

# Wellbeing Blues: Environment, Leadership and Resilience in the Police Service.

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I will close by saying that 'the stars need to align' to both successfully conduct and conclude a PhD, mine most definitely have!

Ian Hesketh

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## Abstract

The six papers contained within this thesis relate to the study of *Wellbeing* in the UK police between 2011 and 2015. Holistically, the papers presented here cohere to fulfil the research objectives by addressing three general questions:

1. To what extent are resilience interventions effective?
2. To what extent does wellbeing manifest itself within the UK police service?
3. To what extent is wellbeing managed, shaped and influenced through leadership?

This research has made five significant and original contributions to knowledge and practice:

Firstly, it has firmly established why a study of this nature is called for in policing.

There has been no previous work carried out on resilience training efficacy in UK policing prior to this, and as such our understanding of how to create a conducive environment with the right leadership approach to address wellbeing issues was hitherto limited.

Secondly, having mapped the current terrain in respect of wellbeing in policing, this research has found, labelled and reported on a previously hidden phenomena, that of *Leaveism*. Leaveism fills a lacuna in current thinking regarding behavioural responses to being unwell or experiencing workload overload; and how that impacts in the workplace.

Thirdly, this research has contributed to workplace practice; understanding how these phenomena play out and can be managed operationally illustrates the applied nature of this study, contributing to evidence based practice within the police.

Fourthly, many of the findings contained within this research have been influential across policing nationally, providing frameworks for other police forces to work from.

Finally, and most significantly, this thesis has tested and reported on resilience training efficacy, concluding that it results in significantly better workplace outcomes for employees.

This thesis contains papers that have been peer reviewed and published in academic journals. With a strong emphasis on practical workplace application this research has provided a valid and reliable evidence base for police forces to act upon. This work has radically changed both our (police service) understanding, and our ability to act on the phenomena detailed in this thesis. Policing in the UK is changing monumentally. The findings presented in this thesis have made a significant contribution to both the organisational changes within UK Policing; and to the effective management of those changes.

## Publications Arising

### Constituting the thesis

1. *Wellbeing, Austerity and Policing: Is it Worth Investing in Resilience Training?*  
Status: Published in peer-reviewed journal – Police Journal: Theory, Practice and Principles, 88(3) 220-230, 2015. Sage
2. *Asset Rich, Peelers Poor: Measurement and Efficacy of Resilience Training in Policing.* Status: Under review in peer-reviewed journal
3. *Leaveism at Work.* Status: Published in peer-reviewed journal (as Editorial) - *Occupational Medicine*, 64(3), 146-147. 2014. Oxford University Press
4. *Leaveism and Work-Life Integration: The Thinning Blue Line?* Status: Published in peer-reviewed journal - *Policing*. 9(2), 183-194. 2015. Oxford University Press
5. *Leaveism and Public Sector Reform: Will the Practice Continue?* Status: Published in peer-reviewed journal - *Journal of Organizational Effectiveness: People and Performance*, 1(2), 205-212. 2014. Emerald
6. *Well-being and Engagement in Policing: The Key to Unlocking Discretionary Effort?*  
Status: Under review in peer-reviewed journal

### **Arising from the thesis**

1. *Organisational Culture: Are the police looking younger?* Status: Conference paper. Presented at The 8th Annual Symposium on Current Developments in Ethnographic Research in the Social and Management Sciences. Amsterdam, Netherlands. 28<sup>th</sup> – 30<sup>th</sup> August 2013
2. *Well-being: The Thin Blue Mind.* Status: Conference paper. Presented at the 4<sup>th</sup> Annual Conference of the Higher Education Forum for Learning and Development (Police). Canterbury Christ Church University 3<sup>rd</sup>-4<sup>th</sup> September 2013
3. *Systems Thinking: The Thin Blue Mind.* Status: Conference paper. Presented at European Institute for Advanced Studies in Management Conference. Barcelona, Spain. 18<sup>th</sup>-20<sup>th</sup> September, 2013
4. *Keeping the Peelian Spirit: Resilience and Spirituality in Policing.* Status: Published in peer-reviewed journal - Police Journal: Theory, Practice and Principles, 87(3), 154-166. 2014. Sage
5. *Developing Understanding of the Spiritual Aspects to Resilience.* Status: Published in peer reviewed journal. International Journal of Public Leadership, 11 (1), 34-45. 2015. Emerald
6. *Public Value: A new means to peel an apple?* Status: Conference paper. Presented at CEPOL European Police Research and Science Conference Lisbon, Portugal. 5<sup>th</sup> -8<sup>th</sup> October 2015

## Declaration

I declare this thesis has not been submitted for the award of a higher degree elsewhere. Lancaster University Ethics Committee has granted full ethical approval for all research studies contained within this thesis. The papers contained within this thesis have been co-authored. My contribution is as stated below:

<b>Paper 1 - Wellbeing, austerity and policing: Is it worth investing in resilience training?</b>	
My Contribution	
Data Collection	N/A
Data Analysis	N/A
Writing the paper	100%
Co-authors:	Signed:
Prof Sir Cary Cooper	
Dr Jonathan Ivy	

<b>Paper 2 - Asset rich, Peelers poor: Measurement and efficacy of resilience training in policing</b>	
My Contribution	
Data Collection	100%
Data Analysis	50%
Writing the paper	90%
Co-authors:	Signed:
Prof Sir Cary Cooper	
Dr Jonathan Ivy	

<b>Paper 3 - Leaveism at work</b>	
My Contribution	
Data Collection	N/A
Data Analysis	N/A
Writing the paper	100%
Co-authors:	Signed:
Prof Sir Cary Cooper	

<b>Paper 4 – Leaveism and work-life integration: The thinning blue line</b>	
My Contribution	
Data Collection	100%
Data Analysis	50%
Writing the paper	90%
Co-authors:	Signed:
Prof Sir Cary Cooper	
Dr Jonathan Ivy	

<b>Paper 5 – Leaveism and Public sector Reform: Will the practice continue?</b>	
<b>My Contribution</b>	
Data Collection	100%
Data Analysis	50%
Writing the paper	90%
Co-authors:	Signed:
Prof Sir Cary Cooper	
Dr Jonathan Ivy	

<b>Paper 6 – Wellbeing and Engagement in policing: The key to unlocking discretionary effort?</b>	
<b>My Contribution</b>	
Data Collection	100%
Data Analysis	50%
Writing the paper	90%
Co-authors:	Signed:
Prof Sir Cary Cooper	
Dr Jonathan Ivy	

The thesis is submitted in an alternative format, fulfilling the requirements from the Lancaster University Postgraduate Research Assessment Regulations 2014-15 (SEC/2014/3/0684 MARP 2014-15). Section 37 (p.41) states, *“The thesis shall include original, researched materials, of which a significant proportion shall be derived from original research undertaken after the date of first registration (Sept 2011). It is not a requirement that the materials be published or accepted or submitted for publication, prior to the submission of the thesis for examination.”*

## Chapter 1 – Introduction

The overall aim of this research is to generate and develop new theory associated with wellbeing in a policing context. I am attracted to the notion that I can, in some way, improve the wellbeing of my colleagues in policing, some of who are also very dear friends, and, of course, subsequently improve the service to the public. I have experienced first hand some good practice, and some not so good practice; but have always been convinced that creating the right working environment, one that is well led, is conducive to high performance. By developing an intellectual understanding of wellbeing as it exists in policing, and introducing new concepts that have multiple facets (i.e. leaveism), I take a research approach grounded in alethic pluralism; arguing that there may be multiple explanations for the phenomena being studied. The objectives of this study are to apply this new knowledge to policing practice through the medium of wellbeing, which I view as having three main tenets, those being Resilience, Leadership and the Environment in which to pursue a meaningful and purposeful working life (see Figure 7). This thesis establishes how wellbeing influences both organisational and individual behaviour, and what this means for the modern police service. The investigation of Leaveism presented an opportunity to introduce '*new thinking*', advancing the '*world view*'(Cresswell, 2009); as well as fulfilling my research aims of adding to the academic debate and improving workplace practices. The lens of wellbeing seems a fitting media through which to achieve these objectives.

### **1.1 The nature of this thesis**

The six papers contained within this submission for the degree of doctor of philosophy are all derived from my own work at Lancaster University between 2011 and 2015. The thesis is submitted in alternative format. The papers included, as in Figure 1 below, are:

Paper 1 - Wellbeing, austerity and policing: Is it worth investing in resilience training?

Paper 2 - Asset rich, Peelers poor: Measurement and efficacy of resilience training in policing

Paper 3 - Leaveism at work

Paper 4 - Leaveism and work-life integration: The thinning blue line

Paper 5 - Leaveism and Public sector Reform: Will the practice continue?

Paper 6 - Wellbeing and Engagement in policing: The key to unlocking discretionary effort?

The papers contain my own research conducted in Lancashire Constabulary, described in the papers as *a provincial police force in the north of the UK*. At the time of submission (October 2015) four of the papers had been published in peer-reviewed journals, and the other two had been submitted for publication in peer-reviewed journals and were in the process of being peer reviewed. The papers are not presented in a date-published temporal sequence within this thesis. The journals have varying publication dates, reviewing times and as such this does not accord with their written order. The sequencing I have adopted in this thesis allows a more fluid journey through the work as a whole, and has been designed to allow the

reader to make a clearer sense of their impact in the workplace, and how the various aspects cohere. All these papers had been researched, written, and had been submitted within the academic term of this doctorate.

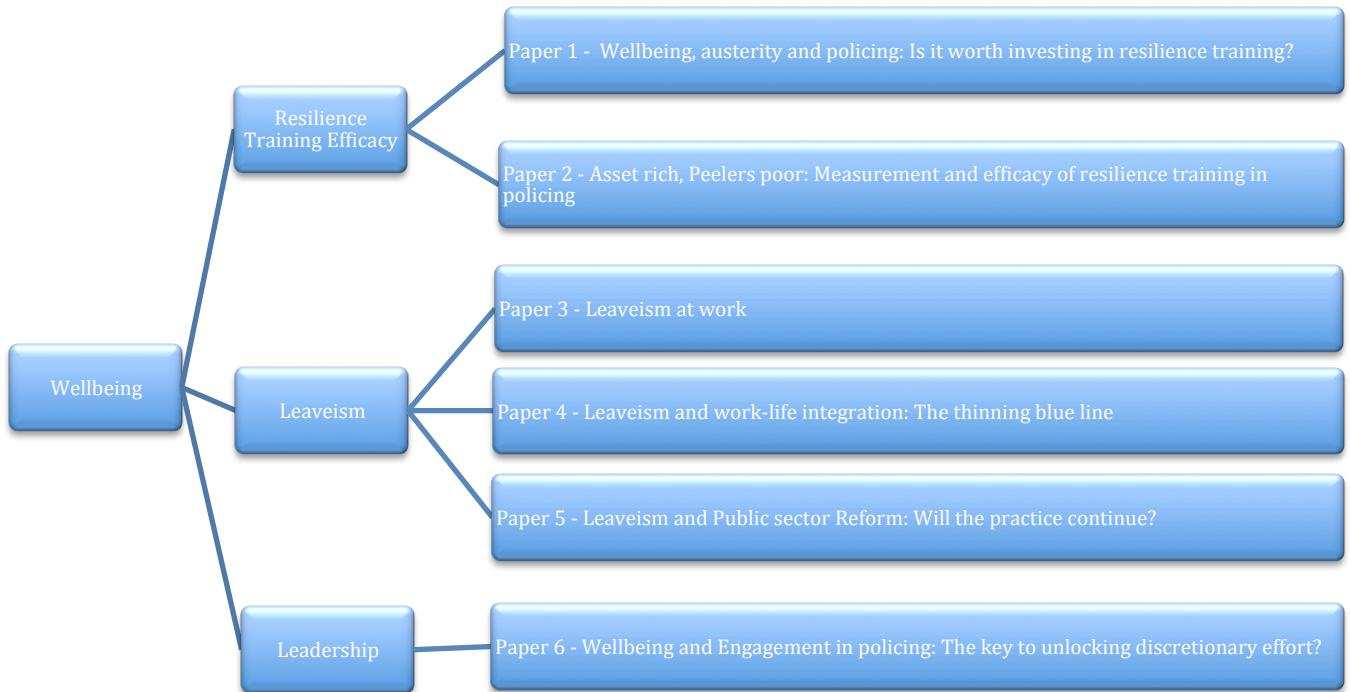


Figure 1 - Order presented in this thesis, and themes of the papers

In order to provide clarity I will now briefly explain the context in which this research has been conducted and how this has enhanced my academic development. I will then discuss what I consider to be one of the most important aspects of this type of research, that being the application in practice.

This opening chapter concludes with a description of my theoretical position.

## **1.2 Organisational Context**

This research was conducted between 2011 and 2015 in Lancashire Constabulary. At the time the Police Service in the UK was undergoing the most significant change in its recent history. This was as a direct result of the demands imposed by the *Comprehensive Spending Review* (Treasury, 2010), which commanded a 20% reduction in police funding by 2015 and opened up the debate around what the police can actually deliver (Millie and Bullock, 2013).

In Lancashire Constabulary these well-documented changes (BBC, 2012; Finnegan, 2015; Liver, 2015) had resulted in significant reductions in staff numbers, been the source of redeployment issues; as well as triggering significant changes in working practices. It equated to having made £63 million worth of savings since 2009 (21% of the force budget), with an estimated £40 million further savings to be realised by 2021 (Finnegan, 2015).

Nationally, police forces had planned to make £2.5billion savings between 2011-12 and 2014-15, with a 36,672 workforce reduction having been made between 2010-14 (Morse, 2015). The government proposals would result in a reduction of 43% by 2021 (Stansfield, 2014).

