

Module Name: Contributing to Employee Engagement

Word Count: 2565

Student Name: David Harris

Student Number: 1907534

CIPD Membership Number: 55479883

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: 

Date: 23/11/2020

Contents Page

EV #	Document	Page
	Evidence Matrix	3-5
	Contributing to Employee Engagement Assignment	7-12
EV1	Annual Organisation Survey – Staff Survey Presentation	13-17
EV2	Investors in People – Report	18-23
EV3	E-mail to Head of Press to try and obtain annual survey question set	24
EV4	Proposed initial bespoke engagement survey questions	25-26
EV5	Final version of bespoke engagement survey questions	27
EV6	E-mail from Head of People Services and OD regarding final question set.	28-29
EV7	Recognition and Events Officer – Role Profile	30-31
EV8	Suggestion of wording for communication from Head of People Services and OD	32-33
EV9	Final Agreed Engagement Survey	34-35
EV10	Investors in People – Table of Actions	36-38
EV11	Staff Survey Presentation (1)	39-43
EV12	Staff Survey Presentation (2)	44-46
EV13	Gallup Q12 questions	47

EV14	Survey recipient list (redacted)	48
EV15	Right to Request Part Time and Flexible Working Policy V.3	49-60
EV16	Professional Reference Group Notes	61-62
EV17	Ask the Chief (Screenshot)	63
EV18	Employee Engagement Survey – Report (Draft)	64-71
EV19	Employee Engagement Survey – Report sent to Head of People Services & OD and Asst. Director Business Support	72
EV20	Employee Engagement Action Plan (Draft)	73-74
EV21	E-mail to teams with survey attached	75

Candidate name: David Harris				CIPD Membership/registration No.: 55479883			
Qualification title: Higher Diploma in Applied HR				Unique Learner No. (ULN):1907534			
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled	
5AEE G	Contributing to Employee Engagement in the Workplace	1.1	Annual Organisation Survey – Staff Survey Presentation	EV1			
5AEE G	Contributing to Employee Engagement in the Workplace	1.1	Investors in People – Report	EV2			
5AEE G	Contributing to Employee Engagement in the Workplace	1.2	E-mail to Head of Press to try and obtain annual survey question set	EV3			
5AEE G	Contributing to Employee Engagement in the Workplace	1.2	Proposed initial bespoke engagement survey questions	EV4			
5AEE G	Contributing to Employee Engagement in the Workplace	1.2	Final version of bespoke engagement survey questions	EV5			
5AEE G	Contributing to Employee Engagement in the Workplace	1.2	E-mail from Head of People Services and OD regarding final question set.	EV6			
5AEE G	Contributing to Employee Engagement in the Workplace	2.1	Recognition and Events Officer – Role Profile	EV7			
5AEE G	Contributing to Employee Engagement in the Workplace	1.2	Suggestion of wording for communication from Head of People Services and OD	EV8			

5AEE G	Contributing to Employee Engagement in the Workplace		Final engagement survey	EV9		
5AEE G	Contributing to Employee Engagement in the Workplace		Investors in People table of Actions	EV10		
5AEE G	Contributing to Employee Engagement in the Workplace		Durham Survey Presentation (1)	EV11		
5AEE G	Contributing to Employee Engagement in the Workplace		Durham Survey Presentation (2)	EV12		
5AEE G	Contributing to Employee Engagement in the Workplace		Gallup Q12 Questions	EV13		
5AEE G	Contributing to Employee Engagement in the Workplace		Survey recipient list (redacted)	EV14		
5AEE G	Contributing to Employee Engagement in the Workplace	2.1	Right to request part time and flexible working policy	EV15		
5AEE G	Contributing to Employee Engagement in the Workplace	2.1	Notes from Professional Reference Group Meeting	EV16		
5AEE G	Contributing to Employee Engagement in the Workplace	2.1	Screenshot of 'Ask the Chief' intranet page	EV17		
5AEE G	Contributing to Employee Engagement in the Workplace	1.4	Copy of Draft report to Head of People Services, following Employee Engagement Survey	EV18		

5AEE G	Contributing to Employee Engagement in the Workplace	1.4	E-mail to Head of People Services and Asst. Director Business Support Unit with draft report following Employee Engagement Survey	EV19	
5AEE G	Contributing to Employee Engagement in the Workplace	3.3	Proposed employee engagement action plan following completed survey.	EV20	
5AEE G	Contributing to Employee Engagement in the Workplace	1.3	E-mail to teams with employee engagement survey attached.	EV21	
Candidate declaration:					
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.					
Signature:				Date:	22.11.2020

Contributing to Employee Engagement

Learning Outcome 1:

In order to be able to fully assess and understand employee engagement in organisations, there is a need to be able to quantify this and to measure it. This is not an easy process, particularly given the complex nature of engagement and the lack of a clear definition (CIPD). MacLeod and Clarke (2015) state that there may be as many as 50 different definitions, making this engagement puzzle even harder. Briner (2014) argues that due to the complex nature and lack of definition, the ability to measure this becomes even more difficult and raises the question – does it exist? Whilst there is merit in Briner's views, there is an overwhelming support for the view that engagement feeds performance (Gallup) and as such, there are a range of measurement and diagnostic tools used to attempt to measure and understand its impact. These tools include the use of both formal and informal processes, including annual surveys, pulse surveys, employee voice forums amongst others. Each of these have their own benefits and limitations, which must be considered when deciding on a particular method. Annual surveys offer a means of comparison from year to year; however can offer outdated information due to only being done once a year. They are also seen as a transient process; providing a snapshot of engagement levels at a particular time and as such, may now reflect the true engagement levels within an organisation across the year. In contrast, focus groups and one-to-one interviews over real-time, qualitative data, which can offer great insights into engagement levels, however due to the nature of their output, they are more time consuming to analyse the data.

Within Dyfed-Powys Police, an annual survey has been conducted by the University of Durham (EV1 & EV12) over recent years. Whilst this provides annual comparison against previous years and against other Police Forces, its outputs are not easy to translate into actions. This type of surveys differs to that offered by organisations such as Gallup, whose ethos is to ask a much smaller question set, aimed at measuring the key areas affecting employee engagement (Gallup) (EV14). This is an area where Dyfed-Powys Police could use a more pulse style survey faster results. In addition, the Force had also recently been evaluated by Investors in People (IIP), with part of the process consisting of focus groups and a further survey being conducted (EV2 & EV11). Both of these reported a positive level of engagement in Dyfed-Powys Police, with a Gold standard being awarded by IIP.

In view of the above and through discussion with the Head of People Services and Organisational Development, a decision was taken to further this work and explore in more detail engagement levels on a more practical level (EV6). These discussions centred on the opportunity to use some of the key themes identified as having a positive impact: Our Service, Continuous Improvement and Innovation Wellbeing and Communication (EV8). By using these themes this would allow a smaller, more focused questionnaire with the HR, L&D and Occupational Health units (EV15). Following on from this questionnaire, small focus groups will delve into some of the responses to understand how the organisation can improve engagement. This approach was agreed upon as it would build on the annual survey, without the requirement to undertake another large scale survey, which could then be supplemented by focus groups and then rolled out to other departments across the organisation.

The initial steps were to approach the Force's communication team to try and obtain the original question set for the annual survey, with a view of using a selection of these questions, however this was not possible due to the set not being available (EV3). This resulted in a decision to create a

bespoke questionnaire, which would be themed of the three above noted areas. A draft question set was created, with a final question set being agreed upon between the Head of HR and OD and myself (EV4) (EV5). This would initially be provided to the People Teams, and as such one of the limitations of this process would be the candidate pool. This would be the HR and L&D teams within the Business Support Unit and People Services. A further limitation of this survey was the time that the survey would be out for responses. Due to the time constraints of the assignment, this would ultimately only be able to be open for approximately 5 days, which could hamper the turnout.

Following agreement on the question set, a final version of the survey was designed and a list of recipients created. This would not offer a full demographic of the organisation, however would include police officers and police staff and a mixture of male and female employees, which would assist in identifying any differences experienced by these different groups (EV15). Finally, prior to the survey being distributed to the recipients, I requested attendance at a HR meeting where I could explain the purpose of the survey and request support from those who would be responding, which was done to maximise the response rate in the time allocated.

Following the above meeting, the survey was distributed to the 'People' team, with a quick turnaround required for completion. This limited the number of responses, resulting in a 51% response rate across the different departments questioned.

Upon conducting analysis of the responses, it was evident to note that there is a consensus across the respondents that all individuals understand their roles and how these feed into the organisational objectives. In addition, the majority of respondents also feel that they are equipped and adequately trained to carry out their roles. This is a clear positive and shows evidence of vertical integration, with individuals understanding the overall organisational objectives and goals. In addition, there appears to be evidence of a positive culture, with individuals feeling that they are supported when mistakes are made.

There are however, some areas where improvements can be made to improve engagement. Communication was identified as an area where improvements could be made across the teams, with comments made regarding a lack of team meetings and lack of cross department working. Continuous improvement and recognition were also areas where improvements are required, with team members suggesting that time is not allocated to implement improvements and where positive work is carried out this is not always recognised or highlighted to the organisation as good practice.

This information was compiled into a draft report, along with a series of recommendations for how this work could be furthered amongst the teams (EV19 & EV20).

Learning Outcome 2:

Organisations can approach employee engagement in different ways and to differing degrees. The drivers for engagement can be both intrinsic and extrinsic motivators, however what motivates someone is very heavily dependent on how the organisation treats their employees and what they offer them. This can include the organisational policies and practices, but can also include the way that senior leaders engage individuals and whether they feel there is adequate scope for matters such as employee voice, recognition and praise, as well as development and opportunity. The culture of an organisation is also a key factor in enabling engagement, with employees keen to feel valued and treated fairly in their workplace.

In Dyfed-Powys Police, there is a range of initiatives in place to support engagement. The extrinsic benefits to employees are clear, with very competitive salary bandings, pension provisions, paid sick leave, generous maternity provisions as well as support from Trade Unions. These offer monetary incentives for employee engagement. Dan Pink (2009) suggests that these rewards are not enough for full engagement and must be accompanied with intrinsic motivators, or a desire to do a good job.

Dyfed-Powys Police use a range of employee voice mechanisms, including forums such as the 'Professional Reference Group' (EV17), 'Ask the Chief' (EV18), 'Friday Film' as well as the annual Chief Officer Roadshows. All of these provide a means of senior leaders within the organisation providing information to employees on key matters that are relevant to them and their roles. They also offer the ability to be able to pose questions directly to senior leaders, encouraging a two-way communication and reducing any barriers between the different levels of the organisational structure. In addition, the Force also uses an annual survey to measure engagement with employees, however, whilst this provides a comparison against previous years and other police forces, it does not allow for easy analysis of the data collated from responses. That being said, this does not appear to dissuade people from taking part, with the last years turnout figures being greater than the previous year.

The Force also uses recognition in the workplace; however, this focuses on more formal recognition, with the use of an annual awards scheme, allowing individuals to vote for their fellow colleagues in certain areas of work. Whilst this is positive to see, with it being voted for by their peers, this has prompted discussion about the need for more informal recognition processes to be put in place, to avoid the awards being the only form of organisational recognition. To do this, Dyfed-Powys Police has recently appointed a 'Recognition and Reward Officer' (EV7), who will have responsibility for this area of work. This will aim to increase informal recognition with the organisation, something that appears to be missing, particularly given the responses to the Employee Engagement survey, which highlighted this as an area that the 'People' related teams do not do enough of.

In addition to the above, Dyfed-Powys Police are currently working towards a more smarter/agile way of working for their employees. The catalyst for this has been the COVID pandemic, which has resulted in an acceleration towards a more agile way of working, with a blend of home/office working. This has been welcomed by senior police staff and police, with a recognition of the benefits of this way of working.

