



ASSOCIATION OF
CHIEF POLICE OFFICERS

Performance Management & Workforce Development



Gillian Porter

Durham Constabulary



Paul Quinton

National Policing Improvement Agency



Staff wellbeing, motivation & morale: gaining and using insights

Gillian Porter, Durham Constabulary

Paul Quinton, NPIA Research, Analysis & Information

www.durham.police.uk
www.npia.police.uk



Durham Constabulary Plan-on-a-Page



100-100

Altogether Better Policing

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

How we will deliver value for money:

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.

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

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.

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

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.

Productivity
We will ensure that staff are working effectively and efficiently.



Durham Constabulary Plan-on-a-Page

Why we are here:
Durham Constabulary will deliver excellent policing to inspire confidence in the people we



Altogether Better Policing

How we will deliver value for money:

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?

Organisational justice

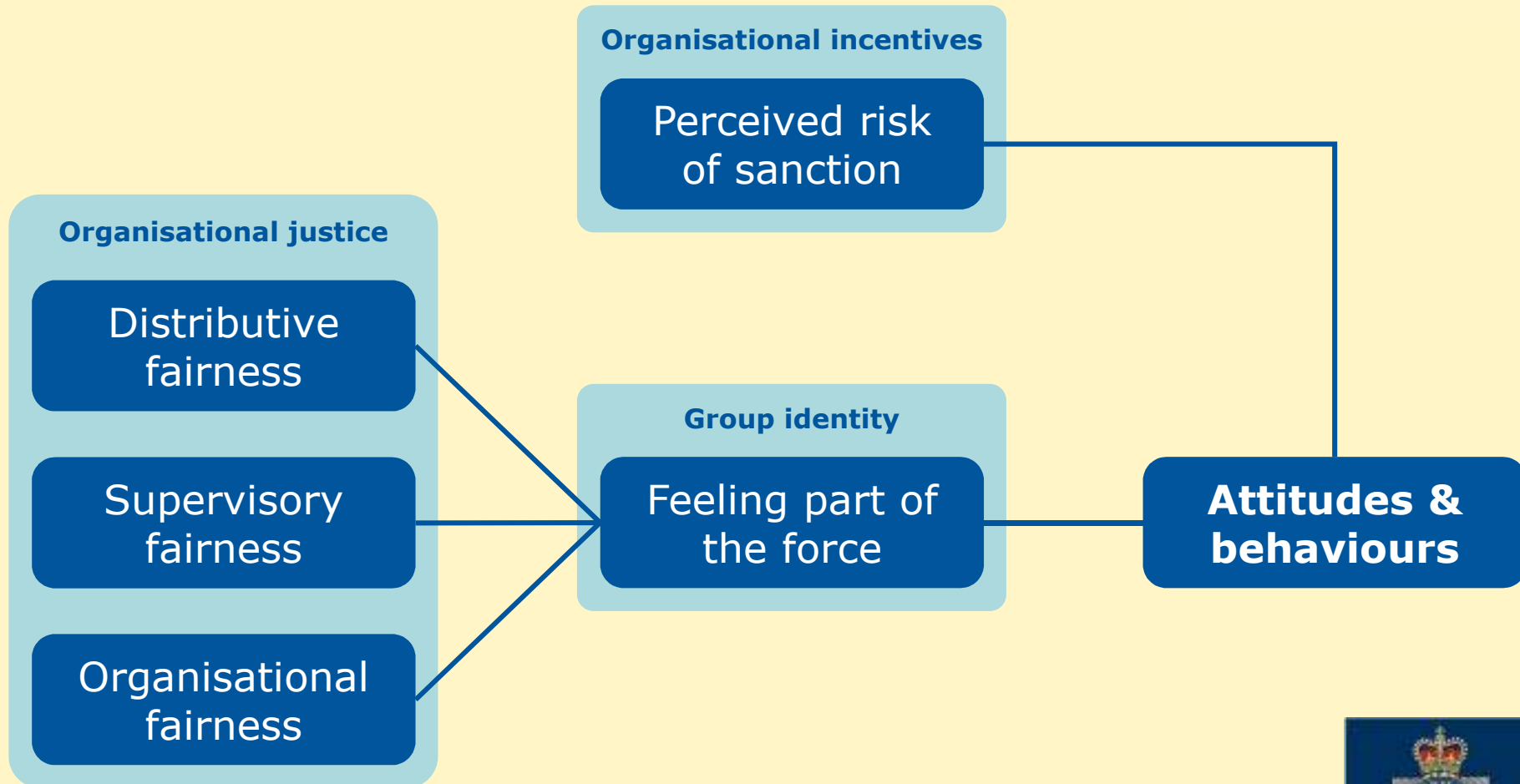
1. Distributive fairness

- Fair distribution of inputs
- Fair distribution of rewards

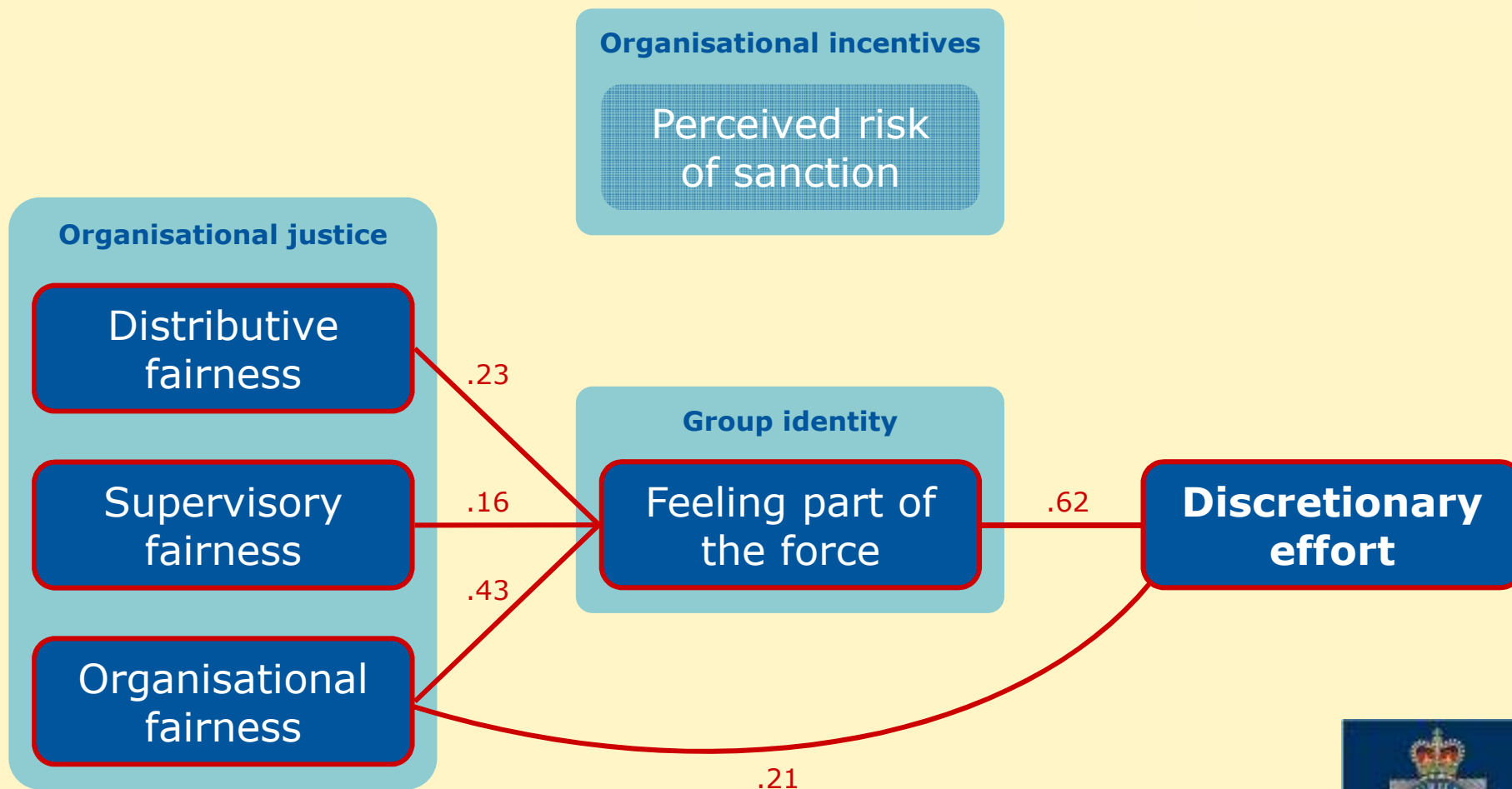
2. Procedural fairness

- 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

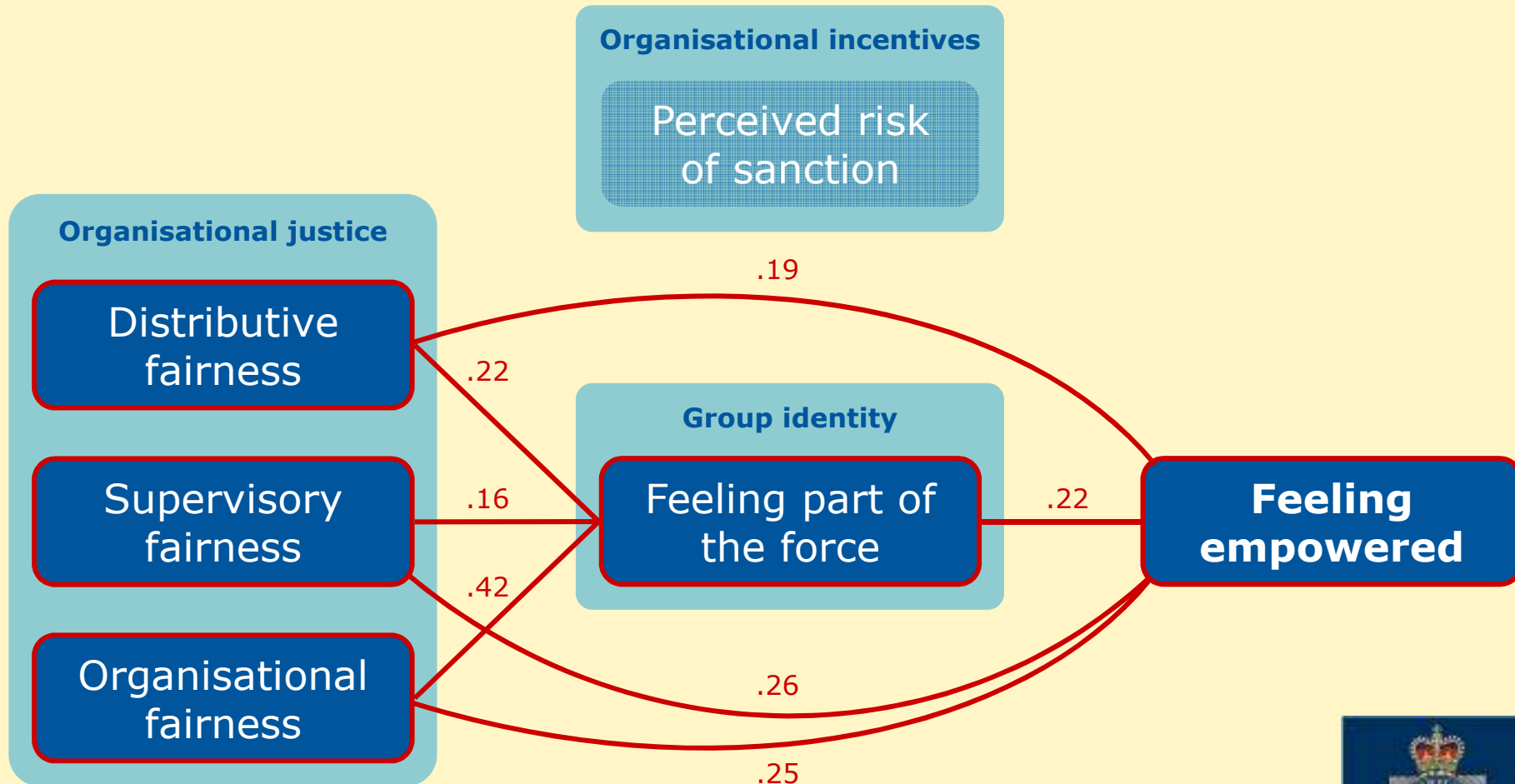
Possible paths to positive work attitudes & behaviours