## **1.3 The problem for policing**

Crime has been reported as falling (Farrar, 2013), yet the complex nature of criminal activity and the changing nature of policing, with far more focus on vulnerability and protection, are challenging for those employed within the field, greater than ever

before. Demands for policing services are still increasing and the complexity of incidents is increasing also, with new crime types such as cyber crime, child sexual exploitation, forced marriages and human trafficking emerging, creating new challenges for a reducing workforce (Liver, 2015).

There is evidence of the negative effects on the wellbeing of staff who remain with the organisation (Weinfass, 2015), as well as those who leave to seek employment elsewhere; congruent with previous studies (Kivimäki et al.). Add to this the further changes being implemented as a result of the Hutton (2011) and Winsor (2012) reviews into policing, along with the introduction of the Police and Crime Commissioners (*Home Office - Police and Crime commissioners*, 2012), and there is a burgeoning body of evidence that officers and staff are under significant pressure; both at work and consequently in their personal lives.

Understanding, measuring and addressing this pressure, which often manifests as stress, is poorly understood in a policing environment. As modelled in this thesis, stress impacts on personal resilience (papers 1 & 2), attendance (papers 3,4, and 5), and discretionary effort (paper 6).

#### **1.4 Siting the response**

In order to address this problem for employees within the police service of increasing demand, crime complexity, reducing officer numbers and a public who perceive crime as falling, this thesis explores and reports on how officers and staff involved with policing in the UK deal with these stressors; and what can be done to recognise and deal with sources of stress effectively.

The six papers contained within this submission are borne out of my research conducted in the Lancashire Constabulary police force. As I will illustrate, the papers are all linked to workplace practice and are concerned with wellbeing within the police service. Taken holistically they cohere to fulfil my research objectives and address my research questions, which are:

1. To what extent are resilience interventions effective
2. To what extent does wellbeing manifest itself within the UK police service
3. To what extent is wellbeing managed, shaped and influenced through leadership

The overall research design has sought to determine what has gone before, what is the status quo, and crucially what works in terms of improving workplace wellbeing.

Figure 2 below illustrates how the research questions relate to the research themes and papers (1-6) contained within this thesis. I have maintained a particular focus on personal resilience and resilience training efficacy in a police setting, which is an underexplored area in policing and is the subject of papers one and two in this thesis; and is referenced in all of the subsequent papers. Papers three, four and five explain and discuss a new behavioural phenomenon I have discovered, labelled and introduced to the academic debate; that of *Leaveism*. Paper six deals with aspects associated with Leadership, namely discretionary effort and engagement, and how the workforce connects with the workplace.



Figure 2 - How the research papers (1-6) address the research questions

### 1.5 Application in the workplace

In terms of contribution, this section describes how I have developed this study and the extent to which I have applied the findings to workplace practice in Lancashire Constabulary, and also how this is being developed in other police forces around the UK through the National Police Chiefs' Council (NPCC) national police working groups. In order to explore and report on these areas my research studied the modern day UK police service through what is in essence a case study of Lancashire Constabulary. Specifically, I sought to examine and describe a decline in motivation that was being reported as common amongst staff and officers (Corporate, 2011; Weinfass, 2015). In this thesis I have established how vicissitudes imposed by the

radical changes to terms and conditions outlined in the context above can influence organisational and individual behaviour, and to what extent they have brought about a cultural shift in the police service nationally. In terms of achieving practical goals, this work has prompted the police service to address wellbeing nationally, and in 2014 the National Police Chiefs' Council (NPCC) established the *Wellbeing and Engagement working group*, led by Lancashire Constabulary Deputy Chief Constable Andy Rhodes, to research and develop this field for policing. The working group established four distinct areas to develop in the first year, which are illustrated in Figure 3 below. One of these four initial workstreams we created was to establish an evidence base of what works for policing, and a further work stream was concerned with operationalising the findings. The research contained within this thesis has been pivotal in informing this working group, and these individual workstreams, developing them for policing going forward on a national level.



Figure 3 – NPCC National Wellbeing & Engagement Working Group Objectives 2015

In order to model the phenomena in this research I have used *Wellbeing* (Robertson and Cooper, 2011) as a construct around which to view elements of resilience, stress, motivation, leadership, discretionary effort, engagement, absenteeism and presenteeism. Robertson and Cooper suggest '*that a complete concept of well-being should include both pleasure and purpose*,' and that a workable view needs to include '*the extent to which people draw meaning and purpose from their work*' (Robertson and Cooper, 2010a p.328).

I have also identified and introduced a hitherto undescribed concept that I have labelled as '*Leaveism*' (Hesketh and Cooper, 2014a; Hesketh et al., 2014b) to describe a theoretical lacuna in current thinking.

Health	Unwell			Well			
<b>Status</b>	Not Working		Working	Not Working		Working	Working outside contract hours
<b>Employee</b>	Not at Work		At Work	Not at Work		At Work	Not at Work
<b>Location</b>	Sick Leave	Annual Leave	Present	Annual Leave	Sick Leave	Present	Working
<b>Employee Option</b>							
<b>Definition</b>	Absenteeism	<b>Leaveism</b>	Presenteeism	On Leave	Absenteeism	Working	<b>Leaveism</b>

Figure 4 – The relationship between *Leaveism*, *Presenteeism* and *Absenteeism*

As in Figure 4 above, *Leaveism* relates to the practice of utilising allocated time off such as annual leave entitlements, flexi hours banked, re-rostered rest days and so

on, to take time off when in fact an employee is *unwell*. It can also refer to working outside contracted hours, including when on holiday or on allocated days off, when we are *well*. It sits outside theoretical categories afforded by *Absenteeism* and *Presenteeism* and represents an opportunity to further explore notions of abstractions from the workplace that are borne out of being *unwell*, or unfit to perform to the requirements of the particular task due to stressors such as workload overload. This work may be conducted when *well*, but outside contracted (paid for) hours. Although organisations largely ignore this, or effectively promote its use via absence management policies and the effect it has on personal records, it undoubtedly skews the true picture significantly. For example, in Lancashire Constabulary, and it seems reasonable to assume that something similar may be occurring in other organisations, it appears employees have a quota of sickness, that if exceeded (and there are a number of ways one can do this, runs of 3 or more days absent due to sickness, 3 or more occasions of sickness absence within a set period, and so on) somehow reflects poor performance? Papers three, four and five within this thesis introduce and discuss the concept, and explore how it emerges in the organisation, and forms one of my major contributions. The findings reported in paper four show 76% ( $n=33$ ) of respondents of a survey of senior police officers (Superintending ranks) acceded to this practice (Hesketh et al., 2014c). I must also concede that I too have taken this option myself many times during my career, to avoid a scar on my personal record. This would be the personal record that up until recently (in Lancashire Constabulary) was 'forensically' examined in consideration of

any development opportunity, including promotion and specialist postings. Hence the practice leads to an unintended consequence for employees with advancement in mind, or who value an unblemished personal record. This is an important practical issue that may lead to sickness absence being underreported by individuals and therefore skew the assessment, understanding and management of wellbeing across an organisation.

The additional challenge of addressing '*an occupation that is customer-facing with high emotional labour*' (Cooper et al., 2005) also presents a unique opportunity to contribute to existing strands of research within the police environment. My work explores and develops strategies to organisationally adapt to the new environment both in terms of the individual and the police service generally, congruent with the action based philosophy of Lancaster University Management School (LUMS), aimed at enhancing economic, social and individual wellbeing (LUMS, 2012; The Lums Mission, 2012).

The successful investigation and analysis of these questions adds to the academic debate, introduces new knowledge and develops critical thinking and responses to the problems that emerge from this research; fulfilling my scholarly goals and meeting the criteria for the award of doctor of philosophy.

## **1.6 Implications for the workplace**

The practical goals of this work include how to manage and maintain levels of employee wellbeing, commitment and motivation during and post radical change, recommending actionable steps to address the issues that have emerged, and bring

about a purposeful change in police culture as a direct result. The notion of *organisational wellbeing* provided an opportunity to explore and describe relationships that are associated with performance (Wright and Cropanzano, 2000a; Cooper et al., 2005). This presented the prospect of conducting this study with clear fiscal benefits to the police service nationally, making it attractive to a wide variety of external stakeholders (College of Policing, HMIC, NPCC, Local Governments, Blue Light partnerships etc.). As mentioned above, at the time of writing (2015) I am employed, as a police officer, on the national wellbeing portfolio for policing, which afforded me unfettered access to both people and data across the UK policing arena. This access allowed me to create informed opinions that supported the data garnered during this study, and which in turn was, and can be used to develop and implement national strategies that enables theory to be put into practice on a nationwide platform. At this time (2015) the UK police service is addressing issues related to wellbeing far more than had ever been experienced before, committing to a national working group, and collaboration with the College of Policing (CoP) organisational development and international business area portfolios.

### **1.7 Theoretical Position**

Throughout this thesis I have taken an epistemological pluralist's theoretical stance, acknowledging that there may be multiple explanations (truths) to the phenomena being studied, a theoretical position described as '*alethic pluralism*' by both Cook (2011) and Darwin(2012). "*The alethic pluralist contends that differences in subject matter go hand in hand with differences in truth.*" (Pedersen, 2012p.588). So, as

illustrated in *Figure 6* later in this thesis, a number of constructs can be elaborated on in relation to the concept of wellbeing. The approach proposes that there are numerous lenses through which to view truth, that it is likely that multiple explanations for truth exist, and not all things are true in exactly the same way; that there is more than one truth property (Pederson et al., 2013). For example, Popper proposed that all knowledge is provisional and that theory is tested, compared and corroborated; but never verified - A *Correspondence* between theory and reality (Popper, 1972). Lakatos argued this was too neat, and that nothing was final or perfect, there just was no counter explanation available at the time - a *Pragmatic* theory of truth (Darwin, 2012). Kuhn believed that truth is a set of beliefs that have managed to prevail in a particular social context, a *Consensus* theory of truth (Kuhn, 1962). Therefore, in order to avoid what Feyerabend describes as *epistemological anarchism*, I take an approach that involves multiple explanations, accounts and perspectives; "*the only principle that does not inhibit progress is: anything goes...*" (Johnson, 2000 p.76), a *Coherence* theory of truth proposed by Feyerabend. Alethic pluralism requires mixed methods approaches in order to provide clarity; or '*complementarity*' according to Hammersley (1996). I acknowledge the complexities of analysing data garnered from mixed approaches, but seek to create the '*bigger picture*' by juxtaposing the two methods to gain greater insight (Brannen, 2005). This is intended to provide a solid basis for the interpretation, validity, and reliability of the findings...

*"Developing a mixed method strategy fits with the political currency accorded to practical inquiry that speaks to policy and policymakers and that informs practice."*

(Bergman, 2008 p.55).

My research uses methods drawn from ethnography (Van Maanen, 1988). I have been employed as a Police Officer for over 27 years and I approach the fieldwork from an '*emic*' perspective, including narrative analysis. I would describe my research position as that of a '*cultural insider*.' I am mindful to include '*etic*' perspectives in order to present a balanced account, remaining *culturally neutral* to explicate a better understanding of human nature and behaviour (Headland et al., 1990). The next chapter describes how this positioning has informed the methodology employed in the research that constitutes this thesis.

## Chapter 2 - Methodology

This chapter includes a review of the research method and the suitability of the design for this type of study. Table 1 below illustrates the methods employed for each paper contained within this thesis:

Paper No	Title	Research Methods Employed	Cronbach's Alpha
1	<i>Wellbeing, Austerity and Policing: Is it Worth Investing in Resilience Training?</i>	Desk study literature review - using 'OneSearch' (Lancaster University Library research discovery tool) to develop a conceptual paper.	N/A
2	<i>Asset Rich, Peelers Poor: Measurement and Efficacy of Resilience Training in Policing</i>	Research paper analysing primary data from multiple cross-sectional surveys (n=351) carried out using a wellbeing psychometric survey instrument (ASSET).	0.804 for 46 item ASSET
3	<i>Leaveism at Work</i>	Desk study literature review - using 'OneSearch' (Lancaster University Library research discovery tool) to develop a conceptual paper.	N/A
4	<i>Leaveism and Work-Life Integration: The Thinning Blue Line?</i>	Research paper analysing primary data from a survey of senior police officers (n=33) carried out using a wellbeing psychometric survey instrument (ASSET).	0.763 for 46 item ASSET 0.880 for 17 item health inventory
5	<i>Leaveism and Public Sector Reform: Will the Practice Continue?</i>	Research paper analysing primary data from multiple cross-sectional surveys (n=115) carried out using a wellbeing psychometric survey instrument (ASSET).	0.761 for 46 item ASSET
6	<i>Well-being and Engagement in Policing: The Key to Unlocking Discretionary Effort?</i>	Research paper analysing primary data from multiple cross-sectional surveys (n=148) carried out using a wellbeing psychometric survey instrument (ASSET).	0.762 for 46 item ASSET

Table 1 - Methods employed in each research study

Papers two, four, five, and six in this thesis are concerned with the analysis of primary data, whilst papers one and three are concerned with the production of conceptual outputs through the analysis of secondary data gleaned from a systematic analysis of existing literature. In addition, and based on the problem under investigation, this chapter also includes information on those further sources of data that have informed these papers, and a complete description of the research context and justification for each of the studies contained within this thesis. The ethics committee at Lancaster University had given prior approval to all of the research contained within this thesis. The thesis combines the academic disciplines of *Management* and *Social Psychology*, and presents their complementary nature in action. Because the study involves both investigative and confirmatory elements, a pluralist, mixed-methods approach is employed in the collection and analysis of data; and I would propose is wholly appropriate for a study of this type. This approach captures, clarifies and addresses the research questions posed in this thesis, which are:

1. To what extent are resilience interventions effective?
2. To what extent does wellbeing manifest itself within the UK police service?
3. To what extent is wellbeing managed, shaped and influenced through leadership?

