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YOUR VOICE MATTERS

HEADLINE RESULTS

SPA FORENSICS | OCTOBER 2024



OUR ORGANISATION



OUR CULTURE



YOUR ROLE



OUR LEADERS



YOUR TEAM



YOUR WELLBEING



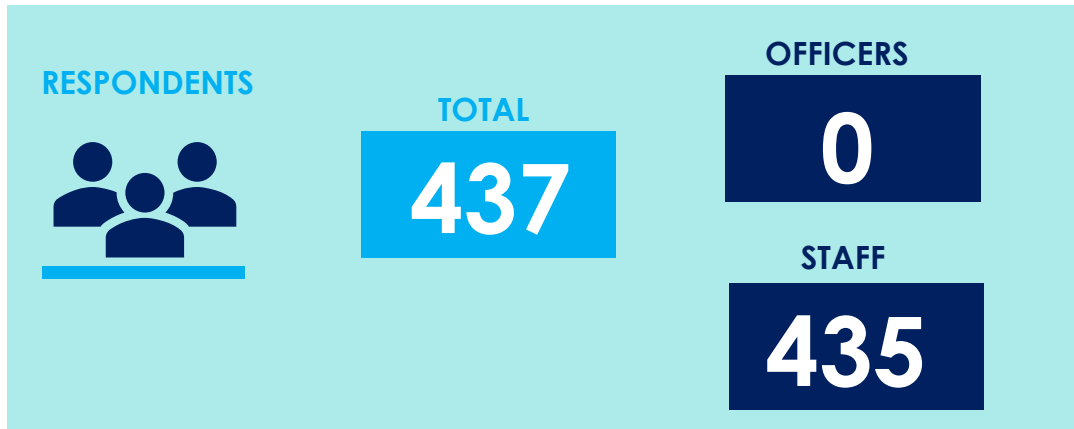
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YOUR VOICE MATTERS

WORKFORCE SURVEY
24/25



- Online survey issued to all staff
- Alternative completion methods offered
- Refreshed survey – designed and tested with leaders, colleagues and stakeholders
- Questions aligned to strategic priorities and programmes to measure impact e.g. Your Leadership Matters, Your Safety Matters, Policing Together, People Strategy etc.
- Questions to benchmark with 2021 survey included

Headline Summary

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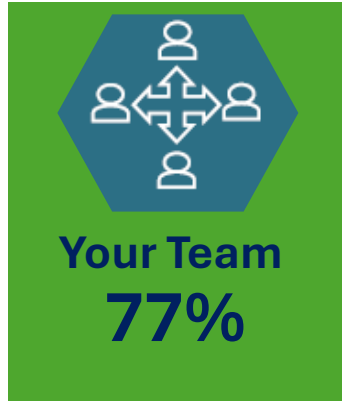
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OVERALL ENGAGEMENT INDEX

Overall agreement across all themes

53%



Top Level Insights

- Overall, views on teams and team working were the most positive.
- Views on the organisation in general and SMT leaders show the greatest opportunity for improvement.
- Moderate levels of positivity reported for other aspects, showing scope for improvement in several areas.

Levels of Engagement

70% - 100%	High levels of agreement reported
50% - 69%	Mixed levels of agreement indicating there are opportunities for improvements
0% - 49%	Lower levels of agreement reported, and improvement needed



Scores show that **Your Team** – elements were the most positive, with strong agreement around listening, collaboration and support suggesting there is effective working relationships across teams.

The only exception was in relation to having sufficient people resource which scored particularly low.

YOUR TEAM : INDEX SCORE 77%	Total Agree	
Support each other	89%	Very High
Listen to one another	86%	Very High
Work together effectively	86%	Very High
Can be relied upon to help if things get difficult in my job	86%	Very High
Communicate effectively with each other	83%	Very High
Is a positive and inclusive environment	77%	High
Has sufficient people resource	33%	Low



Our Culture was one of the second highest scoring areas. However, mixed views were reported across the various aspects. Positive scores reported for learning from mistakes and being enabled to express behaviours which align with the organisation's values. Areas for improvement are around having a sense of belong, feeling enabled to call out inappropriate behaviour and collaborating with other teams.