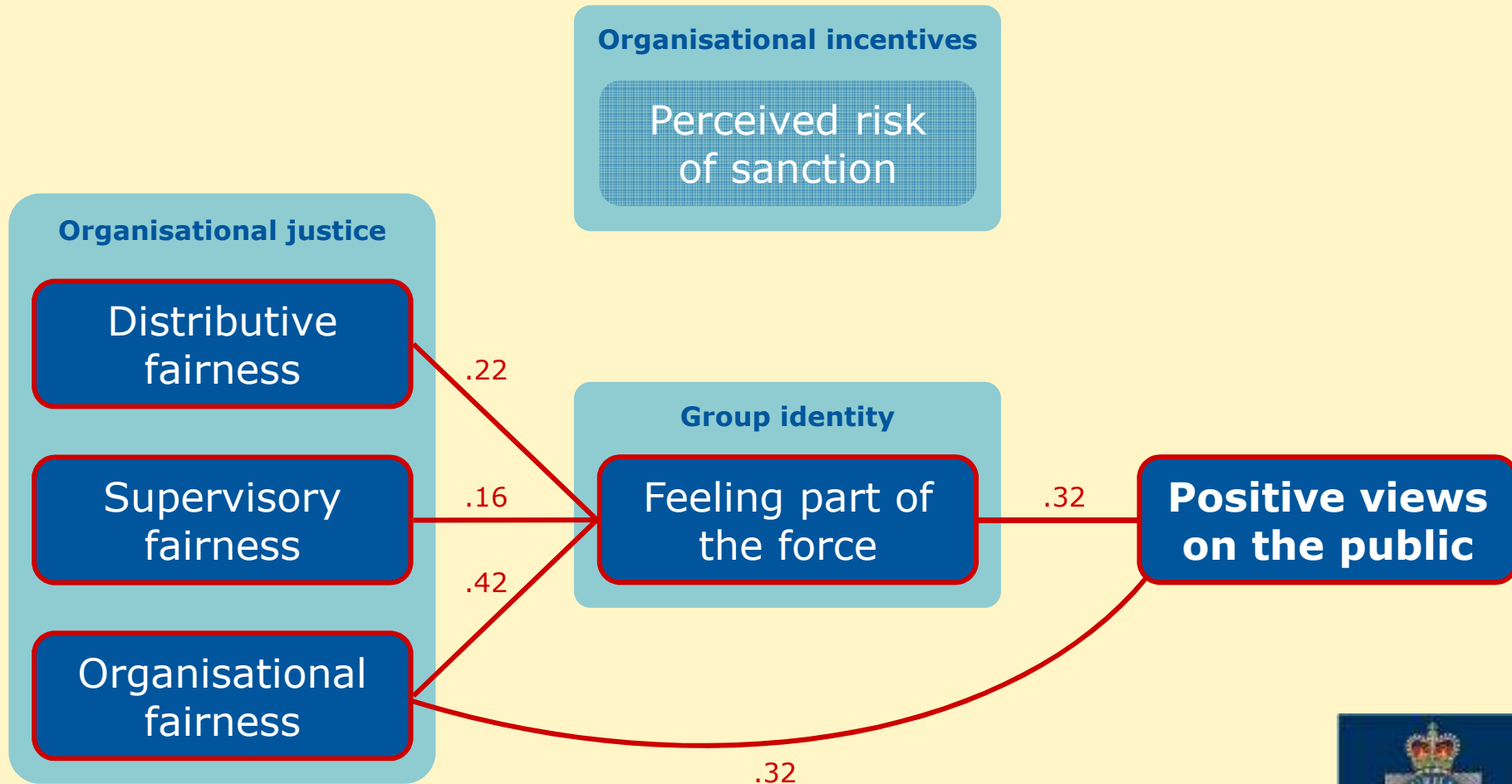
Willingness to go the extra mile



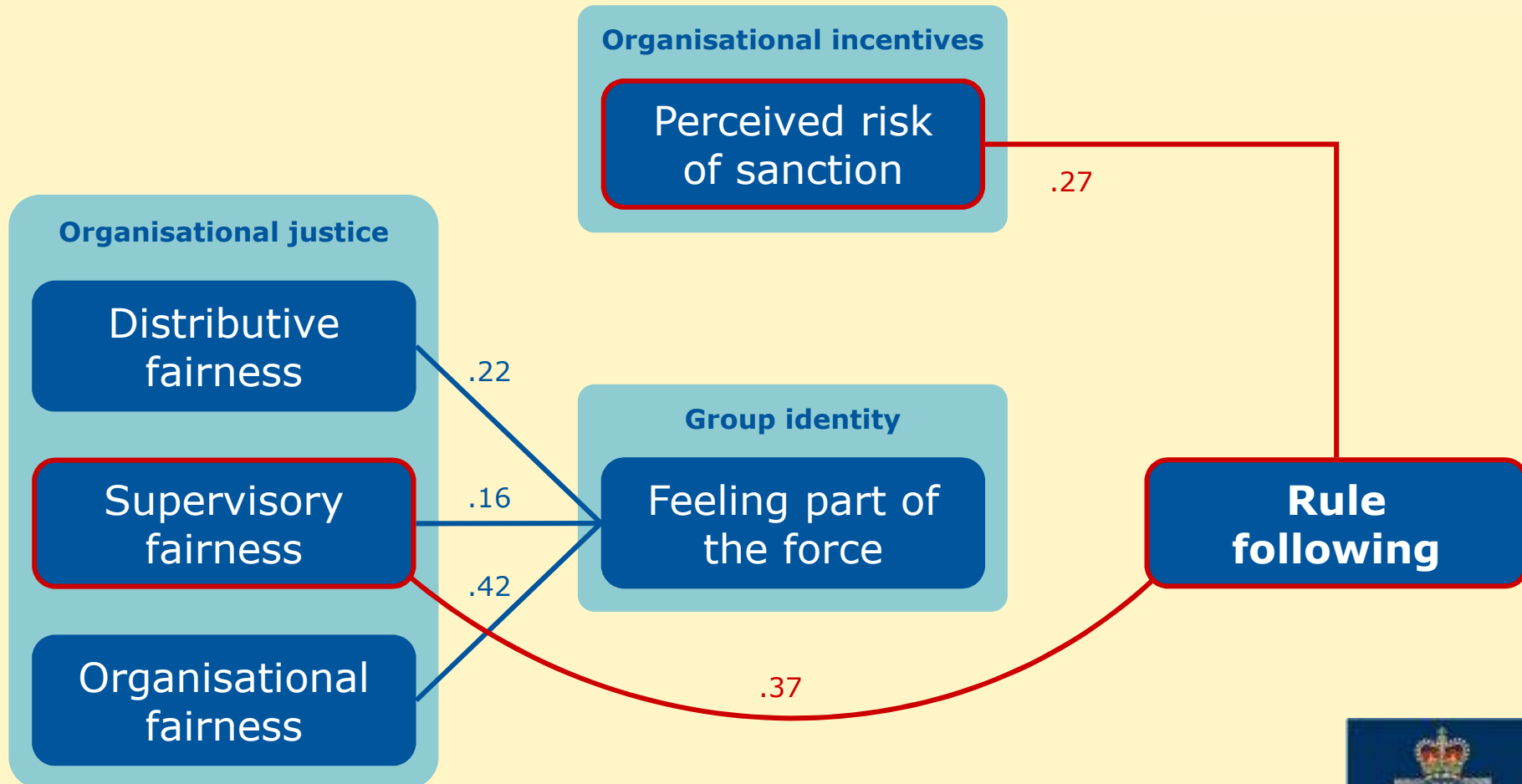
Feeling empowered & confident to make work decisions



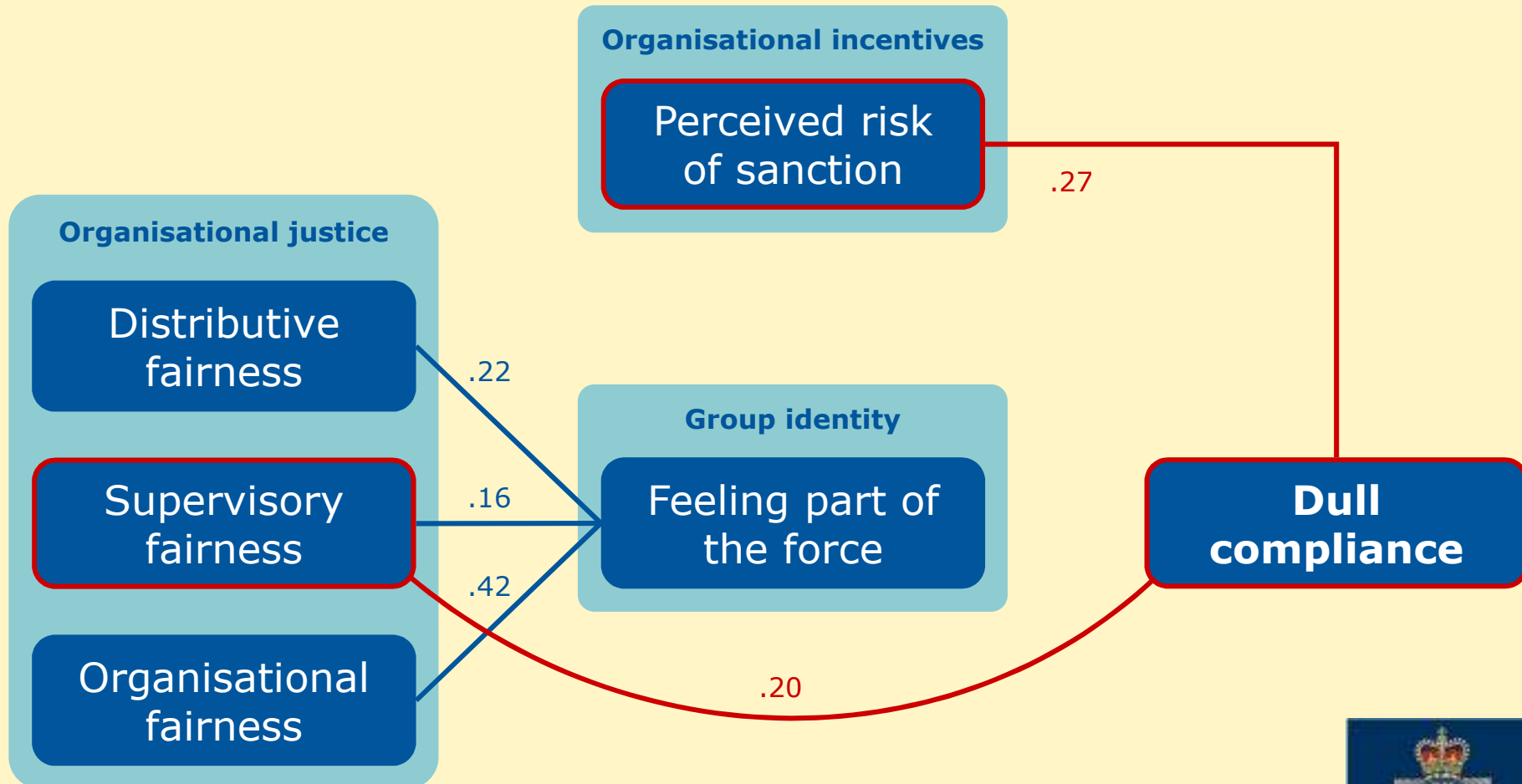
Holding positive attitudes about serving the public



Willingness to follow work rules, instructions & policies



Blindly following work rules, even if it's the not right thing to do



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

www.durham.police.uk
www.npia.police.uk



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

www.durham.police.uk
www.npia.police.uk



Diagnosics in evidence-based policing: organisational justice

Paul Quinton, NPIA Research, Analysis & Information
Ben Bradford, Oxford University
Gillian Porter, Durham Constabulary

www.durham.police.uk
www.npia.police.uk

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?