Whilst the above are positive steps in providing employee engagement opportunities, there is often a lack of commitment for these to be fully integrated into day-to-day practice in Dyfed-Powys Police. Over the last 2 years there has been a recognition that line management practice and support needs to improve and as such the Force has committed to and delivered a series of 'Transformational Leadership' courses, aimed at providing soft skills and emotional awareness tools for managers to use. This has been done to ensure that managers are emotionally aware of their employees and that this translates into how they are managed. Again, whilst this is a positive step, there are pockets of middle management where these practices are not fully endorsed. This leads to a lack of vertical integration between the strategy from senior management and how this translates to the practitioner staff. This middle blocker can create a say-do gap, with some middle managers not implementing the learning from these courses. This is often due to the nature of the courses seeming 'fluffy' and it often being difficult to move away from the status quo. In addition, the hierarchical structure and 'command and control' approach of some areas of the police force, can make it difficult to move away from this to a more inclusive style of management and employee engagement (Laing & Robinson).

Learning Outcome 3:

As mentioned earlier in this report, there are a number of different ways to approach engagement in the workplace and these can have varying degrees of success. MacLeod & Clarke (2009) report there being four enablers to engagement; leadership, line managers, employee voice and organisational integrity. What this means is that there is a need for investment in line managers and their development and training. This has been somewhat addressed in Dyfed-Powys Police with the additional of 'Transformational Leadership' courses for all first and second line managers in the organisation. For this to be effective, however, there needs to be a level of buy-in from managers of the impact these softer skills can have on their teams.

Companies such as Google have placed great emphasis on employee happiness and wellbeing, in order that individuals are fully engaged in their work and therefore more likely to display discretionary effort, resulting in increased performance (Forbes). This supports Pink's theory on autonomy, mastery and purpose (Pink), which is supported in Google's initiative of 20% time; where individuals are given time to focus on whatever projects they wish, providing them autonomy in their role (Forbes). In addition to autonomy, employee voice is another key aspect that feeds engagement. Screwfix offer their employees the opportunity to provide feedback on their managers on a two weekly basis, which has resulted in additional products and services being offered to customers, which might not have been created if this initiative were not in place (Maier).

These companies offer a mix of some of the key aspects to achieving high engagement in organisations. These areas correlate with improved performance in organisations and therefore are seen as best practice. To support these initiatives and process, organisations must ensure that there are a range of policies in place which provide a structure for employees, and ensure that they are seen as legitimate practice and not simply tick box exercises. Two key aims are to invoke organisational citizenship and discretionary behaviour. Organisational citizenship is made up of 5 key parts; altruism, courtesy, sportsmanship, conscientiousness and civic virtue (Business NLP Academy). These are evidenced in organisations such as MVP Global, who offer family friendly working, with school hour contracts being offered, as well as generous maternity provisions and other family friendly policies. This is something which is somewhat offered in Dyfed-Powys Police, with the ability for individuals to apply for flexible working contracts, with a greater number of individuals applying for annualised or term time working (EV16). This of course is limited in its scope and applicability, due to the nature of the organisation and its need to meet customer demand. Additionally, as mentioned earlier, there is also a range of policies in place that aim to invoke organisational citizenship and discretionary behaviour.

Whilst the above all show a positive effect on employee engagement, these are not easy concepts to implement and maintain. Dyfed-Powys Police has pockets of best-practice engagement, with family friendly policies and a number of employee voice processes; however, there are still areas where more could be achieved. Innovation and creativity were areas raised by team members within the engagement survey, with a lack of dedicated time provided to implement improvements. The ability for self-direction and self-control over your role, is a key one in ensuring individuals remain engaged in their work and offer a higher quality service (MacLeod & Clarke - p.53). With this in mind, there is a need for a degree of 'protected time' to be adopted in Dyfed-Powys Police, to allow individuals to be creative in their role and to implement solutions and more efficient ways of working.

Lastly, over half of the team members raised recognition and customer feedback, stating that this was not understood or received and as such, achievements were not celebrated enough. Glassdoor (2013) report that over half of employees would be more likely to remain at a company if they feel valued and 81% would work harder if their manager recognised their hard work. In light of this, there is a need for an informal recognition programme to be developed in Dyfed-Powys Police, with People Services working with the Events and Recognition Officer, something that is within the proposed action plan.

Bibliography

There are no sources in the current document.

CIPD (2019). *'Employee Engagement and Motivation'*. Accessed at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet>. Accessed on 05/11/2020.

MacLeod D & Clarke N (2009). *'Engaging for Success: enhancing performance through employee engagement'*. Accessed at: <https://engageforsuccess.org/wp-content/uploads/2015/08/file52215.pdf>. Accessed on 08/11/2020.

Gallup (2016). *'The Relationship Between Engagement at Work and Organisational Outcomes'*. Accessed at: [file:///C:/Users/53552/Downloads/Gallup 2016 Q12 Meta Analysis.pdf](file:///C:/Users/53552/Downloads/Gallup%202016%20Q12%20Meta%20Analysis.pdf). Accessed on 08/11/2020.

Briner (2014). *'The Future of Engagement: Thought Piece Collective'*. Accessed at: https://www.cipd.co.uk/images/the-future-of-engagement-2014-thought-piece-employee-engagement-rob-briner_tcm18-10764.pdf. Accessed on: 05/11/2020

Krapivin P (2018). *'How Google's Strategy for Happy Employees Boosts its Bottom Line'*. Forbes. Accessed at: <https://www.forbes.com/sites/pavelkrapivin/2018/09/17/how-googles-strategy-for-happy-employees-boosts-its-bottom-line/?sh=64ca8d4f22fc>. Accessed on 07/11/2020.

Mindtools (no date). *'Pink's Autonomy, Mastery and Purpose Framework – Encouraging Self-Motivation'*. Accessed at: <https://www.mindtools.com/pages/article/autonomy-mastery-purpose.htm>. Accessed on: 11/11/2020

Forbes (2013). *'Google's Best New Innovation Rules Around '20% Time''*. Accessed at: <https://www.forbes.com/sites/johnkotter/2013/08/21/googles-best-new-innovation-rules-around-20-time/?sh=48603d3d2e7a>. Accessed on 07/11/2020.

Maier S (2016). *'5 Companies Getting Employee Engagement Right'*. Entrepreneur. Accessed at: <https://www.entrepreneur.com/article/285052#:~:text=Southwest%20Airlines.%20Southwest%20Airlines%20is%20a%20company%20revered,willing%20to%20help%20the%20company%20continue%20their%20success.>. Accessed on 08/11/2020.

Gallup (no date). *'Gallup Q12 Employee Engagement Survey'*. Accessed at: <https://q12.gallup.com/Public/en-us/Features>. Accessed on 08/11/2020.

Business NLP Academy (no date). *'5 Common Types of Organisational Citizenship Behaviour'*. Accessed at:

[http://www.businessnlpacademy.co.uk/blog/view/5 common types of organizational citizenship behavior/](http://www.businessnlpacademy.co.uk/blog/view/5-common-types-of-organizational-citizenship-behavior/). Accessed on 08/11/2020.

Laing L & Robinson D (2013). *'Does Command and Control Leadership Work Just as Well as Engagement?'* Institute for Employment Studies. Accessed at: <https://engageforsuccess.org/does-command-control-leadership-work-just-as-well-as-engagement>. Accessed on: 22/11/2020

Glassdoor (2013). *'Employee Appreciation Survey'*. Accessed at: <https://www.glassdoor.com/employers/blog/employers-to-retain-half-of-their-employees-longer-if-bosses-showed-more-appreciation-glassdoor-survey/>. Accessed on 22/11/2020



DYFED-POWYS POLICE

Insights from Staff Survey 2020

14 October 2020

Dr Sara Gracey

The policing collaborative research project is underpinned by and builds upon the research from the *International Centre for Leadership and Followership (ICLF)*

In six years the research has expanded to involve thirty-eight forces across England, Wales, and Northern Ireland

BTP and MoD Police

Supported by the National Police Chiefs' Council (NPCC)

Quality of the work is recognised by the HMICFRS and the Home Office

Report produced to contribute to the research evidence used to inform the
UK Home Office Front Line Review of Policing

See: <https://www.gov.uk/government/publications/front-line-policing-review>

A summary of the evidence and insights from research conducted in *thirty-one* Home Office police forces in England and Wales over a two-year period, ending 1st December 2018

Sample of 27,009 police officers and 21,499 police staff (total of **48,508**)

Average response rate for the surveys in each force was 41.0%

Provides a summary of the research evidence and underpinning theory from the research over the past six years

The **National Wellbeing and Inclusion Survey** was designed to examine wellbeing, inclusivity and workplace culture from the perspective of the *policing workforce* within the forty-three Home Office forces

The purpose of the research was to support

- the realisation of benefits from the NPWS
- the achievement of the 2018-2025 NPCC Diversity, Equality and Inclusion Strategy

34,529 respondents (18,066 police officers and 14,526 police staff)

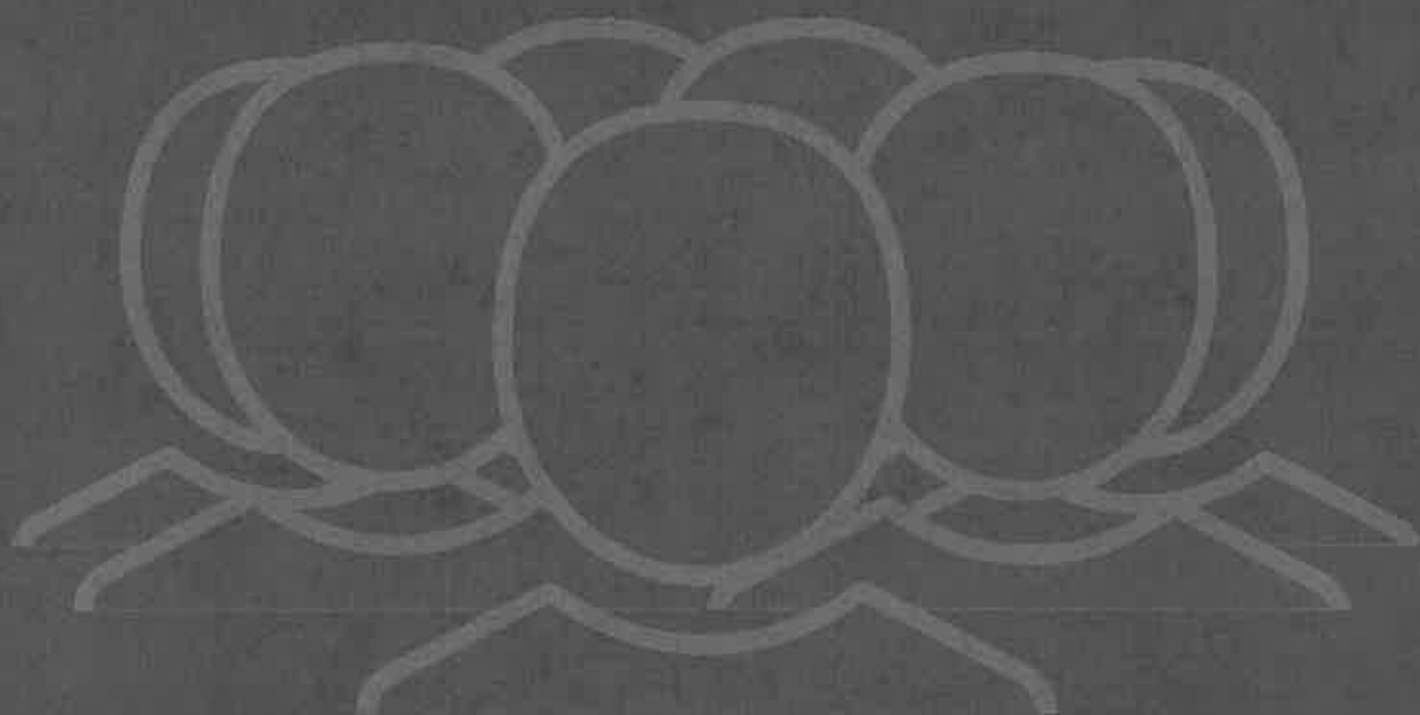
Leading service organisations survey their staff

Simple idea: how people feel they are treated by the organisation and the environment they work in affects their attitudes, behaviours and service delivery

Importance of staff wellbeing

INVESTORS IN PEOPLE™

We invest in people



Feedback

Heddlu Dyfed-Powys Police

Project number: 19-00397

Practitioner: Jackie Lewis



Investors in People
157-197 Buckingham Palace
Road, London, SW1W 9SP
+44 (0) 300 303 3033

The Investors in People brand, trademarks, methodology, products and logo are owned by Investors in People and is protected by copyright and trademark law.