A Short Stress Evaluation Tool known as ASSET (Faragher et al., 2004) is the surveying instrument used in this thesis to model all of the quantitative data presented in these papers. It is completely self administered, and was used in this

context in all of the research papers contained in this thesis. The use of a proven valid and reliable survey instrument is wholly appropriate to this study, and although other surveying instruments are also available this was chosen due to it having been previously used in a policing context nationally by several UK police forces and the Police Federation Inspector's Central Committee (RCL, 2007). The benefit of this was that I could compare data with other police samples ( $n=5118$ ), as well as the *General Working Population* data set ( $n= 39,240$ ). Although not reported on in any of the papers making up this thesis, the data was used as a means to explain, in simple terms, to interested parties how the current position compared to a larger general working population. As such, I feel it is important to highlight this.

## 2.1 Research Design

My objective in this section is to argue that the research design I have developed and adopted is robust and has produced results that are both valid and reliable. Further, that the papers contained within this thesis follow a coherent narrative and establish clear outcomes for practice.

I consider it essential to map what has gone before, to look for gaps in the research; and to establish if new thinking is going to advance the theoretical, practical and personal aims of the study. In order to establish what Maxwell refers to as a *tentative theory* (2005), I have listed the concepts that are of interest to the research as a whole; the *philosophical assumptions* according to Creswell (2009). From these I have situated my own research paradigm. These have included both ontological and epistemological considerations that have helped to shape my work.

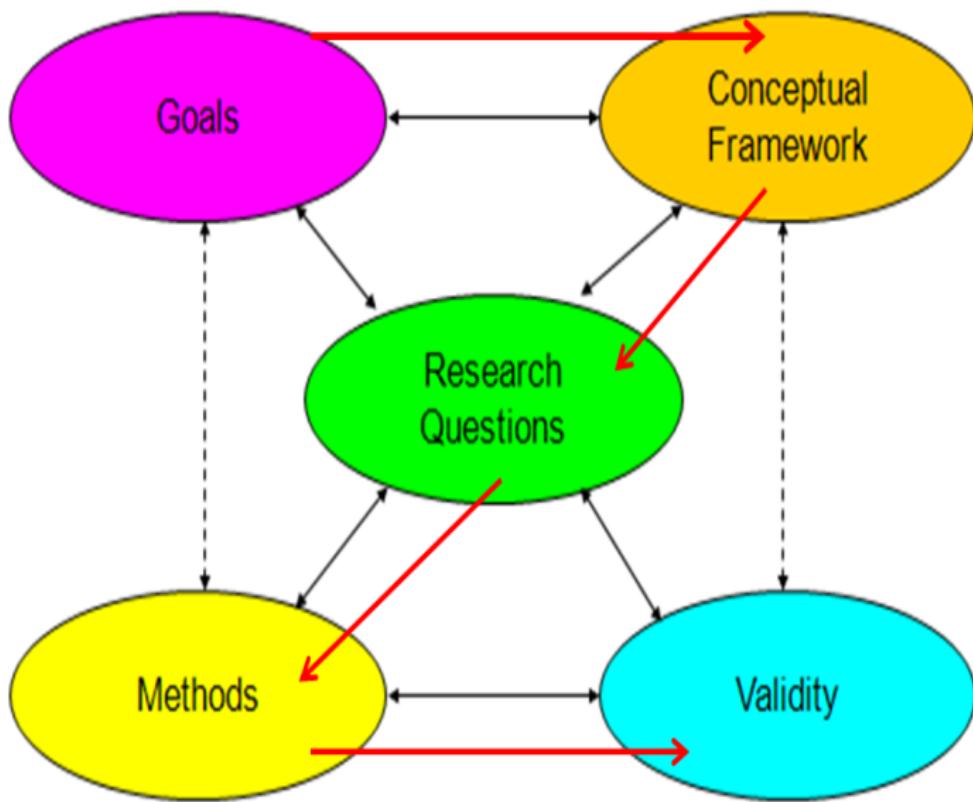


Figure 5 - Research Design (Maxwell, 2005)

To illustrate my methodology, the narrative sequence I am outlining here, through Maxwell's research model (2005) is in the form of a Z (in red in Figure 5), and reflects the overall design process. This is however an oversimplification, and the process by which the design was arrived at were far more iterative (as represented by the black arrows) in nature. The rationale being that this allows far more flexibility in a multi-faceted study of this type, and is practically less linear than suggested by the red Z shape. However, in order to explain how these categories are synthesised in this thesis, I will explain how my research was constructed, beginning with the *goals*. These clarify what the research is about, and without which the rest of the model

becomes practically impossible to construct. The *conceptual framework*, based on an interpretive approach, forms the basis for my *research questions*. To recap these are:

1. To what extent are resilience interventions effective?
2. To what extent does wellbeing manifest itself within the UK police service?
3. To what extent is wellbeing managed, shaped and influenced through leadership?

The interpretive view I have taken is based largely on social phenomena. There are also significant elements of quantitative data to support the '*science*.' I included staff surveys delivered through a stress assessment tool called ASSET (Cooper et al., 2005) which contains comparative data sets from other organisations (general working population data  $n=39,240$ ). Taking an approach from business modelling, I viewed these as the '*narrative and numbers*' tests (Osterwalder and Pigneur, 2010).

The *methods* section explores how to effectively answer research questions. As I have already alluded to, I concede to having travelled frequently between the facets of the Maxwell model, with each area influencing the others (represented by the black arrows in Figure 5 above). This was purposefully iterative in nature, and seeks to discredit, or disconfirm my findings and analysis as I progressed each argument; using the *validity* stage to essentially establish that the theory has, so far, survived the test (Popper, 1972).

### **2.1.1 Goals – Why have I done this study?**

The organisational context set out at the very beginning of this thesis goes some way to illustrate the current state of policing. For many, there has never been a more challenging, and stressful, time in their careers. I was attracted to the notion that I could, in some way, improve this situation for many of my colleagues, some of who are also very dear friends, and, of course, subsequently improve the service to the public. Having witnessed practice in the UK police service for over 27 years, I have experienced first hand some good practice, and some not so good practice; but have always been convinced that the right working environment, one that is well led, is conducive to high performance. This study presented me with an opportunity to do something about it. There is a proven link between employee wellbeing and organisational performance (Cooper et al., 2005; Wright and Cropanzano, 2000c).

This work provides evidence of an opportunity to create an environment that develops effective leadership that values the wellbeing of its staff, and realises improved attendance and high performance as a direct result; as recognised by Cooper(2011). The challenge is to have the operational capability (Balogun and Hailey, 2008) to accurately understand, intervene and manage effectively. This thesis establishes how wellbeing influences both organisational and individual behaviour, and what this means for the modern police service. It is not difficult to perceive the benefits this research brings to an organisation (practical goals). Primarily, and arguably essentially, these are efficiency savings. Sickness reductions alone result in substantial efficiency savings for an organisation. For example, 84% of police force

budgets in the UK is spent on personnel (Stansfield, 2014). Presenteeism and Leaveism may be viewed as hidden, but present no less of a challenge for the police service. The investigation of Leaveism presented an opportunity to introduce '*new thinking*', advancing the '*world view*'(Cresswell, 2009); as well as fulfilling my personal goals of adding to the academic debate and improving workplace practices. The lens of wellbeing provided a seemingly fitting media through which to study, analyse and draw inferences that assisted in understanding and addressing these modern day social phenomena; ensuring that all staff, both police and police staff, are afforded every opportunity to lead a fulfilling working life.

### **2.1.2 Conceptual Framework - So what did I think was going on?**

A key part of my design is the '*system of concepts, assumptions, expectations, beliefs and theories that supports and informs the research.*' (Miles and Huberman, 1994; Maxwell, 2005). This section gives an overview of the key concepts around which this work is framed; the conceptual framework. A way of communicating these relationships, concepts and so on is by a conceptual model. This details what I initially intended study, and how the various elements, at that point in time, related i.e. what is going on with these things and why. Maxwell posits the function of this theory would be to inform the rest of the design, a tentative theory, and help to assess and refine the goals of the study, identify potential validity threats and justify the research (2005 p.33). I have attempted to capture and illustrate this in Figure 6, as I understood it at that time. Each concept is discussed in further details within the papers that are included in this thesis. Figure 6 illustrates how theories relate to the

construct of '*wellbeing*', which formed the basis upon which to explore the manipulation and shaping of the motivational and cultural facets that influence the '*wellbeing zeitgeist*'. I used these key concepts to provide both an explanation of my understanding to date, and identify potential gaps in the literature in relation to studies of this kind in a policing environment.



Figure 6 - Theoretical Concepts that impact on Wellbeing

The papers contained within this thesis address all of these aspects, many of which are interlinked and influence each other. These concepts are all explored and examined individually within these papers, but as can be seen in all of the research

papers contained within this thesis, these relationships are all ingredients of workplace wellbeing; the central tenet or paradigm within which the work is situated. As such, what happens in any of these domains can and does impact on other areas, both singularly and in multiples. The model I developed outside of this thesis, to illustrate the main features that impact on wellbeing, are seen in Figure 7 below and developed out of the highlighted aspects in Figure 6 of above.

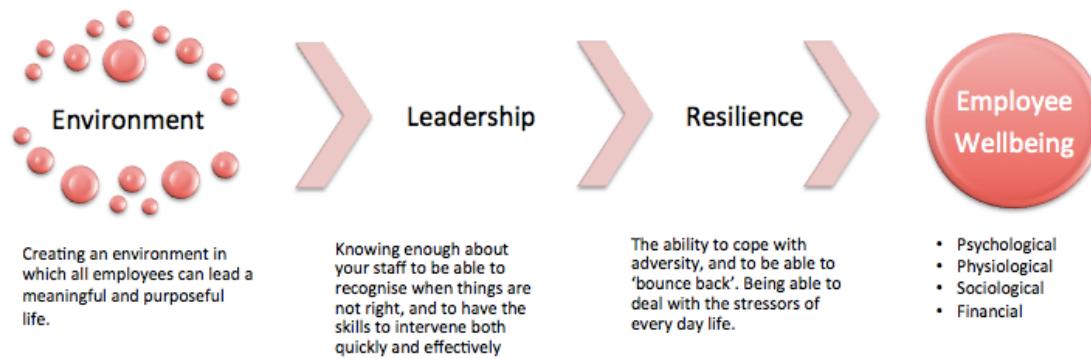


Figure 7 - Hesketh model of wellbeing

### 2.1.3 Theoretical Concepts

Papers one and two within this thesis deal with *Resilience* and how resilience training can improve outcomes for workers. In terms of resilience, the word itself has roots in the Latin verb, *resilire* - to rebound. Haglund et al suggest resilience refers to the "*ability to successfully adapt to stressors, maintaining psychological wellbeing in the face of adversity.*" (2007 p.899). Masten suggests it as, "*the capacity of a dynamic system to adapt successfully to disturbances that threaten system function, viability, or development.*" (2014 p.6). In support of this, Mallack believes resilience to be, "*the ability of an individual or organization to expeditiously*

*design and implement positive adaptive behaviors matched to the immediate situation, while enduring minimal stress.”* (1998 p.148). Luthans defines resilience as the “*positive psychological capacity to rebound or bounce back from adversity, uncertainty, conflict, failure or even positive change, progress and increased responsibility.*” (2002 p.702). Luthans’ definition highlights the well-known and important ‘*bouncing back*’ [or rebounding] aspect of resilience, and is useful in drawing attention to the extensive need for resilience in both positive (opportunities or advancement) and negative (dealing with adversity) experiences in the workplace. Research by Alexander et al (2012), and Brigadier General Cornum (Cornum, 2012) suggests that the things that enable a person to ‘*bounce back*’ are not all due to an individual’s make-up, and effective coping strategies can be learned and developed. In support Masten (2014) argues that everyone has the ability to develop resilience, but warns there is no such *trait* as resilience. The methodology employed in papers one and two of this thesis illustrate how differing approaches to research can cohere to present acceptable knowledge (Bryman and Bell, 2011), which in this case is in respect to resilience; congruent with the alethic pluralist approach adopted. Papers three, four and five introduce and explore the phenomena of *Leaveism*, implying this will impact on employee *absence* and *presenteeism* and subsequent organisational *Performance*. Paper three reports on secondary data to outline the fiscal problem sickness *absence* in the workplace presents to organisations, and then sets the scene for the introduction of *Leaveism*, which is presented as filling a lacuna in current thinking around sickness and workplace responses. Paper four looks at the

relationship between leaveism and work-life integration. Although a popular term for effectively segregating one's '*life activity*,' it is proposed that in a contemporary working environment, especially with the aid of increasingly sophisticated *communication technologies* (Boswell, 2007), this ought to be viewed as more of a work-life '*integration or harmonisation*' (Lewis, 2005); acknowledging that it is no longer a 50/50 [balanced] relationship. The modern workplace, including that of policing, has increasingly blurred boundaries between being on and off duty.

