



Research and Policy Support Report

R061/2017

# National Detectives Survey 2017 Headline Report October 2017

Author: Dr Fran Boag-Munroe

<b>Security classification</b>	<input type="checkbox"/> Not protectively marked	May be published openly / immediately
	<input type="checkbox"/> Protected	Review whether broader publication
	<input type="checkbox"/> Restricted	Not for open publication. Restricted to: .....
	<input type="checkbox"/> Confidential	

## Contents

Executive summary .....	3
Introduction .....	6
Demographics .....	6
Impact of service cuts .....	7
Workload and job demands.....	9
Job-related stress.....	13
Absence and absence behaviours.....	16
Views about the job .....	20
Training and Continuous Professional Development .....	25
Attraction and retention .....	29

## Executive summary

### Sample and responses

- The National Detectives Survey 2017 opened on 1st September 2017 and closed on 24th September 2017. During this time detectives were contacted via the Police Federation's National Membership Database, via the National Detectives Forum mailing list and via local Joint Branch Boards.
- 7,803 usable responses were received after data cleansing: this is the highest number of responses ever obtained for the National Detectives Survey.

### Impact of service cuts

- More than half of respondents said that service cuts have had a major impact on their morale.
- More than a quarter of respondents said that service cuts have had a major impact on their physical health and wellbeing and on their mental health and wellbeing.
- 62% of respondents said that service cuts have substantially increased their overall workload, 53% said that service cuts have substantially increased how fatigued they feel, and 49% said that service cuts had substantially increased how stressful they found their job.

### Workload and job demands

- 76% of respondents said that their workload had increased in the last year, and the same proportion said that their workload over the last 12 months has been too high.
- Only 27% of respondents said that their workload allowed them to provide the service to victims they needed most or all of the time and just 22% said that their workload allowed them to provide the service to witnesses most or all of the time.
- 80% of respondents felt that their work kept them away from the family/social life more than they would like, up from 75% in 2015.
- 71% of respondents said that they experienced difficulties in being able to book annual leave or time off, compared to 64% in 2015, and 48% of respondents saying that the cancellation of their rest days has increased in the last year.
- The amount of time spent on-call has also increased since previous surveys. This year, 61% of respondents said that they were on-call at least one week in every six; with 11% of respondents permanently on-call.

## Job-related stress

- 48% of respondents said that they found their work either very or extremely stressful.
- Respondents were most likely to say that their job was stressful because there are high levels of personal responsibility.
- A majority of respondents also cited the following as making their job stressful: pressures relating to demand and capacity including not enough officers in their team or unit a high workload, an inability to meet all the conflicting demands on their time, and unrealistic time pressures.
- 48% of respondents said that they felt emotionally drained from work either most or all of the time: this has increased substantially since previous years (38% of respondents in 2015; 32% of respondents in 2014).

## Absence and absence behaviours

- 71% reported at least one instance of “presenteeism” (attending work despite feeling they should have taken sick leave) associated with their physical health and wellbeing whilst 54% reported at least one instance of presenteeism associated with their mental health and wellbeing.
- 42% of respondents reported at least one instance of “leaveism” (taking annual leave or rest days when they should have taken sick leave) associated with their physical health and wellbeing. One third of respondents reported at least one instance of leaveism associated with their mental health and wellbeing.
- 91% of respondents who had taken sickness absence due to their mental health and wellbeing said that the difficulties they experienced were caused, or made worse, by work.
- The job-related factors most likely to contribute to the difficulties respondents experienced with their mental health and wellbeing were an insufficient number of officers in their team or unit and a heavy workload.
- A majority (56%) of respondents who took sickness absence due to their mental health and wellbeing received some form of support from their force, however 13% said that they needed support but didn’t ask, and 14% said that they needed and asked for support but was not provided with any.
- 61% of respondents who received support from their force said that they were given the right support and 50% said that they were given enough support, however 22% did not feel that they were given the right support and 32% did not feel that they were given enough support.

## Views about the job

- A majority of respondents (54%) felt that the hours of work of a detective were not flexible enough for someone who is a main or joint main carer.
- 63% of respondents disagreed with the statement “the issue of diversity has not been truly addressed within CID” compared to 12% of respondents who agreed; however female and BME officers were slightly more likely to disagree that the issue diversity has been truly addressed.
- 85% of respondents felt that the role of detective was seen as less valuable to the force than it used to be and 45% of respondents reported being satisfied with their jobs; a smaller proportion than in 2015 or 2014.

## Training and Continuous Professional Development

- 55% of respondents said that they were either dissatisfied or very dissatisfied with the training and CPD opportunities offered to them, up from 41% in 2015 and 39% in 2014.
- The proportion of respondents saying that they had difficulty in securing training opportunities has also increased, from 46% in 2015 and 38% in 2014 to 51% of respondents in this year’s survey.
- 56% of respondents this year said that they rarely had the time to stay up-to-date with the latest developments in their area of work. The most frequently cited reasons for not being able to keep up-to-date were too many competing priorities (79%), not enough officers to provide cover for training attendance (76%), not enough time set aside by management for officers to study (76%) and workload (76%).
- Since 2015, there has been an increase in the proportion of respondents who said that found the PIP2 training course to be either very or quite effective. This year 66% of respondents said that the PIP2 training course was effective, compared to 60% of respondents in 2015.

## Attraction and retention

- 36% of respondents either would not change their career path (22%) or couldn’t think of any job they would prefer (14%); this proportion is smaller than in previous years.
- 26% of respondents said that they would take any other job but with similar earnings and benefits, and 10% would quit immediately if they could find something else to do.
- The reasons most commonly given for deciding to become a detective were the opportunity to investigate more serious and complex crime, (compared to other roles in policing), interesting, varied and challenging work and the opportunity to develop new skills and knowledge.
- Only 29% of respondents said that becoming a detective was the reason they joined the police service in the first place.

## Introduction

The National Detectives Survey 2017 opened on 1<sup>st</sup> September 2017 and closed on 24<sup>th</sup> September 2017. During this time we had responses from 8,613 respondents. This was reduced to 7,803 usable responses after data cleansing<sup>1</sup>. Detective officers were invited to attend via the Police Federation's National Membership Database, as well as via local Joint Branch Boards and the National Detectives Forum mailing list.

This is the fourth year that the survey has been conducted. The purpose of the survey was to gather detective officers' views on a range of issues that affected them and how they felt about their role. Some questions from previous surveys were repeated and some new questions were added; these included the impact that service cuts were having as well as a greater focus on detective officers' health and wellbeing.

There is still no accepted measure of the total number of detectives in England and Wales. It is therefore not possible to calculate a definitive response rate for the survey as a proportion of the total number of detectives. Despite this, we can be confident that the sample size was large enough that the percentages quoted in this report can be considered to be accurate within the normal bounds of academic rigour<sup>2</sup>. In addition, the total number of responses was over 2,000 higher when the survey was last conducted in 2015, and over 3,500 higher than in both 2014, and 2013<sup>3</sup>.

## Demographics

36% of respondents were female and 64% were male; 4.6% of respondents were from Black or other Minority Ethnicity (BME) officers and 85% were aged between 31 and 50.

72% of respondents were Constables, 20% were Sergeants and 8% were Inspectors or Chief Inspectors. 8% said that they were Trainee Investigators, whilst 71% had been a detective for between 5 and 20 years.

Official data is again not available to compare the demographic profile of the sample against the demographic profile of all detectives in England and Wales. However we do know that

---

<sup>1</sup> Responses were removed if respondents said that they were not a detective or had not been a detective in the last three years or if answers were implausible, e.g. time in rank exceeded service length.

<sup>2</sup> Margin of error for all officers of federated rank ( $n = 121,718$  based on 2017 Home office figures) with a sample size of 7,808 would be  $\pm 2\%$  with a 99% confidence level; the margin of error for detectives will therefore as a minimum be below  $\pm 2\%$ .