The Investors in People identity is strong, simple, powerful and instantly recognisable. It is therefore important that only organisations that are accredited as Investors in People can use our mark.

©2019 The contents of this report should be considered commercial in confidence.

You did it!

INVESTORS IN PEOPLE™

We invest in people Gold

You're at the Silver level of our We invest in people accreditation.

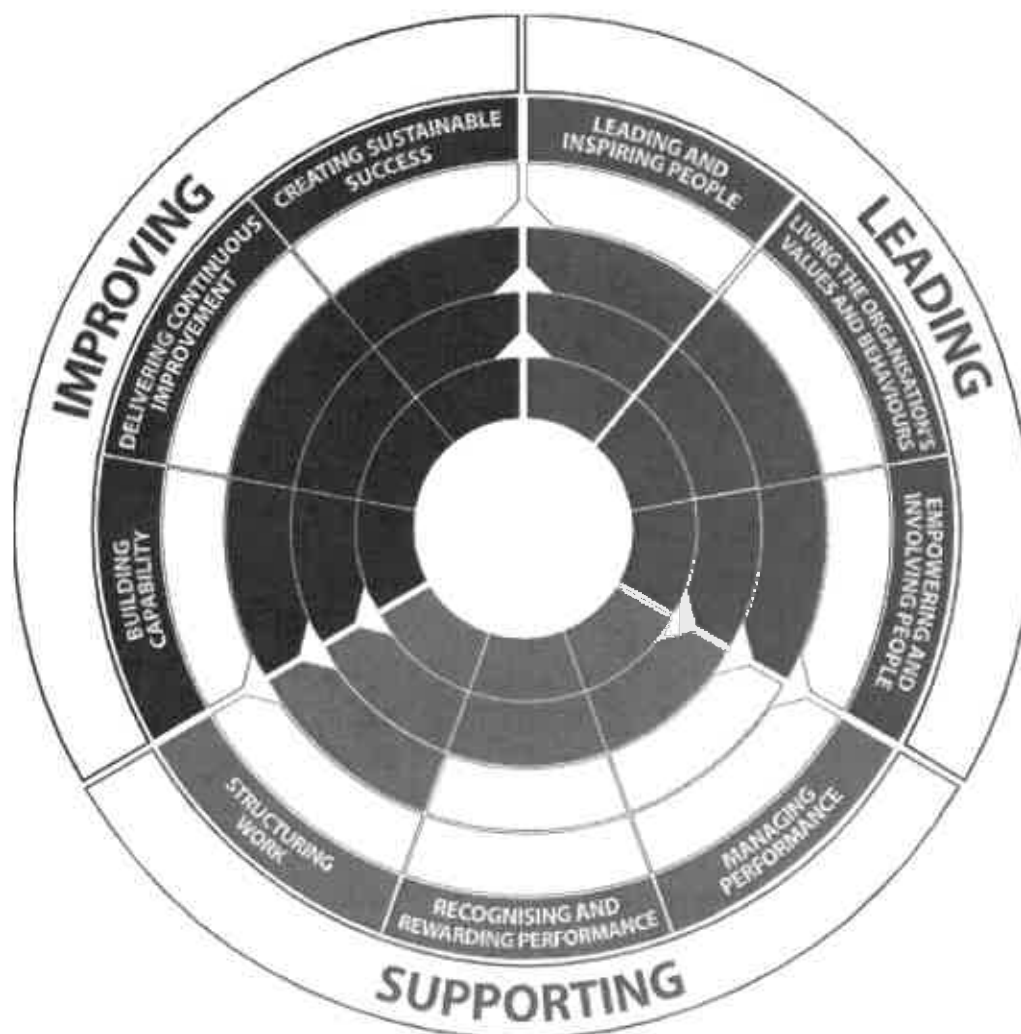
Detailed feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
27/01/2020	27/01/2021	27/01/2022	27/01/2023

At a glance



The assessment took place amidst challenging contexts, such as high-level operational incidents the organisation was dealing with, as well as preparations for police involvement in the Covid-19 pandemic response. Despite these challenges, people were able to reflect honestly on the significant progress the organisation has made over the last three years. Consistently, people could point out a number of areas where the organisation has become better and the difference in morale was noticeable.

For people to respond so positively showed not only that the organisation has made positive changes, but also that people are resilient and positive in the way they respond to pressures. During this unprecedented time, people felt led and supported.

The organisation is substantially more focused on continuous improvement than it was a few years ago, and people are responding more positively to change - primarily due to the much-improved levels of trust in senior leaders. Messages have been consistently relayed in the most important areas and people are "on the same page" in terms of the priorities of the organisation.

What to be proud of

- The progress since last time in all areas of the framework is remarkable.
- People unanimously trust the most senior leaders; they believe the messages that are coming out and can see a positive way forward for the organisation.
- People love what the organisation does for the communities it serves and continue to be passionate and motivated by that.
- The key priorities for the organisation are now clear and everyone has a consistent understanding of what they are.
- New introductions in terms of the DAP, or new mechanisms to recognise good performance have been positively received.
- Areas which were previously causing frustration such as promotion boards and restructures were only mentioned positively this time.
- The people working at the organisation are ready and willing to support their communities in any way necessary, including the Covid-19 crisis.

What to work on

- The survey response was low, though there were some pressures which impacted on this.
- Though trust has improved in senior leaders it's inconsistent at lower levels.
- Though there has been great progress, underperformance could be better managed in some areas.
- Informal recognition needs to be improved as it doesn't happen in some areas.
- Some people don't know whether a change has been introduced forever or if it's still being reviewed.

Congratulations on achieving a Gold Award!

You care about your people and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered who you are and where you're at as an organisation. Our recommendations are designed to get you where you want to be.

- Think about introducing a light touch 360 for leaders linked to the behaviours you are aiming for, to be able to identify their development needs and where they could improve (with anonymised results), this could be used to provide an overall identification of leadership development needs and good practice. This would also highlight where inconsistency exists and would support future development of the leadership programme in line with your future focus as an organisation.
- Team coaching could be used more widely, there is evidence of coaching skills being used, but where there are issues or disengagement or resistance to change etc it could produce some positive results, using skills that already exist within the organisation.
- Look at how HR support could be more transformational now that many of the transactional concerns have been dealt with, this would support the next stage of culture development.
- Consider creating some WAGOLs (What A Good One Looks Like) for the DAP in situations like when someone is approaching retirement, returning from maternity, happy doing what they are doing now, knowledge transfer plans etc.
- Look at whether opportunities such as temporary projects or temporary promotions could be advertised for those with aspirations and signposted through the DAP process. Consider development opportunities for those in support functions as part of this.
- Think about whether you could report on the quality of the DAP in future and visibility to second line management, identifying training needs and where managers might need more support. There are wider benefits that could be realised such as capacity and capability planning.
- Continue with the plans to complete facilitated away days with the Continuous Improvement team, making sure that the organisation's journey to improve remains positive and the right people are engaged as much as possible.
- Consider communicating the evaluation criteria and time frames for new initiatives so that people know it's not set in stone and will be reviewed.

Harris David

From: Harris David
Sent: 05 November 2020 12:42
To: Northcote Emma
Cc: Williams Linda - Head of HR
Subject: [SWYDDOGOL OFFICIAL] Durham Staff Survey - Question Set

Importance: High

SWYDDOGOL OFFICIAL

Hi Emma,

How are you? I hope you are keeping well.

I am currently undertaking a CIPD qualification in Applied HR and have been discussing my current module of Engagement with Linda Williams, the new Head of People Services and Organisational Development. Linda and I are keen to further the work of the annual survey, utilising some of the questions asked, to look into three key areas; Innovation, Wellbeing and Communication. Linda has asked me to look at revisiting some of the questions asked in the survey which fall into these areas, with a view of these being re-posed to the teams within the BSU HR and People Services departments. This would then be followed by a series of focus groups to further understand the responses, which will ultimately be used to create a local action plan for engagement. This will allow me to complete my assignment (due in by 26/11/2020), however would also benefit the organisation.

In order for me to do this, I wonder whether you would have access to the questions asked within the annual survey, or if not whether you could point me in the right direction of someone who would. If so, could you please provide these to me in order that I can review them and design a questionnaire for the teams.

Many thanks in advance of your cooperation and support in this matter. Should you wish to discuss this with me please let me know.

Regards
Dave



Dave Harris
Swyddog yr Uned Cymorth Busnes/ BSU Officer
Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources
Heddlu Dyfed-Powys Police
Ext:23817

INVESTORS IN PEOPLE
We invest in people Gold

We did it!
Officially accredited by Investors in People.
Because we make work better.

SWYDDOGOL OFFICIAL

Communication

Q1: How well do you think your colleagues understand your workload?

Q2: How often do you discuss with your line manager and discuss what is expected of you in your role?

Q3: In the last month, have you sat with your colleagues and discussed workload volumes and deadlines?

Q4: How well do you communicate with other departments who affect your work?

QA: What barriers to good communication exist within your department/organisation?

Innovation

Q5: Do you feel empowered to be innovative in your role?

Q6: Do you feel you have enough time to be able to be innovative in your role?

Q7: How often do you look at process improvement in your role/department?

Q8: Do you feel you understand the Continuous Improvement process enough to apply this to your work?

QA: What barriers to innovation exist within your department/organisation?

Wellbeing

Q9: Do you feel your line manager takes consideration of your wellbeing in work?

Q10: Do you feel you have enough opportunity for a healthy work life balance?

Q11: Do you pay an interest in your colleague's wellbeing in and out of work?

Q12: Do you feel the organisation offers enough opportunities for wellbeing support?

QA: What factors are there within your organisation/department that can affect your health and wellbeing?

Strongly Disagree

Somewhat Disagree

Somewhat Agree

Strongly Agree

Our service

1. I understand how my role contributes to delivery of the Force objectives
2. We get feedback on how satisfied Force colleagues are with our service.
3. I have the skills and training to deliver great service
4. We know what we do well and what needs improving
5. We measure our progress to understand how we are doing

Continuous Improvement

6. In our team meetings we talk about how we can make improvements to provide a better service
7. We take time out as a team to improve our processes
8. We meet with our colleagues in the wider People related teams (BSU, People Services, L&D, OHU) to share ideas on how to improve our service
9. Communication between our teams (BSU, People Services, L&D, OHU) is good
10. I'm proud of the improvements we have made in the last 12 months

Ways of working/Wellbeing

11. If I make a mistake I'm encouraged to learn from it
12. We celebrate our achievements
13. We support each other when we have peaks in workload
14. I know what is expected of me to look after my own wellbeing
15. I can strike the right balance between home and work

Harris David

From: Williams Linda - Head of HR
Sent: 06 November 2020 18:00
To: Harris David
Subject: RE: [SWYDDOGOL OFFICIAL] Draft question set for engagement work
Attachments: Proposed Questionnaire v2.docx

SWYDDOGOL OFFICIAL

Hi Dave

I've had slightly more time to consider what I want from the feedback so have changed these quite a bit – hope you don't mind – I've been designing survey questions for the last 15 years so difficult not to! If we had more time I'd have liked to coach you to come up with a similar set.

I've also suggested you follow the recent CIPD survey style and use statements rather than closed questions.