OUR CULTURE : INDEX SCORE 62%	Total Agree	
Learn from mistakes	73%	High
Express behaviours which are consistent with our values	70%	High
Value diversity and different ways of thinking	65%	Moderately High
Comfortable informing my supervisor/line manager if/when I have been negatively impacted by something at work	69%	Moderately High
Express myself openly and honestly	57%	Moderate
Collaborate with colleagues in other teams and areas of the organisation	57%	Moderate
Call out and challenge inappropriate behaviours or comments	55%	Moderate
Have a sense of belonging	46%	Low



Supervisors/first line managers received positive scores for regular communication and making time.

Scores were moderately high, suggesting there is room for improvement, for aspects such as providing structured time with them, involving them in decisions and providing feedback. Areas where improvement is most needed are calling out inappropriate behaviour and seeking feedback.

OUR LEADERS (SUPERVISORS/FIRST LINE MANAGERS): INDEX SCORE 62%	Total Agree	
Communicates with me regularly	75%	High
Makes time for me	71%	High
Involves me in decisions that affect me	64%	Moderately High
Provides feedback on my performance	64%	Moderately High
Encourages suggestions for better or different ways of doing things	63%	Moderately High
Provides structured time with me to discuss what's going well and how to overcome any challenges I may come across	62%	Moderately High
Creates a positive and inclusive working environment	61%	Moderately High
Is proactive in understanding my needs	59%	Moderate
Calls out inappropriate behaviour or comments	49%	Low
Seeks feedback on how they can do things better or differently	49%	Low



Views on **Your Role** were very mixed. The majority feel trusted to do their job, stand up for others, had a good understanding of how to access wellbeing support and are positive about flexible working and making a difference to society. Two thirds have been able to apply training in their role and understand how their role contributes to the organisation. However, just under three fifths were positive about their physical work environment indicating improvement may be needed here.

YOUR ROLE : INDEX SCORE 54%	Total Agree	
I stand up for the rights of others even if it means I will be criticised	85%	Very High
I have a good understanding on how to access the wellbeing support offered by the organisation	83%	Very High
I am trusted to do my job (even if in a different location to my manager)	80%	Very High
Making a difference in society I more important to me than personal achievements	74%	High
I am given the opportunity for flexible working	72%	High
I have had opportunities to apply my learning/training in my role	66%	Moderately High
I understand how my role contributes to the organisation's vision, values, and priorities	64%	Moderately High
I have equipment I need to do my job	62%	Moderately High
My physical work environment is comfortable	58%	Moderate



Lower levels of agreement were given to these aspects relating to **Your Role**. Less than a third felt valued and felt they have a development path. Low scores were also recorded for receiving recognition, having a personal attachment and being aware of opportunities to help develop their career. The results indicate there is opportunity for improvement across these aspects.

YOUR ROLE : INDEX SCORE 54%	Total Agree	
I am able to make suggestions for doing things differently	57%	Moderate
I have a workload that is manageable	46%	Low
I have access to training to enable me to do my job	45%	Low
I am aware of the opportunities for me to develop my career	38%	Low
I receive recognition for the work I do	38%	Low
I feel a strong personal attachment to the organisation	36%	Low
I feel valued for the work that I do	31%	Low
I have the choice of a clear development path, supported by my line manager	29%	Low



Our Organisation received one of the lowest overall scores and there are clear areas for improvement. This includes creating a safe environment for raising concerns and challenging inappropriate behaviours and understanding the changing needs of society better.

OUR ORGANISATION : INDEX SCORE 38%	Total Agree	
Is clear on what is expected of me in terms of how I behave as an employee of Police Scotland	80%	Very High
Is one I am proud to work for	54%	Moderate
Has clear values, vision, and priorities	49%	Moderate
Creates a safe environment and support systems for colleagues to raise concerns	43%	Moderate
Fosters a call out culture, equipping all to challenge inappropriate behaviours	38%	Low
Actively understands the changing needs of society	35%	Low



Listening and acting on feedback were the lowest scoring aspects overall suggesting that a lot of work is needed in this area. The scores also indicate issues with effective communication, inspiring individuals and motivating them to actively contribute towards the vision.

OUR ORGANISATION : INDEX SCORE 38%	Total Agree	
Inspires me to do the best in my job	35%	Low
Ensures there is equal access to opportunities	33%	Low
Motivates me to contribute towards its vision and priorities	28%	Low
Communicates effectively with the workforce	24%	Low
Actively listens to the needs of the workforce	15%	Very Low
Acts on feedback from the workforce	15%	Very Low



Levels of agreement were particularly low across all aspects in relation to the **Senior Managers**. Improvement is needed around all areas. Agreement for Senior Managers being aware of and caring for wellbeing are particularly low.