Contrary to Hall and Richter (1989) it is argued that having to make a judgment about whether police are on or off duty, and then what they do with work or leisure time (in respect of on-call responsibilities) having made that decision, becomes more problematic than simply conceding that both exist in tandem. Some may argue the Police are '*never off duty*.' Therefore, why expend the effort trying to separate, aspiring for balance; simply integrate? It is agreed that the notion of having a sense of purpose and meaning is important to leading a successful working life (Robertson and Cooper, 2011), and work ought to be interesting, challenging and suited to your personality (Diener and Biswas-Diener, 2008). However, the challenge is to know where to draw the line; and on whose terms? Do workers distinguish between consciously taking calls, answering emails or reading reports outside of the workplace; both physically and contractually? And should they? Is it worth the effort? Can employees simply rely on natural instinct; '*it feels about right?*' Do the general [UK] public expect Police Officers to be just that, on or off duty?

Paper five uses primary and secondary data to model the cost and frequency of absence practices in the workplace. A great deal of research on resilience has come from the emergency and caring professions police (Paton, 2006), army (Cornum, 2012), ambulance service (Gayton and Lovell, 2012), nursing (Zander et al., 2013), and social work (Grant and Kinman, 2013), probably because the high levels of stress experienced in these roles. In response to such radical reform paper five argues that the practice of *Leaveism* may cease or reduce as officers reach their personal resilience limits, which could impact heavily on the organisation when it comes to absence management; and consequent *performance*. Although this paper relates to examples in the UK Police, the claims made may be generalisable to other public sector occupations; and may well extend to the private sector. In terms of epistemological issues around what could be regarded as truth, it is clear with a concept like Leaveism, as it develops it may be subject to multiple explanations, congruent with the alethic pluralist approach.

Paper six addresses the importance of authentic *Leadership* and the relationship with *Discretionary Effort*, concluding with the importance of effective *Engagement*. In a study of engagement and burnout in Spanish workers and students at a university, Schaufeli et al offered a definition of workplace engagement as, “*a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.*” (2002 p.74). Each of these elements have further descriptions that are closely related to Positive Psychology, such as flow (Seligman, 2003b) and subjective wellbeing; or happiness (Diener, 2000). Robertson and Cooper

(2010b) proposed that to maintain high levels of sustainable employee engagement, employee wellbeing should also be high, and this can be achieved through '*full engagement*' and not just a commitment-based (organisational) view of the concept. In support, an analysis of sickness in hospital employees found that those who experienced high levels of meaningfulness in their job, and those with trusting relationships with their immediate supervisors were far less likely to take sickness absence (Suadicani et al., 2014). As alluded to earlier, in terms of sickness absence, research indicates that engaged workers take on average 2.69 and the disengaged take 6.19 days sickness per year (Rayton et al., 2009). There is an acknowledgement that employees can, in fact, be too committed and too engaged with their work. One should also take care not to relate working hard with *burnout*. Paper six suggests burnout occurs when working at 85-100% of one's capacity over long periods of time, as almost the norm. It has been established that burnout is not the antipode of engagement (Schaufeli and Bakker, 2004). Bakker describes people who are too engaged and too committed as '*workaholics*' or '*work addicts*', and distinguishes them from employees experiencing authentic engagement in work, who they argue as having outside interests (societal wellbeing), and find their work enjoyable and fun (Bakker and Demerouti, 2008); similar to the concept of being in '*flow*' described by Seligman (2011b p.11). These '*addicts*' may materialise through concepts such as *Presenteeism*, when an employee attends work whilst they are actually unwell, or puts in '*face time*' to indicate their dedication to work (Johns, 2010); or as *Leaveism*, when an employee takes part of their annual leave entitlement to have time off

work when they are actually unwell, or who take work on holiday or home that they cannot complete in contracted hours (Hesketh and Cooper, 2014b). Therefore it is important to delineate, and establish what behaviour it is that employees are exhibiting, *highly engaged or addicted*? High performance, positive attitudes and lower staff turnover are all cited as positive outcomes of a highly engaged workforce (Crawford et al., 2010). Whilst employees who are masking illness or taking work on holiday may actually be working over their limits of resilience (Hesketh et al., 2014c). Gerich suggests that high workload seems to predict sickness presence, whereas fear of job loss appears to promote leaveism (2015). Wiley (2009) suggests that as little as a third of workers are engaged in the UK. He claims that the leadership behaviours and practices can be very different in organisations seeking a high engagement workforce, evoking trust and confidence in senior leaders; which he argues leads to high performance as a direct consequence. He concedes this high performance is delivered, to a large extent, via discretionary effort. It appears that once again leadership plays a key role, especially the line management of individuals (their immediate supervision), who are critical to creating the right environment for employees to engage proactively (Hesketh et al., 2014e). These environmental aspects were discussed in great detail in the [UK] government sponsored review into workplace engagement (MacLeod and Clarke, 2009). Line managers are not only required to know their staff in almost familial ways, but it is incumbent on leaders to ensure work is also challenging. Crawford *et al* argue that work demands that are viewed as a *hindrance* by employees are related negatively to engagement, but work

demand that is *challenging* (even if difficult) is positively related to engagement (2010 p.835).

Linking engagement to discretionary effort, Towers Perrin note,

*“another way to think about engagement is the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy.”* This particular report concludes that discretionary effort is the endgame for effective engagement, and acknowledges that, *“having a critical mass of employees who freely give that effort is of tremendous value.”* (2003 p.2).

Taylor, associated with the theory of *scientific management (Taylorism)*, viewed discretion largely in a negative light, arguing that if workers were relied upon to employ high levels of discretion they would slow down productivity. His approach, which championed rigid supervisory regimes, suggested the removal of as much discretion as possible from the work (at the time this was largely focused on production line activities in industrial America). At the time (turn of the century) jobs with high levels of discretion were only associated with those who worked for themselves, such as farmers or highly skilled craftsmen. The wisdom of the day dictated that work ought to be oriented towards removing as much discretion as was possible from the workplace, in an attempt to *‘manage out’* errors and maximize productivity (Yankelovich and Immerwahr, 1984). Fast forward 100 years or so and the focus is now concerned with unlocking discretionary effort, largely through psychological constructs such as identity, commitment, control and motivation. However there is caution, *“although improved performance and productivity is at the*

*heart of engagement, it cannot be achieved by a mechanistic approach which tries to extract discretionary effort by manipulating employees' commitment and emotions. "*

(MacLeod and Clarke, 2009 p.9). Papers six seeks to establish how the workforce connects with the organisation, concluding that *Resilience* and *Leadership* play a vital role in creating a conducive *Environment* for *Wellbeing* to flourish, and informed the model illustrated in Figure 7.

#### **2.1.4 Research Questions – What I wanted to understand?**

Holistically, the papers presented here address the research questions:

1. To what extent are resilience interventions effective?
2. To what extent does wellbeing manifest itself within the UK police service?
3. To what extent is wellbeing managed, shaped and influenced through leadership?

I acknowledge that these questions have been refined during the course of this research, as I have revisited their relevance in relation to the research objectives. This was a purposeful strategy undertaken for the construction of this thesis, and contributes to the interactive design philosophy. It is aimed at not being effectively 'held to ransom' by the scope of the research questions as my line of inquiry developed new propositions. This flexibility allowed me to deal with emerging issues, such as Leaveism, affording me the opportunity to research and publish findings in a timely fashion, congruent with the skills required for future research practice. I would suggest opportunities to explore notions that emerge and have potential to impact in the workplace should not be overlooked, or put on hold for a later date;

and would further propose that in academia this provides a distinct advantage of the alternative submission approach.

## **2.2 Methods - Phases of the research**

As briefly alluded to earlier, the phases of research took the form of analysing what has been done already, identifying gaps, confirming the position and then progressing recommendations to new working practices. To clarify the organising principle in this thesis, the papers are sequenced to deal with the issues, in order, of resilience training efficacy, leaveism and leadership; they are not presented in temporal order; of researching, writing or publication. The rationale is to order them to address, in turn, the research questions. During the early planning stages of this work (first year) I developed the illustration in Figure 8 to outline the plan and provide a rationale to my sponsors (Lancashire Constabulary). The use of this frame of reference assisted greatly in constructing and presenting this thesis in a coherent form. It also performed, and still does, the dual role of providing a roadmap for others to replicate, as the work develops on the national policing stage, recommending changes to HR policies and practices and implementing changes within police organisations. It should be noted that the *Quest* approach is a name given internally for a systematic way of reviewing departments within Lancashire Constabulary. *Sherlock* is the name given to the intranet site that hosts the internal Internet pages for Lancashire Constabulary. The work that established what was already known about the status quo for policing (at that time in 2011) is drawn from a number of sources, which I will now detail. These areas begin in the distance, with

national data, and draw closer to the subject organisation (Lancashire Constabulary); including work within the organisation already carried out by others. I then deal with how I, in turn, integrated these into the planning and execution of my own research. The intention is to give the reader a fuller picture of this research in the context of national wellbeing in policing. That is, there has not been any significant study about resilience training in the UK policing published. And to date, very little on resilience training efficacy in a police setting, highlighting the significance of work contained within this thesis.

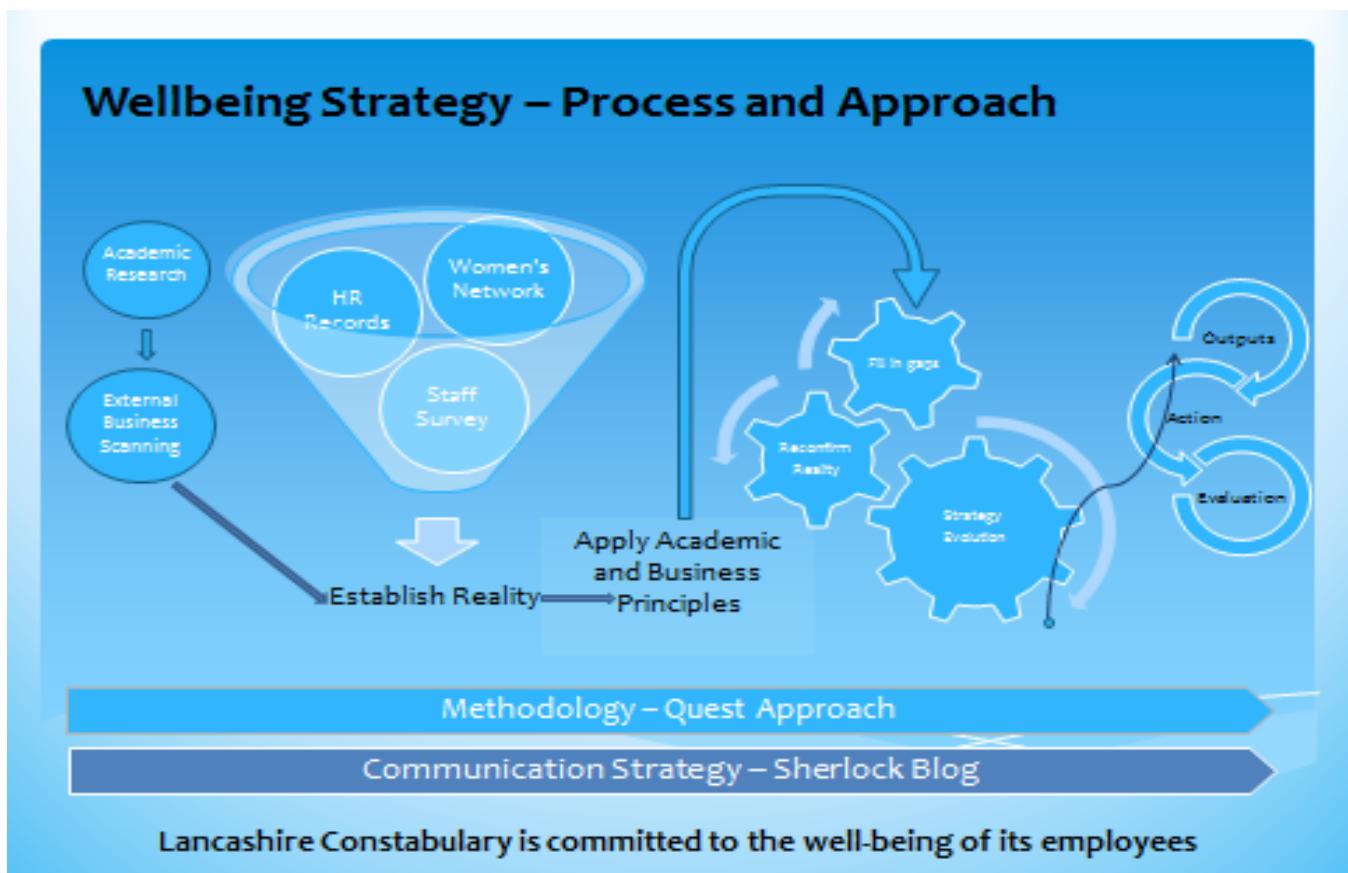


Figure 8 - Wellbeing Strategy: Process and Approach

### **2.2.1 Absence Analysis**

As part of the research I requested analysis of specific areas of sickness within the organisation. The intention was to add weight to, or dispel some of the anecdotal discourse around sickness trends. The work was carried out by one of the force intelligence data analysts, using HR data going back over the past 10 years.

The reduction in officer and staff numbers are a serious concern in respect of both the wellbeing of those still employed, and the organisational capacity to meet current and future demand. One of the assumptions was that with decreasing numbers there would be an increasing amount of sickness. This analysis reported there was no link between falling numbers of officers and average rates of absence, although it did conclude that there were higher rates of absence in officers in 'frontline' roles than those who were not (almost 14% in the long-term). This was applicable to both male and female officers, with females at slightly higher rates in 'frontline' roles. We also looked at 'frontline' in town centres compared to rural policing areas and found there was slightly higher levels of sickness absence in officers in the more rural areas, than of their colleagues in busy town centre areas.

This was more pertinent in long-term than short-term (self-certified) periods of sickness.