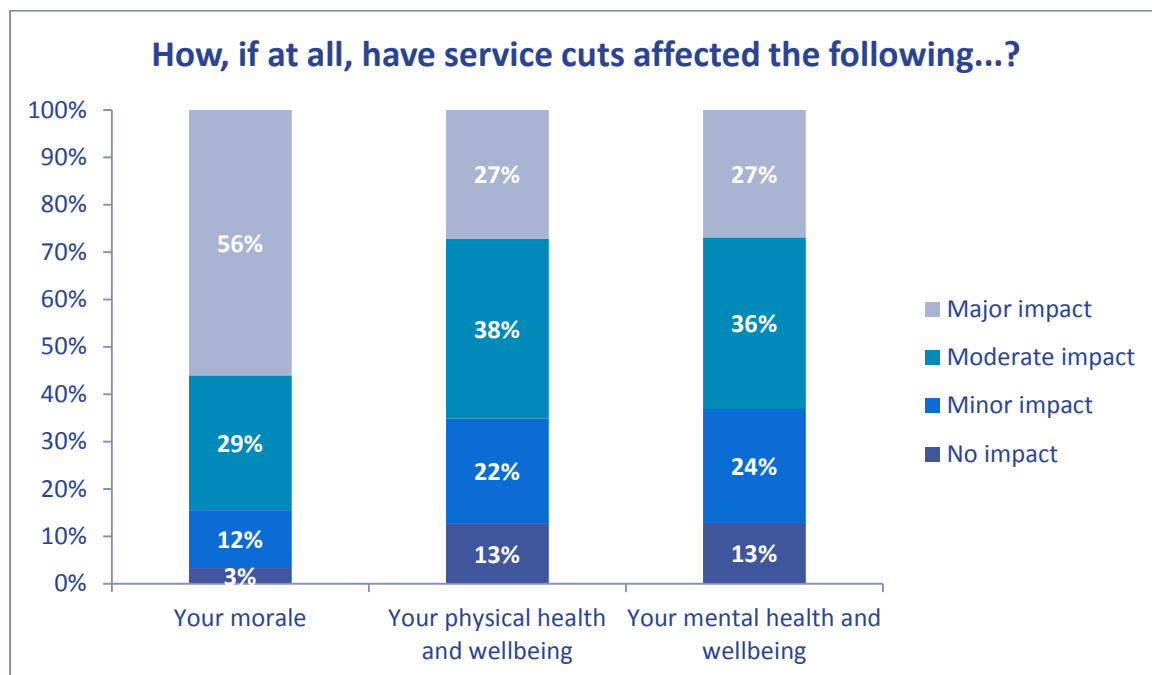
<sup>3</sup> This is the first year the National Detectives Survey has been distributed to officers via JBBs and the National Detectives Forum. This is likely to explain the higher number of responses this year.

the demographic profile for this survey was very similar to the demographic profile for earlier National Detective Surveys in 2015 and 2014.

## Impact of service cuts

This year's survey asked respondents about the impact that recent service cuts have had on them. Overall, a majority of respondents said that service cuts have had either a moderate or major impact on their morale and their physical and mental wellbeing.

**More than half of respondents said that service cuts have had a major impact on their morale. In addition more than a quarter of respondents said that service cuts have had a major impact on their physical health and wellbeing and on their mental health and wellbeing.**



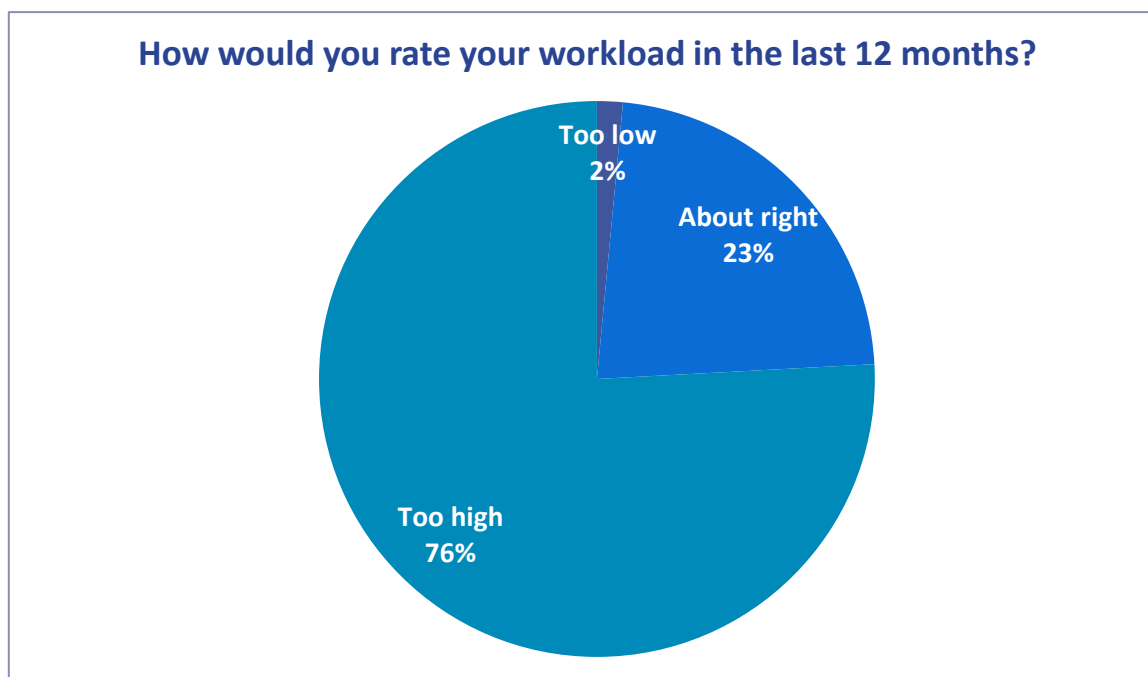
**62% of respondents said that service cuts have substantially increased their overall workload, with a further 32% saying that their workload had slightly increased. In addition, a majority of respondents said that service cuts had substantially increased how fatigued they felt; whilst just under half said that service cuts had substantially increased how stressful they found their job.**

<b>How, if at all, have service cuts affected the following...?</b>	<b>Substantially increased</b>	<b>Slightly increased</b>
<b>Your overall workload</b>	62%	32%
<b>How fatigued you feel</b>	53%	38%
<b>How stressful you find your job</b>	49%	41%
<b>How frequently you experience unrealistic time pressures</b>	44%	43%
<b>Your ability to meet conflicting demands on your time at work</b>	43%	35%
<b>How often you have unachievable deadlines</b>	38%	43%
<b>How often you are pressured to work long hours</b>	36%	41%
<b>The amount of unpaid overtime you do</b>	27%	37%



## Workload and job demands

76% of respondents said that their workload had increased in the last year, and the same proportion said that their workload over the last 12 months has been too high; 25% of whom said that their workload was much too high.



11% of respondents said that their workload never allowed them to provide the service to victims that they needed, and 14% said that their workload never allowed them to provide the service to witnesses that they needed. Whilst these proportions have not changed substantially since 2015, the proportion of respondents who said that their workload allowed them to provide the service they needed to victims and witnesses most or all of the time has decreased.

For instance, this year **only 27% of respondents said that their workload allowed them to provide the service to victims they needed most or all of the time and just 22% said that their workload allowed them to provide the service to witnesses most or all of the time.**