SENIOR LEADERS (HEAD OF SERVICE/SNR MANAGER/CHIEF INSPECTOR/SUPERINTENDENT/CHIEF SUPERINTENDENT: INDEX SCORE 21%	Total Agree	
Snr Mgt – communicate regularly on changes within the organisation and matters that affect me and my role	28%	Low
Snr Mgt – takes issues seriously	23%	Low
Snr Mgt – offers opportunities for me to engage with them directly	23%	Low
Snr Mgt – are visible to me	21%	Low
Snr Mgt – are aware of and care about my wellbeing	13%	Very Low

*Senior Leaders/Management defined as Head of Service, Senior Managers, Chief Inspector, Superintendent, Chief Superintendent



There were positive views on employees feeling safe and protected and having access to the correct resources and uniform. The lowest scores were around reflecting on the impact of their role and having support to rest and recharge.

General wellbeing was also measured by how colleagues felt during the past 2 weeks, in line with the World Health Organisation criteria[^]. As a guide, a score of above 52% is considered a good wellbeing score. SPA Forensics score is 42%.

YOUR WELLBEING : NO INDEX SCORE	Total Agree	
Have the correct access to digital/tech that I need to do my job	79%	High
Have access to appropriate uniform (Excl. NA)	77%	High
Feel safe and protected at work	77%	High
Have support from my supervisor/line manager	67%	Moderately High
Get the breaks that I need	66%	Moderately High
Have support in achieving a better work-life balance	54%	Moderate
Talk about how I'm feeling with a colleague	52%	Moderate
Have the support to rest and recharge from the demands of my role	46%	Low
Reflect on the impact my role could have on me	41%	Low

*Scale used – All of the time to At no time. Figures relate to NET: At least half the time

[^] WHO 5 questions ask about how often people have felt cheerful, calm, active, rested etc. in the past two weeks

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Some differences in views were reported by sub-divisions with Search and Recovery team reporting lower agreement levels and Operations, Crime managers, Change & Innovation and SMT reporting higher scores.

	SPA Forensics	Search & Recovery	Analysis	Reporting	Operational Infrastructure & Support	Operations, Crime managers, Change & Senior Mgt.	Prefer not to say
Overall Engagement (All topics)	53%	48%	55%	53%	53%	70%	54%
Our Organisation	38%	32%	39%	37%	38%	57%	40%
Our Culture	62%	57%	64%	61%	64%	76%	63%
Your Role	54%	48%	55%	57%	52%	71%	54%
Our Leaders – First Line Mangers/ Supervisors	62%	55%	66%	63%	63%	79%	61%
Our Leaders – SMT	21%	17%	17%	22%	16%	51%	25%
Your Team	77%	75%	82%	74%	83%	82%	77%

*Some sub-divisions were grouped where base sizes were less than 20

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Employees in higher grades were more positive across all aspects than their counterparts. Those who were grade 5-8 tended to give lower agreement scores.

	SPA Forensics	Grade 1-4	Grade 5-8	Grade 9-14
Overall Engagement (All topics)	53%	62%	50%	76%
Our Organisation	38%	52%	33%	64%
Our Culture	62%	75%	58%	82%
Your Role	54%	62%	50%	78%
Our Leaders – First Line Mangers/ Supervisors	62%	65%	59%	85%
Our Leaders – SMT	21%	28%	17%	53%
Your Team	77%	82%	75%	86%

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Very similar views expressed across all lengths of service. Employees with a service of between 6 – 10 years were slightly less positive about most themes within the survey.

	SPA Forensics	Up to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Overall Engagement (All topics)	53%	55%	51%	52%	53%
Our Organisation	38%	45%	36%	35%	35%
Our Culture	62%	65%	61%	61%	61%
Your Role	51%	55%	52%	53%	54%
Our Leaders – First Line Mangers/ Supervisors	62%	61%	59%	63%	63%
Our Leaders – SMT	21%	22%	16%	22%	22%
Your Team	77%	78%	76%	77%	79%

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A few differences were reported across protected groups, with ethnic minorities giving more positive scores for aspects relating to our organisation, culture, line managers and their role. Those who had neurodivergent traits, who had caring responsibilities and disabled all gave slightly lower scores for most aspects than their counterparts.

