

Ministry of Defence Police



Cultural Audit of Bacton

Superintendent E.I DISHER
Inspector T. MOODY

EXECUTIVE SUMMARY

The main purpose of this report is to provide Territorial Divisional Commander with an analysis of the culture at MDP Bacton.

A three phased approach was used to collect data/information from which inferences and recommendations have been made. Firstly a review of rostering, overtime, annual leave allocation and working practices through a dip sample of paperwork and interview with the Senior Police Officer. Secondly, direct interaction with staff through facilitated focus groups exploring perceptions, practices and process. And thirdly the collection of staff perceptions through an anonymous questionnaire adapted from the CPNI Motivation questionnaire; results analysed using the CPNI Secure Analysis Toolkit.

DIP SAMPLE OF PRACTICES

A dip sample of the rosters highlighted some anomalies specifically that station policy of informing and recording changes on published rosters was not being maintained consistently. No evidence was found that overtime allocation (particularly with relation to Sergeants) was 'advantaging' or 'disadvantaging' any particular Sergeant as had previously been suggested.

The process adopted by management with regards to annual leave does not adhere to Force Policy and requires to be changed immediately. It was found that staff requesting annual leave after a roster had been published but within the Policy 21 days were required to find an officer to replace them. Management stated this was to ensure the work life balance (WLB) and welfare of officers who might have to cover the annual leave; no consideration was given to the WLB or welfare of the officer applying.

FOCUS GROUPS

The following key issues were highlighted throughout the focus groups:

Communication

This was a common theme. Most notably some officers felt the Inspector did not provide sufficient, clear and timely information on matters arising. Some of this was mitigated as many officers felt the Sergeants were also not passing on the relevant information or indeed the information being passed was not standard across all sections.

Change Management

Change management came under some discussion particularly in relation to communicating change. Officers gave several examples where change had not been communicated as clearly as it could have; indeed some felt a change was directed through an O&I and then shortly afterwards the O&I would be rescinded or changed completely leading to miscommunication/frustration and inconsistent application of change across sections.

Inconsistency across management teams

Working practices and application were perceived as being inconsistent across sections; causing confusion and variances with respect to task delivery. This

inconsistency included information delivery up and down the management chain. During the Sergeant's focus group this was also highlighted and stated that there was a perception at this level that sergeants were not acting as a team; indeed it was suggested that personal agendas were being enacted in some quarters causing the SPO greater issues with the Constables.

Inclusion in decision making and appropriate challenge

All of the Constable focus groups raised the issue that they felt they were not given the opportunity to be involved in decision making at any level or with regards to any subject; the consequence being demotivation, frustration and feelings of being undervalued. Similarly, the perception amongst many participants was that if they challenged a decision, directive, or proposed change to working practices, there would be some form of tacit reprisal. Officers suggested that any ideas for improvements from their level either did not reach the SPO or were ignored by the management chain.

ANALYSIS OF QUESTIONNAIRES

Tables 1-4 represent the high level analysis of the station questionnaires.

Table 1

Organisational Influences (OI)	MDP BACTON (Impression Matrix)	Benchmark	Difference	INTERPRETATION MATRIX
Values & Culture	3.26	3.49	-0.23	Ok score but room for improvement
Working Practices	2.80	2.95	-0.15	Weak score. Improvement action likely to be necessary
Equipment & Environment	3.13	3.33	-0.20	Ok score but room for improvement
Organisational Characteristics	3.56	3.72	-0.16	Passable score. Improvement action only necessary if significantly below the benchmark
Team Identity & Functioning	3.38	3.44	-0.06	Passable score. Improvement action only necessary if significantly below the benchmark

Table 2

Management Influences(MI)	MDP BACTON (Impressions Matrix)	Benchmark	Difference	INTERPRETATION MATRIX
Organisation & Team Support	2.46	2.94	-0.48	Very weak score. Improvement action likely to be urgent
Role Clarity	3.90	4.11	-0.21	Good score. Improvement action only necessary if significantly below the benchmark
Manager / Supervisor Behaviour & Performance	2.82	3.15	-0.32	Weak score. Improvement action likely to be necessary

Table 3

Components of Motivation (M)	MDP BACTON	Benchmark	Difference	INTERPRETATION MATRIX
Pride in Job	4.05	4.16	-0.11	Very Good score.
Staff Engagement	2.79	3.19	-0.40	Weak score. Improvement action likely to be necessary
Job Fulfilment	3.45	3.36	+0.09	Passable score. Improvement action only necessary if significantly below the benchmark
Job Satisfaction	3.24	3.51	-0.27	Ok score but room for improvement

Table 4

Territorial Division Specific (TDS)	MDP BACTON	INTERPRETATION MATRIX
Attitudes Towards A Healthy Working Environment	2.91	Weak score. Improvement action likely to be necessary
Policies, Procedures, And Work Processes	2.53	Very weak score. Improvement action likely to be urgent.

Positive outcomes were recorded overall within Organisational Characteristics, Team Identity and Functioning (OI); Role Clarity (MI); Pride in the Job and Job Fulfilment (M). That said there were individual aspects within each of these areas that require improvement.

Overall the areas causing most concern were:

- Working Practices(OI);
- Organisation and Team Support (MI);
- Manager/Supervisor Behaviour and Performance (MI);
- Staff Engagement (M);
- Attitudes Towards a Healthy Working Environment (TDS) and
- Policies, Procedures, and Work Processes (TDS).

The scores that cause most concerns relate to questions about:

- Equal treatment
- Fairness
- Consistency
- Organisational learning
- encouragement/recognition
- ability to participate in decision making
- inclusion
- appropriate challenge without retribution

Conclusion:

The overriding conclusion from the cultural audit at Bacton is that communication issues are having an impact on all other aspects of station life. Until this issue is addressed dissatisfaction, low morale and perceptions of unfairness will continue. The Bacton Management Team as a whole must work together to collectively address this problem. It is essential that the management team are allied together. A careful watch must be kept by the SPO that supervisors are working with him to achieve results. The

audit team were left with the view from several areas that disputes between supervisors and/or the SPO and supervisors are being enacted in view of the remaining staff. From the Focus Groups, anecdotally the Audit Team assessed that there have been occasions where the supervisory level has manipulated some of the staff in order to undermine the position of the SPO.

It is clear from the process undertaken that there are many good things happening at Bacton. As an example the station sickness is very low and this is usually an indicator that things are not so bad.

Of the fourteen high level areas in the questionnaire analysis Bacton scored 8 out of 14 in the 'may need some improvement' and 'good' categories in the impressions matrix; 7 of these are equal to the benchmark in terms of traffic light colour. With respect to Job Fulfilment within the Motivation Component, Bacton scored higher overall than the benchmark.

Recommendation:

The principle recommendation from the analysis of all the data is that the Divisional Command Team should work with the Bacton SPO to develop an action plan to deal with specifically identified areas that are significantly below the benchmark/low scoring, identified in Section Two.

The following are a list of general recommendations

1. Communications between management and staff requires immediate attention by the SPO. There is a breakdown in communication from him to his supervisors and then down to the Constables. The SPO should consider a quality assurance process to look at communication lines including regular attendance (for monitoring purposes) at briefings and where necessary training programmes.

An important part of these team or group briefings is the presence and contribution of senior management. Senior management 'buy-in' is an important factor in developing and maintaining a strong organisational Police provision and Police culture. It provides assurance to Police Officers who deliver at the operational level that someone above their immediate superiors takes an interest in their role, is supportive, and is willing to listen.

2. Introduce a more transparent style of management meetings by inviting a Constable or even two into the meetings (except where management in confidence issues are discussed) as is good practice at other stations. This will demonstrate transparency; reduce perceived barriers and provide development opportunities for Constables.

3. The SPO should consider holding more station focus group meetings thereby communicating directly with his staff. This is particularly important where there is a need to discuss major issues that may significantly impact on all staff. There are of course advantages and disadvantages to this because the SPO does have a tier of supervisors to communicate and enforce station working process. However, the Audit Team strongly recommends that regular focus group meetings chaired by the SPO will go some way to breaking down communication barriers and should be done quarterly with immediate effect for a period of twelve months when the process can then be reviewed by the SPO on whether he should continue with them or whether to reduce the amount per year.

4. The SPO should continue to provide relevant and timely direction to all staff into what the roles and responsibilities are of the MDP at Bacton. The emphasis on roles and responsibilities must not be diminished in any way and any officer not complying with such direction should be dealt with appropriately by the SPO even if it means the use of UPP or even misconduct.
5. Dip Sampling of operations/tasks. The SPO, together with his supervisors must 'get out' and monitor operations and refocus those who have strayed away from their core role and responsibility.
6. Changes to published rosters must be communicated quickly to staff giving them the ability to plan. A system that provides a full audit trail of changes must be enforced and this must include a record that the officer has been made aware of changes.
7. The SPO might wish to consider putting in place a 'Roster Moderation Panel' made up of members of the SMT, specialists, training and local DPF representative. An RMP is used to review proposed new rosters prior to publication; provides an opportunity to demonstrate transparency and fairness.
8. The current practice for annual leave must cease immediately. The SPO must ensure that the station is complying with PRGs on shift work, overtime AND annual leave.
9. The SPO should consider a redistribution across the sergeants of secondary duties most of which are currently being done by the relieving sergeant. This will break down the perceived barriers on station, give the remaining sergeants some additional responsibilities and reduce the burden on the relieving sergeant.
10. The SPO can make some quick gains in terms of Role Clarity which, although a 'good' score, gives cause for concern with respect to "understanding what is expected of me" and "I am confident that I am fully aware of current security threats". For example ensure that all staff receive regular station specific threat and intelligence briefings. Intelligence briefings form a valuable part of regular team meetings and pre-shift briefings. They are an effective way of making a direct connection between the actions of individual Officers and the station outcomes. Intelligence briefings should include recent incidents and genuine breaches affecting similar CNI sites nationally and other local businesses, reinforcing the rationale and importance of the role. Intelligence briefings should aim to strike a balance between reminding Officers about low-probability high-impact threats (such as terrorist attacks) and more conventional, high-probability threats (such as trespass, theft, and vandalism).

Regular communication of task-relevant information can strengthen the engagement between individuals and their teams, and reinforce the importance of each Police Officer's actions in preventing an incident.

11. All Police managers and supervisors should use a consistent approach to staff engagement and workplace polices. Managers and supervisors need to work together to ensure there is a 'joined-up', consistent, and have an objective approach for dealing with, but not limited to, the following types of issues:

- Employees' disputes
- Quality assurance of Police process
- Ensuring compliance to policies and procedures

- Reward and recognition
- Breaks, shift rotas, and annual leave; and
- Appraisals and performance review.