In the area of childcare and school holiday periods the data showed evidence that was contrary to popular belief, with sickness absence during school holidays steadily declining amongst all staff with dependents. We also noted that there was a decline

in officers with children of school age, and an increase in officers taking annual leave during the school holiday periods.

The lack of any causal link to sickness that may infer skulduggery is of great benefit to this study in that what we were faced with what appears to be 'genuine' sickness absence. The analysis indicates that there is no obvious correlation between gender, age, geographic area or downsizing of any significance. Following the initial findings I explored further lines of enquiry until I was satisfied that the data had yielded all that was useful to this research. Although these key findings are not modelled in papers within this study, it appears the impact of Presenteeism and Leaveism may well render some of the data questionable at least. For example, it appears that staff being unwell may not correlate with force sickness absence data. To be clear, regarding the significance of this line of inquiry, being absent with purported sickness could be construed as illegal (fraudulent), whilst being present or on annual leave whilst sick is not. This is well documented in several of the research papers contained within this thesis, providing supportive rationale for the confirmatory elements of this research design.

### **2.2.2 Co-operative Inquiry**

Co-operative inquiry (Heron, 1996) was used iteratively throughout this study to make full use of the resources made available by Lancashire Constabulary to assist in this research. As mentioned earlier, the Deputy Chief Constable for Lancashire Constabulary is currently (2015) the national police lead for wellbeing and engagement in UK policing, and as such access to research participants was much

easier than it may be for researchers outside the organisation. However, it should be noted that the police generally are cautious around sharing information with others, including fellow officers. The Freedom of Information Act has been helpful with this dilemma as it allows a search of 'open source' databases without having to continually seek permission from the source force. For data such as absence, policy, expenditure this is invaluable and allows the researcher some room in which to operate without having to constantly lean on potentially sensitive data from the host organisation to illustrate their point; an issue researchers are all too familiar with.

The initial ASSET survey described below was conceived in part out of observations provided in work submitted by two cohorts ( $n=18$ ) of a *Talent Management* programme the force ran. I set the first group the objective to explore what wellbeing meant to them, purposefully leaving the task open to multiple interpretations. The question I posed to the first cohort was...

*"I would like staff to consider the following, and write a short piece (3,000 word max) on what their view of the subject area is; along with the benefits or pitfalls involved in pursuing this strategy. The purpose of this research is to develop a contemporary approach to human resource management (HRM), specifically in the areas of employee wellbeing and mid-career motivation. The goal is to create an organisational culture that acknowledges these phenomena and actively seeks to address issues that will ultimately ensure all employees lead a fulfilling working life; and performance is optimised as a direct consequence."*

Following the submissions I held one to one discussions with the individual authors to explore context and ensure I was garnering the intended conclusions from their work. This proved to be a valuable exercise and provided far more information to inform this study than was presented within the written submissions. In response a general theme emerged from the group ( $n=6$ ), in that they identified the unique nature of the work of the Public Protection Unit (PPU), and their close proximity to front line policing. The PPU thus provided the optimum initial sample group for a number of reasons. As mentioned, the group represented the service in what is arguably the most sensitive area of business that is of concern to the general public, that of protecting vulnerable citizens. From a research perspective the group also provided an opportunity to present a stratified sample indicative of both staff and warranted officers of all ages, ranks and grades across all divisions of the force.

The second cohort of Talent Management staff ( $n=12$ ) were utilised to explore subtleties in the different length of service categories that are described in the career stages literature, and are apparent in the analysis of the initial PPU questionnaires. The findings from this work were used to provide an evidence-based approach for the running of the second ASSET questionnaire (Appendix 2), which explored and compared results with that of the first PPU survey (Appendix 1). The question I posed to the second Talent Management Cohort was...

*“How does Wellbeing impact on the life of individuals employed by Lancashire Constabulary in the Service Categories 0-7 years, 8-25 years and 26 years and over.”*

The group worked in three teams of four, each with one of these categories. They reported back by way of short group presentations. The findings were congruent with those of the first cohort, providing support for those findings and informing the second PPU survey ( $n=44$ ) and providing hypothesis for a third survey ( $n=48$ ) I labelled *Talent Management*. Subsequent surveys were carried out on the Superintending ranks, Response teams; and an organisation wide survey including those who had undergone resilience training, as illustrated in Table 2 below.

### **2.3 Methods - ASSET Surveys**

Throughout these research papers I have utilised *A Short Stress Evaluation Tool* (ASSET). This is used to provide a diagnosis of stress in the workplace, employing a developed (valid and reliable) screening questionnaire (Faragher et al., 2004), which in the cases modelled here was captured via an online self-administered survey approach delivered and collected on a MS Sharepoint platform. The data was then transferred from Sharepoint onto Excel, taken out of the Constabulary internal systems and loaded onto SPSS at Lancaster University for analysis. It should be noted that some analysis was done using MS Excel, such as the *General Working Population* comparisons, which I will explain later in this chapter. This survey instrument collects data from individuals on stress perceptions (potential stressors), general health and attitudes of respondents towards their organisation. The survey also measures job satisfaction and commitment to the organisation. Questions on *perceptions of your job* and *attitudes towards the organisation* are measured on a six point *Likert* scale ranging from *Strongly Disagree* to *Strongly Agree*. The health

questions are measured on a four point *Likert* scale from *Never* to *Often*. As stated, although it can be used as a pen and paper survey, for these papers the survey was written out on a Sharepoint platform within Lancashire Constabulary and sent electronically to six pre-selected groups over the course of this study (2012-2015), detailed in Table 2 below:

Group Name	No of Respondents
<b>PPU 1<sup>st</sup> Survey</b>	71
<b>PPU 2<sup>nd</sup> Survey</b>	44
<b>Talent Management Survey</b>	48
<b>Superintendents Survey</b>	33
<b>Response Survey</b>	54
<b>Resilience Survey</b>	101
<b>Total Respondents:</b>	<b>351</b>

Table 2 – ASSET Surveys conducted 2012 – 2015 (Multiple cross-sectional design)

The question sets were a combination of the ASSET tool developed by Robertson Cooper Ltd, biographical questions, questions designed to capture respondents use of existing organisational wellbeing facilities (such as corporate gym memberships and sports & social facilities), and personal responses in relation to feeling unwell (testing for Leaveism).

Lancaster University Ethics Committee granted approval prior to the first survey being sent out (2012).

A pilot survey was conducted with 12 staff, a mixture of civilian staff and warranted officers, as is represented in the PPU, prior to the first full scale survey. The purpose of the pilot was to establish that the interpretation being attributed to each question was as intended by myself. One of the participants in the pilot noted that there ought to be an option to respond N/A to the Faith Questions posed. I amended the survey, and subsequently respondents used his option (61% and 38% over the two questions). Another noticed a duplication of the grade LC10 (a civilian staff grade) across two options, and potential for confusion if they had children aged 18yrs; these errors were also rectified. I noted that apart from a few minor changes, it was interpreted as I anticipated and the changes actually added to the survey, providing a greater element of detail for analysis. The initial launch for the questionnaire distribution was delayed due to an adverse government announcement that would have potentially skewed the outcomes. On 4<sup>th</sup> September 2012 the government announced that as from 2015 there would be significant changes to the pension scheme for Police Officers. This was met with angst amongst Police Officers, as the changes would have a significant impact on their pay and conditions of service. After consultation (with Prof Cooper) I decided that this announcement would have such a significant impact on the survey returns, that I should delay it to allow for the effects of this news to subside sufficiently so as not to significantly influence the results. The first questionnaire (Appendix 1) was sent to 180 members of staff across the Public Protection Department (PPU) of Lancashire Constabulary. This accounted for the department in its entirety, including part-time staff. At the time of the survey there

were no agency staff employed within the department. 71 respondents, equating to a response rate of 29%, returned usable surveys. This allowed me to make a confident generalisation of the findings across the Public Protection Unit, facilitating comparison with the normative group (GWP) and of course, the second tranche. Whilst the first survey was available for completion there were three communiqués to staff reminding them that the survey was open (on Sharepoint). These were in response to the pattern of returns, which seemed to suggest there was an underlying reason the responses had stopped after a couple of weeks. I ascertained that this was due to staff mistakenly believed they could partially fill it in, save it, and then return to finish it at a later date. One of the communications sought to provide clarity on this. Once that had been sent out, the returns began again. A further communication reminded staff of the closing date, and the final was a notification on the date of closing.

A later survey was also conducted with PPU (post resilience training). A total of 115 provided usable responses to the 2 PPU surveys. The responses were evenly distributed across all in the departments, across all divisions and the headquarters suite allowing it to be treat as a stratified sample. The survey instruments measured potential exposure to stress in respect of a range of common workplace stressors. Questions on perceptions of your job and attitudes towards the organisation are measured on a six point Likert scale ranging from *Strongly Disagree* to *Strongly Agree*. The health questions are measured on a four point Likert scale from *Never* to *Often*. The scores for the core ASSET questions (which are on the general working

population database  $n=39,240$ ) are then converted into mean scores on a standard ten (STEN) scale, which is a normally distributed 1 to 10 scale where the mean score is 5.5 and the standard deviation is 2. Scores that are in the range 4 to 7 indicate that the response is typical within the context of the normative group. Scores in the range 1-3 and 8-10 indicate that the responses are more extreme than the normative group, in terms of being more or less positive than the average. One of the benefits of this is that I am able to communicate an almost immediate picture of the status quo to the study sponsors. Also, I am able to collate baseline data prior to any interventions (and the second survey), effectively the first study in a longitudinal exercise. The scores were examined and compared to a database of over 39,000 responses from 27 organisations within the UK, some of those being police forces. This is referred to as the *General Working Population*. A simple traffic light system then indicated if the scores were more or less positive than the average national picture in each of the key areas, compared to the general Working Population (Appendix 3). Though it must be noted this did not feature in any of the published papers within these thesis, I feel it is important to speak about this.

The survey was modified (Appendix 4) and conducted with a group of Police officers that had completed 26 years and over service. The purpose of this was to capture information on a diverse group within the service where hypothetically we may have expected to find extremes in attitudes, perceptions and lifestyle. This was conducted to follow on from the hypothesis generated by the 2<sup>nd</sup> cohort of Talent management. Within Lancashire Constabulary there are a total of 147 (as of 04/04/13) that fall into

this particular category (service of over 25yrs). Conducted from a self-administered ASSET questionnaire, I received 48 responses prior to the closing date. Data analysis illustrates that the findings were not as anticipated, especially within the areas of '*Workload*' and '*Engagement*', which were more positive than the PPU findings. Primarily conducted to provide a local picture in response to a wider national survey conducted by *Affinity* (Donaldson-Fielder et al., 2014), a further survey was conducted of the Superintending ranks within Lancashire Constabulary. The research group for the fourth paper in this thesis, this survey was targeted at those police officers performing at the senior ranks below the executive ( $n=33$ ), including Chief Superintendents, Superintendents and those who perform at the Superintending ranks on occasion (Chief Inspectors who are eligible).

A further two surveys were conducted, using the same instrument and methodology, the first looking at the picture for response officers ( $n=54$ ), and the second looking at a cross section of the working population in Lancashire Constabulary ( $n=101$ ). This use of multiple cross-sectional surveys was purposeful, and the rationale was to utilise availability and [for me] to maintain a useful function within the research organisation. I acknowledge the use of a randomised control trial would have provided the ultimate *gold standard* research methodology, however this was simply impractical in the circumstances. I would argue that this might have adversely impacted on research output (i.e. publications) during the course of the study also. In addition, the use of multiple small-scale studies has brought confidence to key stakeholders within the organisation and has created far more acceptance of the

role of research within the workplace, and the value it can add; especially at the executive level (what would have been referred to as ACPO). Indeed to provide an example of this, following the analysis of the first tranche of ASSET responses I held professional discussions about the findings with the executive officers, which are detailed later in the general discussion towards the end of this thesis. According to Bosk,

*“As a research method, fieldwork yields results that often are phenomenologically rich, theoretically provocative and practically useful.”*

(1979 p.212)

As such, the product of these discussions contains data that adds in terms of quality and sense-making. It also assists in resolving a further issue that Bosk noted...

*“All fieldwork done by a single field-worker invited the question, why should we believe it?”*

(Bosk, 1979 p.212).

Therefore, to publish peer reviewed research en route is, in my opinion, wholly appropriate and adds value for academia and the subject organisation, in my case Lancashire Constabulary; who now (2015) lead nationally on wellbeing.

## 2.4 Methods - Resilience Training

This section highlights the practical interventions that were conducted during this research, illustrating the applied nature and linking to the practical goals of the study. During the course of this research Lancashire Constabulary ran three 1-day resilience-training courses, provided by an outside specialist-training provider. The course covered aspects known to impact on stress in the workplace, including the 4 key components of *Confidence*, *Purposefulness*, *Social Support* and *Adaptability*. The classroom-based inputs involved slide-based learning, interactive activities and case studies with a focus on aspects the strengthened personal resilience. The full training programme is detailed in Appendix 4.

Three sessions were held:

Session	Date	Attendees
1	19/03/13	18
2	25/04/13	14
3	12/07/13	18

Table 3 - Resilience Training Sessions

All the sessions were hosted at Lancashire Constabulary HQ. Delegates underwent a post-course internal evaluation questionnaire, which although not academically robust (it was carried out by a police administrator from the police training school) it provided an initial indication that delegates found the course useful and informative.

## 2.5 Conclusion

This chapter has detailed the methodology employed in this thesis, including the overall research design, dealing with emergent themes (leaveism) by using a flexible research design and details of how the overall research strategy was applied.

The following chapters contain the six papers detailed below, in which research papers have each an individual methodology. The papers, where applicable, are represented as they were published i.e. verbatim, including abstracts. Dependent on publication the papers have structured abstracts.