	SPA Forensics	Disability/ Health Condition	No disability	Neurodivergent traits	No Neurodivergent traits	Caring resp. (exc. CH)	No caring resp.	Ethnic Minority	White
Overall Engagement (All topics)	53%	50%	56%	50%	55%	49%	54%	68%	54%
Our Organisation	38%	35%	40%	36%	40%	32%	39%	58%	39%
Our Culture	62%	54%	66%	53%	65%	56%	64%	78%	63%
Your Role	54%	48%	57%	47%	56%	52%	54%	68%	55%
Our Leaders – First Line Mangers/ Supervisors	62%	63%	63%	64%	64%	57%	62%	80%	63%
Our Leaders – SMT	21%	14%	24%	22%	22%	19%	22%	38%	21%
Your Team	77%	80%	79%	78%	80%	77%	78%	73%	78%

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Very similar pattern of scores reported across gender and sexual orientation.

	SPA Forensics	Men	Women	Heterosexual	Gay/Lesbian/ Bisexual
Overall Engagement (All topics)	53%	54%	55%	54%	52%
Our Organisation	38%	40%	39%	38%	38%
Our Culture	62%	63%	64%	63%	55%
Your Role	54%	54%	56%	54%	54%
Our Leaders – First Line Managers/ Supervisors	62%	59%	64%	62%	58%
Our Leaders – SMT	21%	26%	20%	21%	47%
Your Team	77%	79%	79%	78%	80%

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Bullying or discrimination in the workplace



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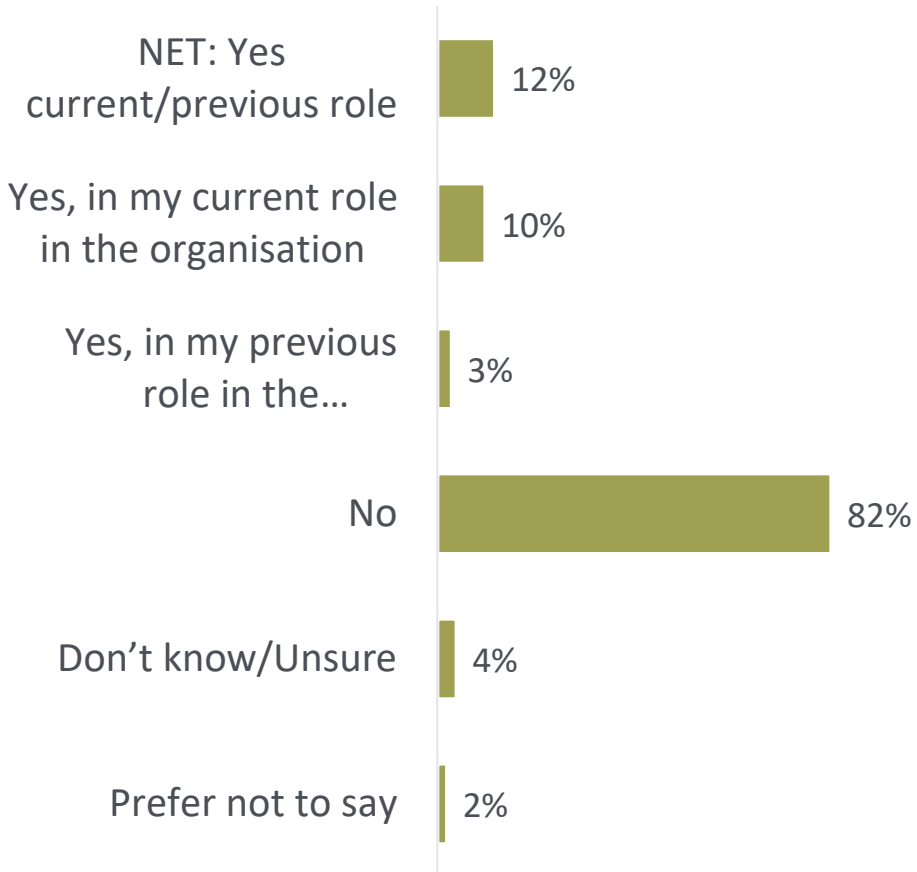
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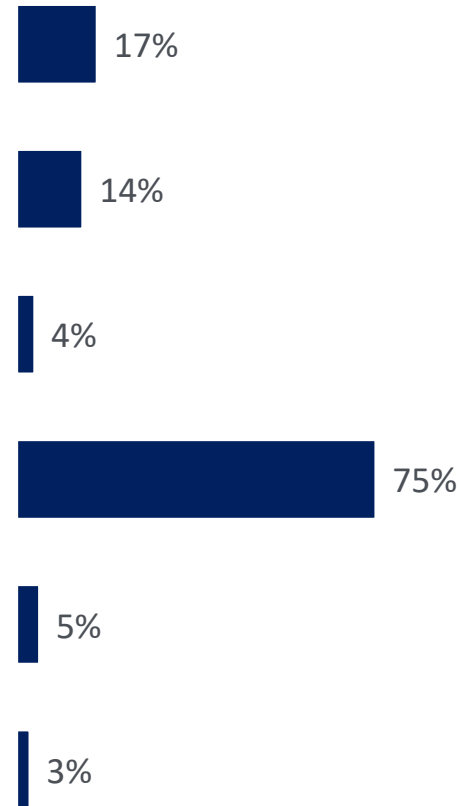