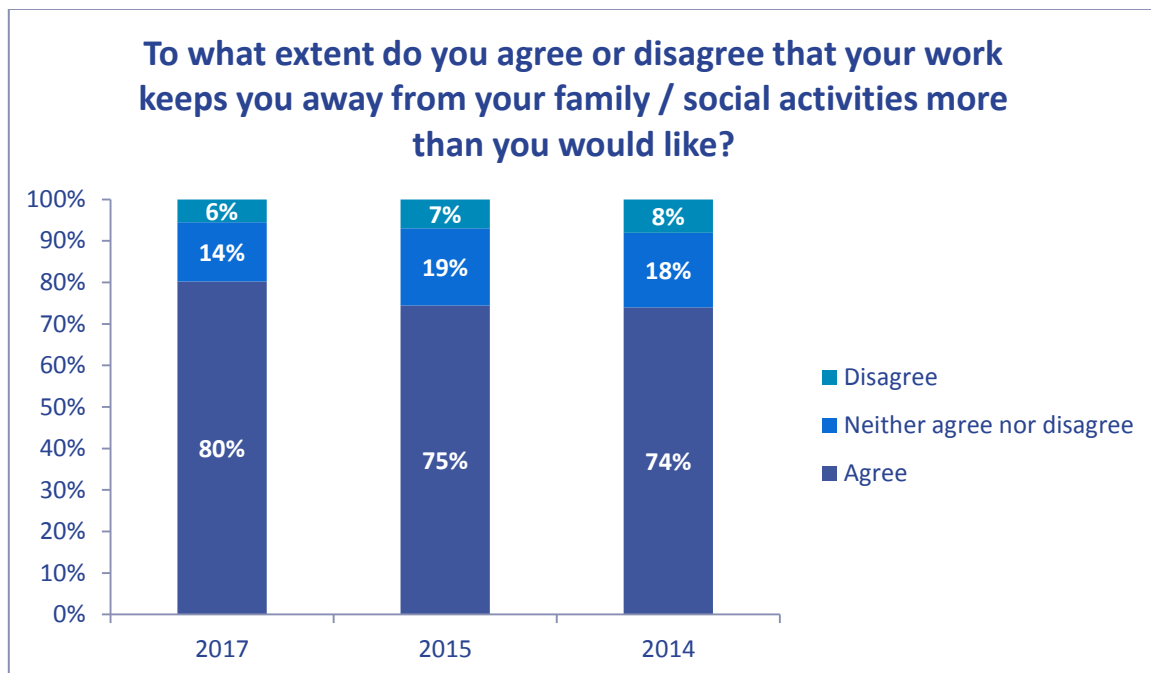
Does your workload enable you to provide the service to victims that they need?			
	2017	2015	2014
Never	11%	11%	8%
Sometimes	62%	57%	53%
Most of the time	25%	29%	35%
All of the time	2%	3%	4%

Does your workload enable you to provide the service to witnesses that they need?			
	2017	2015	2014
Never	14%	13%	9%
Sometimes	64%	59%	57%
Most of the time	20%	25%	31%
All of the time	2%	3%	3%

The proportion of respondents who said that they work on-call has not changed substantially since previous years; for instance this year 20% of respondents said that they worked on-call compared to 19% in 2015. However **the amount of time spent on-call does appear to have increased since previous surveys**. Whereas 45% of respondents in 2014 and 54% of respondents in 2015 said that they were on-call at least one week in every six weeks, **in this year's survey 61% of respondents said that they were on-call at least one week in every six.**

For the first time, this year's survey also asked about permanent on-call – **11% of respondents said that they were permanently on-call**, making it the third most frequent response after one week in every four (18%) and one week in every six (16%).

Compared to 2015, this year a higher proportion of respondents said that their work kept them away from their family/social activities more than they would like. Whereas **in 2015 75% of respondents felt that their work kept them away from the family/social life, this proportion increased to 80% in 2017**. However, respondents were slightly more likely to be satisfied than dissatisfied with their work-life balance. 40% of respondents said that they were either satisfied or very satisfied with their current work-life balance, in comparison to 38% who were either dissatisfied or very dissatisfied.



A majority of officers were contacted regularly when off-duty about current case work, with a large majority being contacted by their force when they were off duty at least once a month, and **more than a quarter said that their force contacted them when off-duty at least once a week concerning current case work they are managing**.

Difficulties in taking their annual leave and rest days appeared more common in this year's survey than in previous years. **71% of respondents said that they experienced difficulties in being able to book annual leave or time off, compared to 64% in 2015**. In addition, only 27% of respondents said that they never had rest days cancelled, with **48% of respondents saying that the cancellation of their rest days has increased in the last year**.

A common theme running through respondents' comments in relation to difficulties in getting time off was that departments were running at, or often below, minimum staffing levels. This meant that leave was refused as there was not enough resilience within their team, particularly on top of other abstractions, including sick leave and court attendance. A selection of illustrative comments is provided below.

**"All officers experience problems with this. Due to officer numbers it is difficult for all officers to get leave as minimum strengths are rarely met. I also have difficulty getting leave due to court and am warned for court when on leave, despite dates to avoid being up to date. Often these court cases then don't happen or a guilty plea is entered on the first day of trial. Also, I am regularly warned for court on rest days, leaving me working upwards of ten days straight."**

**"Owing to staffing levels, it is very difficult to find days where leave would be authorised. Our team carries 3 full time DCs and 3 part time DCs. Our supervisors are reluctant to permit leave which would take staffing below 3 - which is often the number of officers due on before any other abstractions or leave (include sickness)"**

**"Due to low staff levels it is often the case that minimum team strengths are not achieved which means no annual leave can be taken for those days."**

**"Current staffing levels run just above minimum levels therefore allowing no resilience in relation to night duties and court etc."**

**"Unable to take leave as other have it or due to court warning and reserve warning periods. Teams are so small that only one person on the team can be off at any one time. Still waiting for August 2018 leave request to be processed"**

## Job-related stress

48% of respondents said that they found their work either very or extremely stressful, in effect reporting a non-diagnostic case of work-related stress<sup>4</sup>. This proportion dropped slightly to 46% with the removal of any respondent who also said that their life outside of work was very or extremely stressful.



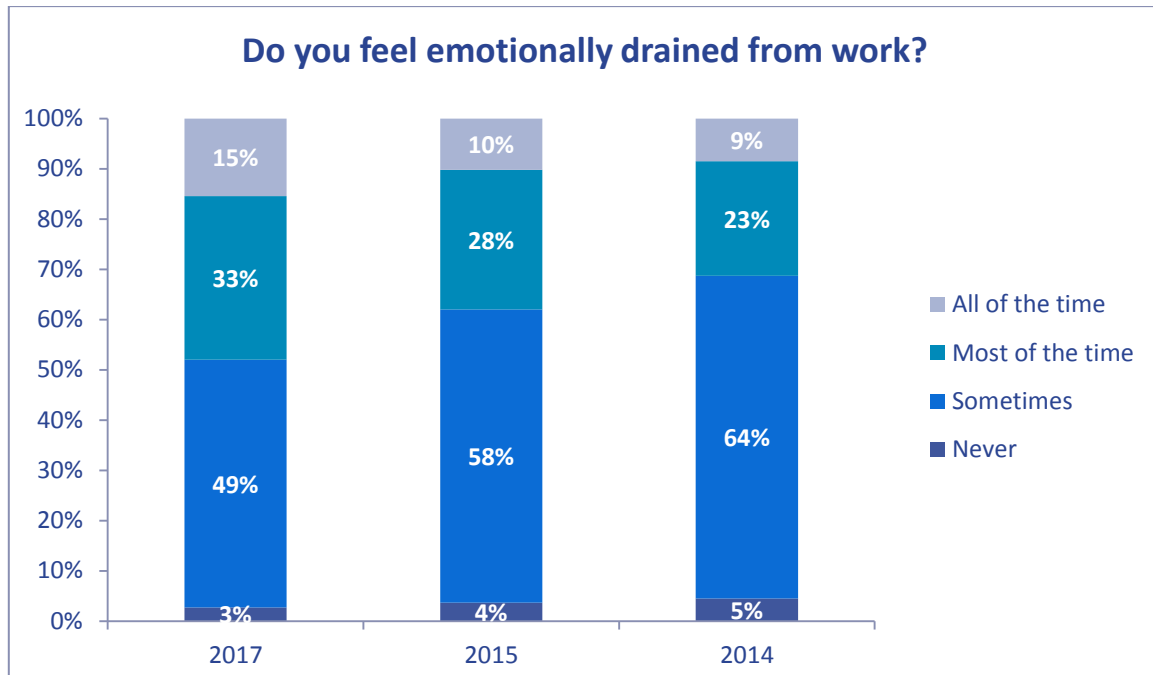
Respondents were asked about the aspects of their job that made it stressful. **Respondents were most likely to agree that their job was stressful because there are high levels of personal responsibility.** Also linked to the nature of the job itself, a large majority of respondents said that their job was stressful because the nature of the work is high-risk (80%), because the work was emotionally demanding (71%) and because they were exposed to traumatic or distressing incidents and material (64%).

However a **majority of respondents also cited pressures relating to demand and capacity as making their job stressful**, including not enough officers in their team or unit (86%), a high workload (80%), an inability to meet all the conflicting demands on their time (69%) and frequently unrealistic time pressures (61%).