To recap, the papers are presented as follows:

Paper 1 - Wellbeing, austerity and policing: Is it worth investing in resilience training?

Paper 2 - Asset rich, Peelers poor: Measurement and efficacy of resilience training in policing

Paper 3 - Leaveism at work

Paper 4 - Leaveism and work-life integration: The thinning blue line

Paper 5 - Leaveism and Public sector Reform: Will the practice continue?

Paper 6 - Wellbeing and Engagement in policing: The key to unlocking discretionary effort?

All of the papers were conceived, researched, written and submitted for publication during the course of this study (2011-2015).

## **Chapter 3 Paper 1 - Wellbeing, austerity and policing: Is it worth investing in resilience training?**

### **3.1 Abstract**

The purpose of this paper is to deepen conceptual understanding of workplace wellbeing in policing, particularly personal resilience. This is a conceptual paper reviewing and discussing contemporary literature with a focus on themes congruent with personal resilience in a police setting. This paper considers wellbeing in the context of police work in the UK, and how resilience factors impact on an individual's working life; and the implications for policing generally.

People can be trained to improve their resilience by a host of activities and approaches. These skills can be used to assess their own levels of resilience, and inform how to manage others through a variety of techniques.

Some resilience factors are completely out of an individual's locus of control; but many are not. Organisations can contribute by providing training and creating environments where individuals can practice these approaches as part and parcel of their daily activity, and flourish from doing so.

#### **3.1.1 Keywords**

Wellbeing, Resilience, Performance, Training, Leadership, Environment, Policing

#### **3.1.2 Paper Type**

Conceptual Paper

### 3.2 Introduction

Policing in the UK is undergoing a programme of unprecedented change. With decreasing officers and staff in all forces, set against a background of increases in complex criminal activity and changing crime trends. Together, these factors create a working environment that can be particularly stressful for employees, and as such lower performance levels may be experienced (Wright and Cropanzano, 2000c).

*Work can be viewed in a number of ways, "...people with jobs focus on financial rewards for working, rather than pleasure or fulfilment; those with careers focus primarily on advancement; and those with callings focus on enjoyment of fulfilling, socially useful work."* (Wrzesniewski and Dutton, 2001 p.184). The key aim of this work is to understand and describe these factors, and to provide evidence that resilience interventions can result in successful outcomes for both individuals and policing organisations, and ultimately add public value (Benington and Moore, 2011).

*"How we define wellbeing influences our practices of government, teaching, therapy, parenting, and preaching, as all such endeavours aim to change humans for the better, and thus require some vision of what better is."* (Ryan and Deci, 2001 p.142).

Robertson and Cooper posit that people with higher levels of psychological wellbeing (PWB) are happier, more positive, likely to live longer; and from an organisational perspective are a more valuable resource (Robertson and Cooper, 2011). They argue that organisations, including police with whom they have conducted a great deal of research, will benefit by creating an environment where employees can successfully prosper, have a sense of purpose; and enjoy a fulfilling working life. If organisations

succeed in this respect, they can expect dedication and optimum productivity in return, “*Work can make you sick – and work can make you happy. Which one happens depends on who you are, what you do and how you are treated at work.*” (Robertson and Cooper, 2011 p.3). This proposition is supported by Oswald et al, who also argue that happiness makes workers more productive (2014). Their study explored a number of reward mechanisms, such as comfort food, watching comedy films, as well as the opposite impact of discussing family tragedy. Warr and Clapperton suggest that two terms are required when describing workplace happiness, *environment-centred and person-centred*, and concede there is considerable interaction between the two (2010).

In terms of cost, a recent freedom of information enquiry uncovered the extent of sickness through mental health problems in the UK police. It reported 600,000 sickness days a year are lost to stress, anxiety or depression, with 78 officers nationwide away from the workplace for an entire year due to such illness (Dorman, 2015). There are also hidden phenomena such as *Presenteeism* (Johns, 2010) and *Leaveism* (Hesketh and Cooper, 2014b), that add to form a more realistic picture of the policing landscape.

### **3.3 Methods**

The aim of this conceptual paper is to explore and summarise to what extent interventions are effective in respect of the policing environment for improving the resilience of both police officers and police staff. As noted “*...there is no definitive evidence for the most effective training content or format, but it would appear wise*

*to include an element of one-to-one training and support based on individual needs.”* (Robertson et al., 2015). There is a plethora of study on both wellbeing and resilience. This paper is focussed on contemporary literature on the subject that is relevant to policing in the UK. However, the findings are clearly utilitarian and applicable to other occupations. This paper has been developed to illustrate how application of psychological principles and research in the workplace can improve the resilience of employees, and as a such can be used as a resource to provide a practical guide for all those charged with people responsibilities.

### 3.4 Stress

Resilience is broadly viewed as the antidote to stress. The discovery of stress is commonly attributed to Hans Selye, who in 1935 identified the syndrome in laboratory rats (Viner, 1999; Cooper, 2004). He later suggested the notion that there may be good stress, which he termed *Eustress*, as opposed to distress (Selye, 1984). Since then the theory has been developed, and a contemporary view of stress is often seen as being the point after which the amount of pressure a person is under exceeds their ability to cope; conceding some pressure is actually good for you. This may be a different ‘set point’ for everyone, dependent on skills, capability, personality etc. *“It has to be recognized that stress is dynamic and, in a rapidly changing environment, is unlikely to ever disappear completely, but needs to be regularly monitored and addressed.”* (Cooper and Cartwright, 1997 p.12). As well as traditional descriptions associated with stress through too much work, i.e. overload, employees can experience stress by having too little to do, causing boredom, apathy

and frustration; which can be equally as stressful (Palmer and Cooper, 2010). These dimensions form the basis of resilience programmes that have developed to equip workers with the necessary tools to recognise and act in respect of their own personal circumstances. It would seem then, that if stress is ever-present, so too should be mechanisms to confront it. This appears entirely relevant to policing, which is described as an occupation with high emotional labour, "*Police officers are faced with emotionally exhausting events on a daily basis and are required to control negative emotions in an effort to conduct their jobs effectively.*" (Daus and Brown, 2012 p. 305). Resilience is the prime mechanism, and therefore those equipped with the knowledge and skill to be aware of, and improve their resilience, ought to function better in the workplace.

### **3.5 Psychological Wellbeing**

Seligman argues that although many would view psychology as being about the past, in his view it should focus on the present and future, and that human beings are in fact drawn to the future. Suggesting this is how one can '*Flourish*' (2011b). Lyubomirsky supports this view of wellbeing by drawing upon the work of Csikszentmihalyi with the following quotation, "...*a state of intense absorption and involvement with the present moment.*" (Csikszentmihalyi, quoted in Lyubomirsky, 2010 p.185).

A description of how time seems to pass quickly when one is immersed in thought and activity goes some way to illustrate the concept, however she does caution against how being in a somewhat permanent state can be counterproductive, and

concedes there is merit in looking both back in time and to the future; providing examples of persons who are homeless or suffer from Alzheimer's as being almost "*overwhelmingly present-focussed.*" (Lyubomirsky, 2010 p.211).

Psychological wellbeing is commonly split into two areas of study, *Hedonic* and *Eudaimonic*, with an *Evaluative* aspect added by some commentators. Broadly speaking, *Hedonic* refers to a person's feelings or emotions, whilst *Eudaimonic* aspects are used to describe the psychological needs to live one's life with meaning and purpose. These phrases have been subject to much debate within wellbeing, Waterman (1984) states,

*"The daimon specifies the end or goal (telos) of behaviour. It is the final cause, that, for the sake of which a person acts. It provides purpose and meaning to living. The telic value of eudaimonic feelings rests in the ability to sustain directed action despite the obstacles and setbacks inevitably encountered in the pursuit of those goals deemed to be personally expressive."* (Waterman, 1984 p.16). This is effectively the extent to which a person is fully functioning (Ryan and Deci, 2001). Robertson & Cooper observe it as "*the purposeful aspect of psychological wellbeing*" (2011 P.6).

### **3.6 Subjective Wellbeing**

Terming it the '*Happiness Factor*', Achor proposes that, "*People who cultivate a positive mind-set perform better in the face of a challenge.*" (Achor, 2012 p.100).

Achor argues that one can train the brain to be positive, based on a number of daily activities much in the way someone would go about physical training in a gym. He is particularly supportive of social support as an aid to happiness, positing that people

who provide social support to others are more likely to be promoted, have higher job satisfaction; and are more engaged by their jobs (2012). This proposition sets the scene for the efficacy of resilience training, as it suggests that one can exercise some amount of control over their own emotional state.

### **3.7 Mindfulness**

The research on *Mindfulness* reportedly began around 1980 and the origins are popularly attributed to Jon Kabat-Zinn, a Professor of medicine in Massachusetts, who initially began to explore the use of Buddhist meditation techniques as a stress reduction tool. He originally looked at the treatment of conditions that were not being resolved by other approaches in medicine at that time.

*“Simply put, mindfulness is moment to moment awareness. It is cultivated by purposely paying attention to things we ordinarily never give a moment’s thought to.”*(Kabat-Zinn, 2001 p.2).

The application of Mindfulness has been broadly split into two areas, for stress reduction, Mindfulness Based Stress Reduction (MBSR); Mindfulness Based Cognitive Therapy (MBCT) is used to address depression. Chaskalson (2011) posits that mindfulness is about paying attention to the here and now, non-judgementally, *“When you’re mindful, you know you’re mindful. You are aware of what you’re thinking, what you’re feeling and what you’re sensing in your body, and you know that you’re aware of these things. Much of the time we’re just not aware in that sense.”* (Chaskalson, 2011 p.13). Sharing Achor’s perspective, Chaskalson suggests that one can train the brain very much in the way that an athlete conditions their

body for sport. This position was supported by medical trials, where participants experienced in Tibetan Buddhist meditation practices were scientifically measured in a MRI scanner whilst using the tools of mindfulness, a contemplative practice, to meditate (Josipovic et al., 2011). Although the main research focus was serious medical conditions such as Alzheimer's disease, Attention Deficit Hyperactivity Disorder (ADHD) and Autism, it suggests that one can influence one's own state of mind to bring about wellbeing. The study was conducted with 24 experienced meditators, and although the results of two were discounted (because they fell asleep!), the work noted that...

*“Meditations form a large body of techniques that enable individuals to influence their state of awareness and enhance their wellbeing”* (Josipovic et al., 2011 p.2).

The Mental Health Foundation reported participants in *mindfulness* work place programmes (8 week) were more engaged in their work, more energised, had decreased medical symptoms, decreased psychological distress and greater ability to concentrate,

*“Mindfulness programmes have achieved significant reductions in symptoms and relapse rates in mental ill health and there is evidence that Mindfulness interventions can directly benefit physical health by improving immune system response, speeding healing, and inducing a sense of physical wellbeing.”* (Halliwell, 2010). It has also been reported that *mindfulness* can improve attention, reduce anxiety, reduce burnout, increase creativity, enhance inter personal relationships and empathetic responses (Darwin, 2012).

To position the practice in terms of effectiveness, there are thousands of prescriptions for the therapy made each year by the NHS in the UK (Derbyshire, 2013). There is a growing evidence base of research that suggests the practice is effective in terms of both credibility and use (Segal, 2013; McManus et al., 2012; Surawy et al., 2014).

Collectively, these views clearly illustrate that a person does not merely need to accept their lot in life, but can take action to address issues of wellbeing based on their own personal circumstances. Mindfulness practices seem to be particularly helpful in addressing stress, anxiety and depression; all contributing significantly to sickness absence. Organisations can therefore contribute by actively creating environments in which people can practice these approaches should they choose to do so as part of a broader approach to personal resilience.

### **3.8 Resilience**

In terms of resilience, the word itself has roots in the Latin verb, *resilire* - to rebound. Haglund et al suggest resilience refers to the "*ability to successfully adapt to stressors, maintaining psychological wellbeing in the face of adversity.*" (2007 p.899). Masten suggests it as, "*the capacity of a dynamic system to adapt successfully to disturbances that threaten system function, viability, or development.*" (2014 p.6). In support of this, Mallack believes resilience to be, "*the ability of an individual or organization to expeditiously design and implement positive adaptive behaviors matched to the immediate situation, while enduring minimal stress.*" (1998 p.148).

Luthans defines resilience as the “*positive psychological capacity to rebound or bounce back from adversity, uncertainty, conflict, failure or even positive change, progress and increased responsibility.*” (2002 p.702).

Luthans’ definition highlights the well-known and important ‘*bouncing back*’ [or rebounding] aspect of resilience, and is useful in drawing attention to the extensive need for resilience in both positive (opportunities or advancement) and negative (dealing with adversity) experiences in the workplace.

Research by Alexander et al (2012), and Brigadier General Cornum (Cornum, 2012), who until recently led the \$125 million emotional fitness regime for the US military, suggests that the things that enable a person to ‘*bounce back*’ are not all due to an individual’s make-up, and effective coping strategies can be learned and developed. In support Masten (2014) argues that everyone has the ability to develop resilience, but warns there is no such *trait* as resilience.

A lot of the detailed research on personal resilience has focused on the emergency and caring services, probably because more demand for effective coping strategies are evident here due to the frequent and relatively high levels of stress experienced in these roles. The growing base of evidence in this field of research includes the police (Paton, 2006), army (Cornum, 2012) ambulance service (Gayton and Lovell, 2012), nursing (Zander et al., 2013), and social work (Grant and Kinman, 2013). To highlight this by way of example, in relation to policing, “*an officer may find themselves involved in a violent confrontation with an offender, and then within the space of minutes may be called upon to calm and console the family of a road-*

*trauma victim.*" (Williams et al., 2010 p274). These are all vocations with high emotional labour, which correlates positively to stress levels (Mann and Cowburn, 2005).