A review of how closely all members of the management team are adhering to the agreed process for ensuring fair and consistent approach should be carried out at each management meeting. This may only be a brief review but any issues can be discussed and consolidated across all members of the management team as part of this forum. It is recommended that any Police Officer's concerns over unfair treatment are taken seriously and investigated where possible – otherwise this is likely to result in poorly-motivated staff.

12. The SPO and Supervisors must ensure new or updated policies or procedures are communicated effectively. The dissemination of new policies/procedures or working practices can have an impact on the officers role both in the short and long term. Managers (and supervisors) should ensure that they have understood the change as it was originally intended. Following this, the information should be provided via formal team briefings and written instructions that follow a consistent format. Police Officers should always be given opportunity to assess their understanding of the new policy or procedure. Following such communication, Police managers should ensure that the Police staff have all consistently understood and interpreted the information.

Territorial Division

Cultural Audit of MDP Bacton

The authors would like to thank the officers from the Ministry of Defence Police stationed at the Critical National Infrastructure site, Bacton, Norfolk for taking part in this cultural audit. They would also like to thank the Senior Police Officer Bacton, for extending a welcome to the Cultural Audit Team and making facilities and staff available to conduct the cultural audit focus groups.

Superintendent E.I DISHER
Inspector T. MOODY
Ministry of Defence Police
Territorial Division
1 October 2014

Table of Contents

EXECUTIVE SUMMARY	3
Conclusions and Recommendations	5
INTRODUCTION AND METHODOLOGY	10
SECTION 1– Dip Sample of Station Practices and Focus Group S.W.O.T Analysis	12
SECTION 2 – Motivation Survey	
Background to Questionnaire Data Analysis and Interpretation	20
Demographic Analysis	22
Organisational Influences on Motivation	23
Management Influences	27
Components of Motivation	31
Territorial Division Specific	35
Appendix A: Terms of Reference	37
Appendix B: Questionnaire Briefing Template	39
Appendix C: Questionnaire	42
References	48

Introduction

This report represents the findings of the Cultural Audit conducted at MDP Bacton. A three phased approach was used to collect data/information from which inferences have been made; some supported by a CPNI Analytical Toolkit, direct data collection and comparison against force policy and practice, and direct interaction with and observation made of staff at MDP Bacton. These collective processes were designed to meet the requirements laid out as a set of objectives set down by the Territorial Divisional Commander within a Terms of Reference document.

When analyzing data collected from staff motivation questionnaires it must be noted that the CPNI questionnaire was adapted to include specific areas required by TD Commander. Therefore questions contained within section 8 'Attitudes towards a Healthy Working Environment' and section 9 'Policies, Procedures and Working Processes' have been added to the original CPNI document. In turn, due to the CPNI Analysis coding being locked, the answers from these sections cannot be compared to a benchmark figure; the CAT has provided analysis based on average station scores.

Methodology

Territorial Divisional Commander, set out the objectives for the Cultural Audit (CA) of MDP Bacton in his terms of reference at Appendix A. The Cultural Audit Team (CAT) was appointed in July 2014 and attended at Bacton between 6 and 8 August 2014 to conduct the processes.

Objective 1 - Comprehensive review of rostering, overtime allocation and working practices

Process

- Dip sample rosters and identify if practices are within accepted norms;
 - **Data collection using excel**
- Review of annual leave allocation process viz PRGs
 - **Notes to be made on complete process**

Objective 2 - Establish management technique/style

Process

- Use of Motivation Questionnaire for anonymity
 - Questionnaires completed by each officer on station.
 - Completed Questionnaires analysed using CPNI analysis tool and interventions grid.

The Motivation Questionnaires (objective 2) was forwarded to the SPO for dissemination prior to the 6th August. Completed questionnaires were collected during the CAT visit. The CAT team completed the data transfer and analysis during August at their home station.

Objective 3 - Establish reasons behind low morale

Process

- Use of SWOT Focus Groups to gain further information:

Purpose:

- To identify themes or issues at the Personal, Team, Supervisory and Management levels
- Gain an understanding through discussion of these issues to find some resolutions/ possible interventions
- By using 'Personal' as a category this places some emphasis on individual responsibility

SECTION 1 - DIP SAMPLE OF STATION PRACTICES AND FOCUS GROUP S.W.O.T ANALYSIS

Dip Sample: During the audit various topics were discussed with the SPO and Relieving Sergeant (Rosters as secondary duty) in respect to the general administration and management of the station. Topics included processes within roster management which are broken down below:

1. The method of roster delivery was explained and the problems encountered by shortfalls etc. The Relieving Sergeant does the rosters as a secondary duty. A dip sample of the rosters highlighted some irregular practice namely it was obvious that station policy of informing and recording of changes on a published roster was not being maintained. Two different dates were selected for review and both demonstrated problems. In respect to one of the dates where an officer had been changed from early shift to nights and overtime issued, there was no record of the change of duty and when asked to account for this, the Relieving Sergeant stated that he had no record and that the change will have been done by a duty sergeant who was unknown as there was no record of who made the changes.

2. The method of covering short notice annual leave caused the audit team concern. Currently where an officer applies for short notice leave of absence, the determining factors for deciding whether he/she can have that annual leave go against force policy and good practice. It is the view of the audit team that the station policy on this matter needs changing without delay thereby ensuring the welfare rights of the individuals applying for leave are taken into account and not just the rights of the officers covering the annual leave (which is the only determining factor being applied at the moment).

The CAT was informed that where an officer applies for annual leave (within the laid down fifteen days' notice) this is not granted unless the officer can personally find another officer to cover his/her rostered duties. There appeared to be some confusion at SPO level regarding overtime usage to cover shortfalls on station due to abstractions and the granting of annual leave. Similarly there appeared to be a reluctance to make changes to a published roster (Bacton uses a rolling 28 day roster) to cater for annual leave even when that leave is more than fifteen days' notice.

3. It was evident that the relieving sergeant has taken on the rosters as a secondary duty and the implications of this are huge bearing in mind he also has to carry out the role of DSO and OFC. Some officers called the Relieving Sergeant "the Roster Manager" and blamed him for many things on the rosters – these officers were reminded by the audit team that it should be borne in mind that he was not a Roster Manager but did the rosters as a secondary duty.

4. The roster team could find no evidence that overtime was being unfairly distributed amongst either the sergeant or constable levels. What did become apparent was that the Relieving Sergeant had many secondary duties including rosters, training, etc. It was observed that the station might be better served if some of these responsibilities were more evenly distributed across the Sergeant ranks. This would alleviate some of the pressure on the Relieving Sergeant, provide additional responsibilities and thus opportunities for the other Sergeants, and reduce the perception of a 'closed shop' management ethos between the SPO and Relieving Sergeant.

SWOT Analysis Focus Group Meetings –

The process in respect to the running of focus groups addressed the SWOT from participants looking at themselves, the team and the supervisors/manager. The following is a true reflection of the input from all who attended the focus groups. The facilitator's summary makes some objective assessments of matters discussed.

Individual (all participants no matter what rank):	
Strengths	<p>As a general response:</p> <ul style="list-style-type: none"> • Officers felt that they were personally motivated; • skilled, knowledgeable; • confident; • injected appropriate humour; • good communicators; • conscientious and disciplined; • willing to accept change
Weaknesses	<ul style="list-style-type: none"> • Lack of computer skills; • bored; • self-disciplined in respect to others' views; • Age (on the ever increase); • self-motivation; • accepting 'in house' culture; • communication skills; • knowledge/skill fade; • Knew little of station issues. <p>When probed further some were just being brutally honest with themselves but others felt that the workplace atmosphere caused them some frustration</p>
Opportunities	<ul style="list-style-type: none"> • More firearms training; • enhanced tactics; • better communications between section, station, Division and HQ; • Management support of officer's roles; • developing natural leaders; • increase opportunity for personal fitness; • utilise experience of others; • get a more established routine;
Threats	<ul style="list-style-type: none"> • Financial constraints; • lack in confidence of the training; • concerns re the increased training demands in respect to fitness capability to do the role etc.; • Firearms instructors are having to spread their schedules far too much; • general unhappiness; • stagnation; • lack of opportunity; • low morale; • skills fade; • concern of falling foul of the system; • being ostracised; • relationships with colleagues, unresolved problems (less team participation); walk a tight rope with no direction; • mess up on something 'the world descends' <p>When an officer was probed on the statement of 'concern of falling foul of the</p>

	system', he demonstrated a lack of faith in how management/the Force dealt with capability shortfalls i.e. UPP etc.
Facilitators summary Whilst the participants were honest and deliberate in their views, as can be seen above, there is some conflict in their responses i.e. on one hand many officers said they were good communicators yet some still went on to say that they had weaknesses in communication skills, self-discipline in respect to others views, disciplined, knew little of station issues etc. The point to be made here is that whilst many have views on their strengths, it would appear the strengths are not evidently being demonstrated to mitigate against their personal weaknesses. The issue of personal responsibility was discussed at various levels in respect to ensuring good communications up and down the chain on the complement. It was apparent in the groups that some officers felt the breakdown in the communication was the managers' fault (as is normally the case) and that the deterioration in interaction was a result of such bad communication. As an example, various officers mentioned the fact that the Inspector often goes in the rest room where perhaps up to 5 constables will be on refreshment period and he doesn't talk to them. The facilitation took an obvious route asking why they had not taken the responsibility of engaging first as the Inspector was in 'their' domain i.e. rest room.	
Team:	
Strengths	<u>Sergeants input:</u> <ul style="list-style-type: none"> • Experienced; • flexible; • knowledgeable; • open to new ideas; • good communicators (includes listeners) <u>Constables input:</u> <ul style="list-style-type: none"> • Reliable; • competent; • diverse (make-up of the teams); • experienced; • bonds well; • loyal to each other; • willing to try anything; • get on with the job; • trust each other; • experienced; mature (age)
Weaknesses	<u>Sergeants input:</u> <ul style="list-style-type: none"> • Firearms qualifications/technical skill; • accepting in-house culture; • different management styles; • misinformation; • communications up and down the chain; • disruptive elements; • unsupportive; • inexperienced; • inconsistent; • communications between sergeants <u>Constables input:</u> <ul style="list-style-type: none"> • Don't work together enough; • ageing; • lack of communications between the teams and within the teams (no