Have a great weekend

Linda

Linda Williams
Head of People Services & Organisation Development

Heddlu Dyfed Powys Police
 Ffon Symudol/Mobile: 07815 912033
 E-bost/Email: linda.williams@dyfed-powys.pnn.police.uk



BUDDSODDWYR MEWN POBL
 Rydyn ni'n buddsoddi mewn pobl. Aur

*Po lwyddom!
 Rydyn ni wedi'n hachredu'n swyddogol gan
 Buddsoddwyr Mewn Pobl.
 Am ein bod ni'n*

INVESTORS IN PEOPLE®
 We invest in people Gold

*We did it!
 Officially accredited by Investors in People.
 Because we*

SWYDDOGOL OFFICIAL

SWYDDOGOL OFFICIAL

From: Harris David <david.harris@dyfed-powys.pnn.police.uk>
Sent: 06 November 2020 13:38
To: Williams Linda - Head of HR <Linda.Williams@dyfed-powys.pnn.police.uk>
Subject: [SWYDDOGOL OFFICIAL] Draft question set for engagement work

SWYDDOGOL OFFICIAL

Hi Linda,

Further to our discussion yesterday, I have now reviewed the IIP report and whilst the question themes are included within it, they are not easily transferable into a question set which focuses on Communication, Innovation and Wellbeing. Within this in mind I have drafted my own question set with 4 questions in each area, along with an additional question for each which will aim to elicit views on what barriers there may be.

I haven't put any scalars against these yet but will start doing this, but in the first instance I wanted to get your honest views on the types of questions raised, as to whether you feel they will generate enough that we can work with to get discussion at focus groups?

If you have an opportunity to have a look over the question set and provide any feedback/views, I can then make any necessary amendments and finalise the scalars accordingly.

Thanks again.

Dave



Dave Harris

Swyddog yr Uned Cymorth Busnes/ BSU Officer

Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources

Heddlu Dyfed-Powys Police

Ext:23817

INVESTORS IN PEOPLE
We invest in people Gold

We did it!
Officially accredited by Investors in People.
Because we make work better

SWYDDOGOL OFFICIAL

Recognition and Events Officer

Job Family – Technical

Grade: E	Department: Corporate Communications
Location: Headquarters	Security Vetting: MV & CTC
Role Specific Requirements/ Restrictions:	Occasional weekend working
Role Specific Hazards:	Display Screen Equipment; Manual Handling, Wearing/Carrying Heavy Equipment
System Access Requirements:	MyTrent Self Service, Working Time Recording, External email, Umbraco.

Role Purpose: To organise and manage all aspect of the force's event, awards ceremonies and reward and recognition work. To act as Dyfed-Powys Police's lead on event, providing expert advice and support to officers and staff in the development and execution of events.

Role Specific Tasks

1. To act as brand ambassadors, supporting consistent use of force imagery, tone and approach.
2. To manage all aspects of the force's events and award ceremonies, ensuring data is recorded accurately in compliance with GDPR and the data protection act.
3. To regularly evaluate and review force events, internally and externally, to ensure continuous improvement and value for money.
4. To provide expert advice to officers and staff in the area of event management, including sourcing products, venues and opportunities for positive publicity.
5. To develop, coordinate, and where required, lead award panel reviews to ensure appropriate levels of recognition.
6. To liaise with external suppliers, internal and external stakeholders and partners, to maximise effectiveness of the reward and recognition process.
7. To liaise with chief officers and the colleagues in Corporate Communications, to identify opportunities to acknowledge and celebrate individual and team achievements, in line with the force's leadership and wellbeing strategy.
8. Work with an allocated budget to ensure value for money and scrutiny of allocated fund for awards ceremonies.
9. Produce high quality written and audio visual products for use at force awards e.g. scripts, programme content, presentations.
10. To work with other forces, the National Police Chiefs Council, Welsh Government, Home Office, the College of Policing and other organisation to identify opportunities to celebrate force success and share innovation.
11. To work with the wider corporate communication team to ensure all activity is in line with the overarching communications strategy.

Role Generic Tasks

12. To deliver advice and guidance to the point of resolution.
13. To undertake activities and administrative tasks as required.
14. To provide an effective and efficient service to both internal and external customers ensuring confidentiality is maintained at all times.
15. To communicate effectively with internal and external customers.
16. To ensure force systems are maintained and updated effectively in line with business processes.
17. To ensure all work is undertaken is compliant with relevant legislation and force policies and procedures, keeping up to date with emerging technologies and best practise.
18. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Development Assessment Profile (DAP), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

To view descriptors of the level of responsibility required of this role please [click here](#).

Note: This job description is provided to give post holders a broad outline of the job activities of this post. Dyfed-Powys Police may require other duties to be undertaken which are not necessarily specified on the job description but which are commensurate with the scale of the post. The job description may be amended from time to time within the scope and level of responsibility relevant to this post.

Skills / Attainments [to be evidenced on application]		Application	Interview
Role Specific	1. Must possess a Diploma level qualification in Event Management, Marketing, Internal Communications or have proven, relevant experience bringing the role holder to a comparable level (E)	X	
	2. Must have excellent organisational and project management skills with the capability of organising large scale events, including reservations, correspondence and communication with VIP guests. (E)	X	X
	3. Must have an understanding of the principles of formal and informal staff recognition and be able to implement initiatives in support of a positive workplace culture (E)	X	X
	4. Must have strong written, oral, presentation and inter-personal skills. (E)	X	X
	5. Must have proven ability to proof read to a high standard, paying close attention to detail. (E)	X	
	6. Should have proven experience in dealing with external agencies to support event organising and campaign planning. (D)	X	X
	7. Must have the ability to communicate through the medium of Welsh to level 1. (E) [Click here for the DPP Welsh Language requirements]	X	
Role Generic	8. Must have a proven ability to work effectively with a minimum of supervision, organising and prioritising own workload (E)	X	X
	9. Must have effective written and oral communication skills, with an ability to communicate with people at all levels of the organisation (E)	X	X
	10. Must demonstrate a practical approach to problem solving (E)	X	X
	11. Must demonstrate proficiency at working to a high degree of accuracy and show attention to detail (E)	X	X
	12. Must have effective keyboard inputting skills (E)	X	
	13. Must be computer literate, proficient in the use of Microsoft Word and Excel (E)	X	
	14. Must be able to travel within the force area as required by the role (E)	X	

KEY: (E) – Essential / (D) – Desirable

Please Note: At interview candidates will be assessed against the criteria detailed in the following link [Click here](#). Further details on the interview process are provided as part of the candidate information pack.

Harris David

From: Harris David
Sent: 10 November 2020 11:21
To: Williams Linda - Head of HR
Subject: [SWYDDOGOL OFFICIAL] Suggested wording for Engagement Survey

SWYDDOGOL OFFICIAL

Hi Linda,

I have drafted a form of words below, which could be used to go our along with the engagement survey you have been assisting me with. These are as follows:

"Good morning/afternoon teams,

Engagement in our work is a vital area, and one which promotes both individual and organisational performance. Engagement is made up of many factors including understanding your role and its importance, working closely with your colleague and ensuring that the wellbeing of you and your colleague is maintained.

As you may or may not be aware, one of our colleagues – David Harris – is currently undertaking a Diploma in Applied HR, with a module specifically on Engagement. As part of this assignment, there is a need to undertake an engagement diagnostic tool with the aim of this measuring engagement levels within our teams. Whilst this is being done to assist in David's assignment, there are real-world benefits to understanding how engaged we all are in our work and to be able to plan how engagement is improved upon, if this is required. Whilst we work across different teams and different locations, we are all working towards offering the same great service to our customers. These type of exercises will help us identify any areas for improvement and assist us in planning how we overcome these together.

To start the process, I would be grateful if you are able to take some time to consider the attached survey. This is divided into three separate areas; Our Service, Continuous Improvement and Ways of Working/Well-Being. I would urge you to answer these as honestly and openly as possible. Whilst there is a request to identify what team you are from, the results of this survey will remain anonymous and will only be used to identify any particular trends or to assist in planning how we overcome any barriers to engagement that may exist.

Once you have completed the survey, if this could be returned to David on david.harris@dyfed-powys.pnn.police.uk by close of play Tuesday 17th November 2020, I would be most grateful.

I would like to take this opportunity to thank you for your support in this matter and I look forward to seeing the results of this work in due course"

I am happy for you to alter as you see fit and I can then aim to get this out towards the end of this week and then alter the closing date if needs be.

Regards
Dave



Dave Harris
Swyddog yr Uned Cymorth Busnes/ BSU Officer
Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources
Heddlu Dyfed-Powys Police
Ext:23817

INVESTORS IN PEOPLE
We invest in people Gold

We did it!
Officially accredited by Investors in People.
Because we make people matter.

SWYDDOGOL OFFICIAL



Dyfed-Powys Police

Employee Engagement Survey

Team: Choose an item.

Our Service

1. I understand how my role contributes to delivery of the Force objectives Choose an item.
2. We get feedback on how satisfied Force colleagues are with our service. Choose an item.
3. I have the skills and training to deliver great service Choose an item.
4. We know what we do well and what needs improving Choose an item.
5. We measure our progress to understand how we are doing Choose an item.

Continuous Improvement

6. In our team meetings we talk about how we can make improvements to provide a better service Choose an item.
7. We take time out as a team to improve our processes Choose an item.
8. We meet with our colleagues in the wider People related teams (BSU, People Services, L&D, OHU) to share ideas on how to improve our service

Choose an item.

9. Communication between our teams (BSU, People Services, L&D, OHU) is good

Choose an item.

10. I'm proud of the improvements we have made in the last 12 months

Choose an item.

Ways of Working/Wellbeing

11. If I make a mistake I'm encouraged to learn from it

Choose an item.

12. We celebrate our achievements

Choose an item.

13. We support each another when we have peaks in workload

Choose an item.

14. I know what is expected of me to look after my own wellbeing

Choose an item.

15. I can strike the right balance between home and work

Choose an item.

16. Please list up to a maximum of three suggestions to improve engagement within our teams in the box below.

Thank you for taking the time to complete this survey and for your support in improving employee engagement across our teams.

Investors in People Feedback 2020 – Actions in Response to Recommendations

	What to work on	Governance	Lead	Actions
1	The survey response was low, though there were some pressures which impacted on this.	Peoples Board	Asst Dir People Services	Ensure the timing of the next survey doesn't clash with other surveys (Durham Uni Staff Survey in this case)
2	Though trust has improved in senior leaders it's inconsistent at lower levels.	Calon Leadership & Wellbeing Group	Leadership Strand & Operating with Fairness Values & Trust Strand	Influence activity in training, and force policy/practise to ensure our leaders are fully aware of their responsibilities as leaders. Including the impact their action and inaction can have, including on perception of fairness and trust.
3	Though there has been great progress, underperformance could be better managed in some areas.	Peoples Board	Asst Dir People Services	Ensure the action to develop a performance management system to manage underperformance is progressed to completion by ICT. Ensure performance management is covered effectively in line management training Ensure there is an effective link between the appraisal process (DAP) and management of underperformance.
4	Informal recognition needs to be improved as it doesn't happen in some areas.	Calon Leadership & Wellbeing Group	Leadership Strand	Influence recognition in our leaders that informal recognition is their responsibility and is as if not more important than formal force recognition.
5	Some people don't know whether a change has been introduced forever or if it's still being reviewed.	Chief Officer Group & Departmental Leads for Change Initiatives		Clarity in messaging/communication of change and ensuring updates are provided on the impact of change.