Overall, 29% stated that they personally experienced some form of harassment, bullying or discrimination in the workplace in the past 12 months.

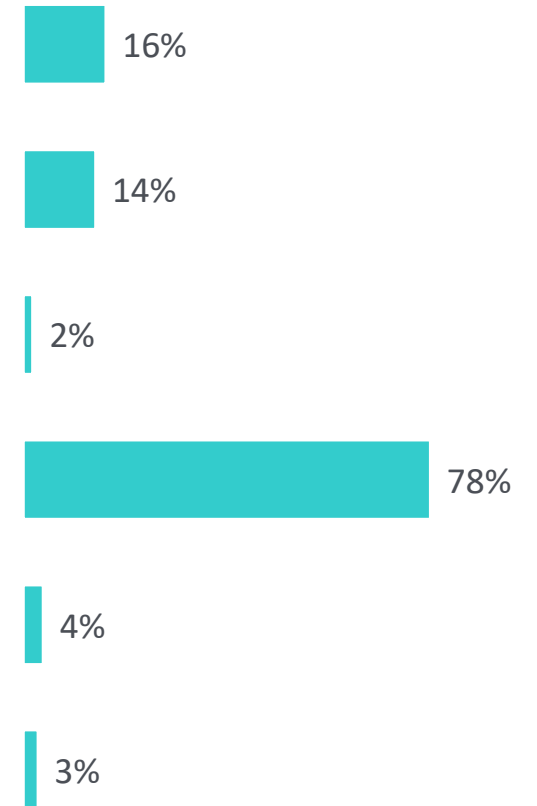
Harassment



Bullying



Discrimination



Bullying, harassment and discrimination incidents – support received



Due to small base sizes, to protect anonymity, general themes of what was expressed have been shown

Comments related to being **satisfied** with the support received

Listened to and supported

Comments related to being **dissatisfied** with the support received

Incidents not taken seriously by (some) management
Lack of information/updates throughout the process
Concerns being dismissed / not listened to

Comments relating to reasons for not reporting **internal** incidents

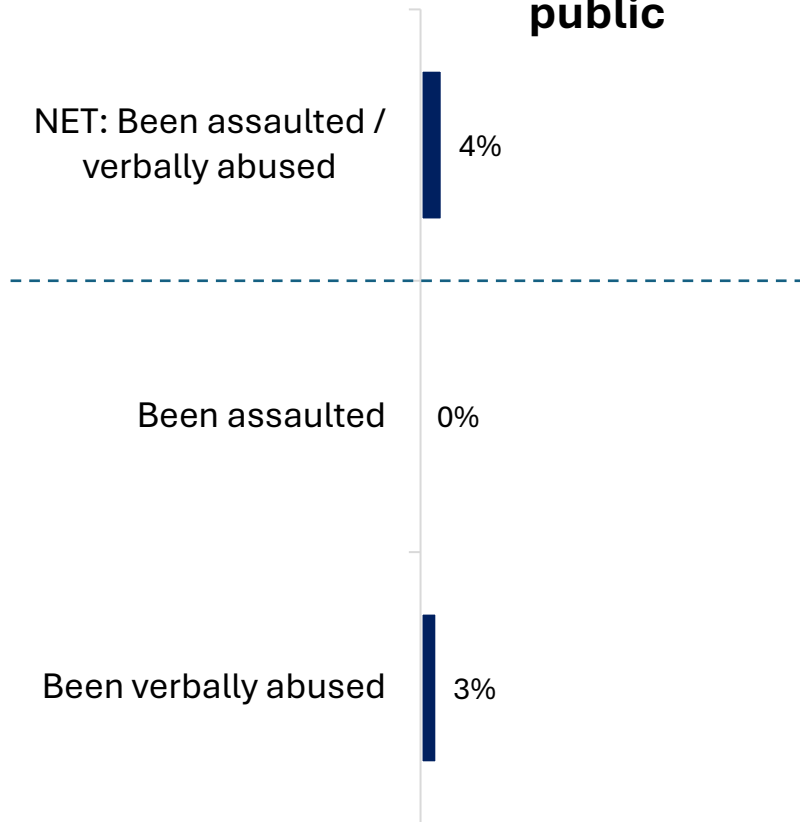
Fear of repercussions / being identified
Incident involves line managers/senior managers
Perception nothing gets done / concerns will be dismissed