	<p>discussion between pairs on the shift);</p> <ul style="list-style-type: none"> • fearful of training and qualification demands (meeting them), lethargy; cynicism; • practitioners not consulted; • set in our ways due to routine; • too much time to reflect; • unwilling to change (not a change culture – always done this way); supervision can be dictatorial
Opportunities	<p><u>Sergeants input:</u></p> <ul style="list-style-type: none"> • Variation in tactics; • variation in training; • more pro-active policing in the community; • experience in the role; • opportunities for advancement (this will impact on others I manage); • better communications between station, Division and HQ; • briefing sheets for firearms command; • get out on the ground more; <p><u>Constables input:</u></p> <ul style="list-style-type: none"> • Supervisors to always support applications!! (probed at length); • learning from others; • mentoring; • be open and honest; • devolved decision making wherever possible (too restrictive at the moment); • more use of secondary duties; • more flexibility required in engaging with the local community (engage with the public for intel gathering etc.); • widen patrol area; • consistent supervision (re policy, briefing times, local procedures such as arming and disarming); • consultation with staff; • use of Information Boards; • more focus groups (to enable unanswered questions previously asked to be answered); • buddy system; • support officers in their role; • demonstrate value of staff (re-enforcement of job well done)
Threats	<p><u>Sergeants input:</u></p> <ul style="list-style-type: none"> • Safety of officers; • lack of knowledge in officers; • less training means lack of confidence; • too much training for OCC due to force numbers which impacts on basic confidence and competence and there is no back up for failure of tactics; lower morale; • demotivated staff (doesn't help with a disruptive element) <p><u>Constables input:</u></p> <ul style="list-style-type: none"> • Missing Link (pay/rosters/people – single points of failure); • low morale; • Section become labelled for speaking up; • punishment for being in a particular team;

	<ul style="list-style-type: none"> • productivity not achieved; • stifle creativity; • inhibit problem solving; • staff will not put themselves on the line; • selfish practices, lethargy; • perceived lack of interest from above;
<p>Facilitators summary</p> <p>It was noted that some participants were more frustrated than others.</p> <p>One particular example of frustration expressed was the recent change in arming and disarming procedures which was not communicated early enough to enable all staff to be aware of what the actual change of timings and procedures actually were. On probing this further, it was expressed that this change was done so hastily, the delays caused officers to go off late from duty and operational patrols were delayed.</p> <p>The issue of using UPP to deal with failures or capability shortfalls was raised with the Sergeants and it was apparent to the facilitator that this process has not been a consideration in dealing with developmental issues on station.</p> <p>Where constables mentioned the words 'fear' and 'punishment' – these were probed. It was evident that the perception from the officers was that this was wide spread and officers expressed examples of it. After hearing various opinions within the groups on this issue, we find little to support the 'allegations' however, it would appear from the focus group input that the problems seem to be magnified by breakdowns in communication and 'enhanced' engagement between the staff on the ground and the SPO and supporting staff.</p> <p>Where the use of the word 'threat' was used, officers did not express their evidence of the threats clearly but did feel that many written instructions do have perceived threats within them.</p> <p>Action: Audit Team to view some directives/orders. Action completed 29/08/14</p>	
Supervisors (PS)/ Manager (Insp)	
Strengths	<p><u>Sergeants input:</u> -</p> <p>Sergeants –</p> <ul style="list-style-type: none"> • assist in administration; • leadership; • supportive of secondary duties; • experience/skills <p>Inspector –</p> <ul style="list-style-type: none"> • proactive; • customer focused; • motivated; • welfare minded; • fair; • helpful; • deals with confrontation; • open and approachable; • sticks to decisions made; • punctual <p><u>Constables input:</u> -</p> <ul style="list-style-type: none"> • Supervisors and/or manager have good experience;

	<ul style="list-style-type: none"> • communication skills; • supportive with particular individuals who do secondary duties; • doesn't micro-manage; • encourages development
Weaknesses	<p><u>Sergeants input:</u></p> <ul style="list-style-type: none"> • Inspectors weaknesses are issues with frustration; • unaware of concerns of staff; • expression of views openly; • confrontation <p><u>Constables input:</u> -</p> <p>Sergt –</p> <ul style="list-style-type: none"> • No consistency; • lack of communications; • passing down issues; • lack of confidence in decision making; • lack of consistency; • dictatorial; • any issues turn into a battle; • have own agenda; • supervisors working their own way; <p>Inspector –</p> <ul style="list-style-type: none"> • Unable or unwilling to communicate change or decisions (to include knee-jerk reactions); • lack of leadership; • poor interpersonal skills; • poor communicator verbal and written; • not approachable; • lets small issues build in to big issues; • disinterested in officer's moral and welfare (example given); • no co-ordination between sections; • no direction; • threats; • empty promises from management
Opportunities	<p><u>Sergeants input:</u> -</p> <ul style="list-style-type: none"> • More station focus group meetings; • communicate decisions <p><u>Constables input:</u> -</p> <ul style="list-style-type: none"> • Interact more with the staff; • listen and engage; • attend and watch the training of the armed officers; • enhance communication channels with all staff; • fresh start; • more station focus groups; • trust the staff; • seek clarification from appropriate departments and SMEs on issues of HR and professional standards; • Implement new practices to enhance effect on morale, perceptions, approachability,

	<ul style="list-style-type: none"> • management interventions, • management action plans;
Threats	<p><u>Sergeants input:</u> -</p> <ul style="list-style-type: none"> • Loss of respect; • loss of complement <p><u>Constables input:</u> -</p> <ul style="list-style-type: none"> • Low morale; • disconnection with the task; • withdrawal of good will; • staff feel punished; • distrust; • reprisals; • threats; • arguments; • preferential treatment;
<p>Facilitators summary</p> <p>Various constables said that it was often apparent that the message given by their section sergeant that had come from the Inspector was often completely different to what their colleagues were receiving on other sections – an area of communication breakdown that should be addressed (perhaps the Inspector needs to ensure all messages from his sergeants is the same across all business areas).</p> <p>The CPNI assessment of operations at the station (Operation Mexico) did cause consternation amongst staff. Staff felt that communication of the failings identified within the assessment from the SPO caused wide frustration within the station. It became evident during probing that it was not about the content of the assessment but how it was communicated to staff.</p> <p>Much of the frustration aimed at the Inspector was about communication with staff. Rostering issues caused concern as did the manner in which change was introduced on station (examples given of new processes introduced but amended almost immediately again and again).</p> <p>However, it is evident that much of the negatives aimed at the Inspector and some of the sergeants were based on subjectivity and perception rather than objectivity and fact – a view shared by both Supt Disher and Inspr Moody.</p>	

Additional Information

One factor that was observed during the Focus Groups, casual conversation with staff and during the meetings with SPO was the repeated referencing to the rest of the force as “the MDP” for example references to CCR were “MDP Control Room”. Officers carry Norfolk Radios and monitor Norfolk systems; but those questioned said an “MDP radio was in the vehicle but we don’t monitor it closely”. This gave the Audit Team a clear impression that some officers at Bacton do not identify with being part of the MDP.

Similarly the SPO made reference to recording suspicious vehicle sightings around station on a data sheet that he shared with the other CNI sites – he does not enter this data on UNIFI and when probed did not appear to grasp the significance of wider distribution through UNIFI but stated that his data sheet is available on the Force R Drive for anyone to see. Whilst these incidents on their own could be called insignificant together they give an impression that officers at Bacton identify more readily with the local force and with other CNI sites (not Territorial Division), that there is a mind-set that the CNI sites are ‘different’; many references were made to Supt’s not in

their chain of command. This is concerning and considerable efforts must be made to ensure that Bacton officers start to recognise TDHQ as the line command.

SECTION 2 – Motivation Survey

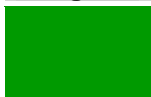



Background to Questionnaire Data Analysis and Interpretation

CPNI provided an Analysis Tool designed for use with the Questionnaire. The tool allows entry of the questionnaire data and then scores the data automatically producing graphs and tables of results which can be interpreted using the guidance documentation provided. All figures produced derive from a 5 point scale used in the questionnaire. The scoring takes account of whether the 'question' was positively or negatively worded. Scores range from 1 (very low) to 5 (very high). When considering each score value the CAT had to consider both the absolute score value and how it compared with the benchmark.

ABSOLUTE SCORES

The questionnaire used a response scale which ran from strongly disagree to strongly agree. The CPNI guidance states that *'there is a tendency for respondents not to use the extremes of the scale...so scores of 1 and 5 are uncommon'*. Generally overall where scores are above 4 this means that almost all respondents have either agreed or strongly agreed with the positive side of a question while below 2 means that almost everyone agreed or strongly agreed with the negative side of a question. The effective score range is therefore 2 to 4. Scores of 3 (midpoint) means that more people have responded positively than negatively; whilst scores below 3 means more respondents have responded negatively.

The following table is produced to provide readers with clarity concerning scores:

Score	Interpretation		Average Item Score	Impression	Traffic Light
>4.00	Very Good score. Improvement action unlikely to be necessary but may have organisational benefits		>3.33	Good	
3.67 – 4.00	Good score. Improvement action only necessary if significantly below the benchmark		3.01 – 3.33	May need some improvement	
3.34 – 3.66	Passable score. Improvement action only necessary if significantly below the benchmark		2.67 – 3.00	Weak	
3.01 – 3.33	Ok score but room for improvement		<2.67	Very weak	
2.67 – 3.00	Weak score. Improvement action likely to be necessary				
<2.67	Very weak score. Improvement action likely to be urgent.				

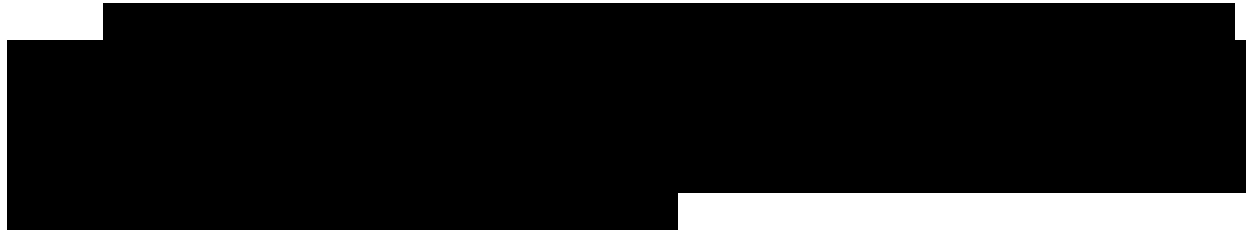
COMPARISONS WITH BENCHMARK SCORES

As a general rule the CPNI guidance states that differences between the organisation's and benchmark scores for both the scales and individual questions of more than 0.2 are sufficiently large to say with confidence that one score is better than the other.

Differences between the organisation's and benchmark scores of more than 0.3 score indicate very significant differences with major differences in the score patterns in the two groups.