<sup>4</sup>See Police Federation of England and Wales 2016 Officer Demand, Capacity, and Welfare Survey Initial Report - Descriptive Results (p.82) for further explanation of measurement and classification of work-related stress

<b>My job is stressful because...</b>	<b>Proportion agreeing or strongly agreeing</b>
<b>There are high levels of personal responsibility</b>	93%
<b>There aren't enough officers in my team/unit</b>	86%
<b>I feel like the general public and partner agencies often have unrealistic expectations</b>	82%
<b>The nature of my work is high-risk</b>	80%
<b>I have a high workload</b>	80%
<b>There is frequent organisational change</b>	79%
<b>My work is emotionally demanding</b>	71%
<b>I don't have enough time to be able to do my job to a standard of which I can be proud</b>	70%
<b>I am unable to meet all the conflicting demands on my time at work</b>	69%
<b>I am exposed to traumatic or distressing incidents and material</b>	64%
<b>I frequently have unrealistic time pressures</b>	61%
<b>There aren't enough opportunities for professional development</b>	57%
<b>I frequently have unachievable deadlines</b>	57%
<b>I am often pressured to work long hours</b>	51%
<b>My work-life balance is poor</b>	43%
<b>I don't feel like I have enough support from management</b>	40%
<b>I don't feel like I have enough support from colleagues</b>	19%

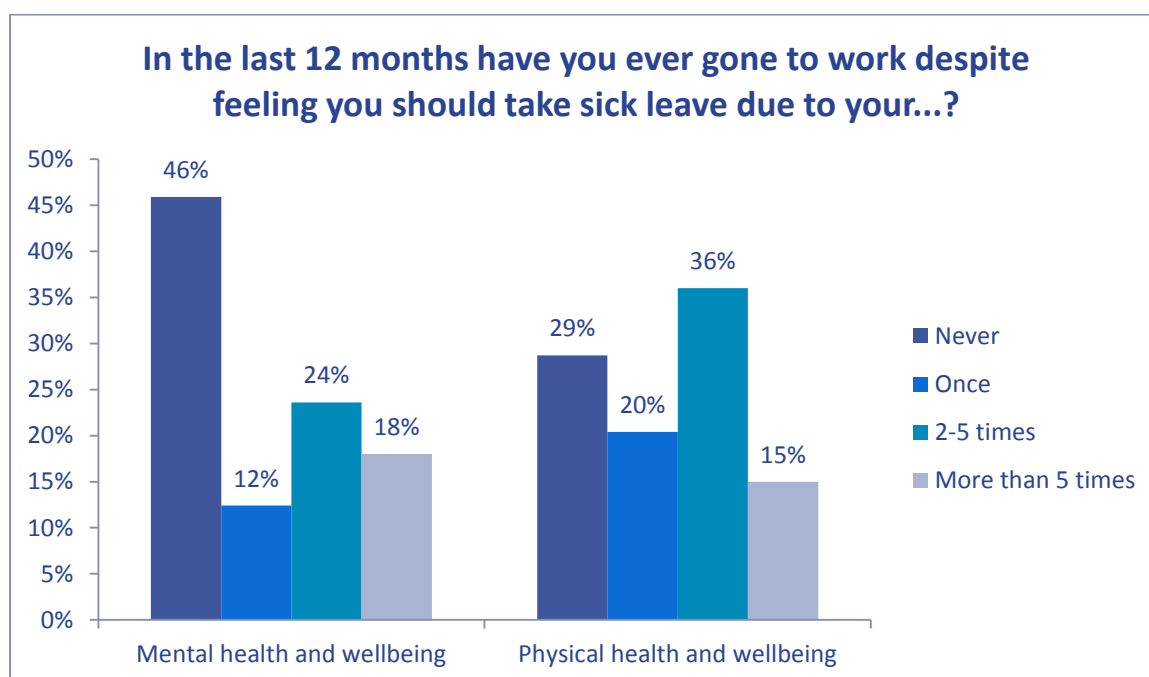
There has also been a substantial increase in the proportion of respondents who said that they felt emotionally drained from work. In 2017, **just under half of respondents - 48% - said that they felt emotionally drained from work either most or all of the time**, in comparison to 38% of respondents in 2015 and 32% of respondents in 2014.



## Absence and absence behaviours

35% of respondents said that they had taken sickness absence due to their physical health and wellbeing in the last 12 months. In addition, 14% said that they had taken sickness absence due to their mental health and wellbeing.

**71% reported at least one instance of “presenteeism” (attending work despite feeling they should have taken sick leave) associated with their physical health and wellbeing in the last 12 months, whilst 54% reported at least one instance of presenteeism associated with their mental health and wellbeing.**



Furthermore, **42% of respondents reported at least one instance of “leaveism” (taking annual leave or rest days when they should have taken sick leave) associated with their physical health and wellbeing. One third of respondents reported at least one instance of leaveism associated with their mental health and wellbeing.**



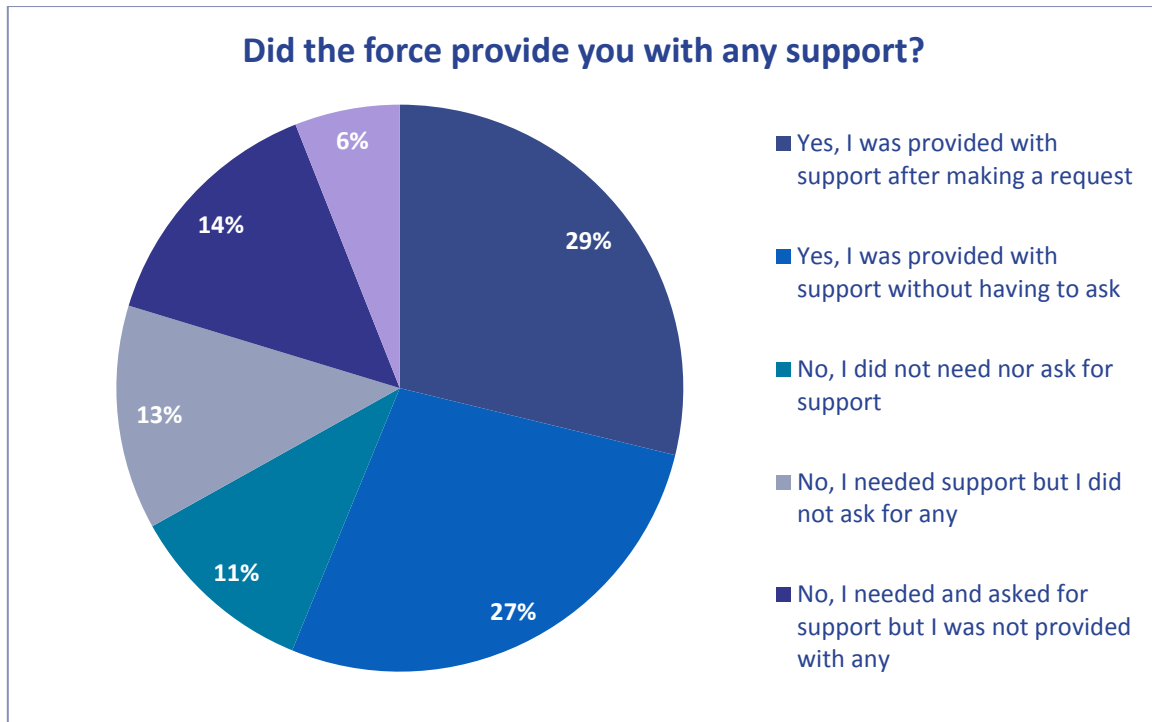


Of the respondents who said that they had taken sickness absence due to their mental health and wellbeing in the last 12 months, **91% said that the difficulties they experienced with their mental health and wellbeing were caused, or made worse, by work.**

**The job-related factors most likely to contribute to the difficulties these respondents experienced with their mental health and wellbeing were an insufficient number of officers in their team or unit and a heavy workload;** these factors were cited by more than three quarters of respondents who said that the difficulties they experienced with their mental health and wellbeing that led them to take sickness absence were caused, or made worse, by work.