Assaults/Verbal Abuse on duty by public

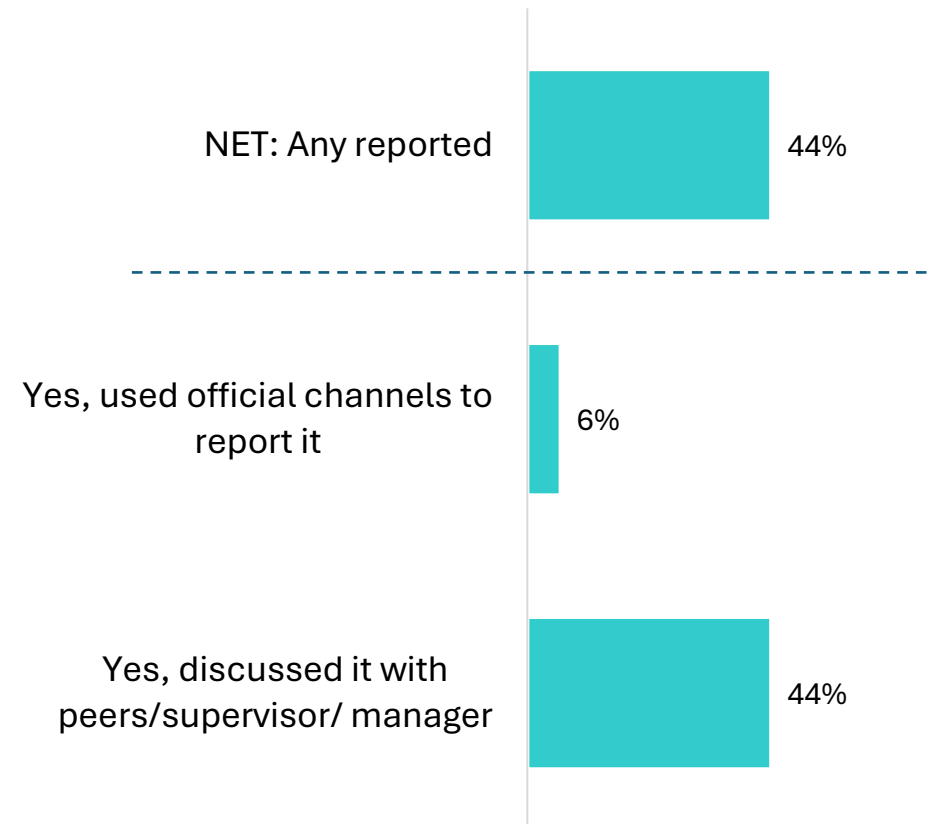


A very small proportion of employees have been assaulted or verbally abused by the public. Overall, under half reported the incident.

Assaulted/Verbally Abused by the public



Did you report the incident?



Q35. Have you experienced either of the following, by a member of the public, whilst on duty/at work in the past 12 months?

Q36. Did you report the incident(s) or discuss with your peers/supervisor/manager?

Base (all): 437

(all who were assaulted/verbally abused): 16

Assaults/verbal abuse on duty – support received

Due to small base sizes, to protect anonymity, general themes of what was expressed have been shown

Comments related to being **satisfied** with the support received

Felt listened to

Provided an opportunity to discuss it

Comments related to being **dissatisfied** with the support received

Lack of support provided

It is accepted as part of the role / not taken seriously

Comments relating to reasons for not reporting **public** incidents

Nothing that can be done about it

Did not impact on individuals

Accepted as part of the role

Not taken seriously

Verbatim comments on suggested improvements and positives of working for the organisation were also captured. Analysis of these are currently underway and will be provided at a later date.