

National Police Wellbeing Service



# National police wellbeing survey 2023

Summary of evidence and insights



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November 2023

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## EXECUTIVE SUMMARY

The 2023 National Policing Wellbeing Survey was conducted by independent researchers from Durham University in collaboration with the National Police Wellbeing Service.

In total, the survey received 42,058 responses, which is the highest number of individual responses received in the National Wellbeing Survey since it was first launched in 2019.<sup>1</sup>

The findings suggest that a large proportion of the policing workforce continues to find their work meaningful, and they are motivated to invest their personal energy into serving the public.

Average workloads remain high. This is evidenced in the average scores for police officers for challenge stressors, work overload and the frequency of facing emotionally demanding situations. The average scores for police staff for these measures are lower. This is particularly the case for the average levels experienced of hindrance stressors and of emotional demands.

After the improvement in the pandemic period, police officer wellbeing, in terms of emotional energy<sup>2</sup>, has shown a further decrease and is at the lowest average level reported in the four-year period. While a small decline is also reported for police staff, the trend is less pronounced and as found previously, police staff wellbeing is significantly higher than that for police officers.

An encouraging finding is the average scores for symptoms of depression have decreased again for both police officers and staff and are at the lowest average levels seen since the first national survey in 2019/20. While average anxiety levels for police staff show a further improvement since the pandemic, the average level for police officers remains moderately high.

Of concern is that the findings indicate that police officers feel less valued by their force and less valued by the public. For the sense of being valued by their force, the trend shows a sharp downward movement in this latest survey. In terms of being valued by the public, the trend

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<sup>1</sup> The highest force response rate was 64.3%. While twenty participating forces achieved a response rate higher than 20%, eleven forces had a response rate lower than 10%. An additional five forces informed the NPWS that they would not actively participate in the national survey on this occurrence.

<sup>2</sup> Emotional energy is measured to assess the degree of burnout in the policing workforce. A lower level of emotional energy relates to a higher level of burnout.

over the past four years is consistently downwards. For police staff the decline in average scores of feeling valued by the public has declined sharply since the last survey.

The frequency of experiencing being put down or treated in a condescending manner by a colleague in their force increased for both police officers and police staff. The increase for police officers year on year was higher than that for police staff.

The trends for job satisfaction for both police officers and police staff also show a further decline. This is more marked for police officers where the average job satisfaction reported is now much lower than that for police staff. For both groups the average scores are at the lowest levels reported over the four national surveys completed to date.

In contrast to police staff, the average score for intention to quit for police officers shows a sharp increase and is at the highest level recorded. For police staff the average level is below that for police officers and increased to a much smaller extent.

## 1 INTRODUCTION

The fourth 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 undertaken to support the benefits realisation of the National Police Wellbeing Service which impacts on, and informs, strategic policing initiatives such as the development of the Police Covenant,<sup>3</sup> the Officer Safety Review<sup>4</sup>, Operation Hampshire<sup>5</sup> and ongoing work on Occupational Health Standards<sup>6</sup>.

A key aim of this study was to investigate significant changes in key measures relating to staff attitudes, motivation, and wellbeing since the National Wellbeing Survey conducted approximately eighteen months earlier in November 2021.<sup>7</sup> The average scores for key measures included in all four national wellbeing surveys conducted to date are presented.

Additional key measures were also investigated in the 2023 survey and predictive statistical analyses were undertaken to provide findings that can be used to inform future national policing wellbeing programmes.

The research was undertaken by independent researchers from the Policing Research Unit at Durham University Business School in collaboration with the National Police Wellbeing Service and was conducted in accordance with Durham University ethical guidelines for research. Participation in the survey was voluntary, and confidentiality for all participants is assured.

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<sup>3</sup> See <https://www.gov.uk/government/news/priti-patel-to-create-police-covenant-to-protect-officers-and-staff>

<sup>4</sup> See <https://news.npcc.police.uk/releases/npcc-and-college-of-policing-pledge-to-improve-officer-and-staff-safety-following-largest-ever-survey-of-police-workforce>

<sup>5</sup> See <https://www.oscarkilo.org.uk/services/wellbeing-at-work/operation-hampshire>

<sup>6</sup> See <https://www.oscarkilo.org.uk/services/occupational-health>

<sup>7</sup> It is noteworthy that the previous 2021-22 National Policing Wellbeing Survey was conducted after the declaration of the COVID-19 pandemic.

## 2 METHODS

The survey was designed using proven academic scales for each of the measures<sup>8</sup> and circulated online to serving police officers, police staff, police community support officers (PCSOs), specials and volunteers across England and Wales.

The research was undertaken by independent researchers from the Policing Research Unit at Durham University Business School in collaboration with the National Police Wellbeing Service and was conducted in accordance with Durham University ethical guidelines for research. Participation in the survey was voluntary, and confidentiality for all participants is assured. All questions within the survey were completely optional; respondents could choose to leave blank and skip any question they did not wish to answer.<sup>9</sup>

Responses were collected over a seven-week completion period from mid-May 2023.

In total, the survey received 42,058 responses. This equates to approximately an 18.2% response rate overall for the Home Office police forces.<sup>10,11</sup> This is the highest number of individual responses received in the National Wellbeing Survey since it was first launched in 2019.<sup>12,13</sup>

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<sup>8</sup> 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.

<sup>9</sup> We thank Durham Constabulary for their support in enabling secure data procedures for distributing and accessing responses from this survey.

<sup>10</sup> 41,422 responses were received from Home Office police forces. Headcount figures used to calculate response percentages at both a force and national level were predominantly sourced from the Home Office Police Workforce Open Data Tables as of 31 March 2023, available at <https://www.gov.uk/government/statistics/police-workforce-open-data-tables>. Some forces provided updated headcount figures nearer the time of the survey.

<sup>11</sup> The overall response rate was calculated without including the forces who informed us they were not actively participating this year. When including these forces, the national response rate across all Home Office police forces would be 16.7%.

<sup>12</sup> The highest force response rate was 64.3%. While twenty participating forces achieved a response rate higher than 20%, eleven forces had a response rate lower than 10%. An additional five forces informed the NPWS that they would not actively participate in the national survey on this occurrence.

<sup>13</sup> 34,529 responses were received in 2019/20, 22,895 in 2020/21 and 36,633 in 2021/22.

Analysis to confirm the robustness of, and hence give confidence in the findings for, the changes over time was possible through examination of the differences in reported scores for individuals who completed both this survey and the 2021/22 National Wellbeing Survey.<sup>14</sup>

The overall sample size of the 2023 National Wellbeing Survey is more than adequate to provide sufficient statistical power to allow confidence in the findings from the predictive analyses conducted.

Whilst in cross-sectional studies it is not possible to establish causality, we adopted an approach of prediction of relationships between variables from consideration of relevant theory and findings from prior research. Having conducted preliminary analyses to check for scale reliability and consistency, we tested predicted relationships using hierarchical linear regression, including mediation, moderation, and conditional PROCESS analysis.<sup>15</sup> Where appropriate, we also conducted exploratory factor analyses. We controlled for the effects of role, gender, and tenure in policing, alongside topic-specific related measures where relevant. The minimum confidence level of significance adopted was  $p = .05$ .

The final sample consisted of 23,616 police officers (approx. 15.7% response rate), 16,183 police staff (approx. 20.6% response rate), 1,553 PCSOs (approx. 19.9% response rate), 205 special constables (approx. 3.0% response rate) and 100 volunteers (approx. 1.4% response rate).<sup>16</sup>

By rank, 16,458 police officer respondents indicated they were Constables, 4,595 were Sergeants, 1,638 were Inspectors, 477 were Chief Inspectors, 212 were Superintendents, 69 were Chief Superintendents, and 36 were Chief Officers. By grade, 11,806 police staff respondents indicated they were practitioners, 2,058 were supervisory managers, 1,152 were middle managers, and 572 were senior managers and above.

In the police officer sample, 676 respondents indicated they had less than one year of service, 1,588 had 1-2 years of service, 3,791 had 3-5 years of service, 3,500 had 6-10 years of service, 7,416 had 11-20 years of service, and 6,616 had over 20 years of service. In the police staff sample, 1,433 respondents indicated they had less than one year of service, 1,534 had 1-2

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<sup>14</sup> Responses from 2,811 police officers and 2,601 police staff were confidentially matched from the two surveys using the optional respondent-generated unique code.

<sup>15</sup> Hayes (2018).

<sup>16</sup> The number of responses from PCSOs, special constables and volunteers are considered as too small to be able to support robust conclusions and reported findings should be regarded as indicative only.



years of service, 2,707 had 3-5 years of service, 2,144 had 6-10 years of service, 3,773 had 11-20 years of service, and 4,564 had over 20 years of service.

## 3 KEY FINDINGS

### 3.1 Introduction to the Key Findings

The following section discusses the differences in the key wellbeing measures between police officers and police staff, at different ranks and grades, 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*.<sup>17</sup>

To assist in understanding the findings of this report, the key wellbeing measures included in this report are discussed in a glossary (see Section 4).

Commentary and discussion on the key findings from the predictive analyses is provided to assist with effective policy change and design of interventions to improve the wellbeing of the policing workforce.

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<sup>17</sup> The varying rating scales utilised for each measure in the survey are noted where relevant throughout this report. For ease of interpretation and understanding, each of these has been converted within the discussion text into a standardised nine-point classification which comprises the descriptors *Extremely Low, Very Low, Low, Moderately Low, Moderate, Moderately High, High, Very High* and *Extremely High*.

### 3.2 Police Officers and Police Staff

The average scores for police officer and police staff respondents are presented in Tables 1 and 2.

Measures shown in Table 1 are repeated topics from the National Wellbeing Survey 2021/22; measures within Table 2 are areas that have been newly introduced into the National Wellbeing Survey design this year, though which may have been studied within previous local collaborative research with some forces.

The changes in key measures for police officers and police staff across the past four surveys are shown in Tables 3 and 4, respectively.

In addition to commentary on the changes in overall average scores between the surveys, analyses to investigate whether there were any significant differences between the average scores for the respondents who completed both the 2021/22 and 2023 surveys<sup>18</sup> have been conducted and are commented upon.

Effect sizes<sup>19</sup> of difference between scores for police officer respondents and police staff respondents<sup>20</sup> have also been investigated and are commented upon.

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<sup>18</sup> Responses from the 2021/22 and 2023 surveys were anonymously matched using the voluntary unique code generation questions placed at the end of each survey; this provided a matched sample of 2,811 police officers and 2,601 police staff.

<sup>19</sup> Effect sizes can be considered as being small, medium, or large. In this study we calculated values of Eta-squared and followed the guidelines proposed by Cohen (1992) for interpretation of .01 relating to a small effect, .06 to a medium effect and .14 to a large effect (Pallant, 2020). A small effect size suggests there is a real-world impact but is something likely only found through careful study. A large effect size is more substantial and indicates something that we need to take notice of. It suggests the difference between the two sets of scores is substantial and/or consistent enough that it could be found between the two populations quite easily.

<sup>20</sup> As noted in Section 2, response numbers received for PCSOs, special constables and volunteers were too small to support robust conclusions. Commentary on the average scores for these respective populations are provided in footnotes, where appropriate; these should, however, be considered indicative only.