<b>Significant contribution to difficulties experienced with mental health and wellbeing...?</b>	
<b>An insufficient number of officers in my team/unit</b>	<b>78%</b>
<b>A heavy workload</b>	<b>76%</b>
<b>Not having enough time to be able to do my job to a standard of which I can be proud</b>	<b>72%</b>
<b>The high levels of personal responsibility involved in the job</b>	<b>70%</b>
<b>Being unable to meet all the conflicting demands on my time at work</b>	<b>69%</b>
<b>Emotionally demanding work</b>	<b>68%</b>
<b>The high-risk nature of the work</b>	<b>62%</b>
<b>Frequent unachievable deadlines</b>	<b>56%</b>
<b>Frequent unrealistic time pressures</b>	<b>54%</b>
<b>Poor work-life balance</b>	<b>53%</b>
<b>Frequent organisational change</b>	<b>52%</b>
<b>Unsupportive management</b>	<b>51%</b>
<b>Being pressured to work long hours</b>	<b>47%</b>
<b>Unrealistic expectations from the general public and partner agencies</b>	<b>46%</b>
<b>Being exposed to traumatic or distressing incidents and material</b>	<b>39%</b>
<b>Poor opportunities for professional development</b>	<b>31%</b>
<b>Unsupportive colleagues</b>	<b>27%</b>

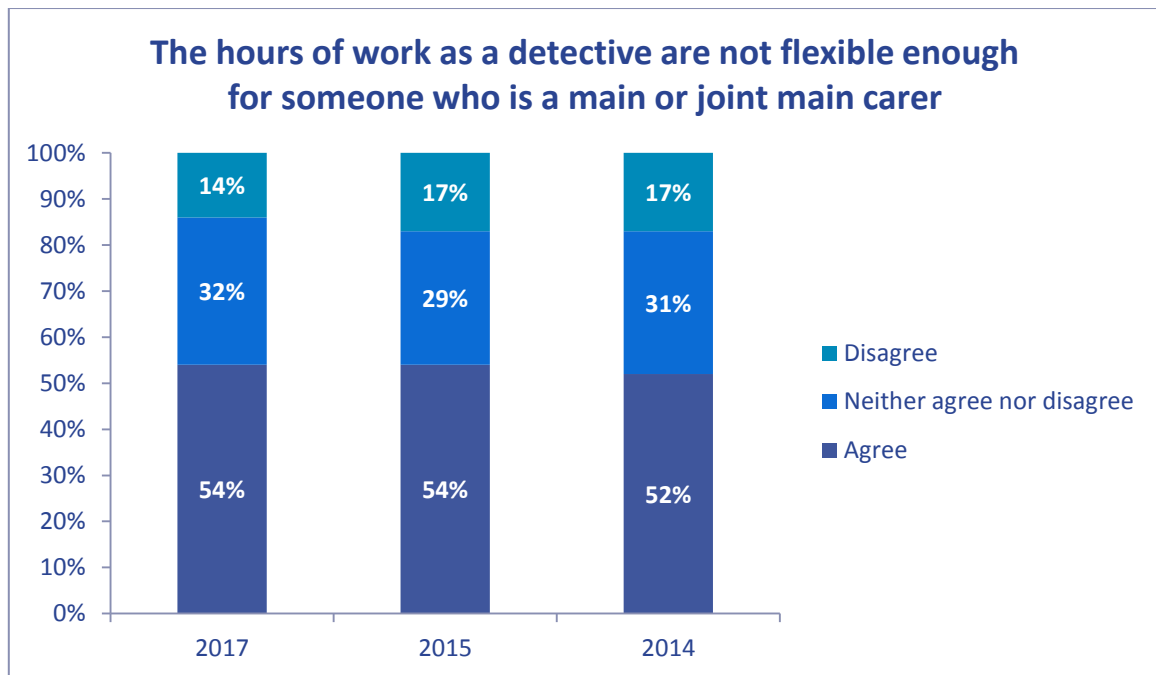
For those respondents who took sickness absence due to their mental health and wellbeing in the last year, 87% were placed in the same role after returning to work, whilst 13% were placed in different roles. **A majority (56%) of respondents received some form of support from their force, however 13% said that they needed support but didn't ask, and 14% said that they needed and asked for support but was not provided with any.**



Of those respondents who were provided with support, **61% said that they were given the right support and 50% said that they were given enough support.** On the other hand, **22% did not feel that they were given the right support and 32% did not feel that they were given enough support.**

## Views about the job

Respondents were asked a number of questions about their job, mirroring the questions asked in previous years. **A majority of respondents (54%) felt that the hours of work were not flexible enough for someone who is a main or joint main carer.** This proportion has not changed substantially previous surveys conducted in 2014 and 2015.



A selection of respondents' comments in relation to flexibility is provided below. Whilst some positive examples were provided; a majority still highlight concerns with combining the detectives' working hours and workloads with flexible working patterns.

"I am a single mother of three, and have a flexible working pattern (part-time). This has been accommodated well by the force, and there are a number of working mothers in CID now - far more than there used to be."

"All Detective roles that are now advertised state must be fully flexible and be prepared to work long hours and out of force. This discriminates against most part time staff as they work part time because they can't offer that full flexibility as they are usually the main carer for dependents or have a partner that has to be fully flexible meaning they can't be."

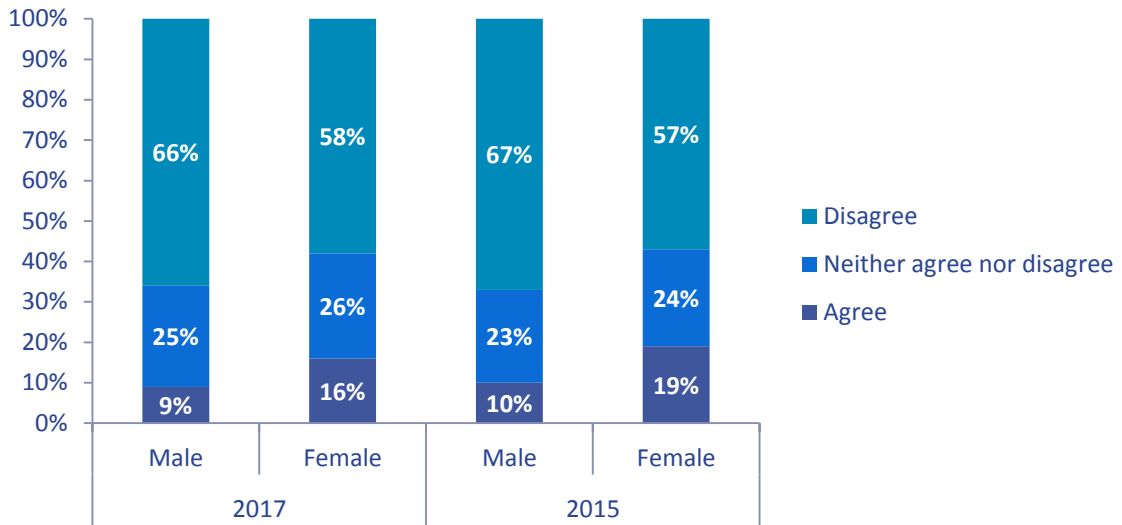
"I am a DI and have been since before having my children. Although I manage to stay in main office CID as a DI as a main child carer I cannot see it working well at DS or DC level. I worry that we lose, particularly females, as detectives due to this challenge. I can't see a solution to it due to the nature of the work."

"I am the main carer for two children. I work a flexible pattern to assist with this however the overtime causes me anxiety as I feel pressure to do overtime that then does not work at home."