Organisational justice

1. Distributive fairness

- Fair distribution of inputs
- Fair distribution of rewards

2. Procedural fairness

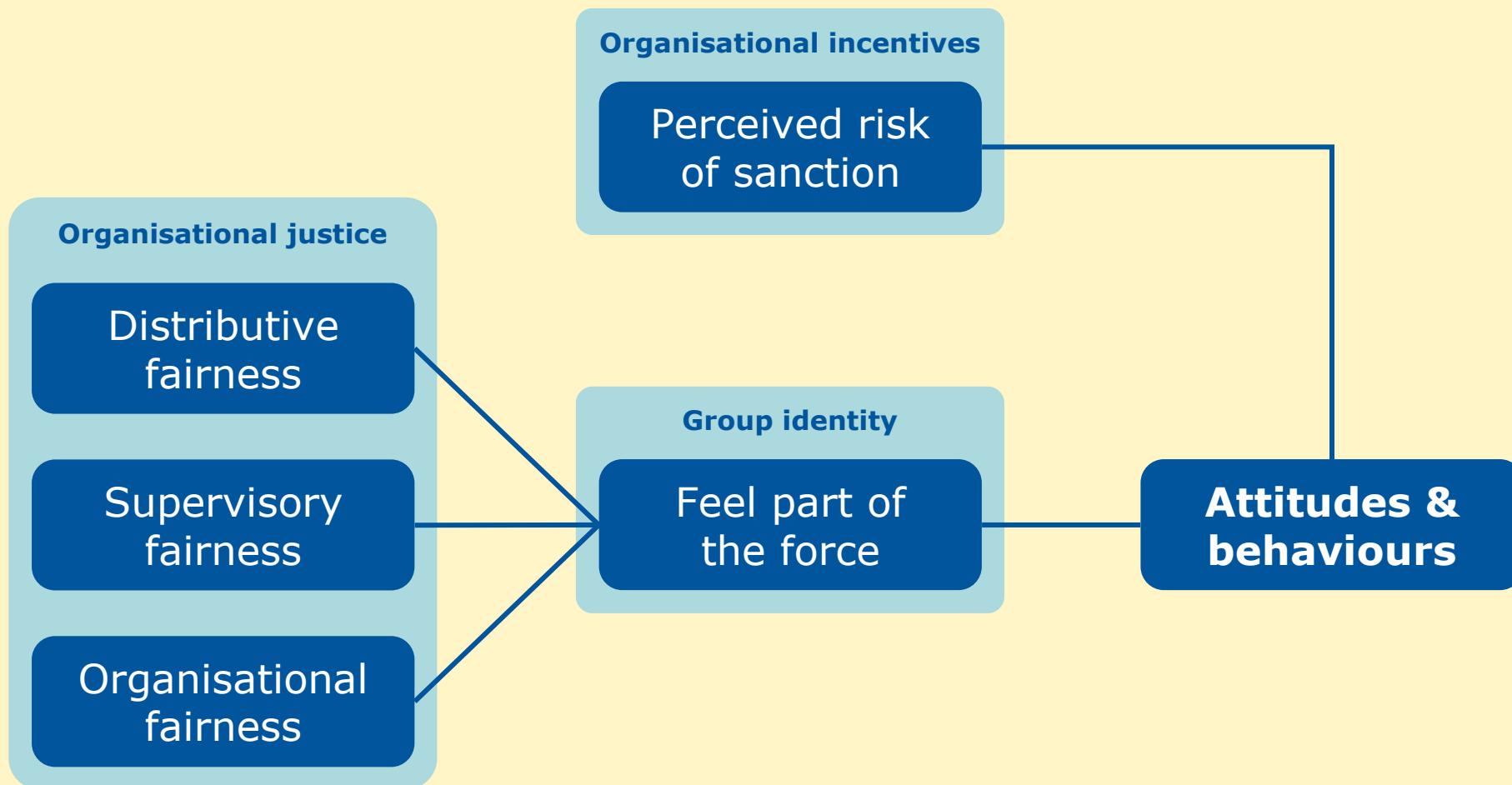
- Fair, consistent & impartial decisions
- Explaining decisions & their rationale
- Giving people a voice in the process
- Giving people a sense of influence
- Good quality communication
- Fair & respectful interpersonal contact
- Openness & honesty