**Table 1: Average Scores for Repeated Measures, Police Officers and Police Staff**

<b>Measure</b>	<b>Police Officer Respondents (Average)</b>	<b>Score Classification</b>	<b>Police Staff Respondents (Average)</b>	<b>Score Classification</b>
Emotional Energy	3.13	<i>Moderately Low</i>	3.89	<i>Moderate</i>
Fatigue ( <i>past 2 weeks</i> )	5.01	<i>High</i>	4.51	<i>Moderately High</i>
Symptoms of Anxiety ( <i>past 3 months</i> ) (1-10 scale)	6.31	<i>Moderately High</i>	5.74	<i>Moderate</i>
Symptoms of Depression ( <i>past 3 months</i> ) (1-10 scale)	5.31	<i>Moderate</i>	4.84	<i>Moderately Low</i>
Life Satisfaction (1-10 scale)	6.34	<i>Moderately High</i>	6.86	<i>Moderately High</i>
Job Satisfaction	4.40	<i>Moderately High</i>	5.18	<i>High</i>
Intention to Quit	4.00	<i>Moderate</i>	3.47	<i>Moderately Low</i>
Prosocial Motivation	5.65	<i>High</i>	5.91	<i>Very High</i>
Work Engagement	5.31	<i>High</i>	5.57	<i>High</i>
Challenge Stressors (1-5 scale)	4.20	<i>Very High</i>	3.84	<i>High</i>
Hindrance Stressors (1-5 scale)	4.26	<i>Very High</i>	3.47	<i>Moderately High</i>
Perceived Organisational Support	3.11	<i>Moderately Low</i>	4.14	<i>Moderate</i>
Supportive Leadership	5.44	<i>High</i>	5.48	<i>High</i>
Experienced Workplace Incivility ( <i>past 12 months</i> ) (1-6 scale)	2.67	<i>Moderately Low</i>	2.22	<i>Low</i>
Sense of Being Valued by Co-Workers (0-10 scale)	7.31	<i>High</i>	7.40	<i>High</i>
Sense of Being Valued by Supervisor (0-10 scale)	6.48	<i>Moderately High</i>	6.87	<i>High</i>
Sense of Being Valued by the Force (0-10 scale)	2.99	<i>Low</i>	4.44	<i>Moderate</i>
Sense of Being Valued by the Public (0-10 scale)	2.77	<i>Low</i>	3.53	<i>Moderately Low</i>

Note: All of these measures used a 1 to 7 scale, unless stated.

**Table 2: Average Scores for Additional Measures, Police Officers and Police Staff**

<b>Measure</b>	<b>Police Officer Respondents (Average)</b>	<b>Score Classification</b>	<b>Police Staff Respondents (Average)</b>	<b>Score Classification</b>
Professional Identity as a Police Officer	4.91	<i>Moderately High</i>	-	-
Professional Identity in Policing	-	-	4.50	<i>Moderately High</i>
Meaningfulness of Work	5.36	<i>High</i>	5.62	<i>High</i>
Confidence in Job Skills	5.19	<i>High</i>	5.62	<i>High</i>
Sense of Control at Work (1-5 scale)	2.89	<i>Moderate</i>	3.36	<i>Moderately High</i>
Work Overload	5.43	<i>High</i>	4.57	<i>Moderately High</i>
Emotional Demands (1-5 scale)	3.68	<i>High</i>	2.75	<i>Moderately Low</i>
Resilience at Work	4.38	<i>Moderately High</i>	4.55	<i>Moderately High</i>
Sufficient Breaks (1-5 scale)	2.56	<i>Moderately Low</i>	3.42	<i>Moderately High</i>
Felt Responsibility for Making Changes	4.66	<i>Moderately High</i>	4.81	<i>Moderately High</i>

Note: All of these measures used a 1 to 7 scale, unless stated.

**Table 3: Changes in Average Scores, Police Officers**

<b>Measure</b>	<b>2019/20 (Average)</b>	<b>2020/21 (Average)</b>	<b>2021/22 (Average)</b>	<b>2023 (Average)</b>
Emotional Energy	3.30	3.48	3.25	3.13
Fatigue <i>(over the past 2 weeks)</i>	-	4.92	4.99	5.01
Symptoms of Anxiety <i>(over the past 3 months)</i> (1-10 scale)	6.37	6.26	6.25	6.31
Symptoms of Depression <i>(over the past 3 months)</i> (1-10 scale)	5.76	5.74	5.53	5.31
Life Satisfaction (1-10 scale)	6.53	6.62	6.64	6.34
Job Satisfaction	4.86	4.84	4.66	4.40
Intention to Quit	3.47	3.28	3.64	4.00
Prosocial Motivation	-	5.61	5.58	5.65
Work Engagement	-	5.24	5.27	5.31
Challenge Stressors (1-5 scale)	-	-	4.16	4.20
Hindrance Stressors (1-5 scale)	-	-	4.19	4.26
Perceived Organisational Support	-	-	3.37	3.11
Supportive Leadership	-	-	5.30	5.44
Experienced Workplace Incivility <i>(over the past 12 months)</i> (1-6 scale)	2.36*	2.20*	2.42	2.67
Sense of Being Valued by Co-Workers (0-10 scale)	7.29	7.19	7.49	7.31
Sense of Being Valued by Supervisor (0-10 scale)	6.61	6.68	6.73	6.48
Sense of Being Valued by the Force (0-10 scale)	3.75	3.87	3.77	2.99
Sense of Being Valued by the Public (0-10 scale)	4.33	3.88	3.41	2.77

**Notes:**

1. All of these measures used a 1 to 7 scale, unless stated.
2. Due to continuous development of question sets, the scales used in 2021/22 to measure psychological detachment and experienced workplace incivility are adapted versions of the scales used in 2020/21 and 2019/20. The average scores marked with an asterisk (\*) have been adjusted to factor only directly overlapping question items within these scales for a more accurate indication of change over time, and as such will be different from the full scale average scores reported elsewhere in previous years' summary reports.

**Table 4: Changes in Average Scores, Police Staff**

<b>Measure</b>	<b>2019/20 (Average)</b>	<b>2020/21 (Average)</b>	<b>2021/22 (Average)</b>	<b>2023 (Average)</b>
Emotional Energy	3.95	4.00	3.96	3.89
Fatigue <i>(over the past 2 weeks)</i>	-	4.55	4.53	4.51
Symptoms of Anxiety <i>(over the past 3 months)</i> (1-10 scale)	5.85	6.15	5.89	5.74
Symptoms of Depression <i>(over the past 3 months)</i> (1-10 scale)	5.33	5.76	5.27	4.84
Life Satisfaction (1-10 scale)	6.84	6.93	7.02	6.86
Job Satisfaction	5.33	5.39	5.30	5.18
Intention to Quit	3.42	3.09	3.43	3.47
Prosocial Motivation	-	5.89	5.83	5.91
Work Engagement	-	5.56	5.52	5.57
Challenge Stressors (1-5 scale)	-	-	3.84	3.84
Hindrance Stressors (1-5 scale)	-	-	3.44	3.47
Perceived Organisational Support	-	-	4.28	4.14
Supportive Leadership	-	-	5.31	5.48
Experienced Workplace Incivility <i>(over the past 12 months)</i> (1-6 scale)	2.21*	1.96*	2.08	2.22
Sense of Being Valued by Co-Workers (0-10 scale)	7.35	7.48	7.58	7.40
Sense of Being Valued by Supervisor (0-10 scale)	6.78	7.09	7.03	6.87
Sense of Being Valued by the Force (0-10 scale)	4.79	5.07	5.12	4.44
Sense of Being Valued by the Public (0-10 scale)	4.02	4.18	4.32	3.53

**Notes:**

1. All of these measures used a 1 to 7 scale, unless stated.
2. Due to continuous development of question sets, the scales used in 2021/22 to measure psychological detachment and experienced workplace incivility are adapted versions of the scales used in 2020/21 and 2019/20. The average scores marked with an asterisk (\*) have been adjusted to factor only directly overlapping question items within these scales for a more accurate indication of change over time, and as such will be different from the full scale average scores reported elsewhere in previous years' summary reports.

**Emotional energy** is a key indicator of individual wellbeing; low levels of emotional energy are an indication of burnout.

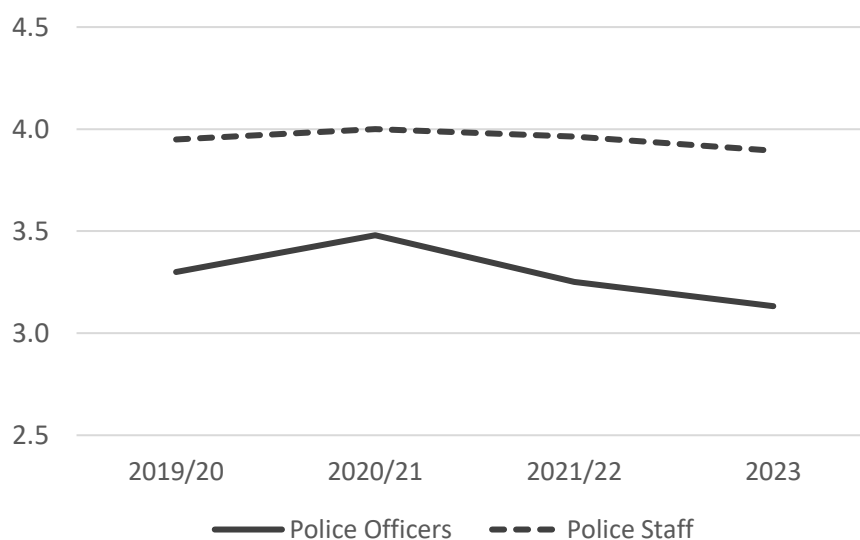
As seen in previous research in policing<sup>21</sup>, police staff respondents reported higher average levels of emotional energy than police officer respondents, with a large effect size of difference.<sup>22</sup>

As can be seen in Table 3 above, while still at a moderately low average level, the average score for emotional energy has declined for a second time running for police officer respondents (with a small effect size of difference confirmed in the police officer matched sample) and is now at the lowest average level since the first survey in 2019/20.

The 2021/22 and 2023 average scores, seen in Table 4 above, indicate a slight decline in police staff emotional energy (with a small effect size of difference confirmed in the police staff matched sample). While this downward trend matches that of police officers, of note is that it is less pronounced for police staff.

These trends are also shown in Figure 1, below.

**Figure 1: Trend of Average Scores for Emotional Energy**



Notes: The first three national surveys were conducted around December in their respective years, while the most recent national survey was conducted around June.

Emotional energy was measured on a 1-7 scale.

<sup>21</sup> See for example, Graham, Plater, Brown, Zheng and Gracey (2019) and Graham, Plater, Brown and Gracey (2021).

<sup>22</sup> Reported average levels of emotional energy were moderate for PCSOs, moderately high for specials, and high for volunteers.