THE PROPORTION OF STAFF WHO WRITE COMMENTS

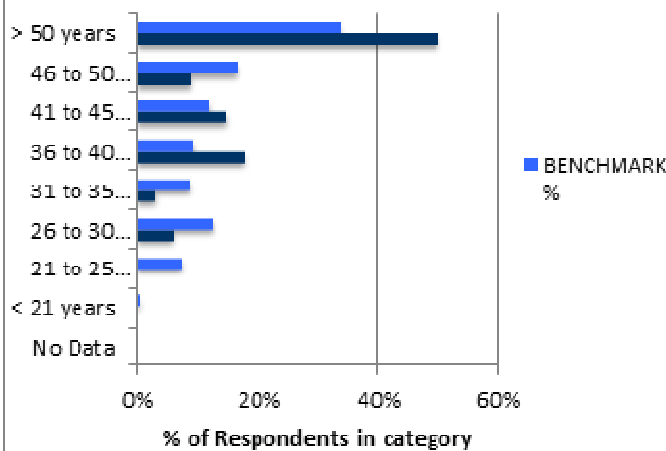
The CPNI Guidance indicates that staff do occasionally write positive comments on the questionnaire, but more often than not, comments are critical. Analysis of comments from the benchmark sample indicates that in organisations where significantly more comments are written than the benchmark also tend to be low scorers on many of the aspects of the questionnaire. Conversely those with fewer comments tend to be higher scorers and the comments are more likely to be positive.



REDACTED SECTION 26 (DEFENCE) AND SECTION 31 (LAW ENFORCEMENT)

DEMOGRAPHIC ANALYSIS

Age Profile of MDP BACTON Respondents

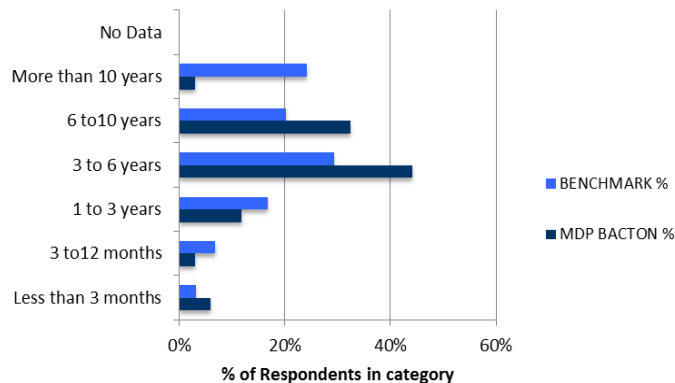


1. Age Profile

The age profile of MDP Bacton is 16% above the industry benchmark in terms of over 50 years category. Similarly in the 36 to 40 years category Bacton is almost 50% higher than the industry average and significantly lower than the industry benchmark in the 26 years to 35 years categories; with no officers in the 21 to 25 year age group.

The number of officer's above the 50 year mark is indicative of the average age of the Ministry of Defence Police; therefore no inference is drawn.

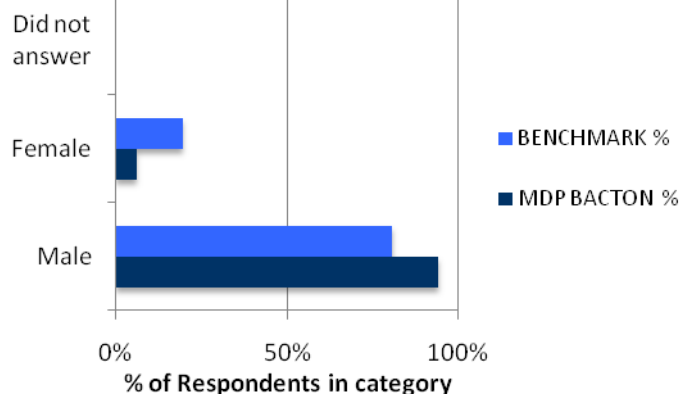
Length of Service Profile of MDP BACTON Respondents



2. Tenure

The length of service at Bacton is skewed with regards to the industry benchmark due to the time MDP has been operating at Bacton. For clarity the respondents were asked about length of service at the station and not length of service in force.

Gender Profile of MDP BACTON Respondents



3. Gender Profile

94.1% respondents were male; 5.9% female.

ORGANISATIONAL INFLUENCES ON MOTIVATION

There are 32 questions in the organisational influences category; all concerned with staff perceptions of how well activities, processes and working practices which are likely to influence motivation are designed, organised and implemented. Organisational Influences directly affect scores in the component of motivation by promoting allegiance, loyalty, commitment and a sense of engagement.

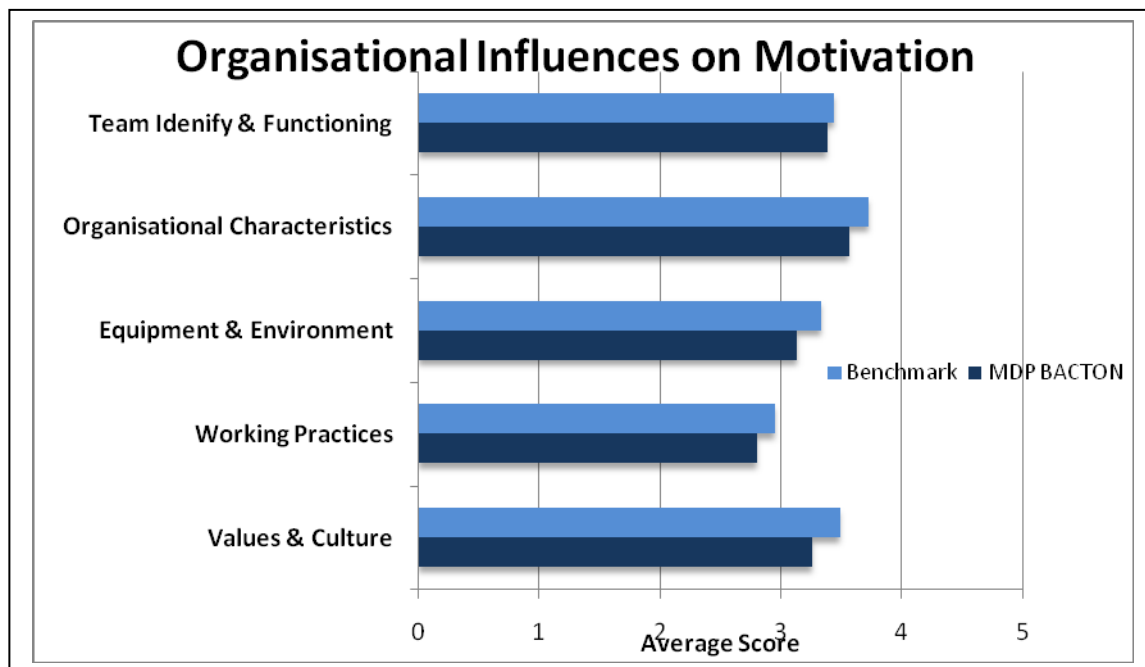


Table 1

Organisational Factors	MDP BACTON (<i>Impressions Matrix</i>)	Benchmark	Difference	INTERPRETATION MATRIX
Values & Culture	3.26	3.49	-0.23	Ok score but room for improvement
Working Practices	2.80	2.95	-0.15	Weak score. Improvement action likely to be necessary
Equipment & Environment	3.13	3.33	-0.20	Ok score but room for improvement
Organisational Characteristics	3.56	3.72	-0.16	Passable score. Improvement action only necessary if significantly below the benchmark
Team Identity & Functioning	3.38	3.44	-0.06	Passable score. Improvement action only necessary if significantly below the benchmark

Using the 'impressions matrix' overall in terms of Organisational Influences the areas of Values & Culture and Equipment & Environment may need some improvement. With respect to Working practices the overall score was **weak**. It should be noted that MDP Bacton scores are not significantly different from the security industry benchmark. That said, within the category 'values and culture' Bacton is significantly below the industry benchmark. However when applying the 'Interpretation Matrix' even those areas of Organisational Characteristics and Team Identity & Functioning, whilst represented as 'green' in the impressions matrix are only 'passable

scores' but as they are not significantly below the benchmark, overall would not require improvement action.

The following represents the results for each question within Organisational Influences, organisational factors categories:

Values & Culture		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A17	My job is not under threat	3.24	3.11	+0.13	Ok score but room for improvement
F69	Security is taken very seriously here	3.48	4.00	-0.52	Passable score. Improvement action only necessary if significantly below the benchmark
F72	There is effective coordination of security throughout the station	2.94	3.42	-0.48	Weak score. Improvement action likely to be necessary
F73	Management is sincere in its efforts to ensure security	3.12	3.36	-0.24	Ok score but room for improvement
F76	I am confident that if I propose an idea to improve security it will be taken seriously	2.65	3.03	-0.38	Very weak score. Improvement action likely to be urgent.
F80	Not following set procedures is always going to result in punishment	3.35	3.21	+0.14	Passable score.
G89	Security incidents are always reported	3.59	3.62	-0.03	Passable score.
G90	Rules are not bent because of pressures of work	3.24	3.14	+0.1	Ok score but room for improvement
G91	Everyone wants to achieve high levels of security	3.29	3.83	-0.54	Ok score but room for improvement
G95	My section supervisor(s) and manager(s) believe security is important	3.85	4.10	-0.25	Good score. Improvement action necessary as more than 0.2 below the benchmark

Whilst overall in table 1 the score reflects that there is room for improvement with respect to Values and Culture; the significant low score is at F76 *"I am confident that if I propose an idea to improve security it will be taken seriously"*. Similarly F69, F72, F73, G91 and G95 are significantly below the industry benchmark

Working Practices		MDP SPO Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A14R	I do not have enough freedom to make my own judgements about possible security threats	3.03	2.88	+0.5	Ok score but room for improvement
B25R	Working conditions are not as good as I could reasonably expect	2.35	2.77	-0.42	Very weak score. Improvement action likely to be urgent.
B31R	The shifts I work make it difficult to plan my life	2.68	3.13	-0.45	Weak score. Improvement action likely to be necessary
B33R	I'm often overworked due to staff shortages	3.44	2.98	+0.46	Passable score
B34	Family commitments fit well with the shifts I work	2.91	3.21	-0.3	Weak score. Improvement action likely to be necessary

C46R	I feel that I put in more effort than most of my colleagues	2.59	2.58	+0.01	Very weak score. Improvement action likely to be urgent.
F77R	The rules and procedures that I have to follow make it difficult to respond flexibly to incidents	2.59	3.07	-0.48	Very weak score. Improvement action likely to be urgent.

In terms of overall scoring within the Organisational Influence Working Practices is significantly weak. Attention should not only be paid to the score but also the degree to which the individual score vary from the industry benchmark.

This influence area is concerned with the ways in which work is planned and organised and the impact this has on the work-life balance of staff, the effectiveness of working procedures and processes and the ability of staff to work efficiently.

The protection of the UK's CNI is a 24-hour, 365-day activity, reliant upon continuous provision of attentive and vigilant Police Officers. Police Officers have an expectation that their work may involve various shifts including night-time and weekend working. In addition to this they may be expected to work in difficult conditions.

The difficulties arising from these working practices are widely understood and many employers seek to optimise their rosters to find an effective balance between providing the required level of Police service and looking after the wellbeing of their employees. Nevertheless, shift work and working conditions can be a significant source of distress to employees, affecting their motivation, performance, and wellbeing.

