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Staff wellbeing, motivation & morale: gaining and using insights

Gillian Porter, Durham Constabulary
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Durham Constabulary Plan-on-a-Page

Why we are here: Durham Constabulary will deliver excellent policing to inspire confidence in the people we serve by protecting neighbourhoods, tackling criminals, and solving problems around the clock.

Inspire confidence in our victims and our communities

What we need to be good at:

- Protecting Neighbourhoods
  We will prevent and address issues of concern to local people.

- Tackling Criminals
  We will conduct high quality investigations that put victims first, and continue to focus efforts on stopping criminals in their tracks.

- Solving Problems
  We will identify problems and work together with local people to fix them and prevent them recurring.

What will help us to do it:

- Provide effective and efficient response
  We will get the right people to the right place in the fastest time possible.

- Manage and use our knowledge
  We will collect, analyse, share and care about good quality data to enable us to meet our core deliverables.

- Effective Communication
  We will deliver clear messages using the best means possible and increase public understanding of what we do.

- Working together with others
  We will work with partners and communities to tackle and solve local problems.

- Reinforce an ‘Aiming For Excellence’ Culture
  We will put established AFE principles at the core of our business.

How we will align our resources:

- Our staff
  We will motivate and develop our staff and volunteers.

- Our stuff
  We will implement and develop the best and most cost effective systems and facilities.

- Use of our resources
  We will effectively allocate resources to meet demand.

How we will deliver value for money:

- Our finance
  We will manage our budgets effectively to reduce waste.

- Continuous improvement
  We will implement ongoing programmes of development to ensure delivery of the best possible service.

- Productivity
  We will ensure that staff are working effectively and efficiently.
Inspire Confidence in Victims and Communities

Protecting neighbourhoods

Tackling criminals

Solving problems

Embrace values & transformational change

Our staff... engaged & motivated
Focus group work in Durham

- Key - communication, leadership style & attitudes
- Guidelines, role parameters & fear hamper empowerment
- We are too slow to praise
- ‘Underperformers jeopardise good workers’
- It takes time to recover
- ‘Managers need to have the confidence & take action on issues of attendance & underperformance
- ‘Rumours travel faster than facts’
- Decisions need to be fair & evidence based
Organisational change literature review – potential success factors

**Leadership**
- Stability of supervision throughout implementation
- Direct support from supervisors – ‘on-the-job’ training
- Staff involvement in decisions was associated with more successful change in one study
- Transformational leadership behaviour associated with reduced employee cynicism

**Engagement**
- Staff active participation in decision making and ‘room to experiment’
- Degree to which staff understood rationale for change
- Organisational communication found to influence self reports of job performance
The organisational justice model

- Perceptions of fairness impact on staff behaviours & attitudes
- The impact of fairness exceeds that of incentives
- Treatment by supervisors & senior leaders send out clear signals about the status & worth of staff
- Fairness encourages people to feel valued by – and part of – the group & helps establish group norms
- Unfair treatment sends out a clear message...

You’re not valued! Our rules do not apply to you!
What is organisational justice?

1. Distributive fairness
   - Fair distribution of inputs
   - Fair distribution of rewards

2. Procedural fairness
   - Fair, consistent & impartial decisions
   - Explaining decisions & their rationale
   - Giving people a voice in the process
   - Giving people a sense of influence
   - Good quality communication
   - Fair & respectful interpersonal contact
   - Openness & honesty
Possible paths to positive work attitudes & behaviours

Organisational justice

- Distributive fairness
- Supervisory fairness
- Organisational fairness

Organisational incentives

- Perceived risk of sanction

Group identity

- Feeling part of the force

Attitudes & behaviours
Willingness to go the extra mile

Organisational justice
- Distributive fairness
- Supervisory fairness
- Organisational fairness

Organisational incentives
Perceived risk of sanction

Group identity
Feeling part of the force

Discretionary effort

Correlations:
- Organisational justice to Discretionary effort: 0.21
- Organisational fairness to Discretionary effort: 0.62
- Supervisory fairness to Discretionary effort: 0.43
- Distributive fairness to Discretionary effort: 0.16
Feeling empowered & confident to make work decisions

Organisational justice
- Distributive fairness
- Supervisory fairness
- Organisational fairness

Organisational incentives
- Perceived risk of sanction

Group identity
- Feeling part of the force

Feeling empowered

Arrows and values:
- .22
- .16
- .22
- .42
- .26
- .25
- .19
Holding positive attitudes about serving the public

Organisational justice
- Distributive fairness
- Supervisory fairness
- Organisational fairness

Organisational incentives
- Perceived risk of sanction

Group identity
- Feeling part of the force

Positive views on the public

www.durham.police.uk
www.npia.police.uk
Blindly following work rules, even if it’s the not right thing to do

Organisational justice
- Distributive fairness
- Supervisory fairness
- Organisational fairness

Organisational incentives
- Perceived risk of sanction

Group identity
- Feeling part of the force

Dull compliance

Correlations:
- Distributive fairness to Organisational incentives: 0.22
- Supervisory fairness to Organisational incentives: 0.16
- Organisational fairness to Organisational incentives: 0.42
- Perceived risk of sanction to Feeling part of the force: 0.27
- Feeling part of the force to Dull compliance: 0.20
The value of organisational justice

• By making fair decisions, explaining them & being respectful, organizations can encourage staff to engage in positive work behaviours

• This is not just about being nice!