**Fatigue** arises through engaging in demanding activities and can be thought of as an overwhelming sense of being tired, lacking energy and feeling exhausted. Whilst general fatigue is closely related to low levels of emotional energy, it differs in that it can be relieved by the use of compensation mechanisms such as working more slowly or taking adequate rest and gaining sufficient sleep.

Similar to the findings seen in 2021/22, levels of fatigue were found to be higher for police officers than for police staff, with a small effect size; no material changes in scores were found for either role group compared with the averages seen in the previous national survey.

The responses from 69.6% of police officers indicated that they had experienced high levels of fatigue in the previous two weeks before completing the survey; 56.0% of police staff indicated that this was the case.<sup>23</sup> Of particular concern is that 28.9% of police officers and 20.7% of police staff indicated that they experienced very high levels of fatigue.<sup>24, 25</sup> These respective frequencies for the two role groups remain at comparable levels to those reported in the 2021/22 survey.

Police officer respondents reported higher average levels of **symptoms of anxiety** than police staff respondents, with a small effect size of difference.<sup>26</sup>

A very positive finding is that, following the sharp increase seen in the 2020/21 survey during the Covid-19 pandemic, the average score for symptoms of anxiety for police staff has continued to decrease and is now at the lowest average level seen since the first national survey in 2019/20. Minimal differences over time were found for average police officer anxiety scores. These trends in scores are shown in Figure 2, below.

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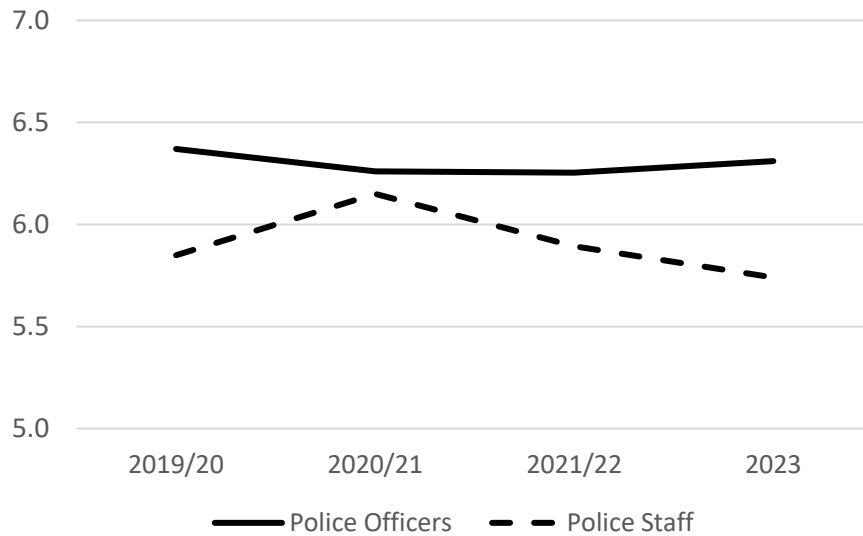
<sup>23</sup> Scoring an average of above 4.5 on a 1-7 scale.

<sup>24</sup> Scoring an average of above 6 on a 1-7 scale.

<sup>25</sup> 52.6% of PCSO respondents indicated that they had experienced high levels of fatigue, including 19.0% who indicated experiencing very high levels of fatigue (32.7% and 6.3% for specials, and 20.0% and 6.3% for volunteers, respectively).

<sup>26</sup> For PCSO respondents, reported average levels were moderate for anxiety symptoms. For special constabulary respondents, average levels for this measure was moderately low, whilst volunteer respondents reported a low average level.

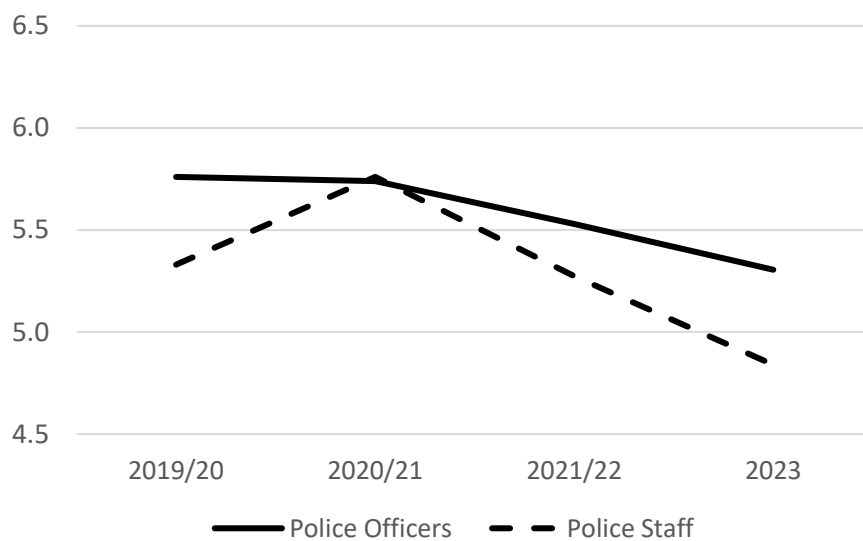
**Figure 2: Trend of Average Scores for Symptoms of Anxiety**



Notes: The first three national surveys were conducted around December in their respective years, while the most recent national survey was conducted around June.  
Symptoms of anxiety was measured on a 1-10 scale.

A further encouraging finding is that the average scores for *symptoms of depression* have decreased again this year for both police officers and staff, and are at the lowest average levels seen since the first national survey in 2019/20 (see Figure 3). Police staff reported slightly lower average levels for symptoms of depression than officers, with a small effect size.

**Figure 3: Trend of Average Scores for Symptoms of Depression**

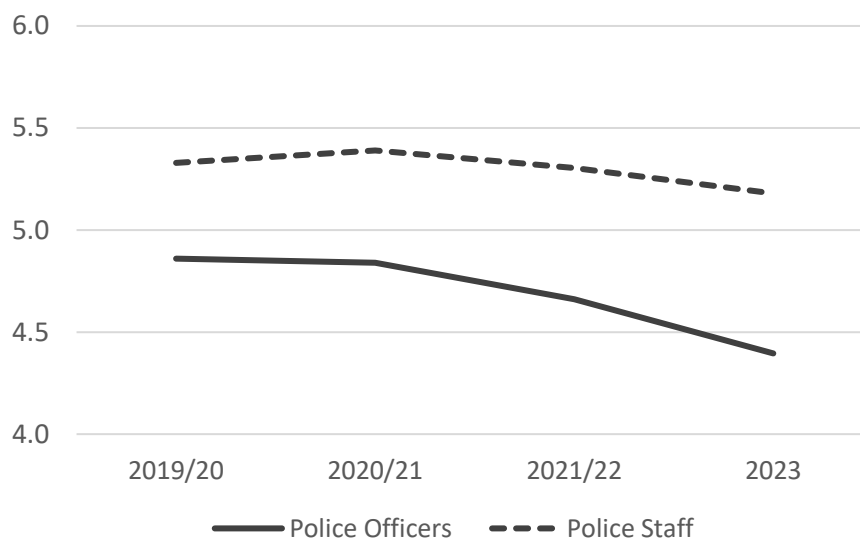


Notes: The first three national surveys were conducted around December in their respective years, while the most recent national survey was conducted around June.  
Symptoms of depression was measured on a 1-10 scale.

Average scores for **job satisfaction** have declined for police officers since 2021/22, with a small-medium effect size. When this decline is considered with the average scores reported in the previous surveys (see Table 3, above, and Figure 4, below), a marked reduction is evident for police officer job satisfaction since 2019/20.

A small decline is also evident for police staff. Average scores remain higher for police staff respondents than police officer respondents, with a medium effect size of difference between these two role groups, suggesting that police staff generally tend to regard their work more positively and are more likely to feel satisfied in their jobs.<sup>27</sup>

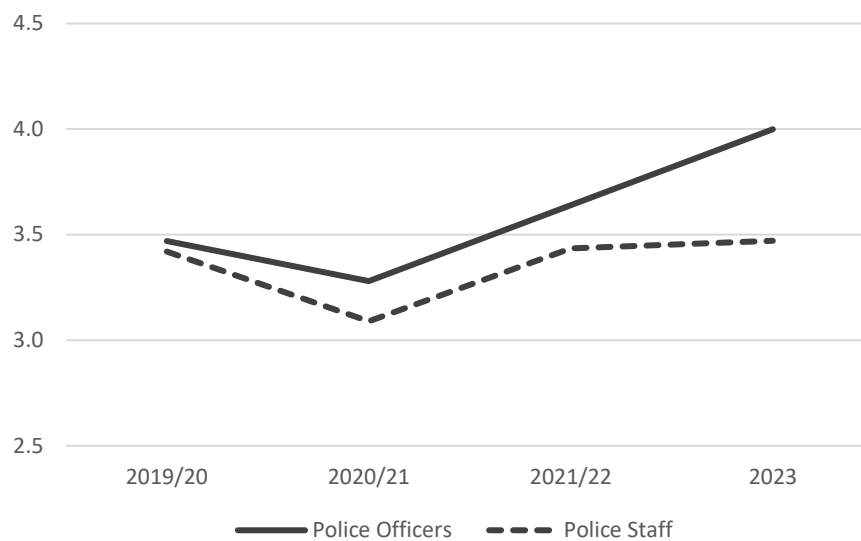
**Figure 4: Trend of Average Scores for Job Satisfaction**



Notes: The first three national surveys were conducted around December in their respective years, while the most recent national survey was conducted around June.

Job satisfaction was measured on a 1-7 scale.

<sup>27</sup> Job satisfaction was at a moderately high average level for PCSOs, a high average level for specials, and at a very high average level for volunteers.

**Figure 5: Trend of Average Scores for Intention to Quit**

Notes: The first three national surveys were conducted around December in their respective years, while the most recent national survey was conducted around June.

Intention to quit was measured on a 1-7 scale.

Police officers reported higher levels of *intention to quit* than police staff, with a small effect size.<sup>28</sup> Intention to quit has increased for police officers, with a medium effect size, and is now at the highest average level since the first survey in 2019/20; the average scores reported by police staff show a slight increase since 2021/22 (a small effect size of change was confirmed). These trends are shown in Figure 5, above.

Intention to quit was found to be associated with reduced emotional energy, meaningfulness of work, support from the organisation and supervisors, and increased experience of hindrance stressors and symptoms of depression.

A small decline was evident in the change in average scores for *life satisfaction* for both police officers and staff. As seen in previous surveys, police staff respondents reported slightly higher average levels than police officer respondents, with a small effect size of difference.<sup>29</sup>

**Challenge stressors** reflect individuals' perceptions of work-related demands, such as workload and responsibility, which although potentially stressful can also be viewed as an opportunity for personal development or the achievement of important outcomes. **Hindrance**

<sup>28</sup> Intention to quit was reported at a moderate average level by PCSO respondents, while low for specials and very low for volunteers.

<sup>29</sup> Average life satisfaction scores were moderately high for PCSOs, high for specials and volunteers.

**stressors**, on the other hand, refer to work-related demands that are seen as constraints that hinder performance, such as poorly designed work processes and unnecessary bureaucracy.