There are a number of interventions that lessen the impact of shift work on Police Officers without necessarily affecting resource costs. Early awareness of the roster can have a significant positive impact on Police Officers' quality of life. If rosters are published late or changed at short notice without adequate communication, the ability of Police Officers to plan their family and social lives can be severely affected. Similarly, decisions over Police Officers' requests for annual leave approvals should be made well in advance so that both the organisation and the employee can plan for the period of absence.

Equipment & Environment		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
B26	I get the right equipment/ clothing for the work I need to do	2.97	3.31	-0.34	Weak score. Improvement action likely to be necessary
B27	Working conditions allow security tasks to be carried out properly	3.03	3.28	-0.25	Ok score but room for improvement
B28R	Equipment/Clothing is not well maintained	3.26	3.09	+0.17	Ok score but room for improvement
B29	The organisation have created a safe working environment	3.26	3.64	-0.38	Ok score but room for improvement

It is clear from Officers perception that a vast majority of staff do not feel that they get the right equipment/clothing to be able to do their job. Similarly, officers do not feel they have a safe working environment; and this may cause the Divisional Commander some concern and therefore needs further exploration on station.

Organisational Characteristics		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A6	I think this is important work	4.65	4.51	+0.14	Very Good score. Improvement action unlikely to be necessary but may have organisational benefits
B30	I receive breaks at appropriate times during my shift	3.85	3.09	+0.49	Good score.
B32	I like having the opportunity to work overtime	3.59	3.76	-0.17	Passable score
<u>F78</u>	Effective security is more important here than cost saving	2.65	4.00	-1.35	Very weak score. Improvement action likely to be urgent.
<u>F79</u>	The rules and procedures I have to follow in my work are necessary and appropriate	3.06	3.78	-0.72	Ok score but room for improvement

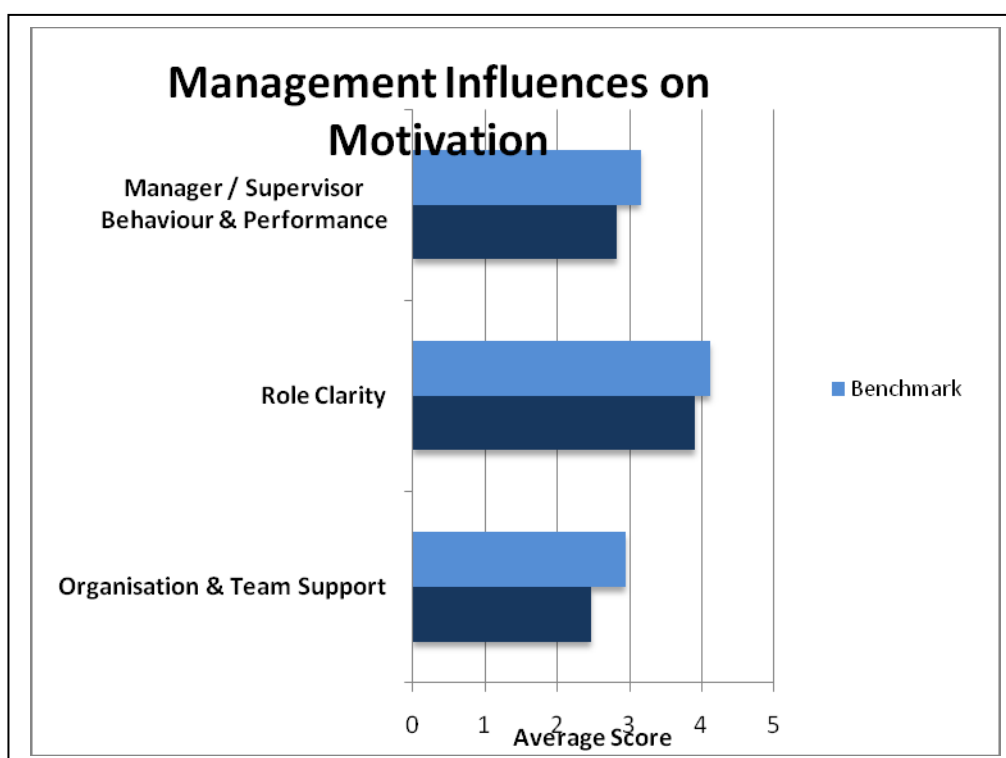
The positive scores in this area are in relation to how officers perceive the importance of the work they do (A6) which is above the benchmark score and receiving appropriate breaks during the shift which is significantly higher than the benchmark (B30). Conversely, F78 is significantly below the benchmark and indicates that improvement action is urgent.

Team Identity & Functioning		MDP SPO Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A15	I feel supported by my colleagues	3.68	3.69	-0.01	Good Score
D47	I feel that I am part of a team	3.79	3.85	-0.06	Good Score
D48	I know who is in my team	4.21	4.10	+0.11	Very good score
D49	Our team meets together regularly to discuss work issues	3.18	2.87	+0.31	Ok score but room for improvement
D52	The team is able to take action to make changes to the way we do things	2.38	2.85	-0.47	Very weak score. Improvement action likely to be urgent.
D53R	Teamwork exists in name only here	3.15	3.14	+0.01	Ok score but room for improvement
G85	Everyone in the team plays an active part in delivering effective security	3.26	3.57	-0.31	Ok score but room for improvement

Within this category the two most significant areas are D52 (The team is able to take action to make changes to the way we do things) not only is this a weak score (as is the benchmark) but also the level below the benchmark is significant. Having some autonomy to make change has a significant impact on staff motivation. G85 is -0.31 below the benchmark; this may indicate a lack of supervisory processes to ensure consistent delivery of task and discipline.

MANAGEMENT INFLUENCES

There are 34 questions in the Management Influences category organised into 3 influence areas. The questions are concerned with staff perception of the performance and behaviours of managers (in this case Sergeants and Inspector) in activities which are likely to influence motivation. Management influences can directly affect motivation through the extent to which staff believe that their managers and supervisors have their best interest at heart, are just and fair, are trustworthy and competent.



Organisational Factors	MDP BACTON (Impressions Matrix)	Benchmark	Difference	INTERPRETATION MATRIX
Organisation & Team Support	2.46	2.94	-0.48	Very weak score. Improvement action likely to be urgent
Role Clarity	3.90	4.11	-0.21	Good score. Improvement action only necessary if significantly below the benchmark
Manager / Supervisor Behaviour & Performance	2.82	3.15	-0.32	Weak score. Improvement action likely to be necessary

Although the overall score for Manager/Supervisor Behaviour and Performance is 'weak' and significantly below the benchmark by -0.32; Organisational and Team Support is more concerning in terms of being a very weak score and -0.48 below the benchmark.

Organisation & Team Support		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A16	When I do well, my team leader/manager recognises this	2.97	3.17	-0.2	Weak score. Improvement action likely to be necessary
C41	Everyone is treated equally	2.26	2.73	-0.47	Very weak score. Improvement action likely to be urgent.
C42	Poor performance is dealt with consistently across all staff	2.09	2.62	-0.53	Very weak score. Improvement action likely to be urgent.
C43	When mistakes are made they are dealt with fairly	2.26	2.87	-0.61	Very weak score. Improvement action likely to be urgent.
C44	The organisation tries to be fair in its actions towards employees	2.32	3.08	-0.76	Very weak score. Improvement action likely to be urgent.
D51	My team meets to reflect on how the shift has gone	2.06	2.64	-0.58	Very weak score. Improvement action likely to be urgent.
D55	My shift/team leaders are very supportive of me and my team	3.56	3.36	+0.2	Passable score
D56	My shift/team are able to decide how we go about a reasonable amount of our jobs	3.15	3.39	-0.24	Ok score but room for improvement
E59	This organisation learns from its experiences	2.06	3.15	-1.09	Very weak score. Improvement action likely to be urgent.
E60	There is a process for providing feedback on my work performance	2.70	3.20	-0.5	Weak score. Improvement action likely to be necessary
E61	I have the opportunity to discuss feedback on my work performance	2.82	3.15	-0.33	Weak score. Improvement action likely to be necessary
E63	I am strongly encouraged to develop my skills	2.33	3.01	-0.68	Very weak score. Improvement action likely to be urgent.
E67	My organisation rewards good performance	1.91	2.73	-0.82	Very weak score. Improvement action likely to be urgent.
F76	I am confident that if I propose an idea to improve security it will be taken seriously	2.65	3.03	-0.38	Very weak score. Improvement action likely to be urgent.
F81R	Each supervisor has their own way of doing things	1.68	2.01	-0.33	Very weak score. Improvement action likely to be urgent.
G88	There is good communication here about changes to security	2.41	2.89	-0.48	Very weak score. Improvement action likely to be urgent.

In terms of the Interpretation Matrix every score within the area of Organisational Support is classified as 'Weak' with the exception of D55 (*My shift/team leaders are very supportive of me and my team*) and D56 (*My shift/team are able to decide how we go about a reasonable amount of our jobs*) classified as passable and ok. That said D56 although ok is significantly below the benchmark. Perceptions of 'Fairness, treatment of poor performance, learning from experience, rewards for good

performance and communication' are highlighted as being more than 'significantly' below the benchmark and needs urgent action.

Role Clarity		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A8	I like having a variety of things to do	4.25	4.15	+0.1	Very Good Score
B37	I am clear how my work contributes to the overall security of my location and its users	3.79	3.98	-0.19	Good Score
B40	I understand what is expected of me	3.85	4.18	-0.33	Good score. Improvement action only necessary if significantly below the benchmark
E64	I am aware of correct working practices	3.70	4.03	-0.33	Good score. Improvement action only necessary if significantly below the benchmark
F75	I am confident in reporting possible threats to security	4.00	4.17	-0.17	Very Good score
G92	I am confident that I am fully aware of current security threats	3.79	4.09	-0.3	Good score. Improvement action only necessary if significantly below the benchmark

Overall Role Clarity scores well. That said there is still room for improvement particularly with regards to B40, E64 and G92. G92 is particularly worrying given the role officers perform at Bacton; but an easy fix would be to ensure that staff receive regular site specific threat briefings.

Manager / Supervisor Behaviour & Performance		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
B35R	The targets we are set will be difficult to meet	3.21	3.17	+0.04	Ok score but room for improvement
B36R	I am not aware of our overall performance targets	2.70	2.97	-0.27	Weak score. Improvement action likely to be necessary
<u>B39R</u>	I do not understand why all of our various procedures are in place	2.82	3.54	-0.69	Weak score. Improvement action likely to be necessary
C45R	I am not encouraged in my work by praise, thanks or other recognition	2.38	2.86	-0.48	Very weak score. Improvement action likely to be urgent.
D50R	I do not see my team leader everyday	2.71	3.18	-0.47	Weak score. Improvement action likely to be necessary
D57R	My shift/team does not know how well we are doing	2.82	3.11	-0.29	Weak score. Improvement action likely to be necessary
<u>D58R</u>	I do things that are accepted by one supervisor but not another	2.31	2.83	-0.52	Very weak score. Improvement action likely to be urgent.
<u>E62R</u>	I do not receive recognition for good work from managers	2.42	2.91	-0.49	Very weak score. Improvement action likely to be urgent.
<u>E65R</u>	When mistakes are made appropriate action is not always taken	2.33	2.85	-0.52	Very weak score. Improvement action likely to be urgent.