EV10

	Recommendations	Governance	Lead	Actions
1	Think about introducing a light touch 360 for leaders linked to the behaviours you are aiming for, to be able to identify their development needs and where they could improve (with anonymised results), this could be used to provide an overall identification of leadership development needs and good practice. This would also highlight where inconsistency exists and would support future development of the leadership programme in line with your future focus as an organisation.	Calon Leadership & Wellbeing Group	Recognising & Addressing Needs Strand	Leadership Steering Group to consider use of 360 feedback for leaders and how the results can inform identification of development needs. This can inform both leadership training programme and the wider force training plan.
2	Team coaching could be used more widely, there is evidence of coaching skills being used, but where there are issues or disengagement or resistance to change etc it could produce some positive results, using skills that already exist within the organisation.	Calon Leadership & Wellbeing Group	Recognising & Addressing Needs Strand	Consider whether team coaching should form part of the force coaching strategy.
3	Look at how HR support could be more transformational now that many of the transactional concerns have been dealt with, this would support the next stage of culture development.	Peoples Board	Asst Dir People Services	
4	Consider creating some WAGOLLS (What A Good One Looks Like) for the DAP in situations like when someone is approaching retirement, returning from maternity, happy doing what they are doing now, knowledge transfer plans etc.	Peoples Board	Senior Manager Employee Relations	Consider the development of further guidance and 'what good looks like' examples of DAPs to support the appraisal process in force.
5	Look at whether opportunities such as temporary projects or temporary promotions could be advertised for those with aspirations and signposted through the DAP process. Consider development opportunities for those in support functions as part of this.	Calon Leadership & Wellbeing Group	Operating with Fairness Values & Trust Recognising & Addressing Needs Strand	Review together with the Senior Manager Recruitment, Selection & Promotion how the process of advertising and selecting for temporary development opportunities and promotions. Consider how the DAP can be used to publicise development opportunities for police staff as well as officers.
6	Think about whether you could report on the quality of the DAP in future and visibility to second line management, identifying training needs and where managers might need more support. There are wider benefits that could be realised such as capacity and capability planning.	Calon Leadership & Wellbeing Group	Senior Manager Employee Relations + Recognising & Addressing Needs Strand	• Develop process for quality assurance of the DAP. • Develop functionality to enable second line managers to have visibility of DAPs. • Clarify the process for identifying training needs and requesting formal development e.g. training course.

7	Continue with the plans to complete facilitated away days with the Continuous Improvement team, making sure that the organisation's journey to improve remains positive and the right people are engaged as much as possible.			
8	Consider communicating the evaluation criteria and time frames for new initiatives so that people know it's not set in stone and will be reviewed.			
9	Continue with plans to improve areas of digital technology and analysis, including improvement to data entry for crime at source and removal of duplication.			

DYFED-POWYS POLICE

Insights from Staff Survey 2020

14 October 2020

Dr Sara Gracey



Durham
University
Business School
ICLF Policing Research Unit

Collaborative Research in Policing

The policing collaborative research project is underpinned by and builds upon the research from the *International Centre for Leadership and Followership (ICLF)*

In six years the research has expanded to involve thirty-eight forces across England, Wales, and Northern Ireland

BTP and MoD Police

Supported by the National Police Chiefs' Council (NPCC)

Quality of the work is recognised by the HMICFRS and the Home Office



LEADING BUSINESS THINKING

Report produced to contribute to the research evidence used to inform the

UK Home Office Front Line Review of Policing

See: <https://www.gov.uk/government/publications/front-line-policing-review>

A summary of the evidence and insights from research conducted in ***thirty-one*** Home Office police forces in England and Wales over a two-year period, ending 1st December 2018

Sample of 27,009 police officers and 21,499 police staff (total of **48,508**)

Average response rate for the surveys in each force was 41.0%

Provides a summary of the research evidence and underpinning theory from the research over the past six years

The **National Wellbeing and Inclusion Survey** was designed to examine wellbeing, inclusivity and workplace culture from the perspective of the *policing workforce* within the forty-three Home Office forces

The purpose of the research was to support

- the realisation of benefits from the NPWS
- the achievement of the 2018-2025 NPCC Diversity, Equality and Inclusion Strategy

34,529 respondents (18,066 police officers and 14,526 police staff)

Leading service organisations survey their staff

Simple idea: how people feel they are treated by the organisation and the environment they work in affects their attitudes, behaviours and service delivery

Importance of staff wellbeing

DYFED-POWYS POLICE

Insights from Staff Survey 2018

8 January 2019

Dr Les Graham

Policing Research Project

The collaborative research project is underpinned by and builds upon the research from the *Centre for Leadership and Followership (CLF)*

In less than five years, working closely with Durham Constabulary and Thames Valley Police, the research has expanded rapidly to involve thirty-six forces

Supported by the National Police Chief's Council (NPCC)

Leading service organisations survey their staff

Simple idea: how people feel they are treated by the organisation
and the environment they work in affects their attitudes,
behaviours and service delivery

Importance of staff well-being

The Gallup Q12 Index

Gallup's employee engagement work is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements -- the Q12 -- that link powerfully to key business outcomes. These 12 statements emerged as those that best predict employee and workgroup performance.

The Twelve Questions are:

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

From www.gallup.com

none Page Layout Font Styles Conditional Formatting Table

Calibri 11 A A Wrap Text Merge & Center % , .00 .00

Format Painter Clipboard Font Alignment Number

Normal Bad Neutral

Good

Styles

	A	B	C	D	E	F	G	H
1	Name	Unit	Job Title	Sex	Personal ref	Payroll		Grade
2	Mrs	Business Support - HR & Payroll	Business Support - HR	Female		Police Staff		Scale C
3	Mrs	Business Support - HR & Payroll	Business Support - HR	Female		Police Staff		Scale C
4	Mrs	Business Support - HR & Payroll	Business Support - HR	Female		Police Staff		Scale C
5	Mrs	Business Support - HR & Payroll	Business Support - HR	Female		Police Staff		Scale C
6	Mr	Human Resources	HR Officer	Male		Police Staff		Scale C
7	Miss	Human Resources	HR Officer	Female		Police Staff		Scale E
8	Mrs	Human Resources	HR Officer	Female		Police Staff		Scale E
9	Mrs	Human Resources	HR Officer	Female		Police Staff		Scale E
10	Miss	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
11	Mrs	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
12	Mrs	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
13	Mrs	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
14	Miss	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
15	Mrs	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
16	Miss	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
17	Mrs	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
18	Ms	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
19	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
20	Mrs	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
21	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
22	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
23	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
24	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
25	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
26	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
27	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
28	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
29	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
30	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
31	Miss	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
32	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
33	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
34	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
35	Miss	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
36	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
37	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
38	Miss	Human Resources	HR Officer - Carmarthen	Female		Police Staff		Scale E
39	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
40	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
41	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E
42	Mr	Human Resources	HR Officer - Carmarthen	Male		Police Staff		Scale E



Heddlu • Police

DYFED-POWYS

Diogelu ein Cymuned - Safeguarding our Community

Right to Request Part time and Flexible Working Policy

VERSION CONTROL

Version	Date	Author	Reason for Change
1	26/01/15	Meriel Lewis	Transfer to new policy template and to update content following changes in legislation in June 2014.
2	10/02/15	Meriel Lewis	Changes to content following consultation with HR Managers
3	17/03/15	Meriel Lewis	Changes to the content following Force consultation exercise

EQUALITY IMPACT ASSESSMENT

Section 4 of the Equality Act 2010 sets out the **protected characteristics** that qualify for protection under the Act as follows: Age; Disability; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion or Belief; Sex; Sexual Orientation.

The **public sector equality duty** places a proactive legal requirement on public bodies to have regard, in the exercise of their functions, to the need to:

- eliminate discrimination, harassment, victimisation, and any other conduct that is unlawful under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The equality duty applies to all protected characteristics with the exception of Marriage and Civil Partnership, to which only the duty to have regard to the need to eliminate discrimination applies.

Carrying out an **equality impact assessment** involves systematically assessing the likely or actual effects of policies on people in respect of all the protected characteristics set out above.

An equality impact assessment should be carried out on any policy that is **relevant** to the public sector equality duty.

An equality impact assessment has been completed on this policy, click [here](#).

HUMAN RIGHTS ACT

CERTIFICATE OF COMPLIANCE

This policy has been drafted in accordance with the Human Rights Act and has been reviewed on the basis of its content and the supporting evidence and it is deemed compliant with that Act and the principles underpinning it.

Name: P Mainwaring, Solicitor

Department: Legal and Compliance Directorate

Signed: P Mainwaring

Freedom of Information Act 2000

Section 19 of the Freedom of Information Act 2000 places a requirement upon the Force to publish all policies on the Force website. Policies are why we do things and procedures are how we do them. A case-by-case review of procedures must be undertaken to protect law enforcement and health and safety considerations. Where a combined policy and procedure document is being produced the Force is legally required to publish the policy section and assess the procedure part to ensure no sensitive information is published.

There is a requirement therefore to review this document to establish its suitability for publication. Please identify below whether the document is suitable for publication in its entirety or not. Where it is believed that disclosure will be harmful please articulate the harm that publication would cause and highlight the relevant sections within the document. Where it is perceived that there is harm in disclosure the document should be forwarded to the FOI Unit for review.

Suitability for publication

Suitability for publication	Yes/No	Date	Signature
Document is suitable for publication in its entirety	Yes	29/6/2015	
Document is suitable for publication in part, I have identified those sections which I believe are not suitable for disclosure and have articulated below the harm which would be caused by publication.			
Harm – In publication None			

FOI review – to be completed by FOI Unit

Suitability for publication	Yes/No	Date	FOI Decision Maker
Document is suitable for publication in its entirety			
Document is suitable for disclosure in part and relevant redactions have been applied. A public facing version has been created.			
Once review has been undertaken FOI decision maker to return document to policy author and following sign-off document to be published within Force Publication Scheme. Any future changes to the document should be brought to the attention of the FOI Unit, as appropriate.			

Contents

	Page
1 Applicability – Scope of Policy	5
2 Policy Aims	5
3 The Right to Request	5
4 Definitions of Part time and Flexible Working	5
5 Responsibilities	5-6
6 Application Process	6
7 Decision Making	6-7
8 Principles	7
9 Trial Period	8
10 Terms and Conditions	8
11 The Appeals Process	8
12 Related Policies, Protocols, Practices or Service Agreements	8
13 Monitoring & Review	8
14 Who to Contact about the policy	9
Appendix A – Flexible Working Options	10
Flow Chart	11-12

Right to Request Part time and Flexible Working Policy

1.0 Applicability – Scope of Policy

- 1.1 This policy replaces all previous Part Time and Flexible Working Policies and applies to Police Officers and Police Staff.
- 1.2 This policy does not form part of police staff terms and conditions of employment and may be subject to change at the discretion of Chief Officers.

2.0 Policy Aims

- 2.1 Dyfed Powys Police positively embraces part time and flexible working and recognises that officers and staff may wish to achieve a balance between their working life and their family and home life. By offering part time and flexible working arrangements Dyfed Powys Police can support officers and staff to manage their working life and other priorities, including looking after children, caring responsibilities, life-long learning, charity work and other interests.
- 2.2 This policy aims to set out how Dyfed Powys Police will ensure consistency in handling requests for part time and flexible working.

3.0 The Right to Request

- 3.1 Under provisions set out in the Employment Rights Act 1996 and Regulations made under it, both Police Officers and Police Staff have a statutory right to request part time and flexible working options provided they have worked continuously for Dyfed Powys Police for 26 weeks and not have made a request to work flexibly during the previous 12 months. .
- 3.2 Each request for flexible working will be considered in line with operational requirements and individual needs.
- 3.3 Dyfed Powys Police is under no statutory obligation to grant a request to work flexibly if it cannot be accommodated for the business reasons as explained below.

4.0 Definitions of Part time & Flexible Working

4.1 Part time Working

For police officers the definition of part time working is hours of work of less than 40 hours per week. For police staff, part time working applies to staff working less than 37 hours per week.