As shown in Table 2, above, frequency of experiencing challenge stressors at work was reported at a very high average level by police officer respondents and a high average level by police staff respondents, with a medium effect size of difference.<sup>30</sup> Average scores for both police officers and police staff are comparable to those reported in 2021/22.

Consistent with findings in the previous survey, police officers reported facing significantly higher frequencies of hindrance stressors on average than police staff, with a large effect size (very high and moderately high average levels, respectively).<sup>31</sup> For both police officers and police staff, the extent to which hindrance stressors are experienced at work have increased since the previous survey, with a small effect size.

Whilst challenge stressors are often considered as 'good' stressors, in contrast to hindrance stressors being 'bad' stressors,<sup>32</sup> the very high average level (4.20) of challenge stressors for police officer respondents is a concern. Analysis of the relationship between challenge stressors and burnout confirmed that when challenge stressors were moderately high or lower, then challenge stressors were not found to adversely affect individuals' wellbeing. However, when challenge stressors increased above a moderately high average level, the relationship was found to become increasingly detrimental to individuals' wellbeing.

**Work overload** was reported at a high average level by police officer respondents and a moderately high average level by police staff respondents.<sup>33</sup> (medium effect size of difference).

**Emotional demands**, also considered as a key type of work-related demand, refer to the extent to which individuals experience exposure to emotionally demanding work tasks and experiences in their role, such as facing emotionally impactful or distressing situations, or interacting with difficult people. While overcoming such situations or helping people through challenging circumstances can be a rewarding and meaningful part of work, dealing with such

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<sup>30</sup> Frequency of experiencing challenge stressors were, on average, moderately high for PCSOs and specials, and low for volunteers.

<sup>31</sup> Similar to police staff, PCSO respondents reported a moderately high average level of hindrance stressors at work. Average scores were high for special constables. Volunteers indicated a moderately low average level of hindrance stressors.

<sup>32</sup> Cavanaugh, Boswell, Roehling and Boudreau (2000); Lockey, Graham, Zheng, Hesketh, Plater and Gracey (2021).

<sup>33</sup> Average work overload scores were moderate for PCSOs and specials, and very low for volunteers.

emotional demands requires sustained emotional effort to self-regulate and acts to deplete personal resources.

A large effect size was found for the difference between police officer and police staff average scores for emotional demands; police officers reported a high average level and police staff reported a moderately low average level.<sup>34</sup>

**Resilience at work** relates to an individual's ability to effectively rebound or recover from adverse experiences and/or emotional demands; moderately high average levels were reported for both police officers and police staff, with a small effect size.<sup>35</sup>

Emotional energy and the extent to which individuals feel valued by their co-workers were found to be positively associated with resilience at work. Furthermore, in the police officer sample, professional identity was found to be positively associated with resilience. In the police staff sample, confidence in job skills was positively linked to resilience at work.

**Confidence in job skills** was reported at a high average level for both police officers and police staff.<sup>36</sup>

A **sense of control at work** refers to individuals' perceptions of the extent to which they can direct and shape the course of their own work tasks and outcomes. A medium to large effect size was found for the difference between police officer and police staff average scores for sense of control at work; police officers reported a moderate average level and police staff reported a moderately high average level.<sup>37</sup>

A large effect size was found for the difference between police officer and police staff average scores for **sufficient breaks**, with average scores reported at a moderately low level by police officers and a moderately high level by police staff.<sup>38</sup>

How employees are treated by their organisation affects their views concerning the extent to which the organisation values them and their contributions.<sup>39</sup> **Perceived organisational support** refers to individuals' beliefs regarding the degree to which the organisation values

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<sup>34</sup> Average emotional demands scores were moderately high for PCSOs and specials, and low for volunteers.

<sup>35</sup> Average resilience at work scores were moderately high for PCSOs and specials, and high for volunteers.

<sup>36</sup> Average confidence in job skills scores were high for PCSOs, moderately high for specials, and very high for volunteers.

<sup>37</sup> Average sense of control at work scores were moderately high for PCSOs, moderate for specials, and high for volunteers.

<sup>38</sup> Average sufficient breaks scores were moderately high for PCSOs, moderate for specials, and high for volunteers.

<sup>39</sup> Eisenberger, Huntington, Hutchison and Sowa (1986).

their contributions and cares about their wellbeing. It also refers to a feeling of assurance that the organisation will provide support when individuals face particularly difficult or challenging circumstances when carrying out their duties. In contrast, when individuals feel they are regarded as 'just a number', this is associated with low levels of feeling valued or supported by their organisation. Consistent with prior research, in this survey perceived organisational support was found to be an important predictor of individual wellbeing.<sup>40</sup>

A small decline since the 2021/22 survey was found for the change in average scores for police officers and police staff for perceived organisational support. As seen in the previous survey, once again average scores for perceived organisational support were higher for police staff than police officers (with a large effect size of difference between the role groups).<sup>41</sup>

The negative impacts of experiencing hindrance stressors adversely affect individuals' perceptions of how the organisation values their contributions and cares about their wellbeing. When the frequency of experiencing hindrance stressors is higher, both perceptions of organisational support and wellbeing were lower.

**Feeling valued** - Individuals were asked to indicate the extent to which they feel valued by their co-workers, supervisor, force, and the public.

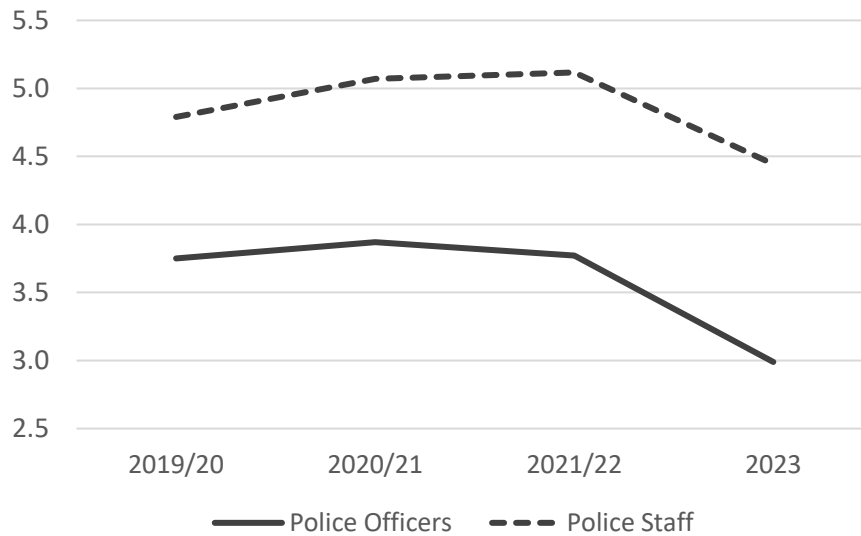
Police officers reported lower average levels for feeling valued by their **force** than police staff, with a medium effect size.<sup>42</sup> A moderate decline is evident for police officers and police staff, with the average scores for each role group now at the lowest average level since records started in 2019/20 when the first national survey was conducted (see Figure 6).

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<sup>40</sup> Brown, Graham, Zheng, Lockey and Hesketh (2020); Marchand and Vandenberghe (2016).

<sup>41</sup> Perceived organisational support was reported at a moderate average level by PCSOs and specials, and a high average level by volunteers.

<sup>42</sup> Average scores for feeling valued by the force were moderately low for PCSOs, moderate for specials and high for volunteers.

**Figure 6: Trend of Average Scores for Sense of Feeling Valued by the Force**

Notes: The first three national surveys were conducted around December in their respective years, while the most recent national survey was conducted around June. Sense of feeling valued by the force was measured on a 0-10 scale.

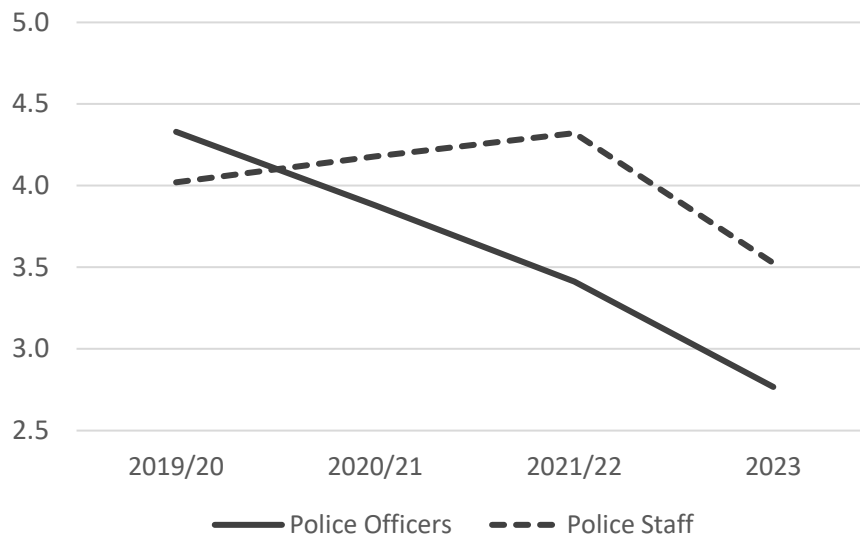
As can be seen in Table 3 (above) and Figure 7 (below), average police officer scores for feeling valued by the *public* have declined markedly since the first survey in 2019/20, with a medium-large effect size in the matched sample for the decline found between 2021/22 and 2023.

For police staff, while a small increase in average scores for feeling valued by the public was evident each year between 2019/20, 2020/21 and 2021/22 (see Table 4, above), this year's survey saw a large decrease in average levels.<sup>43</sup>

Feeling valued by the public was found to have a positive impact on levels of job satisfaction, through increasing the extent to which individuals view their role as an important part of who they are (professional identity).

<sup>43</sup> Average reported levels of sense of feeling valued for PCSOs, specials and volunteers were, respectively, (co-workers) high, high, very high; (supervisor) moderately high, moderately high, high; (force) moderately low, moderate, high; (public) moderate, moderate, moderately high.



**Figure 7: Trend of Average Scores for Sense of Feeling Valued by the Public**

Notes: The first three national surveys were conducted around December in their respective years, while the most recent national survey was conducted around June. Sense of feeling valued by the public was measured on a 0-10 scale.

Average scores for feeling valued by **supervisor** are moderately high for police officers and high for police staff, with a small effect size. A small reduction was found for both police officers and police staff since the 2021/22 survey.

While a small reduction was found for both role groups since the 2021/22 survey, average scores for feeling valued by **co-workers** are at a high level for both police officers and police staff.

**Supportive leadership** stresses the importance of personal integrity and competence, serving others such as employees and the public, the development of people to their fullest potential, and protection of their followers from harms in the workplace such as experiencing hindrance stressors, incivility and ostracism. Supportive leaders serve as role models who build trust, understand each person's different characteristics, strengths and interests, and provide feedback and resources to their people.

