

STAFF SURVEY OUTCOMES

REPORT OF CHIEF INSPECTOR LEE GOSLING, PEOPLE DEVELOPMENT

1. PURPOSE

The purpose of this report is to provide an update on the 'next steps' following the published results from the Staff Survey.

2. BACKGROUND

2.1 On 18 April 2017, the staff survey key findings were presented as an open session to all officers and staff. The briefing also provided an indication of the supportive leadership style and culture currently being embedded throughout the organisation.

2.2 Summary of findings:

- Public service motivation, organisational pride, engagement, confidence in job skills, vision clarity, role clarity and job satisfaction are reported as **HIGH**.
- Leadership within the force is reported as **HIGH**.
- Mission importance, meaning of work, pro-social values and individual code of ethics values alignment are reported as **VERY HIGH**.
- Ethical voice behaviour, preparedness to make improvements, decision making autonomy and commitment to the public are **HIGH**.

2.3 **Areas identified for consideration:**

- Procedural Fairness (PF) (3.63 out of 7.0) - **LOW**
- Perceived Organisational Support (POS) (4.08 out of 7.0) - **LOW**

2.4 Similar to findings in other public sector organisations, fairness perceptions are generally reported as low. The low score around PF suggests staff feel concerned about processes used across the organisational and the distribution of outcomes.

2.5 Perceptions of POS are also reported as low with police officers scoring lower than staff (3.88 and 4.47 respectively). This suggests that individuals in Northumbria Police, police officers in particular, feel that they receive low levels of support in challenging situations.

Staff Survey Report – bound attachment to be read in conjunction.

3 RESPONSE TO SURVEY THEMES

3.1 Adopting and promoting a supportive leadership style has a positive impact on individuals' attitude and behaviours. When supportive leadership is higher, the mediating effect on perceived organisational support also increases in addition to ethical voice behaviour.

3.2 There are 3 thematic responses to the outcomes as part of a negotiated collaboration agreement;

- Leadership workshops
- Cultural research and intervention

- Consultancy by Dr Les Graham

3.3 Leadership Workshops

Evidenced-based leadership workshops will be delivered in tandem, between Sara Gracey, PHD student at Durham Business School (DBS), and a dedicated group of officers and staff who will assist in the force-wide rollout.

The aims of the half day workshops will be to;

- Identify the processes that lead to specific behaviours
- Understand the triggers that create desirable behaviours

This is to embed a supportive leadership style within all areas of Northumbria Police and will focus on three key areas that link to the central findings:

- Fairness
- Identity creation, especially organisational identity
- Values

- 3.4 Supportive leaders concentrate on developing others to their fullest. The College of Policing leadership review highlighted the need for police forces to adopt an alternative style of leadership focused on coaching and mentoring staff. Supportive leadership has a profound effect on staff with increases in organisational pride, mission clarity and perceived organisational support.
- 3.5 The workshops will be designed to encourage attendees to consider how a supportive behavioural style enhances individual capability on numerous levels. This will in part directly address many of the lower findings of the 2016 staff survey.
- 3.6 Rollout will occur in September 2017 and last for around 3 months.

The target audience has been carefully chosen to embed a supportive leadership style throughout the organisation – circa 500 people:

- Newly promoted Sergeants/Inspectors
- 1st line police staff
- Inspectors (police staff equivalent)
- Chief Inspector/Superintendent (police staff equivalent)
- Departmental Heads/Area Commanders
- Chief Officer Team

Newly promoted 1st and 2nd line supervisors in 2018 will also receive the workshop.

3.7 Cultural research and intervention

As part of a programme of high-stakes decision training to all Northumbria Police tactical commanders, access was given to an online decision assessment tool. Using a series of scenarios developed from real-life critical and military incidents, decision-makers complete 16 scenarios in which they are forced to choose between 'least-worst' options. After completing this study a measurement of their value system was taken (i.e. which values are sacred to them).

- 3.8 The assessment provided each participant with bespoke feedback to help them understand how they make decisions. 24 people completed the assessment tool; around half of the officers currently forming the "silver" commander rota. Overwhelmingly, "avoiding blame for my actions" and "acting within the law" were viewed as the most sacred values by

participants. In-class discussions suggest this is a behavioural memory from a previous, prevailing culture within Northumbria Police.

- 3.9 The following research project aims to understand and then eradicate these values among senior officers.

Project Title: Leadership and Enhanced Service Delivery

Project Scope: Research into appropriate leadership behaviour for the achievement of enhanced service delivery to the public, through increased decision making by officers and staff and development of a problem-solving culture.

DBS led research project will investigate how different forms of memory influence individual's perceptions of the effectiveness of different leadership behaviour and the impact this has for the achievement of appropriate attitudes and behaviours. Recommendations will follow to assist in changing the perception amongst staff with less preoccupation on the fear of blame.

3.10 Consultancy

Centre for Leadership and Followership (CLF) at DBS have provided Northumbria Police with support and access far above that which some other forces have received. An example of this is the mass briefing event to all officers and staff which Dr Graham delivered.

- 3.11 The standard daily rate to utilise Dr Graham as a leadership consultant is £1520 per day. As part of the 2 year collaborative agreement with DBS, the Learning & Development Department will have access to Dr Graham and Sara Gracey, a PHD research student who specialises in leadership development.
- 3.12 The development of leaders and encouragement of the most appropriate leadership behaviour in front-line supervisors is a key priority for Northumbria Police. On-going research by DBS promises to yield valuable insights into leadership identity, leader development and the impact of self-identity on leadership behaviour that will benefit not only our workforce, but the wider community and policing in general. Dr Graham can utilise this and existing research to assist in shaping the leadership culture of the force.
- 3.13 This will help shape future interventions to ensure behaviours at all levels match organisational values whilst addressing key themes of the staff survey. Because any interventions will be based on academic research and a rigorous evidence base, we can implement specific measures with assurance that they will be addressing areas identified by the current and future staff survey in addition to meeting recommendations made by HMIC and the College of Policing.

4. CONSIDERATIONS

Report Exemption	<i>Non-exempt</i>
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