Exploring the issues empirically

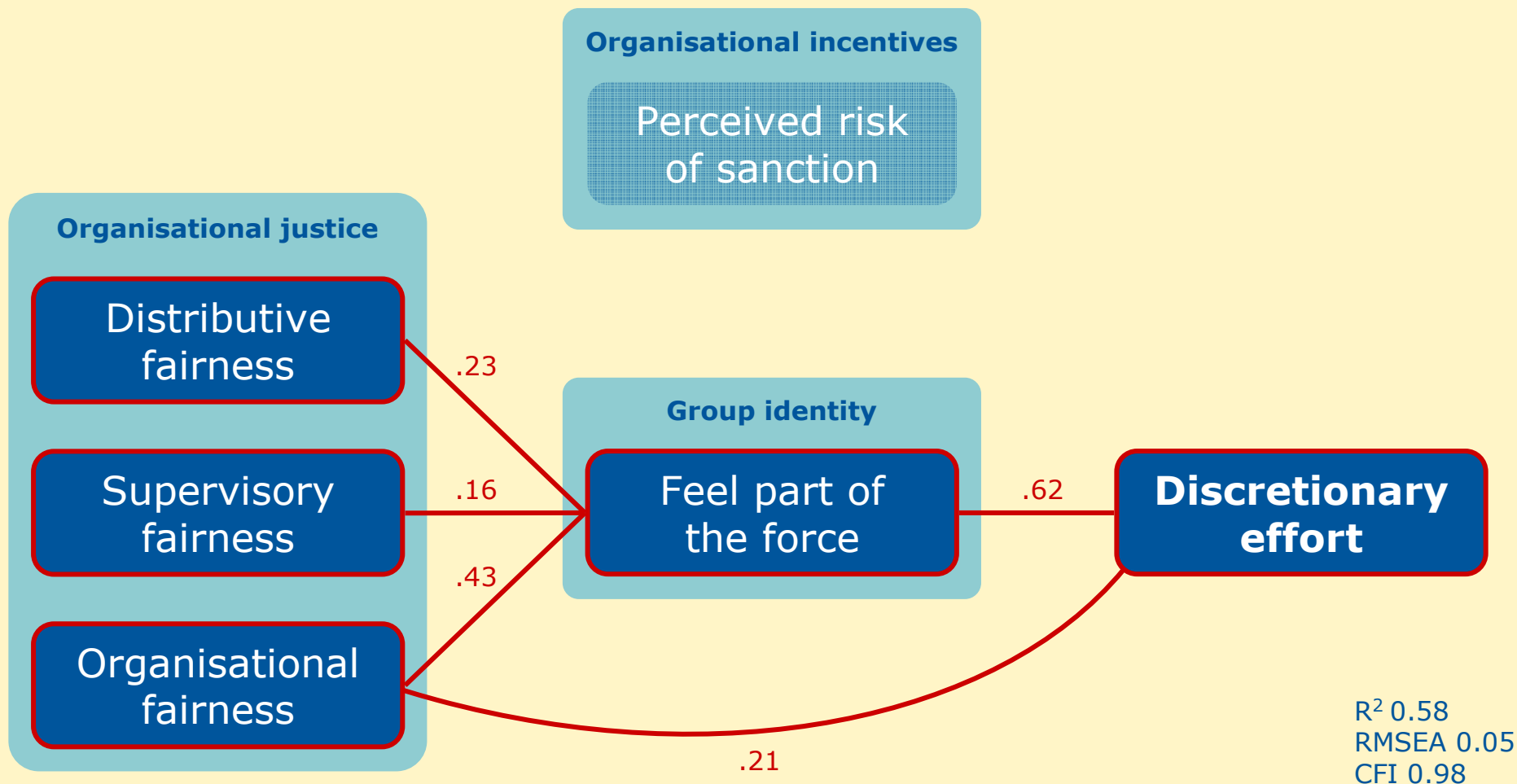


- Collaborative approach
- Redesign of the Durham's staff survey
- Attitude statements developed from previous studies & theoretical framework
- Survey administered online
- 40% response rate
- Latent variables created using CFA
- Models estimated using SEM