A very encouraging finding is that the average scores reported by police officers and police staff have increased since the previous survey with a small effect size (high average level for both role groups; see Table 2).<sup>44</sup>

**Workplace incivility** can be thought of as a generalised form of low-intensity, subtle, harmful behaviour directed towards others, which can be verbal (being rude or disrespectful) or non-verbal (excluding or ignoring someone). We asked individuals how frequently they had experienced being treated in a condescending manner *by someone in their force* over the past 12 months. Following the reduction seen in average reported levels of experienced workplace incivility during the start of the COVID-19 pandemic (between the 2019/20 and 2020/21 surveys), an increase is now evident whereby the police officer average score is now at its highest level recorded and the police staff average score has returned to pre-pandemic levels. Police officers reported slightly higher levels of experienced workplace incivility, on average, than police staff, with a small effect size of difference.

The frequencies of reported experiences of this form of incivility behaviour for police officers and police staff over the past four national wellbeing surveys are presented below in Tables 5 and 6. As can be seen, the percentage of police officers reporting that they had *not* experienced being treated in a condescending manner declined from 37.7% to 24.3% between 2020/21 and 2021/22, and in the most recent survey has declined further to 18.9%.

A similar trend was evident for police staff reporting they had *not* been treated in a condescending manner; 47.8% in 2020/21, 36.0% in 2021/22 and 32.0% in 2023.<sup>45</sup>

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<sup>44</sup> PCSO, specials and volunteers scored high average levels for the extent to which they view their direct supervisor as supportive.

<sup>45</sup> For PCSO respondents, 35.5% indicated they had been put down or treated in a condescending manner by someone in their force monthly or more frequently by someone in their force in the past 12 months, including 13.4% on a weekly or more frequent basis. 23.1% of PCSO respondents indicated they had not experienced this form of incivility behaviour at any point during the past 12 months (29.3% for specials and 72.4% for volunteers).

**Table 5: Change in Experienced Workplace Incivility, Police Officer Respondents**

Response	2019/20	2020/21	2021/22	2023
	%	%	%	%
Experienced being put down or treated in a condescending manner				
Never	33.1	37.7	24.3	18.9
Once or twice	37.9	37.0	45.3	43.1
Monthly or a few times a month	16.3	15.3	19.5	23.4
Weekly or more frequently	12.8	9.9	10.9	14.7

**Notes:**

1. Individuals were asked to indicate their experiences of general workplace incivility by someone in their force over the past 12 months.
2. Due to continuous development of question sets, the scale used in 2021/22 to measure experienced workplace incivility is an adapted version of the scale used in 2020/21 and 2019/20. The frequencies above have been adjusted to factor only directly overlapping question items within these scales for a more accurate indication of change over time, and as such will be different from the full scale percentages reported in previous years' summary reports.

**Table 6: Change in Experienced Workplace Incivility, Police Staff Respondents**

Response	2019/20	2020/21	2021/22	2023
	%	%	%	%
Experienced being put down or treated in a condescending manner				
Never	39.0	47.8	36.0	32.0
Once or twice	35.8	32.9	42.8	43.1
Monthly or a few times a month	14.2	11.8	14.5	16.3
Weekly or more frequently	11.0	7.5	6.7	8.6

**Notes:**

1. Individuals were asked to indicate their experiences of general workplace incivility by someone in their force over the past 12 months.
2. Due to continuous development of question sets, the scale used in 2021/22 to measure experienced workplace incivility is an adapted version of the scale used in 2020/21 and 2019/20. The frequencies above have been adjusted to factor only directly overlapping question items within these scales for a more accurate indication of change over time, and as such will be different from the full scale percentages reported in previous years' summary reports.

Experiencing incivility behaviour from co-workers was found to be associated with adverse consequences for individuals' wellbeing and motivation. When individuals reported experiencing higher frequencies of incivility in their workplace,<sup>46</sup> this was associated with lower levels of emotional energy, job and life satisfaction, resilience, work engagement and increased levels of fatigue, intention to quit and symptoms of anxiety and depression.

**Prosocial motivation**,<sup>47</sup> which refers to the extent to which individuals feel motivated by a core desire to help and benefit others in society, was once again reported at a high average level by police officers and a very high average level by police staff, with a small effect size of difference.<sup>48</sup> Since the 2021/22 survey, no significant change was found for either role group.

**Meaningfulness of work** was reported at a high average level for both police officers and police staff, with a small effect size.<sup>49</sup>

A further positive finding is that **work engagement**<sup>50</sup>, a measure which relates to individuals feeling enthusiastic about their work and fully investing their emotional, cognitive and physical energies into their job roles, was again reported at a high average level by both police officers and police staff<sup>51</sup>; no significant change was found for either role group since the previous survey.

**Felt responsibility for making changes**, relating to individuals feeling a personal sense of responsibility to bring about improvements and changes in the workplace, to correct problems, and deal with issues, was found to be at a moderately high average level for both police officers and police staff.<sup>52</sup>

**Professional identity** relates to the extent to which an individual has a sense of oneness or a bond with their professional role; the average level for police officers and police staff was moderately high.<sup>53</sup>

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<sup>46</sup> Being treated in a condescending manner by co-workers.

<sup>47</sup> Wright, Hassan and Park (2016).

<sup>48</sup> PCSOs, specials and volunteers reported a very high average level of prosocial motivation.

<sup>49</sup> Average meaningfulness of work scores were high for PCSOs, and very high for specials and volunteers.

<sup>50</sup> Rich, Lepine and Crawford (2010).

<sup>51</sup> Average reported levels of work engagement were high for PCSOs and very high for specials and volunteers.

<sup>52</sup> PCSOs, specials and volunteers also reported moderately high average levels of felt responsibility for making changes.

<sup>53</sup> PCSOs reported a moderately high average level for professional identity.

### 3.2.1 Shift Working

Similar to the findings from the prior National Wellbeing Surveys,<sup>54</sup> police officers and police staff who work shifts reported lower average levels of emotional energy, higher average levels of fatigue than individuals who indicated that they do not work shifts (see Table 7).

Work overload was reported at a higher average level for police officers and police staff working shifts; this difference was more pronounced in the police officer sample. Sense of control at work was reported at lower average levels for police officers and police staff working shifts.

**Table 7: Shift Work by Role**

Role	Measures	Shift Work	Non-Shift Work
Police Officer	Emotional Energy	3.02	3.41
	Fatigue <i>(over the past 2 weeks)</i>	5.04	4.92
	Work Overload	5.59	5.02
	Sense of Control at Work <i>(1-5 scale)</i>	2.73	3.30
	Job Satisfaction	4.25	4.75
	Intention to Quit	4.09	3.78
	Perceived Organisational Support	2.95	3.51
	Felt Responsibility for Making Changes	4.48	5.10
Police Staff	Emotional Energy	3.54	4.03
	Fatigue <i>(over the past 2 weeks)</i>	4.80	4.41
	Work Overload	4.72	4.52
	Sense of Control at Work <i>(1-5 scale)</i>	2.89	3.54
	Job Satisfaction	4.86	5.30
	Intention to Quit	3.78	3.36
	Perceived Organisational Support	3.61	4.33
	Felt Responsibility for Making Changes	4.32	4.99

**Note:** All measures used a 1 to 7 scale unless stated (e.g., 1 - *Strongly Disagree*, 2 - *Disagree*, 3 - *Slightly Disagree*, 4 - *Neither Agree nor Disagree*, 5 - *Slightly Agree*, 6 - *Agree*, 7 - *Strongly Agree*).

<sup>54</sup> Graham, Brown, Plater, Gracey, Legate and Weinstein (2020); Graham, Plater, Brown and Gracey (2021); Graham, Plater and Brown (20221).

Average scores for job satisfaction were lower for police officer and police staff respondents who work shifts, and police officers and police staff working shifts reported higher average levels of intention to quit than individuals not working shifts.

Consistent with the findings of the 2021/22 survey, perceptions of organisational support were reported at lower average levels by police officers and police staff working shifts, compared with those not working shifts.

Average scores for felt responsibility for making changes were lower for police officer and police staff respondents who work shifts, compared with those not working shifts.

As can be seen in Table 8, the frequency of experiencing incivility was higher for both police officers and police staff working shifts compared with those who do not work shifts.

**Table 8: Frequency of Experienced Workplace Incivility, by Shift Work and Role**

<i>Experienced being put down or treated in a condescending manner</i>	Shift Work	Non-Shift Work
	%	%
<b>Police Officer Respondents</b>		
Never	16.8	24.0
Once or twice	41.9	46.0
Monthly or a few times a month	24.6	20.0
Weekly or more frequently	16.6	10.0
<b>Police Staff Respondents</b>		
Never	25.6	34.4
Once or twice	41.8	43.6
Monthly or a few times a month	19.8	15.0
Weekly or more frequently	12.8	7.0

### 3.3 Police Officer Ranks

The average scores across police officer ranks are shown in Tables 9 and 10.<sup>55</sup> The frequencies by rank for experienced workplace incivility are shown in Table 11. The main areas of difference are discussed briefly below.

The lowest average levels of emotional energy were reported by Constables and Sergeants. In line with the findings from the previous survey, Chief Superintendents and above reported the highest average emotional energy score, at a moderate average level.

Average scores for fatigue, symptoms of anxiety and depression were lowest for Chief Superintendents and above.

Job satisfaction and life satisfaction were found to increase across ranks.

Intention to quit was found to decrease by police officer rank, from a moderate average level for Constables and Sergeants to a very low average level for Chief Superintendents and above.

Average scores for prosocial motivation increased steadily across police officer ranks, with Constables reporting a high average level, while Chief Superintendents reported an extremely high average level.

Average scores for work engagement increased with rank.

Very high levels of challenge stressors were reported by all police officer ranks. Constables and Sergeants reported the highest level of hindrance stressors.

Consistent with the findings from the previous survey, perceptions of organisational support increased significantly by rank, from moderately low average levels for Constables to high average levels for Chief Superintendents and above.

Average score for supportive leadership were high across all ranks, with the exception of Chief Superintendents and above who reported very high average levels.

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<sup>55</sup> Measures shown in Table 9 are repeated topics from the National Wellbeing Survey 2020/21; measures within Table 10 are areas that have been newly introduced into the National Wellbeing Survey design this year, though which may have been studied within previous local collaborative research with some forces.

Table 9: Average Scores by Police Officer Rank

Measure	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	Chief Superintendent and above
Emotional Energy	3.10	3.14	3.25	3.45	3.47	3.98
Fatigue ( <i>past 2 weeks</i> )	5.00	5.11	4.99	4.75	4.77	4.18
Symptoms of Anxiety ( <i>past 3 months</i> ) (1-10 scale)	6.36	6.27	6.26	5.80	5.74	4.51
Symptoms of Depression ( <i>past 3 months</i> ) (1-10 scale)	5.34	5.37	5.22	4.68	4.61	3.44
Life Satisfaction (1-10 scale)	6.23	6.44	6.74	7.16	7.33	8.32
Job Satisfaction	4.35	4.36	4.57	5.03	5.33	5.95
Intention to Quit	4.06	4.05	3.72	3.24	2.72	2.11
Prosocial Motivation	5.54	5.78	6.00	6.33	6.45	6.63
Work Engagement	5.21	5.46	5.61	5.85	6.01	6.32
Challenge Stressors (1-5 scale)	4.16	4.31	4.29	4.37	4.39	4.55
Hindrance Stressors (1-5 scale)	4.25	4.36	4.18	4.05	3.97	3.58
Perceived Organisational Support	3.00	3.17	3.54	4.07	4.43	5.42
Supportive Leadership	5.48	5.37	5.28	5.49	5.55	5.91
Experienced Workplace Incivility ( <i>past 12 months</i> ) (1-6 scale)	2.70	2.67	2.50	2.32	2.41	1.97
Sense of Being Valued by Co-Workers (0-10 scale)	7.27	7.43	7.37	7.40	7.60	8.16
Sense of Being Valued by Supervisor (0-10 scale)	6.47	6.47	6.27	6.85	6.95	7.63
Sense of Being Valued by the Force (0-10 scale)	2.80	3.03	3.65	4.67	5.46	7.40
Sense of Being Valued by the Public (0-10 scale)	2.70	2.70	3.04	3.68	4.27	4.52

Note: All of these measures used a 1 to 7 scale, unless stated.