4.2 Flexible Working

Flexible Working practices can be split into three categories according to:-

- The number of hours;
- When the hours are worked
- Where the hours are worked

Examples of the different part time and flexible working options available are set out in Appendix A

5.0 Responsibilities

- 5.1 Line Managers are responsible for considering each flexible working application on its own merits, thoroughly and fairly and within a reasonable time scale.
- 5.2 Officers and staff are responsible for submitting an application at least 3 months before they wish it to take effect. Where there are unexpected circumstances, for example due to medical issues or changes in personal circumstances, line managers will have the discretion to agree temporary changes to an individual's hours or pattern of work.
- 5.3 Officers and staff are responsible for providing as much information as possible about the desired working pattern and thinking through any potential pitfalls in their proposal and suggesting ways in which these might be overcome.
- 5.4 Both the Line Manager and individual are responsible for informally discussing the application before

a decision is made. The discussion will provide an opportunity to explore exactly what changes are requested and how these might be accommodated.

- 5.5 It is the responsibility of Line Managers to consider applications with the aim of accommodating requests where possible with no detriment to operational efficiency. In many cases and with flexibility on both sides, a flexible working arrangement can be agreed which may actually enhance delivery.

6.0 Application Process

- 6.1 Officers and Staff should begin the formal process by completing the e-form flexible working application form, (for link) and provide as much information as possible about the desired working pattern.
- 6.2 A request for flexible working may be made for a temporary period or on a permanent basis.
- 6.3 If an application relates to a reasonable adjustment covered by the Equality Act 2010, this should be confirmed in the application. *For example:- A staff member recently diagnosed with Crohns disease, a symptom of which is severe fatigue especially in the morning. They explained the condition to their manager, who agreed that they can work flexibly with a later start time. This is a reasonable adjustment under the Equality Act 2010.*
- 6.4 Within 28 days of receiving the e-form application, the 1st line manager should arrange a meeting with the member of staff at a mutually convenient time and place. The member of staff has the right to be accompanied by a staff association/union representative or work colleague if they wish.
The purpose of the meeting is to explore the desired working pattern in depth and discuss how it could be accommodated. It will also be an opportunity to discuss any suitable alternative working arrangements if there are problems in accommodating the desired working pattern.
- 6.5 Within 14 days of the meeting, the 1st line manager should complete the e-form application with their comments and forward it to the 2nd line manager.
- 6.6 The 2nd line manager will consider the application and the comments of the 1st line manager. They will make a recommendation on whether the application should be approved or not and forward the e-form application to the Head of Department/Chief Inspector for final decision.
- 6.7 The Head of Department/Chief Inspector will approve or decline the application using the e-form to record their decision. If they approve the working pattern it will be quality assured by a member of the People Services department to ensure it complies with working time regulations.
- 6.8 The applicant will be notified by the Business Support Unit of the outcome in writing. If the application is refused the business reasons will be fully evidenced.

7.0 Decision Making

- 7.1 When considering the viability of an application it can be useful to consider the following questions:

Benefits

How much would it cost to recruit and train a replacement if the officer or member of staff left the organisation?

What benefits would the organisation get from such an arrangement?

How would the individual's work life balance be enhanced?

Costs

What are the cost implications (e.g. with job share, there may be a need for extra hours to provide handover and leave cover)?

Is there a need to recruit additional staff?

Is there any evidence to suggest any difficulties in recruitment?

What are the recruitment and training costs and implications?

Impact

What is the effect on day to day work?

What would the impact be on quality of service, performance or productivity?

Are there management functions or specific tasks, which would necessarily prevent the post from being performed on a part time basis or would not allow opportunities to acquire/use skills necessary for career progression/assessment or maintain skill levels?

Can all the necessary work be done in the hours requested?

What would be the impact on the other staff in the section?

Would there be a problem recruiting for the remaining hours?

Problem Solving

Is there another post within the department or Force that could accommodate the officer's needs, this will, however, have to be actioned via normal recruitment processes?

Can the job be redefined to make it easier to do part time?

Has any other member of staff expressed a wish to change their hours, which could mean that the request can be accommodated or can this be explored by a general enquiry.

- 7.2 The Head of Department must carefully consider all requests for flexible working, however there may be occasions when they receive competing requests, *for example it may be feasible to permit one member of staff in the department/section to reduce their hours of work, but it may not be possible to permit three or four people all to work part time.*

Following the change in legislation, the right to request flexible working applies to all officers and staff regardless of their caring responsibilities, and there are no legislative requirements as to which requests should be given priority. Line Managers should consider requests for flexible working in an open minded manner and discuss with the individual any possible compromise solutions that will enable them to work flexibly in a way that suits them and the business.

- 7.3 Line Managers must avoid any form of discrimination when dealing with multiple requests, as officers and staff have the right under the Equality Act 2010 not to be treated unfavourably on the grounds of sex, pregnancy and maternity, marriage or civil partnership, gender reassignment, race, religion or belief, sexual orientation, age, or disability. Therefore, it may be appropriate when considering competing requests to work flexibly to look at the reasons why, and to give priority to requests linked to a protected characteristic. Please refer to the section entitled "*Checklist for the effective handling of requests for flexible working*" on page 6 of the Managers guide for further information.

- 7.4 If having reviewed an application the Head of Department concludes the request cannot be accommodated it must be on the basis that one or more of the following objective business reasons apply:

- The burden of additional costs
- A detrimental effect on the ability to meet operational needs or customer demand
- The inability to recruit additional staff
- A detrimental impact on quality or performance of the service
- Does not allow opportunity for members of staff to use or acquire skills necessary for career progression/assessment or maintain skill levels.
- Insufficient work during the periods the employee proposes to work or adequate supervision
- Planned structural changes
- Where the security of the organisation may be compromised
- Any other grounds the Secretary of State may specify by regulations

- 7.5 In considering the business reasons, the Head of Department must be careful not to inadvertently discriminate against particular employees because of their protected characteristics as outlined in The Equality Act 2010.

8.0 Principles

- 8.1 Each application for flexible working will be considered on its own merits.

- 8.2 All flexible working arrangements will be reviewed on an annual basis, to establish if they still meet

the needs of the individual and Dyfed Powys Police.

- 8.3 Once a flexible working agreement has been approved, there may be occasions when due to operational demands, officer and staff may be required to work additional hours, for which they will be paid the appropriate remuneration.
- 8.4 Officers and staff applying for flexible working need to be aware that if their current role requires them to work shifts, nights, bank holidays and/or on-call duties, and their proposed new flexible working pattern does not allow for this, then Line Managers may need to consider an alternative post for the individual which will accommodate their requested working pattern.
- 8.5 For police staff, arrangements to work flexibly will be permanent unless for a defined period of time related to a justifiable reason or where organisational changes impact upon arrangements. There is no automatic right to revert to the previous work pattern; any request would be reviewed on an individual basis.
- 8.6 For police officers, Police Regulations allow for a part time officer who previously worked full time and then wishes to return to full time work to be accommodated within one month of the receipt of the request, **subject to there being a suitable vacancy**, or in any event, to be accommodated within 3 months of the request.
- 8.7 Flexible working arrangements will apply to the specific job being undertaken at the time of the application. Should the post holder move to a different role, the flexible working arrangement will need to be renegotiated, application procedures will flag up this as a requirement at an early stage.
- 8.8 Police officers and police staff who work part time or flexibly are still included in the PDR process and should be able to fully contribute to the Force. Line Managers should ensure that they continue to review career goals with their staff and the requisite training / development needs. All efforts will be made to ensure that the relevant courses are available to part time / flexible working staff.

9.0 Trial Period

Before a decision is made about a flexible working request, the line manager may decide to trial the proposed arrangement to see how it works. The length of the trial period will be at the discretion of the line manager but will normally be between one and three months. The purpose of the trial period will be to establish, from a business and operational perspective, whether or not the new pattern of working is workable in the longer term, taking into account the demands of the role and business area.

10.0 Terms and Conditions

10.1 Rates of Pay

Pay will be pro-rata to the number of hours worked.

10.2 Pension Contributions

Officers and Staff considering a reduction in working hours should seek advice on the pension implications from Tony Williams, Pensions Manager, (tony.williams@dyfed-powys.pnn.police.uk)

10.3 Shift & Weekend Working Allowances

Where a post attracts a shift or weekend working allowance and the hours are changed under a part time or flexible working agreement, the allowances will be re-calculated in accordance with the hours to be worked.

10.4 Annual Leave

Where working hours are reduced, annual leave entitlements will be calculated on a pro-rata basis

11.0 Appeal Process

- 11.1 Officers and Staff have the right to appeal to the People Services Manager against any refusal of the application and this appeal should be made, in writing, within 14 days of receipt of the written decision. The appeal should be sent to the People Services Manager, and should state the grounds for the appeal.
- 11.2 An appeal meeting will be convened within 14 days of receipt of notice of the appeal and the decision of that meeting will be conveyed to the officer or member of staff in writing, within 14 days of the meeting. The officer or member of staff is entitled to be accompanied by a staff association / union representative or work colleague. The panel will comprise the Chair and an independent

senior manager.

- 11.3 The time limits set out within this process can be extended by mutual agreement provided that this is recorded in writing, specifies which time limit is extended and by how long and is signed and dated by both parties.

12.0 Related Policies, Protocols, Practices or Service Agreements

This policy relates to:-

Right to Request Part time and Flexible Working – Managers Guide

Right to Request Part time and Flexible Working – Staff Guide

13.0 Monitoring and Review

To ensure effectiveness of this policy it will be reviewed on an annual basis. Taking account of challenges to the policy and any changes to legislation and national guidance. The next review will be completed in February 2016.