### 3.9 Emotional Resilience

Much of the work on personal resilience focuses on emotional resilience (Paton, 2006; Gillmartin, 2002). As Sillince and Shipton (2013) articulate, emotions are important. This work on emotional resilience links people's physical and emotional reactions, seeks to explain why the body reacts in the way it does and offers useful strategies to help overcome the negative reactions and effects. Paton claims, in relation to critical incident stress, that there can be '*both positive (e.g., posttraumatic growth) and negative outcomes (e.g., learned avoidance of threat situations).*' (2006 p.198).

Emotions though are not the complete picture. Beddoes-Jones (2012 p.46) extends this analysis and highlights the physical, mental and emotional aspects to resilience, introducing more of a holistic perspective, although they do not explore how these different aspects can be developed. Richardson (2002), Connor et al (2003) and Cornum (Cornum, 2012) are some of the few to take the holistic exploration still further and include the spiritual dimension as an important aspect to resilience. The spiritual dimension is a complex, and controversial area often overlooked within holistic approaches, but is increasingly being identified as a vital element which can have a large influence on the physical, mental and emotional aspects (Rayment and Smith, 2013 p.12; Zohar, 2001; Smith et al., 2015).

### 3.10 Workplace Cost

Resilience is an important and productive stream of research for managers and HR professionals because of the significance of stress within the workplace. Stress, the *“Health Epidemic of the 21<sup>st</sup> Century”* according to the World Health Organisation, costs American businesses alone an estimated \$300 billion a year and is a major threat to the health and wellbeing of people at work (Bruce, 2013). Every year 140 million days are lost to sickness in the UK. Employers pay £9 billion a year and the State spends £13 billion annually on health-related benefits (Black and Frost, 2011). Over the last 5 years, work-related stress, depression or anxiety remains for each year the single most reported complaint (HSE, 2008). The Chartered Institute of Personnel and Development (CIPD) absence management survey (CIPD, 2014), involving 592 organisations across the UK (employing almost 2 million people), reported that average employee absence is 6.6 days per year (falling from 7.7 in 2013). However, UK public sector workers recorded an average of 7.9 days per employee per year (2013:8.7days, 2012:7.9 days), and 60% of public sector organisations reported stress-related absence had increased over the last year. In terms of policing, recent freedom of information requests have suggested that UK police forces lost 600,000 sick days in 2014 to stress, anxiety or depression (Dorman, 2015), with the Metropolitan Police Service seeing a 43% rise in stress-related sickness over the last 5 years (Kirk, 2014). If a greater understanding of the relationship between resilience and stress can be achieved, managers and HR professionals will be better able to implement effective support and training

interventions to assist employees to cope more effectively with the stress that is inherent in today's workplaces.

### **3.11 Resilience Training**

Although there is a significant amount of literature detailing the issues of resilience in health terms, what there is a shortage of is evidence of what resilience interventions have been effective in either improving or sustaining employee wellbeing in the workplace. *"Resilience refers to the ability to successfully adapt to stressors, maintaining psychological wellbeing in the face of adversity."* (Haglund et al., 2007 p.899).

There are many resilience training programmes available, some of which employ cognitive behavioural techniques, such as The Penn Resiliency Program and the Military's Battlemind or Comprehensive Soldier Fitness program (Southwick and Charney, 2012). McAllister and McKinnon argue that, *"resilience theory should be part of the educational content and taught in a way that promotes reflection and application in order to give students strength, focus and endurance in the workplace."* (2009 p.371).

In terms of education, a recent [UK] government paper advocating resilience training for schoolchildren clearly shows the broader value of the concept, and in many ways is an early intervention approach (Allen, 2014).

Skogstad *et al* argue that systematic training and good social support can minimise the chances of post-traumatic stress amongst employees in these vulnerable roles (2013). Developing this educational theme, Gottman *et al* (Comprehensive Soldier

Fitness Programme) contend that it ought to extend to family and friends of serving officers. This includes both warranted and civilian members of these services (2011).

### **3.12 Conclusion**

To conclude, the importance of individuals having some understanding of how they function, and respond in the workplace, is a key component to leading a fulfilling and purposeful working life. This seems especially pertinent for those involved with policing, which is high on emotional labour and can be particularly stressful, both internally and externally. Resilience is a key factor to realising, maintaining and improving the wellbeing of the police workforce. For individuals who have a supervisory role to play, at whatever level in an organisation, there are additional considerations in relation to how they support and promote individual responses to these aspects; creating a workplace environment where employees can apply these principles. There is currently little evidence of resilience training efficacy in a non-military environment, and further study is required in this area. The premise is that work is commonly regarded as good for us, and that people on the whole enjoy their work. Police work can be both challenging and rewarding. What emerges from literature is that there are many intervening factors that impact on the extent to which people enjoy work, and draw meaning and purpose from their working life. Resilience training efficacy is a relatively under explored topic. This paper contributes by providing a greater theoretical insight into what is known, which is important for leaders in all organisations, particularly those trying to maintain performance whilst undergoing programmes of change; which all UK Police forces

are currently experiencing. With most [UK] public sector organisations undergoing programmes of radical reform, a resilient workforce is going to be critical to maintaining operational effectiveness and optimum performance. Leading in these organisations is going to create unprecedented challenges for some, and resilience training can provide the knowledge and skills to lead change successfully.

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### 3.14 Continuity

This first paper has reported on the importance of individuals having some understanding of how they function, and respond in the workplace. Together with the first paper, the next paper (2) they address the first of the research questions posed in this thesis, *to what extent are resilience interventions effective?*

Resilience is a key factor to realising, maintaining and improving the wellbeing of the police workforce. The premise is that work is commonly regarded as good for us, and that people on the whole enjoy their work. Police work can be both challenging and rewarding. What emerges from the literature explored in paper one is that there are many intervening factors that impact on the extent to which people enjoy work, and draw meaning and purpose from their working life that are related to personal resilience.

Resilience training efficacy is a relatively under explored topic. With most [UK] public sector organisations undergoing programmes of radical reform, a resilient workforce is going to be critical to maintaining operational effectiveness and optimum performance. Leading in these organisations is going to create unprecedented challenges for some, and resilience training can provide the knowledge and skills to lead change successfully. There is currently little evidence of resilience training efficacy in a non-military environment. The following paper (2) examines and reports on the efficacy of work-based personal resilience training in a police force in the UK. This study clearly shows that, in a policing context, resilience training is highly effective and can contribute towards positive wellbeing outcomes for staff.

## **Chapter 4 Paper 2 - Asset Rich, Peelers Poor: Measurement and Efficacy of Resilience Training in Policing**

### **4.1 Abstract**

This paper examines and reports on the efficacy of work-based personal resilience training in a provincial police force in the north of UK. Taking a contextual view, data is modelled from an ASSET survey ( $n=351$ ) that provides evidence of the manifestations and consequences of providing such input, in comparison with respondents who had no training and were in the same organisation. The findings support the use of such training programs for improving employee wellbeing and resilience by addressing the sources of stress, and educating the workforce. This research provides compelling evidence that resilient individuals are better equipped to deal with the stressful nature of both policing and an uncertain working environment. Support is also given to the proposition that effective leadership, a working environment congruent with employee wellbeing, and investment in resilience programmes for the workforce, enhances subsequent organisational performance. The paper concludes with strong support for the effectiveness of resilience interventions, and a proposal that resilience training ought to be incorporated into HRM practices, with the aim of better preparing employees to face the pressures and challenges of a rapidly changing policing landscape.

## 4.2 Introduction

In a systematic review of workplace resilience training Robertson et al identified that there had been no meaningful synthesis of resilience training efficacy (Robertson et al., 2015). The research concluded that resilience training could improve employee performance and wellbeing. This paper seeks to examine the extent to which organisational investment in resilience interventions improve the working life of employees, and organisational performance. This is viewed through the construct of wellbeing. The subject organisation is a provincial police force in the north of UK, where a series of multiple cross-sectional surveys have taken place longitudinally in order to probe the efficacy of resilience interventions in the workplace. These interventions consisted of classroom-based training sessions that covered the common themes of resilience. These included the ability to cope with the stressors of everyday life, thinking errors, and the ability to bounce back following adverse events; so called *bouncebackability*. Surveys were carried out to establish the extent to which the intervention had been effective in terms of general health, attitudes towards work and employee perceptions of their job. These were subsequently compared to employees that underwent no training, but were in exactly the same working environment. A short stress evaluation tool (ASSET) is employed to assess sources of stress within respondents and to model the findings resulted in this research. It should be noted that during the course of this research the police force in question was undergoing an unprecedented programme of root and branch reform, involving considerable financial and workforce downsizing. As such, the

relevance of these findings could be given further significance, in that operational performance has been maintained. This is documented by HMIC inspections and reports on the subject force, which report on high performance levels throughout the research period (HMIC, 2015).

### **4.3 Literature**

The literature contained in this paper seeks to clarify the thinking to date on many of the aspects contained within the findings of this research, beginning with contemporary views on wellbeing. Literature linking *wellbeing* to *resilience* is then reviewed, covering areas of *gender, police culture, mechanisms for measurement* and *burnout*. Finally, the subject of resilience is explored in greater depth, this being the essence of the paper and supports the notion that it is “*an idea whose time has come.*” (Cooper et al., 2014).

#### **4.3.1 Wellbeing**

Seligman (2012) outlined his view that *wellbeing* is more than the absence of illness. This was supported by Rothmann and Cooper with the notion of wellbeing going “*beyond the fixed ideas of health as the absence of illness*” (Rothmann and Cooper, 2015 p.222). Seligman argues *wellbeing* as a notion has five pillars. These are *Positive Emotions, Engagement, Relationships, Meaning and Purpose and Accomplishment*. (Seligman, 2011a p.24). These five areas, commonly referred to as PERMA are measured both objectively and subjectively, and are a development of Seligman’s original concept of ‘*Authentic Happiness*’ which used life satisfaction as both

measures and goals (Seligman, 2003a). These broad headings seem to be widely agreed by a number of wellbeing commentators (Cooper and Robertson, 2012; Lyubomirsky, 2010; Ryff, 1989; Kobau et al., 2011). Ryff and Keyes (1995) generated a multidimensional model of wellbeing including six distinct components of positive psychological functioning, *“In combination, these dimensions encompass a breadth of wellness that includes positive evaluation of one’s past life (Self-Acceptance), a sense of continued growth and development as a person (Personal Growth), the belief that one’s life is purposeful and meaningful (Purpose in Life) the possession of quality relations with others (Positive Relations With Others), the capacity to manage effectively one’s life and surrounding world (Environmental Mastery), and a sense of self-determination (Autonomy).”* (Ryff and Keyes, 1995 p720). These six dimensions are referred to as the *Eudaimonic* aspects of psychological wellbeing, when a person is functioning well. In contrast to *Hedonic* aspects, such as pleasure or the avoidance of pain.

Later studies utilised a wellbeing continuum, ranging from languishing to flourishing (Keyes, 2002). Ryff also opened the debate around wellbeing and age profiles, arguing that there is a definitive relationship between the two. Ryff’s findings are evident in this research, although some of her work speculated beyond working life, *“It appears that even well educated, healthy economically comfortable older adults face significant challenges in their efforts to maintain a sense of purpose and self-realization in later life.”* (Ryff, 1989 p.1079).

#### 4.3.2 Gender

Ryff's study included some observations regarding gender, and what she refers to as "women's more troubled psychological profiles." She concluded in her study ( $n=321$ ) that females had lower levels of internal control and morale, and higher levels of depression.

This is balanced by the trends of higher personal growth in women, along with more positive relations with others (Ryff, 1989). Theories around '*glass ceiling*' popularised by The Wall Street journal article '*The Corporate Woman*' (Hymowitz and Schellhardt, 1986) seek to develop these arguments.

In policing these are popularised as a long hours working culture, work-life balance with a particular focus on child care responsibilities, and issues around trust as potential bars to promotion for women. Although policing purports to have flexible working arrangements available to all staff, it is generally accepted that females remain in the majority when it comes to requesting flexible contracts, such as reduced hours, or '*fractional*' working, as referred to by Gatrell (2007). Whilst flexible working is available to all, there is some scepticism about the career opportunities available to those on flexible contracts as opposed those on full time contracts. Guest (2004) questioned to what extent employees working on flexible contracts were disadvantaged, concluding that knowledge workers on contracts of choice '*pursuing boundaryless careers*' seem to experience positive outcomes, whilst others experienced less favourable outcomes.

#### 4.3.3 Police Culture

The culture in policing is not particularly helpful when promoting notions of wellbeing and resilience, viewing it in a counter-productive light...

*“Police, it is said, have an exaggerated sense of mission towards their role and crave work that is crime oriented and promises excitement. They celebrate masculine exploits, show willingness to use force and engage in informal working practices. Officers are continually suspicious, lead socially isolated lives and display defensive solidarity with colleagues. They are mainly conservative in politics and morality, and their culture is marked by cynicism and pessimism.”* (Loftus, 2010 p.1).

These elements described by Loftus almost form the antipode of stress reduction in the workplace, and form conceptions of living life on the edge.