Table 10: Average Scores by Police Officer Rank, Additional Measures

Measure	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	Chief Superintendent and above
Professional Identity as a Police Officer	4.81	5.04	5.18	5.56	5.96	6.21
Meaningfulness of Work	5.30	5.41	5.57	5.82	6.05	6.41
Confidence in Job Skills	5.04	5.52	5.51	5.62	5.83	5.97
Sense of Control at Work (1-5 scale)	2.86	2.89	3.03	3.22	3.25	3.44
Work Overload	5.36	5.58	5.57	5.70	5.66	5.43
Emotional Demands (1-5 scale)	3.70	3.73	3.52	3.35	3.30	3.31
Resilience at Work	4.34	4.43	4.44	4.76	4.80	5.41
Sufficient Breaks (1-5 scale)	2.60	2.46	2.44	2.46	2.32	2.54
Felt Responsibility for Making Changes	4.31	5.25	5.71	6.05	6.21	6.43

Note: All of these measures used a 1 to 7 scale, unless stated.

Average scores for professional identity as a police officer increased with rank, from a moderately high average level for Constables, to a high average level for Sergeants, Inspectors and Chief Inspectors, and to a very high average level for Superintendents and above.

Average scores for meaningfulness of work were found to increase by police officer rank (from high levels for Constables to extremely high levels for Chief Superintendents and above).

High average levels were reported by Constables, Sergeants, Inspectors and Chief Inspectors for confidence in job skills, while Superintendents and above reported very high average levels.

Moderate average levels for sense of control at work were reported by Constables, Sergeants, and Inspectors, while Chief Inspectors and above reported moderately high average levels.

Chief inspectors and Superintendents reported the highest average levels of work overload.

Average scores for emotional demands are markedly higher for Constables and Sergeants.

The extent to which police officers reported feeling resilience at work increased with rank, from a moderately high level for Constables to a high average level for Chief Superintendents and above.

Moderately low average levels were reported across all police officer ranks for sufficient breaks, with the exception of Superintendents who reported a low average level.

Averages scores for felt responsibility for making changes increased with rank, from a moderate level for Constables to an extremely high level for Chief Superintendents and above.

The extent to which police officers feel valued by their force was found to significantly increase across rank, from a low average level for Constables and Sergeants to a high average level for Chief Superintendents and above.

Sense of being valued by the public was found to generally increase by rank; Constables, Sergeants and Inspectors reported the low average levels, Chief Inspectors and Superintendents reported moderately low average levels, and Chief Superintendents and above reported a moderate level.

Chief Superintendents and above reported the highest average levels for sense of feeling valued by co-workers and supervisors.

Once again, frequency of experiencing incivility behaviour from someone at work was reported at higher levels by Constables and Sergeants compared with the other police officer ranks, while particularly low for Chief Superintendents and above.

**Table 11: Frequency of Experienced Workplace Incivility by Police Officer Rank**

Response	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	Chief Superintendent and above
	%	%	%	%	%	%
Experienced being put down or treated in a condescending manner						
Never	18.8	17.4	21.0	23.5	21.2	36.2
Once or twice	42.1	44.6	46.2	49.5	45.8	47.6
Monthly or a few times a month	23.6	23.3	21.8	18.2	25.0	13.3
Weekly or more frequently	15.5	14.7	11.1	8.8	8.0	2.9

Note: Individuals were asked to indicate their experiences of general workplace incivility by someone in their force over the past 12 months.

***Changes by rank since the previous national survey***

Noteworthy findings of differences in the average scores across police officer ranks between 2021/22 and 2023 are reported below.

Job satisfaction and sense of feeling valued by the public declined across all rank groups.

Average scores for symptoms of anxiety increased for Inspectors and Superintendents, while reducing for Chief Superintendents and above. Average scores for symptoms of depression reduced for Constables, Chief Inspectors and Chief Superintendents and above.

Average scores for life satisfaction decreased for all police officer ranks, with the exception of Chief Superintendents and above who reported a slight increase.

Intention to quit increased for all ranks groups, except for Chief Superintendents and above who remained at a similar level.

Supportive leadership has increased for Constables.

Perceived organisational support declined more markedly for Sergeants, Inspectors, Chief Inspectors and Superintendents.

Experienced workplace incivility from co-workers increased for all ranks groups, except for Chief Superintendents and above who remained at a comparable level.

Chief Inspectors, Superintendents and Chief Superintendents and above reported a reduction in the extent to which they feel valued by their co-workers.

Sense of feeling valued by supervisors declined more markedly for Inspectors, Chief Inspectors, Superintendents and Chief Superintendents and above.

Sense of feeling valued by the force declined for all ranks groups, except for Chief Superintendents and above who remained at a similar level.

For more details on the 2021/22 survey findings, please refer to the Oscar Kilo website.<sup>56</sup>

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<sup>56</sup> <https://www.oscarkilo.org.uk/resources/national-wellbeing-survey>

### 3.4 Police Staff Grades

As staff grade structures vary across police forces and organisations, a more generalised set of groupings was utilised to define staff grades, similar to the previous three national wellbeing surveys, to be as widely applicable and clear as possible; police staff were asked to select which description best describes the grade of their current job role from the options of *'practitioner'*, *'supervisory manager'*, *'middle manager'* and *'senior manager and above'*.

The average scores across police staff grade groups are shown in Tables 12 and 13.<sup>57</sup> The main areas of difference are discussed briefly below.

Emotional energy was reported at a moderate average level across all the police staff grade groups.

Average scores for fatigue were moderately high for practitioners, supervisory managers and middle managers, while senior managers and above reported a moderate average level.

Average scores for life satisfaction increased steadily across police staff grades, from a moderately high average level for practitioners to a high average level for middle managers and above.

For both symptoms of anxiety and depression, practitioners, supervisory managers, and middle managers all reported comparable average levels for each respective measure, while senior managers and above reported noticeably lower average levels.

Job satisfaction, though at a high level across all groups, was found to increase by police staff grade. Furthermore, police staff at senior managers grades and above, on average, reported low levels of intention to quit; practitioners, supervisory managers and middle managers reported moderately low average levels.

Average scores for prosocial motivation increased steadily across police staff grades, from a very high average level for practitioners to an extremely high average level for senior managers and above.

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<sup>57</sup> Measures shown in Table 12 are repeated topics from the National Wellbeing Survey 2020/21; measures within Table 13 are areas that have been newly introduced into the National Wellbeing Survey design this year, though which may have been studied within previous local collaborative research with some forces.

Table 12: Average Scores by Police Staff Grade

Measure	Practitioner	Supervisory Manager	Middle Manager	Senior Manager and above
Emotional Energy	3.92	3.75	3.85	3.98
Fatigue ( <i>past 2 weeks</i> )	4.52	4.60	4.51	4.31
Symptoms of Anxiety ( <i>past 3 months</i> ) (1-10 scale)	5.74	5.85	5.82	5.35
Symptoms of Depression ( <i>past 3 months</i> ) (1-10 scale)	4.86	4.86	4.77	4.40
Life Satisfaction (1-10 scale)	6.80	6.90	7.11	7.51
Job Satisfaction	5.15	5.16	5.26	5.61
Intention to Quit	3.50	3.51	3.38	2.98
Prosocial Motivation	5.85	6.03	6.18	6.35
Work Engagement	5.51	5.65	5.74	6.04
Challenge Stressors (1-5 scale)	3.76	4.06	4.06	4.33
Hindrance Stressors (1-5 scale)	3.39	3.71	3.77	3.79
Perceived Organisational Support	4.07	4.17	4.38	4.86
Supportive Leadership	5.48	5.39	5.51	5.64
Experienced Workplace Incivility ( <i>past 12 months</i> ) (1-6 scale)	2.21	2.29	2.29	2.21
Sense of Being Valued by Co-Workers (0-10 scale)	7.40	7.32	7.37	7.80
Sense of Being Valued by Supervisor (0-10 scale)	6.84	6.83	7.03	7.50
Sense of Being Valued by the Force (0-10 scale)	4.37	4.30	4.74	5.77
Sense of Being Valued by the Public (0-10 scale)	3.57	3.29	3.34	3.75

Note: All of these measures used a 1 to 7 scale, unless stated.

**Table 13: Average Scores by Police Staff Grade, Additional Measures**

<b>Measure</b>	<b>Practitioner</b>	<b>Supervisory Manager</b>	<b>Middle Manager</b>	<b>Senior Manager and above</b>
Professional Identity in Policing	4.42	4.65	4.76	5.09
Meaningfulness of Work	5.54	5.76	5.91	6.26
Confidence in Job Skills	5.56	5.75	5.81	6.13
Sense of Control at Work (1-5 scale)	3.33	3.40	3.56	3.64
Work Overload	4.39	5.11	5.18	5.34
Emotional Demands (1-5 scale)	2.72	2.90	2.77	2.94
Resilience at Work	4.52	4.58	4.66	4.94
Sufficient Breaks (1-5 scale)	3.48	3.24	3.28	3.06
Felt Responsibility for Making Changes	4.58	5.36	5.68	6.14

Note: All of these measures used a 1 to 7 scale, unless stated.



Consistent with the police officer rank finding, average scores for professional identity increased steadily with seniority for police staff, from a moderately high average level for practitioners to a high average level for senior managers and above.

Meaningfulness of work and confidence in job skills, though at a high and very high level across all groups, were found to increase by police staff grade.

Average scores for emotional demands are higher for supervisory managers and senior managers and above.

The extent to which police staff reported feeling a sense of control and resilience at work increased with grade.

The practitioner grade group reported, on average, moderately high levels of work overload, while the other grade groups reported high average levels.

Senior managers and above reported the lowest levels of sufficient breaks.

Average scores for felt responsibility for making changes increased with tenure, from a moderately high level for practitioners to a very high level for middle managers and above.

The senior managers and above, on average, reported very high frequencies of encountering challenge stressors at work, while the other grade groups reported high average levels.

Supervisory, middle and senior managers all reported high average levels for the extent to which they experience hindrance stressors at work, while practitioners reported a moderately high average level.

Average scores for work engagement increased steadily across police staff grades, from a high average level for practitioners to a high average level for middle managers and above.