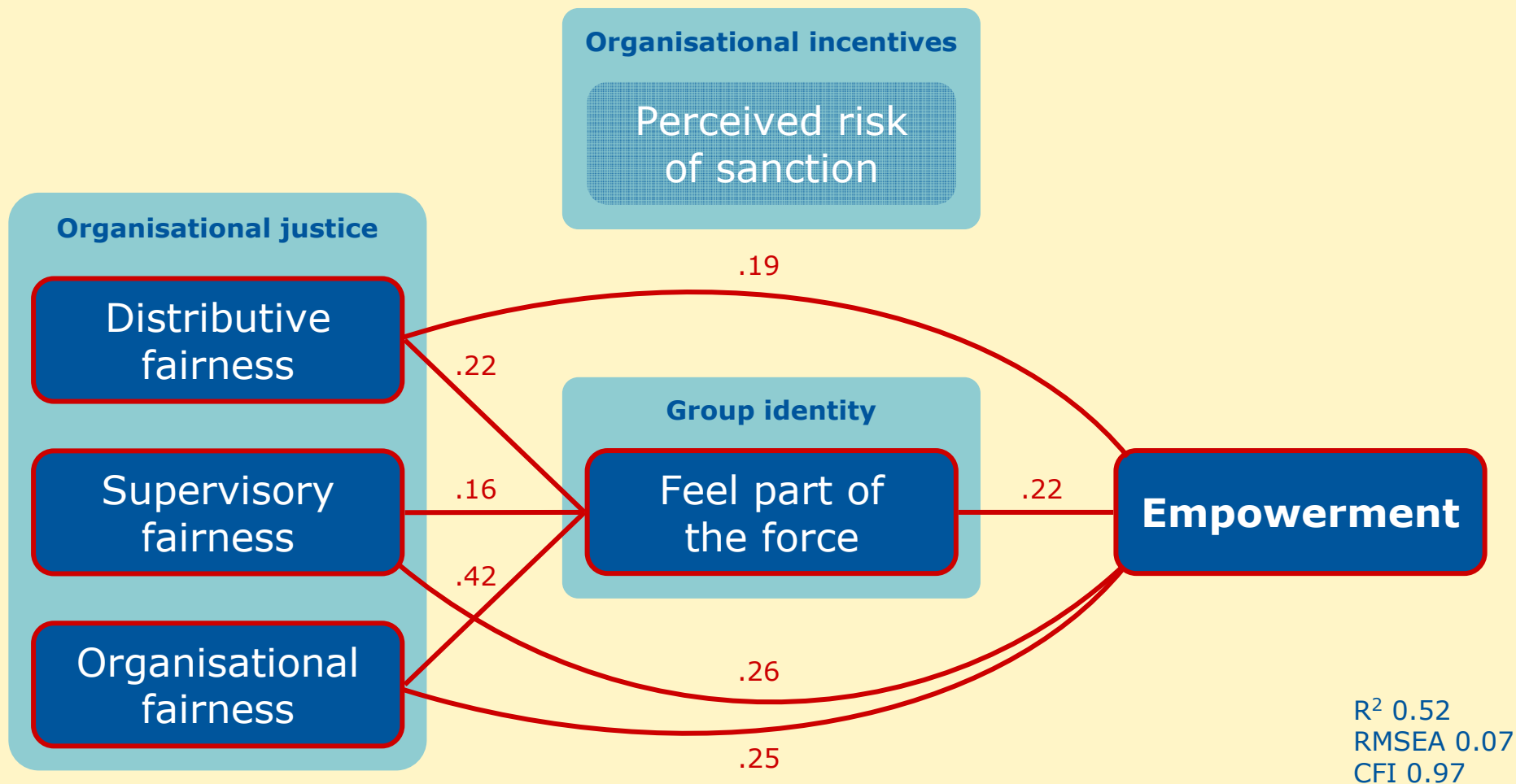
The theoretical model



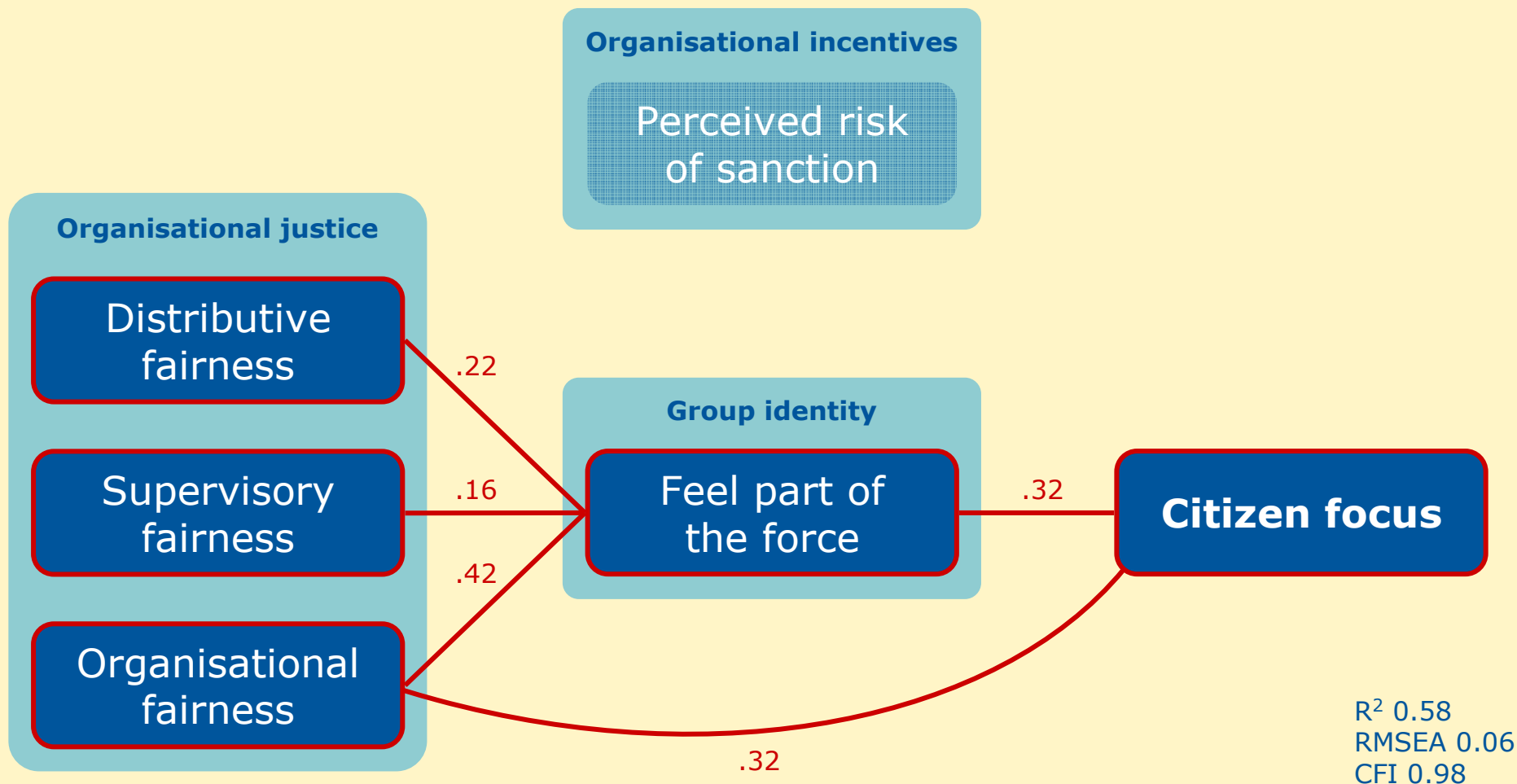
Model 1 – Discretionary effort



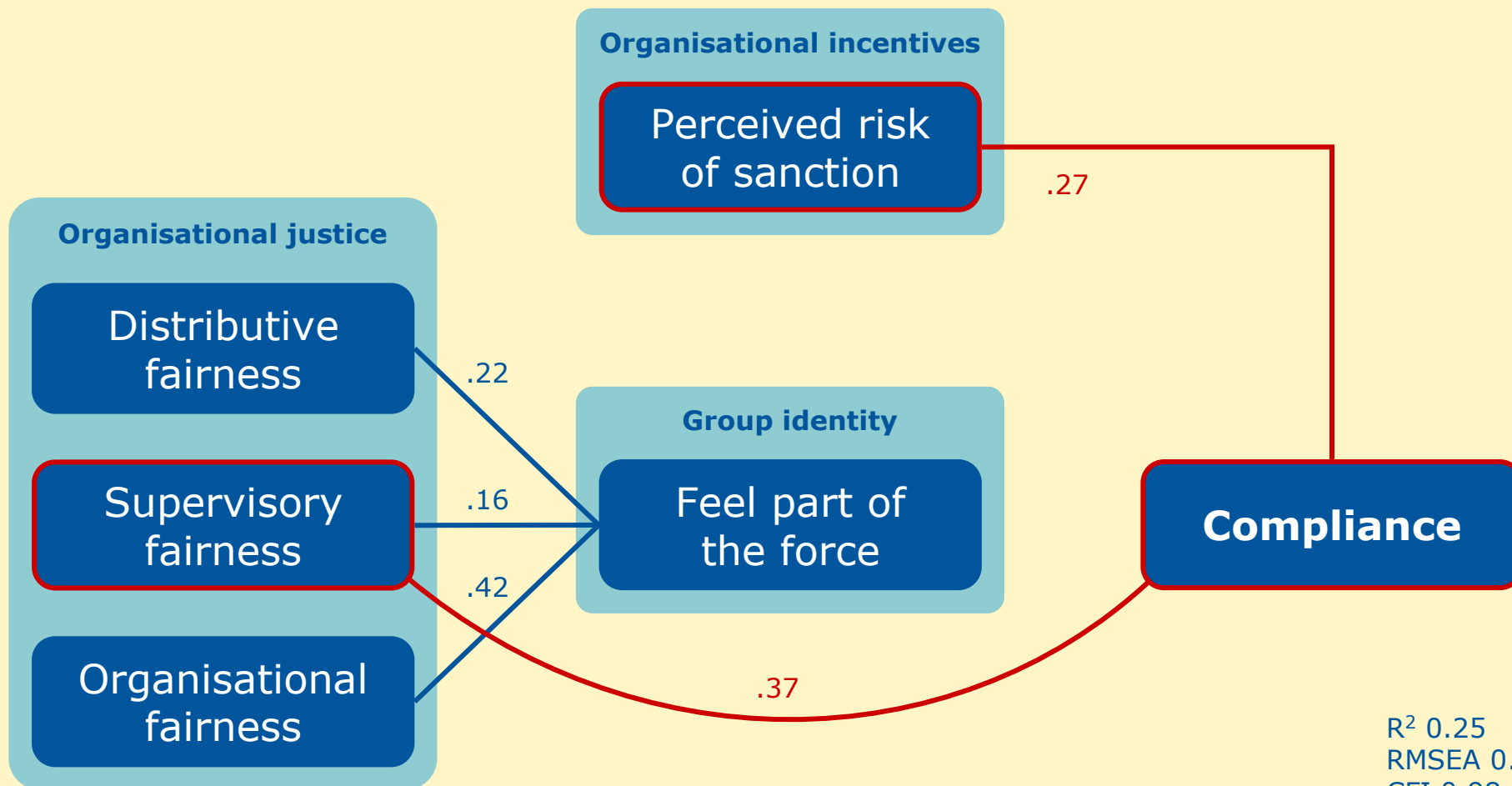
Model 2 – Empowerment



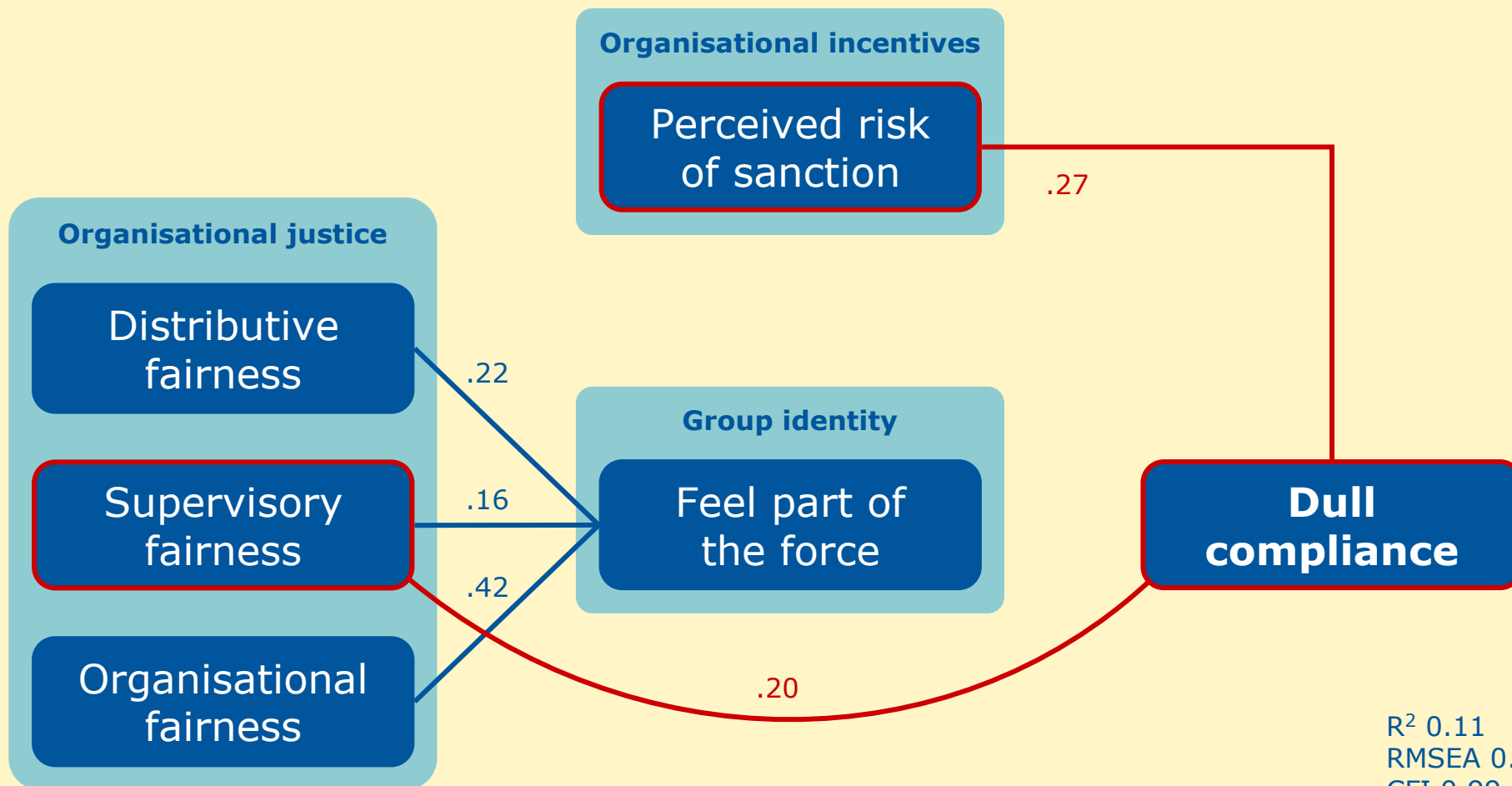
Model 3 – Citizen focus



Model 4 – Compliance



Model 5 – Dull compliance?



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 be 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?



NPIA
National Policing
Improvement Agency

Thank you

www.durham.police.uk
www.npia.police.uk