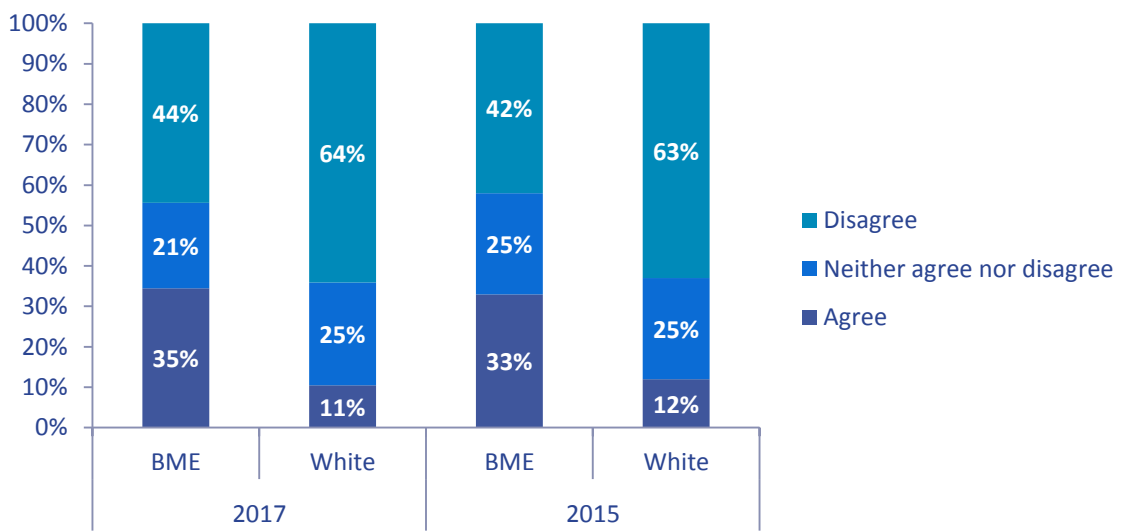
There has also been little change in respondents' views regarding equality and diversity within CID. **63% of respondents disagreed with the statement "the issue of diversity has not been truly addressed within CID" compared to 12% of respondents who agreed.** The same proportion disagreed with this statement this year as in 2015.

Moreover, as in previous years, female officers were more likely to agree with this statement than male officers (16% versus 9%), and BME officers were more likely to agree than white officers (35% versus 11%). In addition, **the proportion of BME respondents who felt that the issue of diversity has not been truly addressed within CID has increased slightly since 2015**, when 33% of BME respondents agreed with this statement.

**The issue of diversity has not been truly addressed within CID**



**The issue of diversity has not been truly addressed within CID**



**85% of respondents felt that the role of detective was seen as less valuable to the force than it used to be.** A number of respondents provided comments on this, making reference to increasing demands coupled with decreasing resilience, as well as a lack of recognition for the challenges involved in the role. Examples of these comments are provided below.

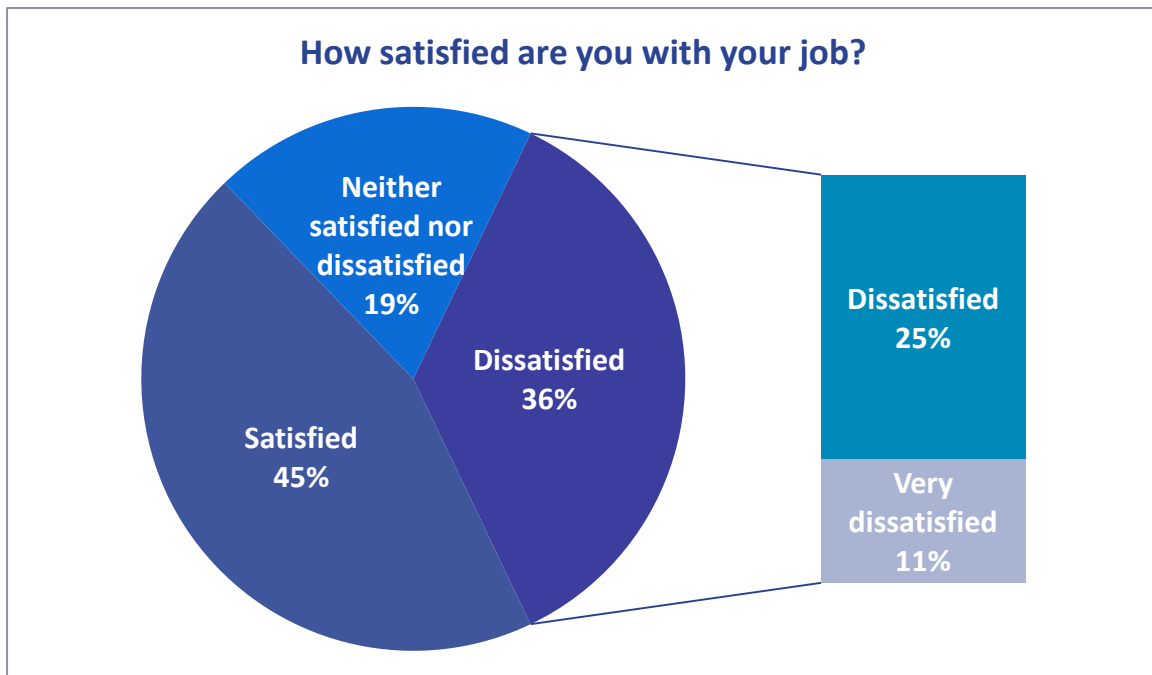
**“As a detective the role in my force feels undervalued as workloads go up and resilience goes down there appears to be no additional help for a detective. When you speak to supervision about problems with workloads the answer appears to 'get on with it' or 'if you don't like the department then move’”**

**“Being a detective used to be regarded as a prestigious role. However, the role has been so significantly de-valued within the Police Service and this combined with the increased demands and workloads of front line CID officers has resulted in officers no longer choosing it as a career pathway. The knock on effect is that those already in the front line CID have increased demands placed on them as their departments are unable to recruit officers to fill existing vacancies.”**

**“Detectives are given vastly more responsibility and accountability coupled with huge workloads and lack of staff which cause stress, and people are leaving in droves. There is little to no recognition for the role as a specialist investigator and it is widely believed that the management simply do not value the role at all.”**

**“Detectives are specialist investigators, but are not seen as such. The risk in the work carried, especially in Child Protection is not recognised. Detectives are not valued as much as they used to be, which makes the role less attractive, therefore causes a shortage in people applying for the role. There are no incentives in my view anymore.”**

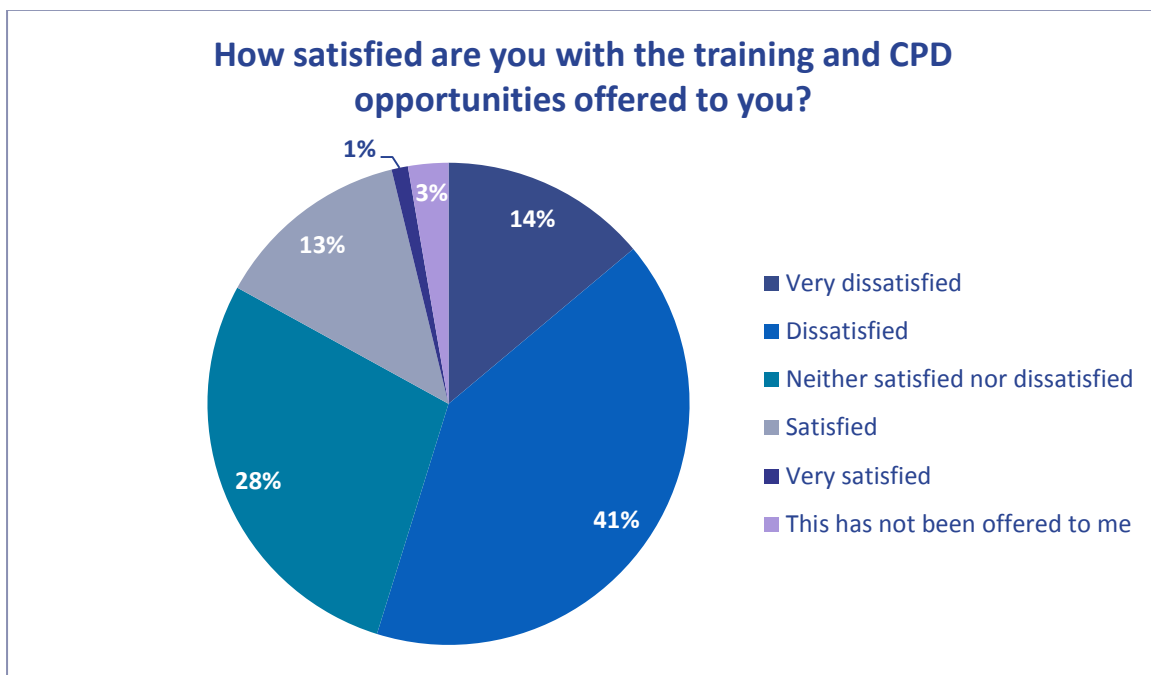
In addition, the proportion of respondents who said that they were satisfied with their job has decreased since previous surveys. Whereas in 2014 52% of respondents were satisfied with their job, and in 2015 48% were satisfied with their job, this year **45% of respondents reported being satisfied with their jobs**. Similarly, the proportion of respondents who said that they were dissatisfied with their job has increased, with more than one in ten now saying that they are very dissatisfied.