Perceptions of organisational support were also found to increase by grade, with practitioners and supervisory managers reporting a moderate average level, while those who identified as middle and senior managers reported a moderately high average level. Furthermore, the extent to which police staff reported feeling valued by their force was significantly lower for practitioner and supervisory manager respondents.

Average scores for supportive leadership and sense of feeling valued by supervisor are at high levels across the police staff grade groups.

Sense of feeling valued by co-workers and by the public were reported at the highest level for senior managers and above.

The frequencies by grade for experienced workplace incivility are shown in Table 14, below. As can be seen, only minimal differences were evident across the police staff grade groups.

***Changes by grade since the previous national survey***

Noteworthy findings of differences in the average scores across police staff grades between 2021/22 and 2023 are reported below.

Average scores for symptoms of depression reduced for all staff grades.

A reduction in job satisfaction, and an increase in intention to quit, for middle managers was evident.

The improvement was observed for the extent to which practitioners feel supported by their line managers.

The decline in average scores for perceived organisational support was larger for supervisory and middle managers.

Middle managers and above reported higher levels of experienced workplace incivility.

The reduction in average scores for sense of feeling valued by supervisor was larger for middle managers.

Marked reductions were seen across all police staff grade groups for sense of feeling valued by the organisation and by the public.

For more details on the 2021/22 survey findings, please refer to the Oscar Kilo website.<sup>58</sup>

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<sup>58</sup> <https://www.oscarkilo.org.uk/resources/national-wellbeing-survey>

**Table 14: Frequency of Experienced Workplace Incivility by Police Staff Grade**

Response	Practitioners	Supervisory Managers	Middle Managers	Senior Managers and above
	%	%	%	%
Experienced being put down or treated in a condescending manner				
Never	33.2	27.6	26.2	29.4
Once or twice	42.2	46.4	47.5	45.5
Monthly or a few times a month	16.1	16.8	18.2	18.0
Weekly or more frequently	8.6	9.2	8.2	7.2

Note: Individuals were asked to indicate their experiences of general workplace incivility by someone in their force over the past 12 months.

### 3.5 Police Officer Tenure

The average scores across police officer tenure groups are shown in Tables 15 and 16.<sup>59</sup> The frequencies by tenure for experienced workplace incivility are shown in Table 17. Key findings across tenure are briefly discussed below.

On average, emotional energy was found to decline during the first 5 years of service: a moderate level for less than 1 year of service, moderately low level for 1 to 2 years of service, and low level for 3 to 5 years of service. Average scores for emotional energy then steadily increase to a moderately low level for the remaining police officer tenure groupings.

As seen in the previous national survey, police officers with less than 1 year of service once again reported the lowest average levels of fatigue, at a moderate level, with average scores increasing to moderately high levels for those with 1 to 2 years of service and 3 to 5 years of service, and to a high level for officers with 6 to 20 years of service with a small reduction evident for over 20 years of service.

Furthermore, police officers with less than 1 year of service reported the lowest average levels of anxiety and depression symptoms, the highest average levels of life satisfaction, and highest levels of prosocial motivation.

Average scores for job satisfaction were significantly higher for police officers with less than 1 year of service (high average level); a downward trend is evident between less than 1 year of service to 6 to 10 years of service (moderate level). Of note is the steady increase observed from 11 to 20 years of service (moderate level) to over 20 years of service (moderately high level).

The average scores for work engagement for all police officer tenure groupings were high, with the exception of the less than 1 year of service group which reported a very high average level.

Intention to quit was found to increase by length of service between less than 1 year (low level) and 6 to 10 years of service (moderate level), a slight reduction is then seen for 11 to 20 years and over 20 years of service.

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<sup>59</sup> Measures shown in Table 15 are repeated topics from the National Wellbeing Survey 2021/22; measures within Table 16 are areas that have been newly introduced into the National Wellbeing Survey design this year, though which may have been studied within previous local collaborative research with some forces.

Table 15: Average Scores by Police Officer Tenure

Measure	Less than 1 year	1 – 2 years	3 – 5 years	6 – 10 years	11 – 20 years	Over 20 years
Emotional Energy	3.69	3.02	2.95	3.04	3.14	3.25
Fatigue ( <i>past 2 weeks</i> )	4.05	4.74	4.97	5.09	5.15	4.99
Symptoms of Anxiety ( <i>past 3 months</i> ) (1-10 scale)	5.27	6.30	6.36	6.29	6.42	6.28
Symptoms of Depression ( <i>past 3 months</i> ) (1-10 scale)	3.73	4.96	5.16	5.30	5.52	5.39
Life Satisfaction (1-10 scale)	6.87	6.21	6.11	6.33	6.28	6.54
Job Satisfaction	5.54	4.63	4.31	4.19	4.30	4.48
Intention to Quit	2.44	3.52	4.04	4.32	4.22	3.83
Prosocial Motivation	6.24	5.88	5.64	5.52	5.60	5.67
Work Engagement	5.93	5.55	5.29	5.19	5.24	5.35
Challenge Stressors (1-5 scale)	4.02	4.36	4.39	4.28	4.15	4.09
Hindrance Stressors (1-5 scale)	3.62	4.25	4.40	4.43	4.26	4.14
Perceived Organisational Support	4.40	3.21	2.75	2.76	3.10	3.36
Supportive Leadership	5.66	5.46	5.51	5.49	5.45	5.35
Experienced Workplace Incivility ( <i>past 12 months</i> ) (1-6 scale)	2.27	2.84	2.94	2.88	2.61	2.46
Sense of Being Valued by Co-Workers (0-10 scale)	7.25	7.10	7.46	7.41	7.29	7.26
Sense of Being Valued by Supervisor (0-10 scale)	6.84	6.27	6.39	6.39	6.56	6.49
Sense of Being Valued by the Force (0-10 scale)	5.39	3.27	2.46	2.42	2.93	3.35
Sense of Being Valued by the Public (0-10 scale)	4.63	3.10	2.46	2.37	2.70	2.96

Note: All of these measures used a 1 to 7 scale, unless stated.

**Table 16: Average Scores by Police Officer Tenure, Additional Measures**

<b>Measure</b>	<b>Less than 1 year</b>	<b>1 – 2 years</b>	<b>3 – 5 years</b>	<b>6 – 10 years</b>	<b>11 – 20 years</b>	<b>Over 20 years</b>
Professional Identity as a Police Officer	5.22	4.99	4.95	4.85	4.84	4.96
Meaningfulness of Work	5.75	5.45	5.28	5.23	5.34	5.45
Confidence in Job Skills	3.97	3.96	4.73	5.19	5.40	5.64
Sense of Control at Work (1-5 scale)	2.77	2.55	2.62	2.78	3.01	3.08
Work Overload	5.00	5.90	5.85	5.50	5.32	5.21
Emotional Demands (1-5 scale)	3.55	3.91	4.01	3.89	3.60	3.44
Resilience at Work	4.76	4.52	4.52	4.47	4.29	4.29
Sufficient Breaks (1-5 scale)	2.69	2.15	2.18	2.42	2.69	2.78
Felt Responsibility for Making Changes	4.56	4.36	4.29	4.42	4.74	4.97

Note: All of these measures used a 1 to 7 scale, unless stated.

Frequency of encountering hindrance stressors at work was highest on average for officers with 3 to 10 years of service. Police officers with less than 1 year of service reported the lowest hindrance stressor average score (moderately high level).

Frequency of experiencing challenge stressors at work was lowest on average for police officers with less than 1 year of service and over 20 years of service (high average level for both groups), the remaining tenure groups all scored very high average levels.

As seen in the previous survey, perceived organisational support was reported at a significantly higher average level by police officers with less than 1 year of service (moderately high), with the lowest average scores between 3 to 10 years of service (low average level).

Average scores for sense of feeling valued by the force and by the public were lowest for police officers with 3 to 10 years of service.

On average, all police officer tenure groupings reported feeling highly valued by their co-workers and supported by their supervisors.

However, frequencies of experienced incivility behaviour from co-workers were found to increase between the less than 1 year and 1 to 2 years tenure groups. Average incivility scores were highest for police officers with 3 to 5 years of service.

As can be seen in Table 16, police officers with less than 1 year of service reported the highest average scores for professional identity (high level) and meaningfulness of work (very high level).

Police officers with 1 to 10 years of service reported high average levels of emotional demands at work, the remaining tenure groupings reported moderately high average levels.

Averages scores for confidence in job skills increase steadily with tenure, from a moderate level for police officers with less than one year of service to a high level for over 20 years of service.

Averages scores for resilience at work decrease with tenure, from a moderately high level for police officers with less than one year of service to a moderate level for over 20 years of service.

Work overload was reported at very high average levels for 1 to 5 years of service, and average scores for sufficient breaks were lowest for police officers with 1 to 5 years of service.

**Table 17: Frequency of Experienced Workplace Incivility by Police Officer Tenure**

Response	Less than 1 year	1 – 2 years	3 – 5 years	6 – 10 years	11 – 20 years	Over 20 years
	%	%	%	%	%	%
Experienced being put down or treated in a condescending manner						
Never	33.6	16.0	12.1	14.0	19.4	23.9
Once or twice	40.7	40.4	40.4	41.9	44.5	44.4
Monthly or a few times a month	15.3	26.5	29.3	25.7	22.2	19.9
Weekly or more frequently	10.4	17.1	18.1	18.4	13.9	11.8

Note: Individuals were asked to indicate their experiences of general workplace incivility by someone in their force over the past 12 months.



### 3.6 Police Staff Tenure

The average scores across police staff tenure groups are shown in Tables 18 and 19.<sup>60</sup> The frequencies by tenure for experienced workplace incivility are shown in Table 20. The main areas of difference are discussed briefly below.

Average scores for emotional energy were found to decline between the less than 1 year and 11 to 20 years tenure groups for police staff, from a moderately high to a moderate average level. An increase is then observed for over 20 years of service.

Police staff with less than 1 year of service scored the highest levels of job satisfaction and lowest levels of fatigue, symptoms of anxiety and depression, and intention to quit.

Life satisfaction was reported at the highest average level for over 20 years of service.

While all tenure groups reported high or very high average scores for prosocial motivation and work engagement, of note is that the highest average level was reported by police staff with less than 1 year of service.

Furthermore, police staff with less than 1 year of service reported the lowest frequencies of encountered hindrance and challenge stressors at work.

Average scores for supportive leadership were found to decrease by police staff tenure (very high level for less than 1 year and 1 to 2 years of service, while the remaining tenure groups reported a high average level).

On average, all police staff tenure groupings reported feeling highly valued by their co-workers and supervisors.

Consistent with the police officer findings, frequencies of experienced incivility behaviour from co-workers were found to increase significantly between the less than 1 year and 1 to 2 years tenure groups, and average incivility scores were highest for police staff with 3 to 5 years of service.

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<sup>60</sup> Measures shown in Table 18 are repeated topics from the National Wellbeing Survey 2021/22; measures within Table 19 are areas that have been newly introduced into the National Wellbeing Survey design this year, though which may have been studied within previous local collaborative research with some forces.