14.0 Who to contact about this policy

People Services: email: Meriel.Lewis@dyfed-powys.pnn.police.uk

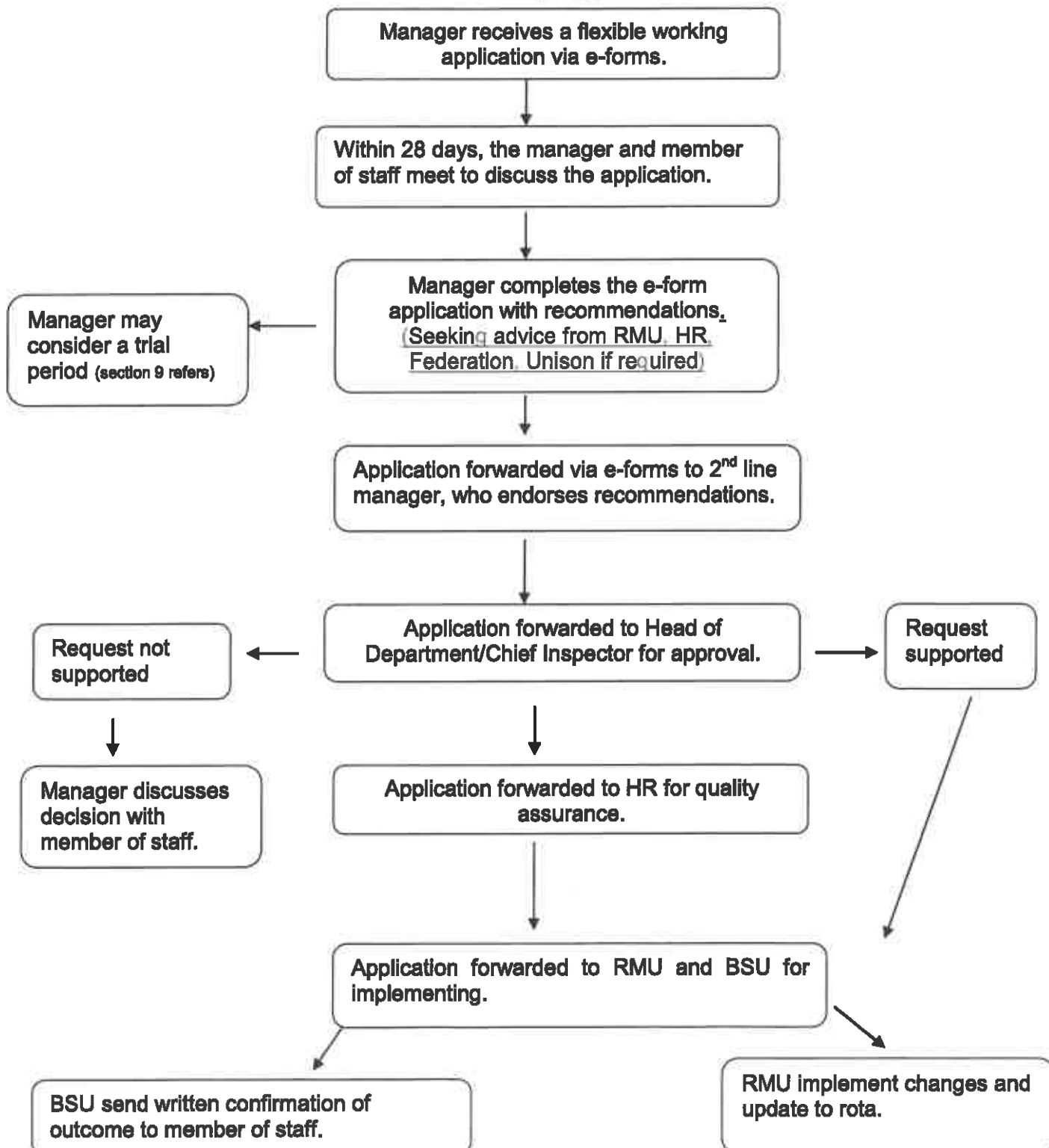
Flexible Working Options

Options	Details	Comment
Reduction In Number of Hours	Reduced number of hours for a specified agreed period or on a permanent basis.	Part time work can help with retention in the long term.
When Hours Worked Using Flexi Time	The Force currently operates a flexi time policy in some departments for police staff (click here). This scheme is not available to operational staff working on a set rota.	Allows staff to work around their personal commitments more easily. It can also assist in staffing peak periods.
Annualised Hours	This scheme works on the basis of agreeing a fixed number of hours over the year, then calculating hours on a monthly basis whilst pay remains equal throughout the year.	This is particularly useful where there are seasonal fluctuations in demand for a particular service.
Compressed Working Week / Fortnight	This allows staff to work their full contracted hours over a "compressed" period such as 4 days per week or 9 days per fortnight. This will obviously mean that working hours during the days worked will be longer. The current maximum length of a working day under the Force's Working Time Agreements is 11 hours. This is dependant upon type of work, supervision and health and safety considerations, e.g. restrictions on the length of night shifts, etc. If this is a voluntary arrangement, police staff will not be paid unsocial or shift hour payments.	Care should be taken to comply with Working Time Directive and take account of the health of the individual.
Term Time Working	This practice involves staff working during school term time periods and either not working during holidays or working reduced hours whilst pay remains equal throughout the year.	An increase in the operational demands on the Force occurs during the summer periods and staff should bear this in mind when applying for such an option.
Variable Working Hours	This scheme entails staff working varying hours rather than having set working hours, e.g. designing a rota on a weekly basis. If this is a voluntary arrangement, police staff will not be paid unsocial or shift hour payments.	This arrangement provides the means for demand led cover.
Where Hours Worked	This arrangement involves staff working from home for a specified reason or at a geographically separate site within the Force area and communicating back to the central workplace via phone or e-mail.	This can decrease the costs of office facilities where accommodation is at a premium.

Flexible Working



Individuals applying for flexible working should have worked continuously for Dyfed Powys Police for 26 weeks and not have made a formal request during the last 12 months





Within 14 days of receipt of written decision, member of staff has the right to appeal the decision with the People Services Manager.



An appeal meeting will be convened within 14 days. Member of staff is entitled to be accompanied by trade union or federation representative.



Head of People Services notifies member of staff of the outcome.



Review in 12 months.

PROFESSIONAL REFERENCE GROUP

11TH AUGUST 2020

Update from Bethan James – Co Chair

- Co-Chairs met with the leads of the Divisional Local Reference Groups (except Carm's) and BSU LRG. It was identified that there was a need for consistency in these meetings and that the Local Reference Groups would feed into the main HQ Professional Reference Group.
- The Co-chairs are planning on attending the Local Reference Groups meetings in future.
- Frequency of meetings (both HQ and local) needs to be decided.

DAP Process

Louise Davis

The DAP process has recently finished with a 93% completion rate. A new DAP year will commence on the 1st September 2020.

It is recognised that it is not a perfect system and not one system fits all

Changes undertaken to the DAP system

- Internal recruitment – Vacancies with a pool of internal candidates only, the candidates DAP process will be referred to. This will be an advantage for candidates who do not perform well in interviews;
- Emphasising on the evidence on competencies within the Force "Values";
- Changes to the 1:1 – more of a coaching style process;
- Search function for line managers – search staff on pay reference numbers;
- Function for line managers to provide feedback to individuals. Two way dialogue between line manager and staff under the performance criteria;
- Skills – will be re-introduced. This should be linked to the training needs analysis;
- "Competency" question – now with four options
- Grading – explanation and contents around each grading. Should match the competency grading;
- New objectives for this year – at least one objective open per year.
- Quality Assurance will be carried out on the DAP system, this could drive guidance for next year

ACTION: If members of the group have any changes/feedback that they wanted to raise in respect of the DAP system, to link in with Louise Davis.

Issues raised from the group:-

- Always a rush to complete the DAP. Along, with the day job, DAP is put on the back burner. No time spent with line manager. There is a rush to meet the deadline date and its looked upon as an admin task;
- Who to target to allow time to complete DAP ?? Leadership issue!
- Lot of work involved for line managers if they have a large number of staff;
- Could HR provide some guidance and support for managers in relation DAP and suitable questions to ask during 1:1;
- Pressure on staff to complete DAP - Is this just to achieve a high percentage of completion rate ??
- Some staff are happy in their roles and don't have aspirations to change roles or are close to retirement. There is a lot of work and effort going into completing DAP, for both staff and line managers.
- Suggestion of having a "DAP Light" system - some individuals who are near to the end of their service, find it difficult to find objectives. It is highly unlikely to achieve and measure these objectives and difficult to evidence;
- There is a requirement in policing that all officers/staff complete a performance review (PDR/DAP);
- System too complicated for most of staff – Only a small number of staff want to complete DAP and have aspiration to progress. .
- Any performance issues should be addressed throughout the year and not left to do during DAP interview;
- If an individual has not filled out a DAP and a post is advertised which is of interest. If the candidates are all internal, DAP's will be looked at. The individual would then be disadvantaged over other candidates;
- Grading – Some staff put a lot of time and effort into completing DAP. However, as the DAP process is rushed, all staff are given a "good" grade.
- Too many staff to give that 1:1 meeting – line managers do not have time for a catch-up and wellbeing chat and to get to know their staff.
- Monthly One to one meetings are part of DAP process and should be held and recorded. This should be flagged up by HR and raised with line managers
- One individual had a 4 minute DAP with line manager. It took place in the middle of the office with all the other staff sitting at their desks
- Staff need regular welfare sessions, 1-1s are more important than ever now but they are not happening. Staff will expect contact and understanding from their manager even more during COVID 10
- More emphasis on the people - not the process
- Developing people and DAP process is vital. It is not a once a year DAP system, It is about the people involved;
- Not just focus on % completion rate more importantly it is about the quality



Heddlu•Police

DYFED-POWYS

Diogelu ein Cymuned - Safeguarding our Community

Employee Engagement Survey

Preliminary Results and Feedback

Authored by:

David Harris

Business Support Officer - HR

Heddlu Dyfed-Powys Police

CONTENTS PAGE

Table of Contents

Background.....	3
Methodology.....	3
Limitations.....	3
Findings	4
Our Service	4
Continuous Improvement	5
Ways of Working/Wellbeing	5
Ideas for Improvement.....	6
Communication between teams.....	6
Process Improvement and Continuous Improvement.....	6
Conclusion	7
Bibliography.....	7

Background

Employee Engagement is a key driver for both individual and organisational performance and as such, it is important that organisations are able to understand their engagement levels. The CIPD recognise employee engagement as a combination of motivation, organisational citizenship behaviour, organisational commitment and job satisfaction (CIPD). Research also demonstrates a link between an engaged workforce and a positive effect on performance, both individually and organisationally (HBR). As such, there is a growing necessity for organisations to understand how engaged their workforce is and how this can be improved upon.

To do this, you must first be able to measure engagement levels, with several options available to do this. The option chosen within Dyfed-Powys Police was an employee survey, which would initially be provided to 'People' related teams across the Business Support Unit, Learning and Development, Occupational Health Unit and People Services. This would bolster the work already done with both the Annual Survey and Investors in People Survey, and would act as a pilot for this process being delivered across the wider organisation in due course.

Methodology

As mentioned above, the option chosen in Dyfed-Powys Police was to use an employee engagement survey, which would use a smaller question set, targeted at three key areas; Our Service, Continuous Improvement and Ways of Working/Wellbeing. This survey would be provided to the 'People' related teams and would require recipients to answer each question using a four-point scalar; Strongly Agree, Agree, Disagree and Strongly Disagree. In addition, each individual would also be asked a final question, which would allow free text suggestions of ways to improve engagement.

Limitations

The limitations of this survey are largely two-fold; firstly, the recipient pool was limited to individuals within the four business areas identified earlier in the report. This would limit the potential recipients to just 51. Whilst this is a small pool of individuals, it would provide a mix of both gender, role and Police Officer/Police Staff positions. In addition, whilst this is not reported on, there would also be a mix of length of service amongst the individuals.

Secondly, the timescales for the recipients to respond was very short, giving just 7 days for individuals to respond. This was due to a requirement for this work to be completed as part of an assignment, which could limit the response rate.

Findings

Having reviewed the responses to date (at 18/11/2020) there has been a total of 26 individuals respond to the survey. This is out of 51 individuals, equating to a 51% response rate. When this is assessed across the different business areas, the response rates are as follows:

Department	Response Rate
Business Support Unit –	80%
Learning and Development –	25%
People Services –	87%
Occupational Health Unit -	33%

The survey was made up of three distinct sections, focusing on Our Service, Continuous Improvement and Ways of Working/Wellbeing. The findings of each area are detailed below:

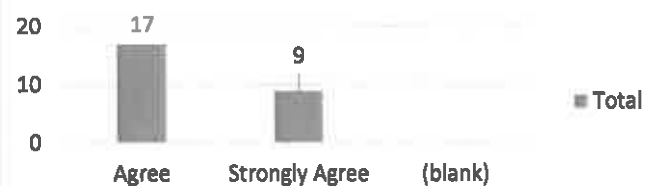
Our Service

This section of the survey was aimed at identifying and understanding the views of the respondents in terms of their understanding of their role and their abilities to carry out their role. In addition, they also aimed to identify how individuals measure their department and individual performance, as well as understanding what they do well and what needs to be improved.

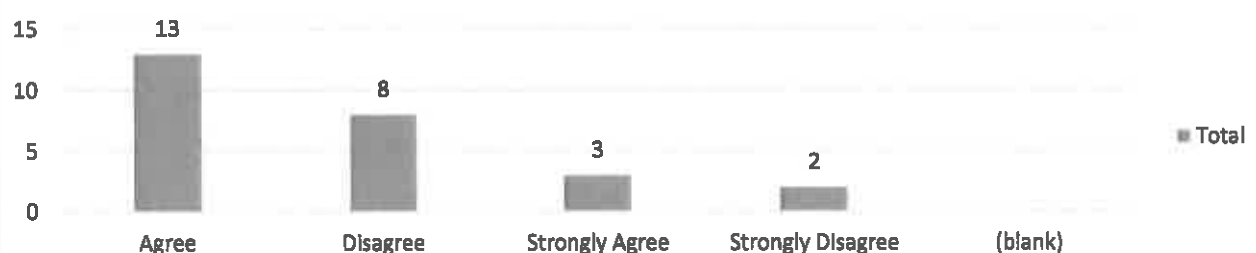
Generally, the responses for these questions were positive, with all respondents having a clear understanding of how their role contributes to the delivery of organisational objectives. Additionally, 96% of individuals felt they have the necessary skills to carry out their roles and to provide a great service to our customers. The key

areas to note within this question set were in relation to feedback and performance monitoring, with 38% of respondents disagreeing that feedback was regularly received regarding our service and 46% noting that we do not measure our progress to understand how we are performing.