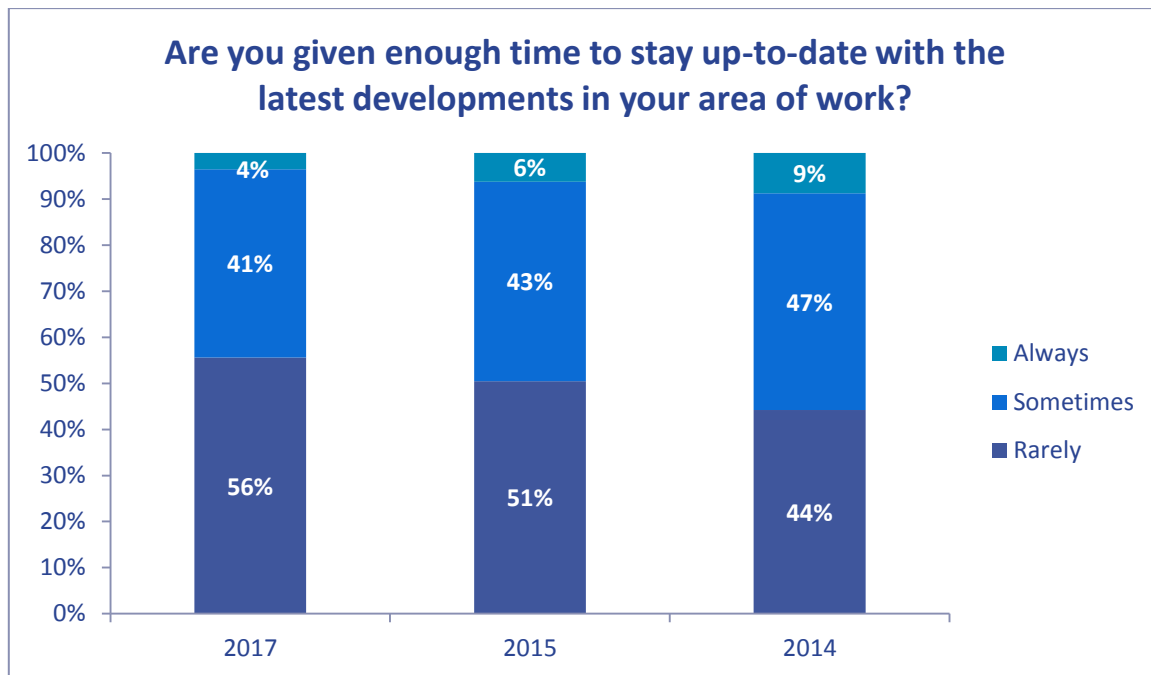
## Training and Continuous Professional Development

There has been a large increase in the proportion of respondents who said that they are dissatisfied with the training and Continuous Professional Development (CPD) opportunities offered to them. This year **55% of respondents said that they were either dissatisfied or very dissatisfied with the training and CPD opportunities offered to them**, up from 41% in 2015 and 39% in 2014. At the same time, just one in seven respondents were satisfied with the training and development opportunities offered to them.



In line with the increased levels of dissatisfaction with training and CPD, the proportion of respondents who said that they have experienced difficulties in securing specific training opportunities in order to perform their role effectively has increased this year compared to previous surveys. **In 2017, 51% of respondents said that they had difficulty securing training opportunities, compared to 46% of respondents in 2015 and 38% of respondents in 2014.**

In addition, the proportion of respondents who said that they rarely have enough time to stay up-to-date with the latest developments in their area of work is also higher than in any previous year; **56% of respondents this year said that they rarely had the time to stay up-to-date with the latest developments in their area of work.**



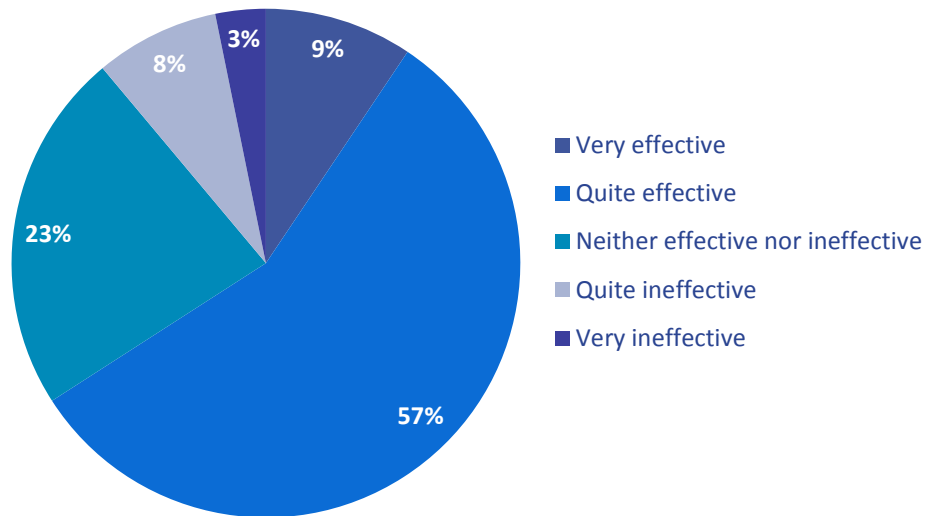
Respondents were asked why they found it difficult to stay up-to-date with the latest developments in their fields. **The reasons respondents cited for not being able to stay up to date related to issues of opportunities to attend training, including too many competing priorities (79%), not enough officers to provide cover for training attendance (76%), not enough time set aside by management for officers to study (76%) and workload (76%).**

In addition, around three quarters of respondents also said that the online learning package provided by NCALT is poorly delivered (73%) and that there were not enough formal training days (72%).

It is difficult to stay up-to-date with the latest developments in my field because...	
I have too many competing priorities	79%
There is no time set aside by my management for study	76%
There are not enough officers to cover my day-to-day work for me to attend relevant training, conferences, meetings or workshops	76%
My workload is too high	76%
I have too many other commitments	75%
The online learning package provided by NCALT is poorly delivered	73%
There are not enough formal training days	72%
I am too tired at the end of the day	71%
Access to knowledge management systems (e.g. professional newsletters, forums, RSS feeds) that help communicate new developments is poor	51%
There is a lack of training staff	46%
There is no appropriate training available	44%

68% of respondents said that they had received additional training since completing the Initial Crime Investigators Development Programme (ICIDP). 80% of these respondents said that they had completed PIP2. Since 2015, there has been an increase in the proportion of respondents who said that found the PIP2 training course to be either very or quite effective. **This year 66% of respondents said that the PIP2 training course was effective, compared to 60% of respondents in 2015.**

### How effective do you consider the PIP2 training course to be?



The 11% of respondents who said that they found the PIP2 training course to be ineffective were asked to comment on why they found the training to be ineffective, as selection of these comments are provided below:

**“A lot of time is spent on learning information that is not relevant to the day to day working of a detective. The course should be more based on reality, rather than from a theoretical standpoint.”**

**“It simply doesn't prepare you for what is then going to come on general CID.”**

**“By the time I was given a course I had been in the role for over a year and the course was structured in a way to benefit people at the start of the role not someone who had already been in position for some time.”**