E66R	If I make a mistake I tend to try to hide it in case I am punished	3.67	3.84	-0.17	Good score
G87R	I do not know who to report new ideas about procedures to	3.64	3.35	+0.29	Passable score. Improvement action only necessary if significantly below the benchmark

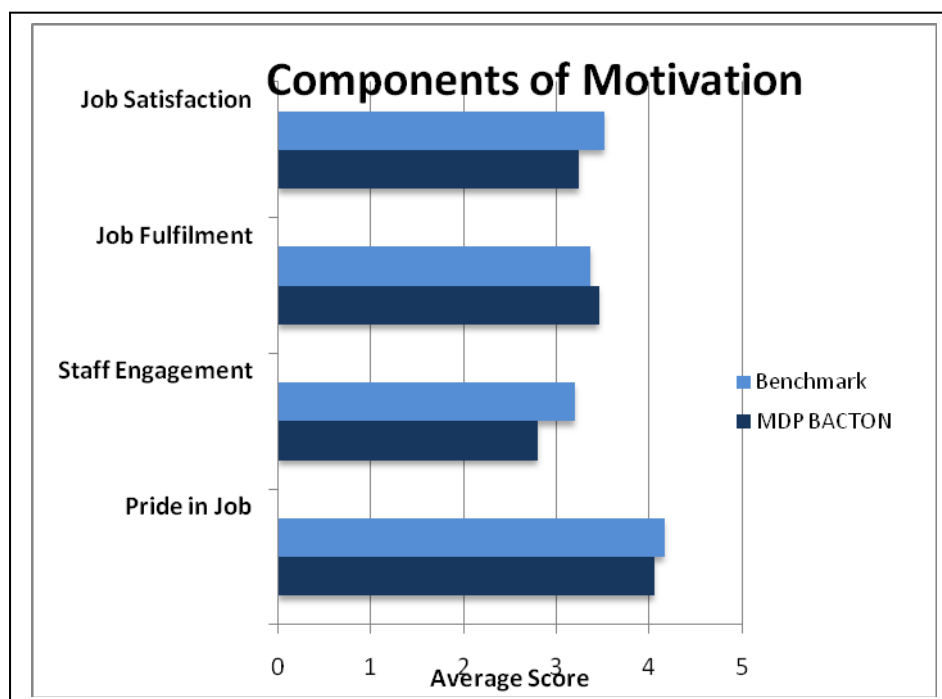
Overall Manager/Supervisor Behaviour and Performance scores in the **‘weak’** category and is significantly below the benchmark. Within this category understanding why various procedures are in place (B39R) lack of praise and recognition (C45R; E62R) and inconsistencies between supervisors (D58R) are particularly weak and below the benchmark.

The role of the front line manager or supervisor is absolutely fundamental to the success and the motivation of the Police Officers. Line-managers/supervisors must interact and engage with Police Officers in a consistent and fair manner. A good line-manager or supervisor can positively influence Police Officers and make them follow them and perform above and beyond their role. Likewise a bad line-manager or supervisor is someone who usually lacks leadership skills, ability, or training. Whilst they might think they are doing a great job, their behaviour and actions will actually have a significant effect on demotivating their Police Officers.

Police managers should avoid putting themselves in a position that could result in an environment of where there is the perception of favouritism amongst staff. Giving preferential treatment to a person, particularly on a non-work related basis, is unfair. Unfairness in the workplace can lead to poorly-motivated staff and increased staff turnover rates. Therefore, Police managers should, as far as possible, aim to treat all employees alike.

COMPONENTS OF MOTIVATION

There are 24 questions related to components of motivations set within 4 areas. These questions relate to how staff feel about the work they do and the degree to which they are committed to the work. These feelings will be affected by how well they think they are being treated by the organisation, managers and supervisors.



Components of Motivation	MDP BACTON	Benchmark	Difference	INTERPRETATION MATRIX
Pride in Job	4.05	4.16	-0.11	Very Good score.
Staff Engagement	2.79	3.19	-0.40	Weak score. Improvement action likely to be necessary
Job Fulfilment	3.45	3.36	0.09	Passable score. Improvement action only necessary if significantly below the benchmark
Job Satisfaction	3.24	3.51	-0.27	Ok score but room for improvement

The two areas overall within this category that give most cause for concern are “Staff Engagement” and “Job Satisfaction” not only in terms of the Interpretation Matrix but also the degree to which they are below the benchmark.

Pride in Job		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A9	I am able to do a good job	4.06	4.35	-0.29	Very Good score
F68	This location has a reputation for effective security	3.45	3.85	-0.4	Passable score. Improvement action only necessary if significantly below the benchmark

F70	As an organisation, we deliver extremely good security	3.70	3.95	-0.25	Good score. Improvement action only necessary if significantly below the benchmark
F71	I ensure the highest standards when I carry out my job	4.36	4.38	-0.02	Very good score
G93	I play an important part in protecting national security	4.26	4.06	+0.22	Very Good Score
G96	I believe my job is important	4.41	4.36	+0.05	Very good score

In terms of the Impressions Matrix and Pride in The Job, the perception of staff in this area is very positive overall particularly staff belief that the job they are doing is important to protecting national security.

Staff Engagement		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A7	I am given a wide range of different task to do in my job	3.12	3.68	-0.56	Ok score but room for improvement
A10	I am developing new skills	3.32	3.40	-0.08	Ok score but room for improvement
A11	I have the opportunity for promotion	2.15	2.82	-0.7	Very weak score. Improvement action likely to be urgent.
A12	I have the right level of responsibility for me	3.48	3.42	+0.06	Passable score
A13	There is opportunity for me to participate in decision making where it affects my work	2.35	2.97	-0.62	Very weak score. Improvement action likely to be urgent.
G86	Everyone gets involved in reviews of procedures	2.26	2.86	-0.6	Very weak score. Improvement action likely to be urgent.

Scores in terms of staff engagement vary from Ok to very weak; much improvement is required overall and in terms of the level of scoring significantly below the benchmark in four of the 6 areas.

All organisations need employees who are engaged with their work and in terms of motivation an 'engaged employee' will be one who is fully involved in, and enthusiastic about, his or her work. Police Officers' propensity, or natural tendency, to become engaged in their work will be an important component of motivation as it will contribute to how they act in a way that furthers not only their own career but also their organisation's interests. A key component is the extent to which staff feel they are involved in making the decisions. If a Police Officer is to be engaged and feel that they can influence decisions then the team that they work with will be one of the most important influences.

Staff Engagement is affected by nearly all Organisational Influences and all the Management Influences; the strongest impact will be resolving issues around Equipment and Environment and Team Identity and Functioning influences.

Job Fulfilment		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A23R	I do not like working for this current organisation	3.44	3.52	-0.08	Passable score
D54R	I believe that overall my team is not performing well	3.97	3.68	+0.29	Good score. Improvement action only necessary if significantly below the benchmark
F82R	I do not see the point in some of my tasks	2.94	3.05	-0.11	Weak score. Improvement action likely to be necessary
F83R	My training did not prepare me for this job	3.50	3.59	-0.09	Passable score
F84	Following training I felt confident I could carry out my job well	3.56	3.80	-0.24	Good score
G94R	Members of the public do not think my job is important	3.32	2.55	+0.77	Ok score but room for improvement

A key motivation factor is job fulfilment; Officers must recognise that the work they are doing is important and that their tasks are meaningful and also offer a level of variety and therefore it is important for managers to provide variety and show employees how all tasks are essential to the overall processes that contribute to Police effectiveness.

In terms of interventions to improve job fulfilment then it is essential to address working practices within the Organisational Influences that essentially cover work life balance, shifts and rostering.

In the Management Influences the 'Manager/Supervisor Performance and Behaviour' category has the most impact on Job Fulfilment. If supervisors and managers do not allow staff to work to their potential, or are not structuring work accordingly, then this will have a significant impact.

Job Satisfaction		MDP Bacton	Benchmark	Difference	INTERPRETATION MATRIX
A18R	If I could, I would leave my job within the next 12 months	2.97	3.14	-0.17	Weak score. Improvement action likely to be necessary
A19	I enjoy the work I do	3.50	3.83	-0.33	Passable score. Improvement action only necessary if significantly below the benchmark
A20	I enjoy the challenges this job provides	2.97	3.61	-0.64	Weak score. Improvement action likely to be necessary
A21R	Deciding to take this job was a serious mistake on my behalf	3.53	3.92	-0.39	Passable score. Improvement action only necessary if significantly below the benchmark
A22	I enjoy working as a police officer	2.97	3.83	-0.86	Weak score. Improvement action likely to be necessary
G97	The public show their appreciation for the work that I	3.24	2.77	+0.47	Ok score but room for improvement

Whilst overall an 'ok' score in this area, with improvement action required; the most significant areas are A20 (*I enjoy the challenges this job provides*) A22 (*I enjoy working as a police officer*) scoring -0.64 and -0.86 respectively below the benchmark. With the exception of G97, it is clear that job satisfaction is particularly **low** at Bacton. The scores however do not provide reasons why the scores in this area are so low but the comments made by some officers may shed some light.

Job satisfaction refers to the extent to which people like or dislike their jobs and is therefore an important component of motivation – the more satisfied people are within their job, the more motivated they are likely to be. General job satisfaction can be influenced by a variety of factors, including the quality of relationships with superiors and colleagues, the degree of fulfilment at work and prospects for promotion. Whilst satisfaction is obviously an important component of motivation, it is not the overriding one, as someone can be happy in a role but not motivated to work harder or more vigilantly.

The CPNI interventions matrix shows that Job Satisfaction is impacted by all of the Organisational Influences and Management Influences and therefore is clearly linked to any intervention that a manager might consider; in fact simply by a manager demonstrating he/she is listening to staff and making changes based on their input will have a significant effect on overall job satisfaction.

That said the matrix shows, the greatest impact can be gained from making changes to the 'Organisation and Team Support' influence which covers processes and structures that need to be in place to ensure that staff have regular feedback, and are recognised and rewarded appropriately.

TERRITORIAL DIVISION SPECIFIC

The following components – Attitudes towards a Healthy Working Environment and Policies, Procedures and Work Processes were specifically added to meet the requirements of the Territorial Divisional Commander. As they were not part of the original CPNI Motivation Questionnaire there is no industry benchmark. Instead and the combined scores per question were given an average score then applied to the CPNI Impression and Interpretation matrix’.