Table 18: Average Scores by Police Staff Tenure

Measure	Less than 1 year	1 – 2 years	3 – 5 years	6 – 10 years	11 – 20 years	Over 20 years
Emotional Energy	4.52	4.14	3.85	3.76	3.70	3.86
Fatigue ( <i>past 2 weeks</i> )	3.91	4.40	4.62	4.71	4.71	4.43
Symptoms of Anxiety ( <i>past 3 months</i> ) (1-10 scale)	5.03	5.51	5.94	6.09	6.00	5.55
Symptoms of Depression ( <i>past 3 months</i> ) (1-10 scale)	3.92	4.52	4.89	5.07	5.13	4.85
Life Satisfaction (1-10 scale)	6.94	6.83	6.74	6.72	6.75	7.08
Job Satisfaction	5.81	5.43	5.12	5.04	5.00	5.15
Intention to Quit	2.60	3.26	3.72	3.78	3.67	3.35
Prosocial Motivation	6.20	6.11	5.93	5.93	5.81	5.81
Work Engagement	5.83	5.71	5.52	5.49	5.45	5.60
Challenge Stressors (1-5 scale)	3.48	3.77	3.87	3.93	3.93	3.86
Hindrance Stressors (1-5 scale)	3.01	3.28	3.46	3.57	3.58	3.55
Perceived Organisational Support	4.91	4.50	4.08	3.98	3.93	4.05
Supportive Leadership	5.83	5.70	5.55	5.45	5.38	5.34
Experienced Workplace Incivility ( <i>past 12 months</i> ) (1-6 scale)	1.83	2.30	2.39	2.37	2.26	2.11
Sense of Being Valued by Co-Workers (0-10 scale)	7.53	7.52	7.41	7.31	7.29	7.43
Sense of Being Valued by Supervisor (0-10 scale)	7.53	7.17	6.84	6.71	6.71	6.80
Sense of Being Valued by the Force (0-10 scale)	6.03	5.05	4.28	4.12	4.07	4.31
Sense of Being Valued by the Public (0-10 scale)	4.37	3.76	3.37	3.28	3.31	3.57

Note: All of these measures used a 1 to 7 scale, unless stated.

Table 19: Average Scores by Police Staff Tenure, Additional Measures

Measure	Less than 1 year	1 – 2 years	3 – 5 years	6 – 10 years	11 – 20 years	Over 20 years
Professional Identity in Policing	4.33	4.23	4.32	4.50	4.50	4.75
Meaningfulness of Work	5.58	5.56	5.53	5.61	5.60	5.74
Confidence in Job Skills	5.00	5.34	5.52	5.63	5.71	5.90
Sense of Control at Work (1-5 scale)	3.40	3.35	3.34	3.33	3.34	3.41
Work Overload	3.52	4.24	4.56	4.77	4.83	4.73
Emotional Demands (1-5 scale)	2.51	2.68	2.80	2.84	2.80	2.76
Resilience at Work	4.85	4.74	4.56	4.47	4.39	4.56
Sufficient Breaks (1-5 scale)	3.73	3.59	3.46	3.39	3.34	3.33
Felt Responsibility for Making Changes	4.66	4.73	4.72	4.79	4.84	4.91

Note: All of these measures used a 1 to 7 scale, unless stated.

Average scores for perceived organisational support and sense of feeling valued by the force were found to decrease by police staff tenure, with the exception of individuals who have over 20 years of service.

Average scores for sense of feeling valued by the public were lowest for police staff with 6 to 10 years of service.

Police staff with over 20 years of service, on average, reported the highest levels of professional identity and meaningfulness of work.

Average scores for confidence in job skills increase steadily with tenure, from a high level for police staff with less than one year of service to a very high level for over 11 years of service.

A moderately high average level for sense of control at work was reported for all police staff tenure groupings.

Individuals with longer tenure generally reported higher levels of work overload, with an increase from a moderately low average level for police staff with less than 1 year and 1 to 2 years of service to a moderately high average level for the remaining police staff tenure groupings.

Average scores for emotional demands were found to be lowest for police staff with less than 1 year of service (moderately low level); the highest average score was reported by 6 to 10 years of service (moderate level).

Average scores for sufficient breaks were found to decrease by tenure, with police staff with less than 1 year of service reporting a high average level and the other tenure groups reporting a moderately high level. Average scores of resilience at work decreased by tenure, with the exception of over 20 years of service.

Average scores for felt responsibility for making changes were found to increase by tenure.

**Table 20: Frequency of Experienced Workplace Incivility by Police Staff Tenure**

Response	Less than 1 year	1 – 2 years	3 – 5 years	6 – 10 years	11 – 20 years	Over 20 years
	%	%	%	%	%	%
Experienced being put down or treated in a condescending manner						
Never	51.2	29.9	26.6	25.9	28.5	35.7
Once or twice	32.9	42.5	44.0	44.8	46.2	42.6
Monthly or a few times a month	10.3	17.9	18.8	19.2	16.7	14.6
Weekly or more frequently	5.5	9.7	10.5	10.1	8.7	7.2

Note: Individuals were asked to indicate their experiences of general workplace incivility by someone in their force over the past 12 months.

## 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. Lower scores on these measures are more desirable.

### **Challenge and Hindrance Stressors**

Challenge stressors reflect individuals' perceptions of work-related demands, such as workload, time pressures, and levels of responsibility. Individuals who experience challenge stressors, although they may find them stressful, will view them as an opportunity for personal gain, such as growth and personal development or achievement of important outcomes.

Hindrance stressors also refer to work-related demands; however, individuals view these demands as constraints that hinder their performance and achievements at work. This impacts strongly on their wellbeing and reduces their engagement in discretionary behaviours. Examples of such constraints include bureaucratic barriers, administrative difficulties and poorly designed work processes, which do not provide individuals with the opportunity for personal gain and prevent achievement of valued goals.

### **Confidence in Job Skills**

Confidence in job skills measures the extent to which individuals believe they have the skills, abilities and confidence required to complete their job tasks and to perform well in their job.

### **Emotional Demands**

Emotional demands are considered as a work-related demand. High levels can be viewed as the extent to which individuals experience high exposure to emotionally demanding work tasks and experiences in their role, such as facing emotionally impactful or distressing situations, or interacting with difficult people. While overcoming such situations, and/or helping people through challenging circumstances, can be a rewarding and meaningful part of work, dealing with such emotional demands requires sustained emotional effort to self-regulate and acts to deplete personal resources.

As can be expected, prior research supports the negative impact of emotionally demanding work on long-term mental health. As emotional demands are frequently present in occupations like policing, it is important for organisations and supervisors to find ways to reduce the impact of these demands on the policing workforce.

### **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.

### **Experienced Workplace Incivility**

Workplace incivility can be thought of as a generalised form of low-intensity, subtle, harmful behaviour directed towards others, which can be verbal (being rude or disrespectful) or non-verbal (excluding or ignoring someone). Individuals are asked how frequently they had experienced being treated in a condescending manner by someone in their force while at work over the past 12 months. Lower reported frequencies are more desirable.

### **Fatigue**

Fatigue can be thought of as an overwhelming sense of being tired, lacking energy and feeling exhausted. Fatigue arises through engaging in demanding activities. General fatigue and mental fatigue arise from different conditions and are associated with different outcomes for individuals. While fatigue is related to emotional exhaustion, it differs in that it can be relieved by the use of compensation mechanisms such as working more slowly or taking adequate rest and gaining sufficient sleep. Prior research has shown that fatigue is associated with reduced communication skills, reduced ability to handle stress, increased risk taking, reduced decision-making ability, increased errors of judgment and likelihood to have an accident, an inability to recall details, a lack of attention and vigilance, reduced performance, and increased absence from work. A lower score on this measure is more desirable.

### **Felt Responsibility for Making Changes**

Feeling responsible for making changes refers to individuals feeling a personal sense of responsibility to bring about improvements and changes in the workplace, to correct problems, and deal with issues. When felt responsibility for making changes is higher, individuals will more frequently work to make improvements to increase effectiveness and find solutions to organisational problems.

### **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. While prior research has shown that intention to quit is moderately associated with individuals leaving the organisation, it can be considered as a way of assessing their levels of disengagement and withdrawal from their job. A lower score on this measure is more desirable.

### **Job Satisfaction**

Job satisfaction is defined as how content an individual is with their job. 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.

### **Meaningfulness of Work**

Meaningfulness of work measures the extent to which individuals perceive their work and job activities as important and personally meaningful.

### **Perceived Organisational Support**

Perceived organisational support refers to individuals' beliefs regarding the degree to which the organisation values their contributions and cares about their wellbeing. It also refers to a feeling of assurance that the organisation will provide support when individuals face particularly difficult or challenging circumstances when carrying out their duties. When



individuals feel valued, their socioemotional needs of respect, being cared for and receiving approval will be met, and they will reciprocate with higher levels of discretionary effort and felt obligation. Perceived organisational support is more strongly related to social exchange rather than economic exchange because it is most affected by discretionary actions by the organisation rather than as a result of external constraints, such as government regulations. Perceptions of positive support from the organisation affect an individual's relationship with the organisation, and have an important impact on individuals' wellbeing and commitment towards the organisation.

### **Professional Identity**

Professional identity relates to the extent to which an individual has a sense of oneness or a bond with their professional role. When professional identity is high, individuals tend to define themselves based on the role they have and the work they do. Previous studies have found that professional identity is associated with higher organisational commitment, work engagement, and wellbeing.

### **Prosocial Motivation**

Individuals with strong prosocial values are motivated by a core desire to help and benefit others, which influences their actions and decisions. For this measure, we ask whether individuals feel motivated to have a positive impact by helping and benefiting others in society through their work.

### **Resilience at Work**

An individual's resiliency relates to their ability to effectively rebound or recover from adverse experiences and/or emotional demands. While often related to individual differences, resiliency is also influenced by the availability of resources to an individual.

### **Sense of Being Valued**

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

### **Sense of Control at Work**

A sense of control at work refers to a perception an individual holds regarding the extent to which they can direct and shape the course of their own work tasks and outcomes. High levels of control result in feelings of mastery, while low levels of control may result in feelings of helplessness. Previous research has linked a sense of control to higher individual wellbeing.

### **Supportive Leadership**

Supportive leadership stresses the importance of personal integrity and serving others, such as employees and communities. It focuses on the development of people to their fullest potential through an understanding of each person's different characteristics, strengths and interests.

Supportive leaders serve as role-models, build trust and provide feedback and resources to their people. It is argued that supportive leadership combats negative outcomes associated with the promotion of self-interest which underlies many incidents of unethical behaviour. Supportive leadership behaviour includes showing compassion for their team members and protecting them from harm in the workplace through the reduction of exposure to hindrance stressors, incivility and ostracism.

### **Work Engagement**

Engagement is a measure of an individual's personal expression of their self-in-role. A person is engaged in their work when they are able to express their authentic self and are willing to invest their emotional, cognitive and physical energies into their work and job roles. To do this requires them to feel that the work has meaning, that they feel safe and that they have the necessary resources. Improved engagement can lead to higher individual performance, enhanced wellbeing and reduced staff turnover.

### **Work Overload**

Work overload describes the extent to which individuals feel there are too many responsibilities or activities expected of them in light of the time available, their abilities and other constraints. A lower score on this measure is more desirable.

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