• People can accept decisions that go against them if they understand why

• Organizational sanctions remain important, but need to be used with care

• ‘Trust arrives on foot & leaves on horseback’

• Unfairness is a significant organizational risk
Altogether Different Programme

Challenging beliefs & comfort zones

Getting people actively involved
Other actions & research

- New structure
- Aiming For Excellence & Learning Sets (LS)
- WOW awards
- Problem solving at Senior Leader forums
- Professional standards
- Freedom within a framework
- Research
  - Links to confidence
  - Links to PACT
Outcomes – early findings

• Qualitative evaluation of new structure – positive
• First stage evaluation of Altogether Different:
  – 65% felt programme was good or excellent
  – 90%+ found 360° useful & informative
  – 80% have clear personal action plans
  – Agreement that LS provide opportunities for personal dev (58%), org improvement (88%) & team working (85%)
• ‘Tackling what matters’ – from 45% to 60%
• Response staff – feel more valued & empowered
• ‘Fairness’ & ‘valued’ are part of the language
• Performance maintained at high levels
• People included in performance discussions
What next?

• Survey re-run in May
• Involvement of other forces
• Keep talking:
  – Focus groups
  – PACT
  – Learning sets
  – Aiming For Excellence forums
• Potentially extending our knowledge
  – Other outcomes: health & wellbeing, dealing with the public fairly, experience of public cooperation
  – Other mediating variables: traditional cop culture
Thank you
Diagnostics in evidence-based policing: organisational justice

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Ben Bradford, Oxford University
Gillian Porter, Durham Constabulary
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   • Openness & honesty
Exploring the issues empirically

- Collaborative approach
- Redesign of the Durham’s staff survey
- Attitude statements developed from previous studies & theoretical framework
- Survey administered online
- 40% response rate
- Latent variables created using CFA
- Models estimated using SEM
The theoretical model

Organisational justice
- Distributive fairness
- Supervisory fairness
- Organisational fairness

Organisational incentives
- Perceived risk of sanction

Group identity
- Feel part of the force

Attitudes & behaviours
Model 1 – Discretionary effort

Organisational justice
- Distributive fairness: 0.23
- Supervisory fairness: 0.16
- Organisational fairness: 0.43

Organisational incentives
- Perceived risk of sanction

Group identity
- Feel part of the force: 0.62

Discretionary effort
- R² 0.58
- RMSEA 0.05
- CFI 0.98

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www.npia.police.uk
Model 2 – Empowerment

Perceived risk of sanction

Organisational incentives

Organisational justice
- Distributive fairness
- Supervisory fairness
- Organisational fairness

Group identity
- Feel part of the force

Empowerment

R² 0.52
RMSEA 0.07
CFI 0.97
Model 3 – Citizen focus

Organisational justice

- Distributive fairness
- Supervisory fairness
- Organisational fairness

Organisational incentives
- Perceived risk of sanction

Group identity
- Feel part of the force

Citizen focus

R² 0.58
RMSEA 0.06
CFI 0.98
Model 4 – Compliance

Organisational justice

- Distributive fairness
- Supervisory fairness
- Organisational fairness

Organisational incentives

- Perceived risk of sanction

Group identity

- Feel part of the force

Compliance

- R² 0.25
- RMSEA 0.05
- CFI 0.98
Model 5 – Dull compliance?

Organisational justice
- Distributive fairness
- Supervisory fairness
- Organisational fairness

Organisational incentives
- Perceived risk of sanction

Group identity
- Feel part of the force

Dull compliance

R² 0.11
RMSEA 0.05
CFI 0.99
Latest developments

• Collaboration extended
• Second redesign of staff survey
• 36% response rate in Durham
• Organisational justice also seems to predict...
  - Feelings of wellbeing
  - Valuing the delivery of quality of service
  - Holding positive views about victims of crime
  - Thinking suspects should be treated fairly
  - Views about confrontation and use of force

• Next steps – exploring Bottoms & Tankebe’s theoretical insights on self-legitimacy
The value of organisational justice

By making fair decisions, explaining them & being respectful, organisations can encourage staff to engage in positive work behaviours.

This is not just about being nice!

Organisational sanctions remain important, but need to used with care.

‘Trust arrives on foot & leaves on horseback’

Unfairness is a significant organisational risk.

What are the implications for when you come to carrying out a randomised controlled trial?
Thank you