Q	ATTITUDES TOWARDS A HEALTHY WORKING ENVIRONMENT	Av Scores & Grade	INTERPRETATION MATRIX
98	A corporate mission and/or values statement exists and is available to all	3.88	Good Score
<u>99</u>	Management are represented and actively participate in Focus Groups.	1.88	Very weak score. Improvement action likely to be urgent.
<u>100</u>	Managers on Station are role models and promote employee well-being	1.79	Very weak score. Improvement action likely to be urgent.
101	Managers and supervisors adhere to policies that support inclusion in the workplace.	2.76	Weak score. Improvement action likely to be necessary
102	Management are visible and accessible to employees at all levels; either informally or through formal events such as regular staff meetings.	2.35	Very weak score. Improvement action likely to be urgent.
<u>103</u>	Employees are able to challenge management decisions without fear of (implied or perceived) retribution	1.82	Very weak score. Improvement action likely to be urgent.
104	Management support reasonable workloads and discourage continuous/excessive overtime	2.76	Weak score. Improvement action likely to be necessary
105	Supervisor[s] and manager actively listen/and act on employee complaints.	2.38	Very weak score. Improvement action likely to be urgent.
106	Supervisor[s] and managers clearly explain Force/Division &/or Station policy or procedural changes	2.7	Very weak score. Improvement action likely to be urgent.

Overall within the ‘Attitudes Towards a Healthy Working Environment’ are perceived by staff as being very weak overall. Significantly attention is drawn to perceptions of staff to representation of managers (Insp & Sergts) at Focus Group meetings (99), as role models to promote employee well-being (100); and employees being able to challenge management decisions without fear of (implied or perceived) retribution (103).

The score at 103 (Challenge to management decisions) was a consistent theme throughout the focus group session. Some staff believe that if they challenge decisions there will be “direct consequences”. Appropriate challenge is healthy for an organisation. That said the perception of ‘consequences’ was not supported during the focus groups by any evidence.

Q	POLICIES, PROCEDURES, AND WORK PROCESSES	Av Score & Grade	INTERPRETATION MATRIX
107	There is a process in place that enables staff to provide input and ideas on how to improve their work environment.	2.35	Very weak score. Improvement action likely to be urgent.
108	There is a process in place for managers/supervisors to communicate effectively with employees	2.65	Very weak score. Improvement action likely to be urgent.
109	Force and Divisional directives are explained to staff	2.85	Very weak score. Improvement action likely to be urgent.
110	Management adhere to the Force overtime policy	2.97	Weak score. Improvement action likely to be necessary
111	Overtime is fairly distributed across sections and staff	2.32	Very weak score. Improvement action likely to be urgent.
112	Station practices adhere to the Force Annual Leave Policy	2.06	Very weak score. Improvement action likely to be urgent.

Within this category overall the station scores **Very Weak** and individually in each answer; with station practices adhering to Force Annual Leave Policy scoring lowest. The annual leave process adopted at Bacton does not comply with MDP PRGs. It was evident from discussion with the SPO that there is some confusion regarding overtime allocation and Annual Leave; currently the onus is on the requesting officer to 'find' a replacement before he/she is allowed authorised annual leave.

**Ministry of Defence Police
Terms of reference- Cultural Audit- CNI Bacton**

To: Superintendent Elizabeth Disher

Background

On the 10th of June 2014 an anonymous letter was received by the office of the CCMDP, alleging roster irregularities and oppressive management practices at CNI Bacton, which if proved factual, would have resulted in a PSD investigation, potentially leading to criminal or disciplinary charges being libelled.

Internal whistle blowing, anonymous or otherwise, acts as a deterrent to corrupt practices, encourages openness, promotes transparency, underpins the risk management systems and helps protect the reputation of an organisation.

There is a symbiotic relationship between whistle blowing and an organisation's culture. Effective internal whistle blowing arrangements are an important component of a healthy corporate culture, but also effective internal whistle blowing depends on the right corporate culture that encourages concerns to be raised to meet its own internal goals and objectives as well as stakeholder and public expectations, the Ministry of Defence Police is required to have in place a process for whistle blowing that ensures any instances of potential ethical or criminal wrong doing are highlighted and appropriate actions taken.

As the first step to establish the validity of the claims made in the anonymous letter, the Territorial Divisional Commander tasked an initial scoping enquiry to be conducted. Whilst this cursory scoping enquiry provided no direct evidence of criminal or corrupt practices, anomalies with roster management, poor morale on station and a clear perception by some officers interviewed of oppressive management techniques, gave the Divisional Commander cause for concern and a need for a more in-depth cultural audit.

Scope

The overall objectives of this cultural audit is to ensure that the roster management processes, staff management processes and management communication strategy are efficient and effective and reflect the openness and integrity required within the Ministry of Defence Police .

The objectives will be achieved by-

- A comprehensive review of rostering, overtime allocation and working patterns;
- Interviews and/or focus groups to establish the reality versus perception in the use of oppressive management techniques;
- Establish the effectiveness of the management communication strategy with the officers;
- The reason behind the low morale, and if indeed there is an issue;
- To provide the Divisional Commander with recommendations, a full audit report and if identified, highlight any issues which should be referred to PSD.

Effectiveness of process

- All Police Staff will have clear guidance on the Bullying and Harassment Policy, why it is in place, how to access it and the process employed thereafter.
- Establishing that a good management communication strategy is in place or recommendations on how to enhance it;
- Roster management practices are found to be efficient and effective, or recommendations made on how they can be enhanced;
- Station management practices found to be fair, open, efficient and effective, or recommendations made on how they can be improved;
- Any potential disciplinary or criminal activity or incidents must be reported to PSD, through the Divisional Commander.

Governance and Oversight

- Management, accountability and responsibility for the audit process will lie with Supt. Disher, on behalf of the Divisional Commander.
- Interim and final reporting of findings, outcomes and lessons learned, will be made directly to the Divisional Commander.

Audit approach

Audit approach is as follows:

In an open and transparent manner-

- Obtain an understanding of roster and management processes through discussions with key personnel and review of key documentation;
- identify the key risks to the MDP, stakeholders and individuals;
- Evaluate the reality versus perception of the morale issues on station;
- Where appropriate provide recommendations on how to review, learn and improve.

Cultural audit team
Name – E. Disher
Title- Supt
Role- SPO Menwith Hill
Contact details- 01423777797
Name – T. Moody
Title – Chief Inspector
Role – Insp TORT, RAF Menwith Hill
Contact details - 01423777797

On authority of Divisional Commander,
Chief Superintendent Michael O'Byrne.

QUESTIONNAIRE BRIEFING TEMPLATE

PLEASE READ BEFORE COMPLETING THE QUESTIONNAIRE

Thank you for taking the time to complete the attached questionnaire, this should take about 15-20 minutes.

What is the process about?

Territorial Divisional Commander has requested a Cultural Audit of MDP Bacton. The Divisional Commander requires that, in an open and transparent manner, the Cultural Audit Team (CAT) will-

1. Obtain an understanding of roster and management processes through discussions with key personnel and review of key documentation;
2. identify the key risks to the MDP, stakeholders and individuals;
3. Evaluate the reality versus perception of the morale issues on station;
4. Where appropriate provide recommendations on how to review, learn and improve.

The Process

The CAT will be visiting Bacton between 6th and 8th August and carryout the following:

1. Review of Roster Management Process and Annual Leave Allocation Process
2. Using the designed Questionnaire seek input from all staff
3. Conduct SWOT Analysis Focus Groups
4. Discussion with SPO

Questionnaire Process

The enclosed questionnaire has been designed as part of the cultural audit process. Officers are requested to complete the questionnaire in full. The data from the questionnaires will be entered into an analysis tool to provide a more in-depth understanding of areas covered. From this analysis the CAT will work with station management and the Divisional Commander to identify possible interventions for any identified areas for improvement.

Why is the Divisional Commander interested in Culture?

Organisational culture is defined as the assumptions, values, beliefs and attitudes which shape the workplace environment. Organisational culture can include both formal organisational policies and processes relating to working hours, job descriptions and job roles as well as informal structures such as leadership style, patterns of communication, social support and employee autonomy and control. These factors can impact employee morale, station productivity, and various business outcomes.

Three Levels of Organisational Culture:

Levels of Organisational Culture	Examples
Attributes that can be seen, felt and heard	Facilities, offices, visible awards and recognition, attire, rituals and routines, and how each person visibly interacts with each other and with those outside of the workplace.
Professed culture	Organisational slogans, mission, values, and branding.
Tacit assumptions	Elements of culture that are often unseen and usually employees are not aware these elements are present in their day-to-day interactions. Unspoken rules.

Important Elements of Organisational Culture

- Management practices
- Communication

- Leadership style
- Work/life balance
- Fairness
- Demand or workload
- Participation in decision making
- Job control
- Feeling valued
- Social support

Reasons to Maintain Positive, or Improve Poor, Organisational Culture:

1. Organisations with strong, healthy cultures tend to outperform organisations with weaker cultures.
2. The underlying tone of the work environment, the organisation of work and the management culture of the workplace can have dramatic impact on employees and outcomes.
3. When employees experience a supportive work environment, costs related to illness, disability and absenteeism are lowered and employee satisfaction and productivity are increased.
4. Better management of employees can be an important key to becoming an employer of choice and improving the attraction and retention of talented staff.

Why Assess Culture?

Culture is the foundation of an organisation. It is what drives an organisation and its actions. It guides how employees think, act and feel. It is dynamic and fluid, and it is never static. A culture may be effective at one time, under a given set of circumstances and ineffective at another time. The culture in each workplace will be different and what works in one organisation may not work in another. Some aspects of culture are visible and tangible and others are intangible and unconscious. Basic assumptions that guide the organisation are deeply rooted and often go unnoticed. Cultural audits can enable a workplace to analyse the gap between the current and desired or ideal culture. Taking a realistic look at where your organisation is now and where you want it to be is vital information that can be used to design effective culture change strategies to close the gaps and facilitate the creation of a healthy workplace culture.

POORLY MOTIVATED WORKFORCE

Any organisation that notices a significant decline in productivity or high employee turnover, or is unable to reach its goals successfully may need to consider the role of motivation among its employees.

- Increased staff turnover
- Reduced productivity and task effectiveness
- Negative workforce perceptions
- Increased evidence of low job morale
- Communication issues
- Evidence of ineffective team-working
- Poor punctuality

MOTIVATED WORKFORCE

Behaviours which show sustained improvement in employee performance, effective team working and a generally positive attitude during challenging times can be indicative of a motivated workforce.

Benefits of a motivated workforce

Low motivation can trigger a variety of detrimental events that affect the organisation in the short term and long term. Staff that lack motivation are at risk of resigning, delivering poor-quality work and making it difficult for other employees to do their jobs efficiently. For these reasons alone the issue of workplace motivation should be high on the management agenda.