I understand how my role contributes to delivery of the Force objectives



We get feedback on how satisfied Force colleagues are with our service



Continuous Improvement

This section of the survey focused on what work is currently being carried out to identify improvements to services and to implement these changes within our teams. It also looked at communication between our individual and the wider 'People' teams.

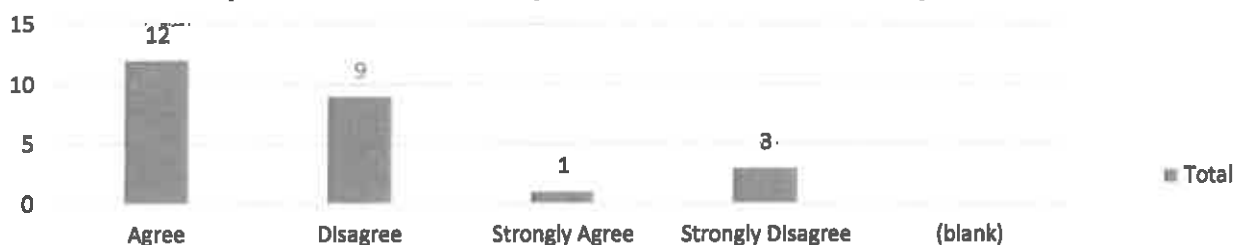
The responses for this section were generally more varied than the 'Our Service' section. Whilst 80% of individuals felt they discussed improvements in their teams meetings, 42%

felt they did not take time out as a team to implement these improvements. In addition, 46% felt that they did not meet with the wider 'People' related teams to discuss ideas on how improvements could be made. This is also supported by only 34% of respondents feeling that communication between our teams was 'good'. Notwithstanding the above, 77% of our teams were proud of what had been achieved within the last 12 months, however it was not noted what these improvements were.

We take time out as a team to improve our processes



We meet with our colleagues in the wider People related teams (BSU, People Services, L&D, OHU) to share ideas on how to improve our service



Ways of Working/Wellbeing

The final question set focused on the wellbeing of our teams along with how we work together. The results of these questions identified that there is a positive culture in the organisation, with 88% of respondents feeling that they are encouraged to learn from mistakes, if these are made. Additionally, 88% also felt that they knew how to manage their own wellbeing, with 85% feeling able to strike a work life balance. This is a clear positive in the current climate.

Whilst the above is clearly positive, 62% of respondents felt they do not celebrate achievements as much as we should. Also, 31% of individuals felt our teams do not support each other when demand and workloads peaked.

Suggestions for Improvement

In addition to the 15 questions asked to the teams, they were also given the opportunity to make a maximum of three suggestions for change and to improve employee engagement. Not all individuals provided suggestions; however of the responses received, these fell into key theme areas. These are as follows:

Communication

between

teams

"Departments don't talk to each other – Silos never work! We're supposed to work together not against each other....It's good to talk."

"Weekly meeting between all People services Departments"

"Hold social gatherings/team events – obviously not under the current restrictions."

"Communications between the different teams could be a little better."

"Better structured team meetings to be informative and a clear agenda to be discussed so that these can be covered by anyone in the absence of the chair."

Process Improvement and Continuous Improvement

"Streamline processes to be more automatic to allow time to deliver other key deliverables"

"System changes required to improve processes and go more electronic – need to ensure all happy with changes before requesting changes with IT."

"Protective time to work on developing and improving processes - acknowledging some work may need to be delayed in order to make the improvements"

Recognition and Feedback

"Showcasing – more informal recognition"

"Provide real examples of improvements made by teams in DPP and their impact (to encourage buy in)."

"Introduce more formalised customer feedback to focus our attention on areas for improvement."

"Encourage feedback within teams"

"Encourage positivity and praise teams and not always point out the negative areas"

Conclusion

The results from the survey has identified that, whilst most employees have a clear understanding of how their roles feed into the organisational objectives and feel that that they are equipped and trained to carry out their roles, there is a gap in terms of feedback and how we understand our performance as teams. This is supported further by a lack of consistent performance management across the teams.

Additionally, there appears to be a lack of consistent continuous improvement practices in place across the departments, with comments made regarding a lack of dedicated time to implement improvements. This, coupled with a lack of wider team meetings may result in a lack of improvements being made across the service, or areas of learning disseminated between our colleagues.

Lastly, there appears to be a lack of formal and informal recognition across the teams, with a majority of respondents agreeing that we do not celebrate our achievements as a department, something that is supported by several suggestions for these processes to be implemented across our departments. This is supported by McKinsey (2009) who reports an overall greater efficiency of non-monetary incentives to those which are financial based. With this in mind, there is a clear benefit to implementing a recognition process across our teams.

Recommendations

Following the results from the survey and the subsequent suggestions for improvement, I would recommend the following actions be progress in an effort to improvement employee engagement or to further investigate areas raised within the individual comments:

1. Focus groups to be set up across the wider 'People' related teams to feedback the results of the survey and to investigate some of the suggestions for improvements.
2. Creation of a formal and informal recognition programme across the 'People' related teams, including the provision of a customer feedback process for identifying areas of good work.
3. Implementing more regular wider team meetings, with the aim of greater 'People' team cohesion.
4. Adoption of 'protected improvement time' to focus on continuous improvement across teams, supported by senior management and ICT (where required).

Bibliography

There are no sources in the current document.

Havard Business Review (2019). *'Peak Performance – How Combining Employee Engagement and Performance Management Fuels Organisational Success'*. Accessed at: <https://hbr.org/resources/pdfs/comm/glint/Peakperformance.pdf>. Accessed on: 18/11/2020.

CIPD (2019). *'Employee engagement and motivation'*. Accessed at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet>. Accessed on: 18/11/2020.

Dewhursts M et al (2009). *'Motivating people: Getting beyond money'*. McKinsey.com. Accessed at: <https://www.mckinsey.com/business-functions/organization/our-insights/motivating-people-getting-beyond-money#>. Accessed on 18/11/2020

DRAFT

Harris David

From: Harris David
Sent: 18 November 2020 13:42
To: Davies Lynne; Williams Linda
Subject: [SWYDDOGOL-SENSITIF OFFICIAL-SENSITIVE - Gweithredol Operational] Employee Engagement - Survey Results
Attachments: Employee Engagement Survey - REPORT DRAFT 18.11.20.docx

SWYDDOGOL-SENSITIF OFFICIAL-SENSITIVE - Gweithredol Operational

For named recipient/s or distribution group I dderbynnnydd/derbynwyr a enwlr neu grŵp dosbarthu

Good afternoon both,

I have now received a good number of responses to the employee engagement survey I sent to our teams last week. Whilst not everyone has responded, this was never going to be easy to achieve given the short timeframe I had.

As I have now had a chance to review the responses, I have drafted a brief results paper (attached) which provides my views on the responses received to date (as at 18/11/2020), along with what next steps I believe we can take as a wider group of 'People' colleagues.

I would be grateful if you have time to review the attached and make any comments you feel relevant. If you are then in agreement with the recommendations, I could start to look at how these are planned and implemented.

Many thanks again for your support in this matter and for agreeing to me undertaking this survey with our colleagues.

Kind regards
 Dave



Dave Harris
 Swyddog yr Uned Cymorth Busnes/ BSU Officer
 Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources
 Heddlu Dyfed-Powys Police
 Ext:23817

INVESTORS IN PEOPLE®
 We invest in people Gold

We did it
 Officially accredited by Investors In People.
 Because we make work better.

SWYDDOGOL-SENSITIF OFFICIAL-SENSITIVE - Gweithredol Operational



Dyfed-Powys Police – Business Support Unit/People Services Employee Engagement Action Plan

Action Number	Action Narrative	Person Responsible	Action to be taken	With who?	By When?
ENG1	Set up focus groups across the 'People' related teams to discuss the findings of the surveys and to investigate further, some of the improvements suggested.	David Harris	Skype focus groups to be set up.	L&D, OHU, People Services and BSU	End of December
ENG2	Creation of formal and informal recognition programme across the 'People' related teams.	Steve Cadenne		Recognition and Events Officer	March 2021

Ev20

ENG3	Creation of customer feedback strategy and implement throughout organisation	Lynne Davies and Linda Williams			March 2021
ENG4	Implement regular cross team meetings to discuss process improvement and customer feedback.	Dept Heads.	Set up of regular (quarterly) team meetings.		March 2021
ENG5	Adoption of 'protected time' for process improvement.	Dept Heads	Set up plan for protected time for teams.		March 2021

Harris David

From: Davies Sian (HR)
Sent: 12 November 2020 15:21
To: Harris David
Subject: RE: [SWYDDOGOL OFFICIAL] Message from Lynne Davies and Linda Williams - Employee Engagement Survey
Attachments: Employee Engagement Survey - November 2020 - Sian.docx
Follow Up Flag: Follow up
Flag Status: Flagged

SWYDDOGOL OFFICIAL

I ti ffrind.

Kind Regards
 Sian Davies

Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources & Payroll
 Estyniad/Extension: 23935
 Llinell Union/Direct Dial: 01267 226660
 E.bost/E-mail:sian.davies2@dyfed-powys.pnn.police.uk



Heddlu Police

DYFED-POWYS

**SWYDDOGOL OFFICIAL**

From: Harris David <david.harris@dyfed-powys.pnn.police.uk>
Sent: 12 November 2020 15:04
Subject: [SWYDDOGOL OFFICIAL] Message from Lynne Davies and Linda Williams - Employee Engagement Survey
Importance: High

SWYDDOGOL OFFICIAL

Good afternoon all

As you may be aware, one of our colleagues – David Harris – is currently undertaking a Diploma In Applied HR, with a module specifically on Engagement. As part of this, David needs to create an engagement diagnostic tool with the aim of measuring engagement levels. Lynne and I thought it would be good if we could all support Dave with his assignment and, at the same time, generate some honest feedback that we can utilise to increase engagement across our teams and inform how we can improve the service we provide to our customers within the Force. You may recall the DCC advising that Durham University who conducted the Staff Survey suggested we should continue to focus on wellbeing and innovation to maintain engagement within the Force. Dave has helpfully included questions within the questionnaire against these themes.



Hapus i gyfathrebu'n Gymraeg neu'n Saesneg
 Happy to communicate in Welsh or in English

To start this process, Lynne and I would be grateful if you would participate in the survey. The survey is divided into three separate areas; Our Service, Continuous Improvement and Ways of Working/Well-Being.

Please answer these as honestly and openly as possible. Whilst there is a request to identify what team you are from, the results of this survey will remain anonymous (i.e. only David will see the responses) and the feedback you provide will only be used to identify any particular trends or to assist in planning how we can improve our services, be more innovative and continue to look after our wellbeing. Once Dave has collated the feedback we will set up a meeting to discuss it and decide what actions (if any) we would like to take.

Once you have completed the survey, please return it to David on david.harris@dyfed-powys.pnn.police.uk by close of play Tuesday 17th November 2020.

Lynne and I would like to thank you in advance for your participation and your support to David in his CIPD studies.

Diolch

Linda

Linda Williams
Head of People Services & Organisation Development



Dave Harris
Swyddog yr Uned Cymorth Busnes/ BSU Officer
Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources
Heddlu Dyfed-Powys Police
Ext:23817

INVESTORS IN PEOPLE®
We invest in people **Gold**

We did it
Officially accredited by Investors in People.
Because we make work better.

SWYDDOGOL OFFICIAL