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Organisational Development
& International Faculty
College of Policing
KNOWLEDGE EXCHANGE SUMMER CONFERENCE 2016

WORKFORCE OF THE FUTURE IN POLICING

N8 POLICING RESEARCH PARTNERSHIP

June 8th 2016 - Weetwood Hall, Leeds

#N8KnowledgeXchange
Aims of the session...

• Review current challenges facing policing

• Professionalising the future service - what might it look like?

• Explore the strategic importance of employee wellbeing for overall performance

• Explain how to build the wellbeing of individuals, teams and organisations
What are we training the next generation of cops to do?
Environmental Context...
What will be our depiction?
“Does your car have any idea why my car pulled it over?”
Professionalising the service, just what does that mean?
Wellbeing

“We need leaders throughout organisations who manage people by praise and reward and not by faulting, who can provide their staff with more autonomy and control over their jobs and who create a ‘good day at work’.”

Professor Sir Cary Cooper
Wellbeing...

What's happening to police numbers?
24 November 2015

More than 53,000 Police Scotland working days 'lost to stress'
19 July 2015

Only one in 10 police officers 'would recommend job'
13 July 2015

Police cuts coincide with rise in stress, federation says
30 June 2014

Health

More than 40 longitudinal studies in last 10-12 years

Poor psychological well-being factors (e.g. frequent negative feelings, depression, anxiety) predict:

- General ill health (including heart disease, high blood pressure, immune system malfunctioning, frailty in later life)
- Earlier death

Source: Diener & Chan, 2011

Police psychological sick leave up 35% in five years
8 hours ago | UK | 82

The policing minister said officers had "stressful and demanding" jobs

Cases of UK police officers and staff taking long-term sick leave for psychological reasons have risen by
91% of police officers have experienced stress and poor mental health at work.
NPCC Coordinating Committee for Workforce Wellbeing and Engagement Working Group
• Ethics and Integrity – CC Iain Spittal
• Workforce and the Future – Clare Davis
• Leadership – CC Giles York
• Wellbeing and Engagement – DCC Andy Rhodes
Working group objectives 2015/16...

Evidence Base

Workplace Wellbeing Charter

Getting Started Events

Interventions

Organisational Recipe for Wellbeing
THE WORKPLACE WELLBEING CHARTER
NATIONAL AWARD for ENGLAND

Professor Dame Carol Black
Expert Adviser on Health and Work to the Department of Health, England
Areas of the Charter:

1. Alcohol and Substance Misuse
2. Healthy Eating
3. Physical Activity
4. Smoking and Tobacco
5. Mental Health
6. Health & Safety
7. Absence Management
8. Leadership
The ability to cope with adversity, and to be able to ‘bounce back’. Being able to deal with the stressors of every day life.

Employee Wellbeing

• Psychological
• Physiological
• Sociological
• Financial

Knowing enough about your staff to be able to recognise when things are not right, and to have the skills to intervene both quickly and effectively

Environment

Creating an environment in which all employees can lead a meaningful and purposeful life.
An unhealthy workplace often has:

- Poor management
- Poor customer service
- High levels of absence
- Reduced productivity
- Unreasonably high work demands
92% of managers said they feel they have very good ‘people skills’

Unfortunately, employees don’t agree!

32% don’t think their managers communicate openly and honestly with them

35% said managers do a lot of telling but not much listening

24% feel their manager is not committed to helping develop their career

34% of respondents said they need more support from their manager

(Britain at Work Survey, 2015)
Leadership:

Transforming Leadership:

- Transformational
  - Idealised Influence
  - Inspirational Motivation
  - Intellectual Stimulation
  - Individual Consideration

- Transactional
  - Constructive
  - Contingent Reward

- Laissez-Faire

Better Professionals for Better Policing
### Transforming Leadership... Made Simple

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<tr>
<th>Leadership Aspect</th>
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<td>Commitment</td>
<td>Inspirational Motivation</td>
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Leadership

Know Yourself

Know Your Stuff

Know Your Staff
Leadership...
Leadership...
"One way of looking at this might be that for 42 years, I've been making small, regular deposits in this bank of experience, education and training. And on January 15 the balance was sufficient so that I could make a very large withdrawal."

(Captain Chesley “Sully” Sullenberger)
Resilience

1. Accept change
   Find ways to become more comfortable with change.

2. Become a continuous learner
   Learn new skills, gain new understanding and apply them in times of change.

3. Take charge
   Take charge of your own career and your own development.

4. Find your sense of purpose
   Helps you to assess setbacks within the framework of a broader perspective.

5. Pay attention to self-identity
   Form your identity apart from your job.

6. Cultivate relationships
   Develop and nurture a broad network of personal and professional relationships.

7. Reflect
   Reflection fosters learning, new perspectives and self-awareness.

8. Skill shift
   Reframe how you see your skills, talents and interests.
The Resilience Prescription (Southwick and Charney, 2012)

- Establish and nurture a supportive social network.
- Be optimistic.
- Develop cognitive flexibility - ability to reframe stressful events.
- Develop a personal “moral compass” or shatterproof set of beliefs.
- Be altruistic.
- Find a resilient role model.
- Learn to be adaptive in facing your fears. Recognize that fear and other intense emotions like sadness or anger are “normal” and can act as a guide.
- Develop active coping skills.
- Have a sense of humour and laugh frequently. Positive emotions fuel resilience.
- Keep fit. Exercise is good for physical and psychological well-being and also enhances brain health and plasticity.
6 Essentials: Sources of workplace pressure and support

1. Resources & Communication
   - Role of leaders and managers: Keep people informed and equipped

2. Control
   - Role of leaders and managers: Enable an appropriate sense of control

3. Balanced Workload
   - Role of leaders and managers: Enable maintenance of a balanced workload

4. Job Security & Change
   - Role of leaders and managers: Manage change effectively

5. Work Relationships
   - Role of leaders and managers: Ensure collaborative relationships at work

6. Job Conditions
   - Role of leaders and managers: Ensure satisfying work and fair rewards

Employee well-being and engagement

Business performance outcomes
1. Resources & Communications
2. Control
3. Balanced Workload
4. Job Security & Change
5. Work Relationships
6. Job Conditions
# General Working Population Norm

**Compared to PPU**

**N = 39240**  **27 Organizations**

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The Module

Understanding Leadership and Understanding Yourself.
Delegates will look at the differences between leadership and management and gain a greater understanding of their own leadership style and preference.

Module Content

- Exploring the differences between leadership and management.
- Recognising your own leadership style.
- Understanding your preferred learning style.
- Discover your personality type and its influence on leadership.

Policing Professional Framework:

This module links to the following areas of the PPF:
Leading Change, Leading People, Managing Performance, Professionalism, Decision Making and Working with others.

Wellbeing

This module links to the following areas of wellbeing:

“By far the best course I’ve been on”

“IT was certainly an eye opener for me, learnt a lot about myself.”
Who wants change?

Who wants to change?

Who wants to lead the change?
“What do you mean, it’s a bit muddy?”


• Leaveism at Work. Occupational Medicine, 64(3), 146-147. 2014. Oxford University Press


• Well-being and Engagement in Policing: The Key to Unlocking Discretionary Effort. Policing 2016 Oxford University Press


• Leading Through Change: To what extent is a Transformational Leadership approach appropriate during unprecedented restructuring of the police? Chartered Management Institute, Management articles of the year. March 2013. CMI


• Public Value: A New Means to Peel an Apple? Conference paper. Presented at CEPOL European Police Research and Science Conference. Lisbon, Portugal. 5th -8th October 2015