assessment and views of their personal circumstances. This judgment takes place against an internal standard which they have set for themselves. It can be considered as a measure of an individual's subjective wellbeing and a comment on their feeling of overall satisfaction with life.

Physical Wellbeing - Physical wellbeing refers to the overall condition and functioning of the body. Physical wellbeing has been linked to disease management, nutrition and physical exercise. Respondents rated their general physical health over a three-month period.

Post-Traumatic Stress Symptoms - Experiencing post-traumatic stress symptoms refers to the psychological reaction to an event that is threatening and/or stressful. This reaction can result in flashbacks, anxiety, depression, hypervigilance, and mental health concerns.

Professional Commitment - Professional commitment can be thought of as a mind-set that binds an individual to a particular line of work. This emotional form of commitment occurs when the individual has a dedication to that particular occupation, and that they feel a sense of responsibility to contribute to its success.

Psychological Need Satisfaction - Research has suggested that people have three universal psychological needs of autonomy, competence, and relatedness, which need to be satisfied to maintain optimal performance and wellbeing. Autonomy relates to feeling able to act and make choices that reflect one's personal beliefs and values. Competence relates to an individual's feelings of being skilful, effective and being able to make a contribution. Relatedness refers to a need to feel a sense of belonging and being part of a team where they feel respected and valued. We asked individuals the extent to which each of the psychological needs are met, in general, whilst at work over the past three months.

Sense of Being Valued - Value is defined as the relative importance or worth that people feel they deserve. We asked individuals to rate the extent to which they feel valued by their co-workers, supervisor, force and the public.

Sleep Quality and Sleep Quantity - The importance of sleep for restorative daily functioning is well-recognised. Exposure to emotionally stressful situations has been shown to be related to reduced sleep quality and higher levels of sleep disturbance. Moreover, when reduced sleep quality occurs, sensitivity to emotional and other stressful situations increases, which can exacerbate the impact of stressors on individual emotional energy and wellbeing. Experiencing work stressors not only has a direct negative impact on emotional energy and wellbeing, but also reduces individuals' ability to recover through negative effects on sleep quality and quantity. A lack of recovery can have serious impacts on individuals' health, wellbeing and performance.

Sustained Activation - While experiencing stress affects individual wellbeing, a further critical factor is whether they can recover outside of their normal working hours, psychologically and

physically, from the demands of their work. Experiencing high levels of work stress may contribute to sustained activation through individuals becoming preoccupied by thoughts about work during their leisure time and relates to an inability to switch off from work.

Work Effort - Work effort represents an individual's time commitment and the intensity of the work they undertake, constituting the essence of working hard within an individual's job role.

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