A motivated workforce has the potential to improve operationally. Employees with a high level of motivation typically work harder and can overcome common workplace challenges with ease;

this helps the organisation to reach its objectives and improve overall operations. A primary benefit of motivation is that motivated employees always look for better ways to do a job.

They have more potential to consistently provide high-quality work, maintain a high level of productivity and overcome obstacles or challenges. Specifically, motivated employees have the potential to:

- Elicit greater trust and respect from their colleagues
- Have their ideas taken more seriously, creating a more inclusive work environment
- Increase their level of responsibility and their opportunities to advance
- Get along better with co-workers
- Feel better about themselves and gain enjoyment from their work

Benefits of monitoring workforce motivation

An awareness of what a poorly motivated workforce looks like is beneficial. Tackling the challenge of low motivation among employees requires a strategic plan and a combination of different activities and tactics to help improve employee motivation.

Organisations which invest time and resources on improving their employees' wellbeing and workplace experience can look forward to more effective and smoother running processes as employees become more productive, maintain a positive attitude, commit to their roles and duties and maintain a strong work ethic.

- Workforce is proactive and seeks improvement
- Good punctuality
- Acceptable staff turnover rates
- Organisational processes run well
- Communication not reported as an issue
- Positive culture throughout

What is this questionnaire about?

We will be looking to conduct a cultural audit of MDP Bacton; part of that process will look at Officer Motivation. To do this we will be running a questionnaire to assess officer motivation and gauge working processes at Bacton. This questionnaire was developed specifically for officers and is designed to better understand levels of motivation amongst Officers – to see what particular areas of your job motivate and de-motivate you.

Your responses will be anonymous and therefore will **NOT** be associated to you personally. All responses will be analysed as one group to help your managers understand the overall concerns and help improve aspects of your job.

- Please answer each question. An Aide Memoire has been prepared to assist.
- Read each question carefully; answer giving your first reaction. This is usually the best indicator of how you feel. Do not spend too long on any one question.
- The usefulness of this survey depends on how openly and honestly you answer the questions, but there is no right or wrong answer – this is not a test.
- Some questions are concerned with the people you usually work with, here we use the terms 'team'.

What do I do once I have finished it?

Please return the completed questionnaire to the SPO in a sealed envelope marked "for the attention of Supt Disher" no later than 0900hrs on 8 August. The unopened questionnaires will be collected by the project lead – Supt Disher on that date.

WHAT IS THIS QUESTIONNAIRE ABOUT?

Thank you for taking the time to complete this questionnaire, this should take about 15-20 minutes.

This questionnaire is designed to help understand levels of motivation amongst Officers – to see what particular areas of your job motivate and de-motivate you, and therefore to help identify what changes are required to help improve and maintain motivation.

Your responses will be anonymous and therefore will NOT be associated to you personally.

HOW DO I FILL IN THIS QUESTIONNAIRE?

Please try to answer every question.

Read each question carefully; answer giving your first reaction. This is usually the best indicator of how you feel. Do not spend too long on any one question.

The usefulness of this survey depends on how openly and honestly you answer the questions, but there are no right or wrong answers – this is not a test.

Some questions are concerned with the people you usually work with, here we use the term 'team'. For some people that will be immediately apparent; for others that will mean the group of people that they usually work with.

BACKGROUND INFORMATION

The following information is strictly confidential and is used only to describe group differences.

1. Are you	Male	Female

2. What is your age? (to the nearest year)	under 21	21-25	26-30	31-35	36-40	41-45	46-50	Over 50

3. Where do you work? (See Code List)	
---------------------------------------	--

4. Who do you work for? (See Code List)	
---	--

5. How long have you worked as a Police Officer at this Station?	Under 3 months	3-12 months	1-3 years	3-6 years	6-10 years	Over 10 years

SECTION 1: GENERAL VIEWS ABOUT YOUR JOB

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

6. I think this is important work					
7. I am given a wide range of different tasks to do in my job					
8. I like having a variety of things to do					
9. I am able to do a good job					
10. I am developing new skills					
11. I have the opportunity for promotion					
12. I have the right level of responsibility for me					
13. There is opportunity for me to participate in decision making where it affects my work					
14. I do not have enough freedom to make my own judgements about possible security threats					
15. I feel supported by my colleagues					
16. When I do well, my team leader/manager recognises this					
17. My job is under threat					
18. If I could, I would leave my job on this station within the next 12 months					
19. I enjoy the work I do					
20. I enjoy the challenges this job provides					
21. Deciding to take this job was a serious mistake on my behalf					
22. I enjoy working as a Police Officer at this station					
23. I do not like working at this station					

SECTION 2: WORKING CONDITIONS

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

VOID					
25. Working conditions are not as good as I could reasonably expect					

26. I get the right equipment/clothing for the work I need to do					
27. Working conditions allow tasks to be carried out properly					
28. Equipment/clothing is not well maintained					
29. The station organisation has created a safe working environment					
30. I receive breaks at appropriate times during my shift					
31. The shifts I work make it difficult to plan my life					
32. I like having the opportunity to work overtime					
33. I'm often overworked due to staff shortages					
34. Family commitments fit well with the shifts I work					
35. The station targets we are set will be difficult to meet					
36. I am not aware of our overall station performance targets					
37. I am clear how my work contributes to the overall policing and security of my location and its users					
VOID					
39. I do not understand why all of our various procedures are in place					
40. I understand what is expected of me					

SECTION 3: FAIRNESS

Strongly
Disagree

Disagree

Neither
Agree nor
Disagree

Agree

Strongly
Agree

41. Everyone is treated equally					
42. Poor performance is dealt with consistently across all staff					
43. When mistakes are made they are dealt with fairly					
44. The station organisation tries to be fair in its actions towards staff					
45. I am not encouraged in my work by praise, thanks or other recognition					
46. I feel that I put in more effort than most of my colleagues					

SECTION 4: YOUR TEAM

Strongly
Disagree

Disagree

Neither
Agree nor
Disagree

Agree

Strongly
Agree

47. I feel that I am part of a team					
-------------------------------------	--	--	--	--	--

48. I know who is in my team					
49. Our team meets together regularly to discuss work issues					
50. I do not see my team leader every day					
51. My team meets to reflect on how the shift has gone					
52. The team is able to take action to make changes to the way we do things					
53. Teamwork exists in name only here					
54. I believe that overall my team is not performing well					
55. My shift/team leaders are very supportive of me and my team					
56. My shift/team are able to decide how we go about a reasonable amount of our jobs					
57. My shift/team does not know how well we are doing					
58. I do things that are accepted by one supervisor but not another					

SECTION 5: FEEDBACK

Strongly
Disagree

Disagree

Neither
Agree nor
Disagree

Agree

Strongly
Agree

59. This station learns from its experiences					
60. There is a process for providing feedback on my work performance					
61. I have the opportunity to discuss feedback on my work performance					
62. I do not receive recognition for good work from managers					
63. I am strongly encouraged to develop my skills					
64. I am aware of correct working practices					
65. When mistakes are made appropriate action is not always taken					
66. If I make a mistake I tend to try to hide it in case I am punished					
67. My station rewards good performance					

SECTION 6: STANDARDS AND PROFESSIONALISM

Strongly
Disagree

Disagree

Neither
Agree nor
Disagree

Agree

Strongly
Agree

68. This location has a reputation for effective policing and security					
--	--	--	--	--	--

69. Security is taken very seriously here					
70. As a station, we deliver extremely good policing and security					
71. I ensure the highest standards when I carry out my job					
72. There is effective coordination of policing and security throughout the station					
73. Station management is sincere in its efforts to ensure security					
74. The effectiveness of security is never threatened by change in the station					
75. I am confident in reporting possible threats to security					
76. I am confident that if I propose an idea to improve policing services/ security it will be taken seriously by management					
77. The rules and procedures that I have to follow make it difficult to respond flexibly to incidents					
78. Effective security is more important here than cost saving					
79. The rules and procedures I have to follow in my work are necessary and appropriate					
80. Not following set procedures is always going to result in punishment					
81. Each supervisor has their own way of doing things					
82. I do not see the point in some of my tasks					
83. My training did not prepare me for this job					
84. Following training I felt confident I could carry out my job well					

**SECTION 7: ATTITUDES TOWARDS
POLICING and SECURITY**

Strongly
Disagree

Disagree

Neither
Agree nor
Disagree

Agree

Strongly
Agree

85. Everyone in the team plays an active part in delivering effective policing and security services					
86. Everyone gets involved in reviews of procedures					
87. I do not know who to report new ideas about procedures to					
88. There is good communication here about changes to policing and security					
89. Security incidents are always					

reported					
90. Rules are not bent because of pressures of work					
91. Everyone wants to achieve high levels of policing and security					
92. I am confident that I am fully aware of current security threats					
93. I play an important part in protecting national security					
94. Members of the public do not think my job is important					
95. My section supervisor(s) and manager(s) believe security is important					
96. I believe my job is important					
97. The public show their appreciation for the work that I do					

SECTION 8: ATTITUDES TOWARDS A HEALTHY WORKING ENVIRONMENT

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

98. A corporate mission and/or values statement exists and is available to all.					
99. Management are represented and actively participate in Focus Groups.					
100. Managers on Station are role models and promote employee well-being					
101. Managers and supervisors adhere to policies that support inclusion in the workplace.					
102. Management are visible and accessible to employees at all levels; either informally or through formal events such as regular staff meetings.					
103. Employees are able to challenge management decisions without fear of (implied or perceived) retribution					
104. Management support reasonable workloads and discourage continuous/excessive overtime					
105. Supervisor[s] and manager actively listen/and act on employee complaints.					
106. Supervisor[s] and managers clearly explain Force/Division &/or Station policy or procedural changes					

SECTION 9: POLICIES, PROCEDURES, AND WORK PROCESSES

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

107. There is a process in place that enables staff to provide input and ideas on how to improve their work environment.					
108. There is a process in place for managers/supervisors to communicate effectively with employees					
109. Force and Divisional directives are explained to staff					
110. Management adhere to the Force overtime policy					
111. Overtime is fairly distributed across sections and staff					
112. Station practices adhere to the Force Annual Leave Policy					

ANY ADDITIONAL COMMENTS

If you have a comment to add to a specific question please indicate the question in the box below then add comment next to it. This box can also be used for adding overall comments.

REFERENCES

Tuning Into Workplace Culture.

Peterborough County-City Health Unit. 2010.

Employee Morale Analysis, Review, and Action-plan Coordination.

ICF International. June 15, 2007.

CPNI: Motivation within the Security Industry.

Centre for Protection of National Infrastructure. 2013.

CPNI: Motivation within the Security Industry Analysis Tool Instructions.

Centre for Protection of National Infrastructure. 2012.