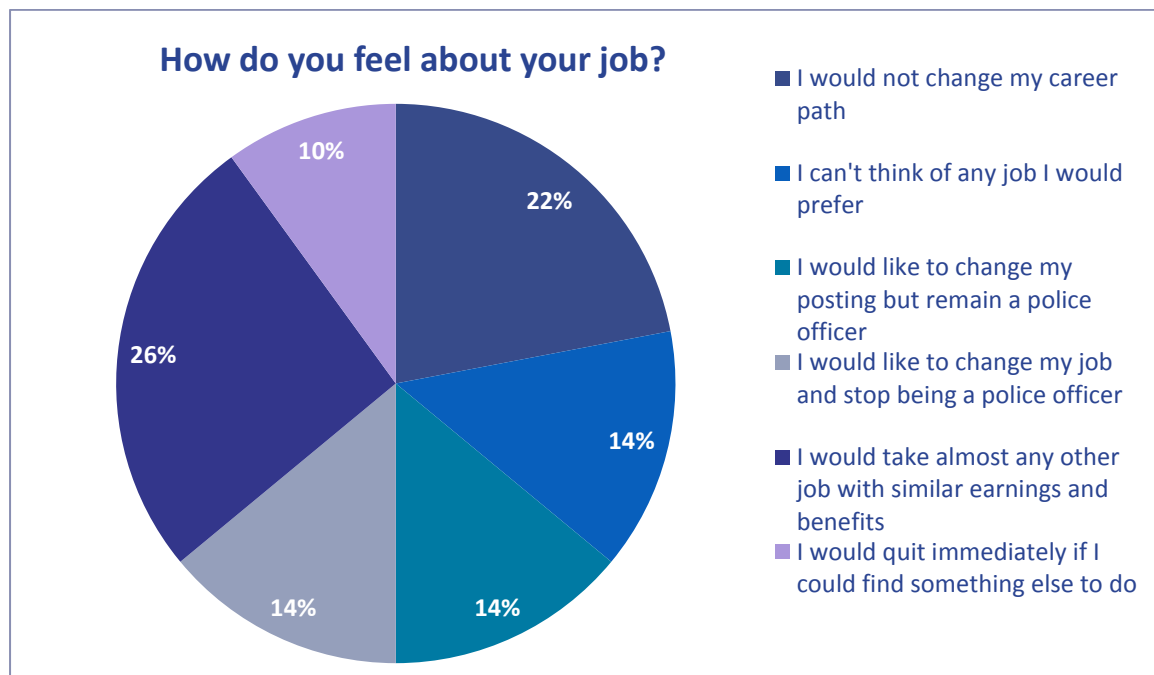
**“Not enough knowledge checks. It is effectively an 'attendance only required' type of course. Therefore no matter your level of knowledge/competence you are guaranteed to get through it.”**

## Attraction and retention

**36% of respondents either would not change their career path (22%) or couldn't think of any job they would prefer (14%), this proportion is somewhat smaller than in previous years; in 2015 40% of respondents agreed with one of these two statements, whilst in 2014 the proportion was 45%.**

As in 2015, **14% of respondents said that they would like to change their posting but remain a police officer.** Of these respondents, a large majority (77%) said that they wanted to remain a detective in their current force but change roles, whilst 8% said that they would like to remain a detective but move forces, and 15% said that they would like to return to uniform. These proportions have not changed substantially since 2015.

Of the remaining 58%, **14% said that they would like to change jobs and stop being a police officer, 26% said that they would take any other job but with similar earnings and benefits, and 10% would quit immediately if they could find something else to do.** These latter two proportions have increased since previous surveys.



	2017	2015	2014
I would not change my career path	22%	23%	28%
I can't think of any job I would prefer	14%	16%	18%
I would like to change my posting but remain a police officer	14%	14%	15%
I would like to change my job and stop being a police officer	14%	14%	11%
I would take almost any other job with similar earnings and benefits	26%	23%	21%
I would quit immediately if I could find something else to do	10%	9%	8%

Respondents were also asked about the reasons they decided to become a detective. Respondents were most likely to say that they became a detective because, in comparison to other roles open to them, it would give them the opportunity to investigate more serious and complex crime and would give them the opportunity to develop new skills and knowledge. A large majority of respondents also said that they thought it would be more interesting, varied and challenging than other roles open to them.

I became a detective because...	
I thought it would give me the opportunity to investigate more serious and complex crime	97%
I thought it would give me more opportunity to develop new skills and knowledge	97%
I thought the work would be more interesting	94%
I was attracted to the variety of work	91%
I thought the work would be more challenging	88%
I wanted a more specialist role	86%
I saw it as the next step in my career	84%
I thought it would give me more opportunity to see individual jobs/cases through from start to finish	84%
I thought it would provide me with greater ability to secure convictions for criminals	74%

Perhaps understandably, respondents were least likely to say that they became a detective because of factors linked to working hours and work-life balance, for instance just 26% said that they became a detective because they thought it would give them better working hours. Notably, **only 29% said that they became a detective because it was the reason they joined the police service in the first place.**

<b>I became a detective because...</b>	
<b>I wanted to move out of uniform</b>	47%
<b>I thought it would give me more opportunities for advancement/promotion</b>	42%
<b>I thought it would give me a better shift pattern</b>	30%
<b>It was the reason I joined the police service in the first place</b>	29%
<b>I thought it would give me a better work-life balance</b>	29%
<b>I thought it would give me better working hours</b>	26%
<b>I thought it would give me more flexibility for childcare</b>	12%

Respondents were asked what they saw as the barriers to recruiting more detectives. A number of challenges came up repeatedly within respondents' comments, including high workloads, low staffing levels, a poor work-life balance, a lack support from senior management and the level of risk and responsibility that came with the role. Respondents frequently said that was little incentive to become a detective because of these factors, with a number of comments linking this to financial rewards and benefits.

A number of comments pointed to recruitment challenges as creating a vicious cycle, with issues such as a high workloads and stress levels meaning that it was difficult to attract officers to the role, which in turn increased the workload and stress levels of existing detectives.

“The need to study and pass exams with the end result being a much higher workload, increased responsibility, longer hours/ more overtime, dealing with the court process from completing files to liaising with CPS and regular court attendance, physically and mentally taking work home with you, only to earn the same salary and benefits.”

“There are no incentives to become a detective nowadays, you have to sit an exam and then attend a course and complete a portfolio and there is now reward at the end of it. You carry a high workload with high risk cases and can often be late off. You have to buy your own clothes to come to work in. There is very little acknowledgement of the good work that you do but yet lots of criticism when [you] make mistakes or get something wrong.”

“There is no incentive to study for exams and complete extra training and evidencing accreditation. There is higher levels of risk involved, no recognition, no financial incentive, no better shift pattern.”

“There is no financial benefit after completing the exam and training. At the same time the workload and responsibility increases. Plus, there are less opportunities for DC's to progress to other roles because boroughs are understaffed and do not wish to release them.”

“We fell too short of detectives, people do not want to join now as they now they will not be in a better place, but far more stressed then they ware in their current roles, morale within CID departments is low, there is not enough opportunities to develop into specialist roles”

“It's a vicious circle - non-detectives see detectives as miserable, over-stressed, over-worked, underpaid and under-appreciated specimens and do not want to join the department and become the same. The problem is that without an influx of new detectives, or aspiring detectives, the existing detective pool will continue to be miserable, over-stressed, over-worked, underpaid and under-appreciated...”



Respondents were also asked what could be done to keep detectives in their role once recruited. Comments often referenced their responses to the previous question, noting that acknowledging and addressing these issues would not only attract more detectives, but also retain existing detectives.

Issues of management and supervision were highlighted by a number of respondents, whilst one of the most frequent responses reflected a view that additional payments were required in recognition of specialisation and responsibility. In addition, the belief that forces need to sufficiently invest in detectives was also raised in many respondents' comments, including ensuring appropriate development opportunities.

**“A recognised qualification and rewarded with adequate pay grade that shows personal development. A better work life balance. More staff trained to enable a better chance of time off due to adequate staffing levels”**

**“Defined career paths with opportunities to specialise with promotional processes which do not penalise for specialising”**

**“Detectives want to be professional and be properly trained, NCALT is rubbish. Professional training sends a message that staff are worth something and that the work is important. the fact that NCALT the cheapest option has been adopted sends the message that the work and you are not important. Also extra responsibility and skills should attract greater pay.”**

**“Forces need to invest in the support for those departments, to ensure they have the tools to do their job. Centralising everything and taking away the tools we need will just mean more will leave, as we cannot do what is required and demanded of us.”**

**“Not money, ideas need to be more creative than that. Improvements have to be made around working conditions. Better rotas that fit a need to give quality of service with Detectives work life balance. To establish proper recruitment plans for CID so that shortfalls don't occur. Continued upskilling for Detectives and career development. Adopt a less blame more development culture”**

**“Having the right guidance and support from supervisors, good management of workloads, acknowledgement for the work done. Not being left to "just get on with it".”**