#### 4.3.4 Measuring resilience aspects of wellbeing

The ‘*Life Satisfaction Index*’ (Wallace and Wheeler, 2002) is one of a number of instruments constructed to track elements of wellbeing, including resilience. Others include the ‘*Better Life Index*’ (OECD, 2012) which provides a global comparison; the ‘*Management Standards Indicator Tool*’ is used by the Health and Safety Executive in the UK (HSE, 2008). In this research we utilise the ASSET tool, a similar instrument. Ryff points out that the use of these multi-dimension modelling tools are far more effective than looking at singular aspects of what is a very complicated field of study (Ryff and Keyes, 1995). This is given further support, Cartwright and Cooper note,

*"A number of stressors interact with individual characteristics to determine the effects of stress for the individual and for the organisation, both in the long term and the short term."* (Cartwright and Cooper, 2002 p.23).

Indeed this research supports this view and illustrates that commentary in isolation does not tell the same story as, for example, a cluster of responses compared to general working population norms. Table 4 below represents an overview of other wellbeing modelling approaches:

6 Essentials (Cooper and Robertson, 2012)	Multidimensional Model (Ryff and Keyes, 1995)	Management Standards (HSE, 2008)	PERMA (Seligman, 2011a)
<b>Resources &amp; Communications</b>	Self-Acceptance	Demands	Positive Emotions
<b>Control</b>	Personal growth	Control	Engagement
<b>Work Relationships</b>	Purpose in Life	Support	Relationships
<b>Balanced Workload</b>	Positive Relationships with others	Relationships	Meaning & Purpose
<b>Job Security &amp; Change</b>	Environmental Mastery	Role	Accomplishment
<b>Job Conditions</b>	Autonomy	Change	

Table 4 - Modelling the wellbeing components of survey and measurement tools

As can be seen there is considerable crossover in the concepts. Diener (2000) introduced cultural influences into the fray as he explored happiness; or subjective wellbeing.

#### **4.3.5 Burnout**

With its origins as a metaphor used as a colloquial term by poverty lawyers, the term '*burnout*' has been described as '*a prolonged response to chronic job stressors*' (Maslach et al., 2001 p.405). In this work Maslach et al propose there are three dimensions to burnout, *Exhaustion, Cynicism and Inefficacy*. Later work by Schaufeli (2003) labelled these as *Exhaustion, Cynicism or Depersonalisation*, and *Low Professional Efficacy*. The majority of the study concerned jobs that involved caring and services (emotional connections), so is of particular relevance to Policing. On the subject of cynicism the following extract illustrates a policing perspective, "*Moderating one's compassion for clients by emotional distance from them* ("detached concern") was viewed as a way of protecting oneself from intense emotional arousal that could interfere with functioning effectively on the job. However, an imbalance of excessive detachment and little concern seemed to lead staff to respond to clients in negative, callous, and dehumanized ways." (Maslach et al., 2001 p.400). Policing has been described as an occupation with high emotional labour (Cooper et al., 2005 p.413).

As well as burnout there is a further stressor on the opposing scale, that of '*rustout*' (Palmer and Cooper, 2010). The theory is that people who become bored by having too little to do or they no longer find the work as challenging may find themselves

experiencing stress, anxiety or depression. This introduces the conundrum for many in a managerial role of how much is too much; or too little? Getting the balance right between challenge and support, and keeping pressure positive for employees. This is one of the areas contained within the resilience-training package. Figure 9 below illustrates the relationship.

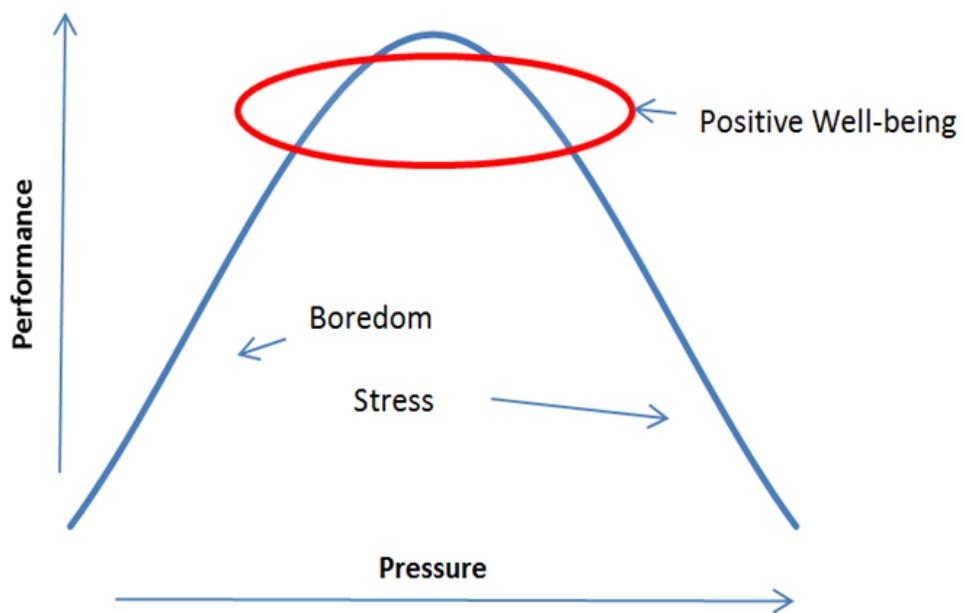


Figure 9 - Performance Pressure Relationship (adapted from Yerkes and Dodson, 1908)

Added to this of course is the fact that we are all unique and have different needs and levels at which we peak, *“One person’s pressure is another person’s stress.”* (Palmer and Cooper, 2010 loc 303).

These factors combine to illustrate how much knowledge and understanding is required to keep a team working at their optimum level.

#### 4.3.6 Resilience

One of the key concepts to understanding where the balance may lie can be explored through the notion of resilience. *“Resilience refers to the ability to successfully adapt to stressors, maintaining psychological wellbeing in the face of adversity.”* (Haglund et al., 2007 p.899). The word stems from the Latin resilire – to rebound (Masten, 2014 p.6). Luthans also spoke about the ability to ‘bounce back’ from adversity; or rebound (Luthans, 2002), although the origins of the phrase ‘bouncebackability’ appear to be ascribed to the ‘great philosopher’ Ian Dowie (a football pundit), in his descriptions of Crystal Palace’s woeful season! The instrument used in this paper proposes four key components of resilience, those being Confidence, Purposefulness, Adaptability and Social Support. The survey reports on the sources of stress in the workplace, and defines stress in this context as, *“When the individual perceives that the demands made upon them exceed their ability to cope...”* (Cartwright and Cooper, 2002 p.6).

There are of course many resilience training programmes on the market, some of which employ cognitive behavioural techniques, such as *The Penn Resiliency Program* and the military’s *Battlemind* or *Comprehensive Soldier Fitness Program* (Southwick and Charney, 2012). Although we may draw similarities, this study focuses on the entire policing family, and although there are undoubtedly ‘front-line’ similarities, the intervention skills necessary take these beyond the scope of this study...

*“Policing is often about operating at the boundaries; boundaries between right and wrong, good and evil, life and death. Working on these frontiers is difficult, the boundaries are blurred and questions about meaning are frequent.”* (Hesketh et al., 2014d p.158).

For individuals who have a supervisory role to play, at whatever level in an organisation, there are additional considerations in relation to how they support and promote individual responses to these aspects; creating a workplace environment where employees can apply these principles and being mindful of signs that all is not well (Hesketh et al., 2014a). In support of this proposition a study of the health service in Norway detailed the impact of leadership on sickness absence during a change programme, noting that line manager behaviours directly influenced employee responses (Bernstrøm and Kjekshus, 2012).

The RAND Workplace Wellness Program's Study is sponsored by the US Department of Labor, and is intended to inform policy makers, employers and employees. In 2013, it reported that there had been an epidemic in lifestyle diseases amongst America's working age population; which had previously been the preserve of the older populace. In combating this, the study recommended prevention strategies, which it labelled '*workplace wellness programs.*' Together with the more traditional advice on diet and exercise, smoking and alcohol etc, the report details use of incentives in the workplace, such as financial reward in the form of both discounts and cash payments. Concluding that organisations with effective wellness programs had reduced illness absenteeism they describe the programmes as a combination of

screening activities and interventions. Amongst five key facilitators for successful wellness in this study was the necessity for leaders to engage with these programmes on all levels (Mattke et al., 2013). Supporting this view Alimo-Metcalfe et al posit in research exploring the relationship between wellbeing and leadership style in the UK National Health Service (NHS). *"Engaging leadership is based on integrity, openness and transparency, and genuinely valuing others, and their contributions, along with being able to resolve complex problems and to be decisive."* (Alimo-Metcalfe et al., 2008 p.587). They propose that creating a culture of engaging leadership is critical to employee wellbeing and motivation. An extensive study of individuals ( $n=420,599$ ) in 63 countries found individualism to be a better predictor of wellbeing than wealth (Fischer and Boer, 2011). However, in an investigation into household income, findings indicated this must be accompanied by greater optimism, financial satisfaction, and household material prosperity to have a positive impact on subjective wellbeing (Diener et al., 2013). Optimism and resiliency are two of the key factors contributing to high levels of psychological capital (*PsyCap*), hope and self-efficacy being the others. Research suggests that individuals that are high in *PsyCap* are better equipped to deal with stressors in the workplace due to optimal individual behaviours, performance and attitudes (Luthans et al., 2014). It is particularly relevant within the context of the pace of change in respect of the financial asks (particularly in the UK public sector). *"Employees who are more hopeful, optimistic, efficacious, and resilient may be more likely to 'weather the storm' of the type of dynamic, global environmental contexts confronting most*

*organizations today better than their counterparts with lower PsyCap.”* (Luthans et al., 2007 p.568).

However, in an article aptly entitled ‘*Prozac Leadership*’, Collinson warns of the dangers of leaders becoming almost consumed by optimism and positivity, citing examples on the lead up to the sub-prime mortgage crisis, where the UK Chancellor (Finance Minister) continued to talk in such positive terms about the economy’s state of health; almost right up to the point of the collapse. He argues that this excessive positivity, in the face of overwhelming environmental conditions to the contrary, is likely to lead to follower resistance (Collinson, 2012). It has already been well established that leadership plays a critical role, “*The more positive an employee's perceptions of top management, the lower his or her rate of increase in absenteeism.*” (Dello Russo et al., 2013). A caution that to rely solely on sickness absence as the sign of wellbeing was given by Hesketh et al, who noted that other manifestations such as Presenteeism (Johns, 2010) and Leaveism (Hesketh and Cooper, 2014b) may also be indicative of existent workplace problems (Hesketh et al., 2014c). In a keynote address to the Good Day at Work Conference, 2012 Ann Francke, the CEO of the Chartered Management Institute (CMI), presented the findings of research carried out by the CMI and Penna (McBain et al., 2012) . This revealed that only 1 in 5 managers are qualified and 64% of organisations reported they had no ‘*need*’ to train staff. In the same survey, it is hardly surprising that only 21% reported that they consider their line managers to be ‘*highly effective*’, with 43% classing them as ‘*ineffective*’ or ‘*highly ineffective*’. (Francke, 2012).

The subject of wellbeing and having a resilient workforce provides fertile ground for cost savings, with absenteeism costing the UK an estimated £8.4bn, and presenteeism £15.1bn per year (Hutchinson, 2011). For many, this is the focus of effort, the metric that drives activity within the organisation. *"The annual economic costs of sickness absence and worklessness [in the UK] associated with working age ill-health are estimated to be over £100 billion. This is greater than the current annual budget for the UK's National Health Service and equivalent to the entire GDP of Portugal."* (Black, 2008 p.10).

Wellbeing instruments, such as ASSET (Faragher et al., 2004), Stanford Presenteeism Scale (Koopman et al., 2002), the Life Satisfaction Index (Wallace and Wheeler, 2002), and the Better Life Index (OECD, 2012) can be used to provide supporting evidence to explain sources of stress within the workplace, such as job conditions, job security, attitudes and perceptions; and overall health. Together with absence records, these provide a more '*reality-based*' picture of workplace stress, and what the significant impact factors on this landscape are. They also provide organisations with comparative data, affording them the opportunity to position themselves in relation to others. Some studies have distilled further, focussing on specific conditions that result in presenteeism. In a Dutch study of patients with rheumatoid arthritis (n=237) a number of different productivity measures were employed to establish the most valid measurement tool. They concluded that...

*"many aspects of presenteeism should be discussed with caution."* (Braakman-Jansen et al., 2011 p.359).

New methods, using the same data set, have also been proposed that measure both absenteeism and presenteeism (Bierla et al., 2013). These measurement instruments, combined with traditional absence measures, provide evidence of organisational and individual behaviours associated with employee wellbeing. More significantly, they also assist in the processes of forming organisational responses (eg wellbeing interventions such as resilience and leadership training programmes) to the issues that emerge. In support of this proposition, research carried out with over 1700 senior executives in the Canadian public sector concluded, *“to reduce the occurrence of presenteeism and absenteeism, employers should avoid concentrating their health promotion activities exclusively on disease-prevention programs.”* (Gosselin et al., 2013 p.84).

Considerable effort has been devoted to both measuring and understanding workplace stress (Ganster and Rosen, 2013). Previous work has traditionally used measures of absenteeism, mainly highlighting that general sickness trends have moved from complaints of muscular skeletal related illness to those of stress, anxiety and depression. In a report by the Confederation of British Industry (CBI), the leading voice for businesses in the UK, these are reported as mental illness (CBI, 2011), and have been largely attributed to the general working population shifting to a more knowledge based labour force and away from the manual labour jobs of earlier years. The later introduction of presenteeism (Johns, 2010; Hutchinson, 2011) clearly articulated that the issues of stress in the workplace may not be confined to those

employees that were absent due to sickness, arguing the case for being present and sick; amongst other criteria.

#### **4.4 Method**

A series of group-based resilience training sessions took place within the workplace of the subject organisation. These were conducted by a professional independent company outside of policing, and predicated on the assumption that resilience is based on personal characteristics and skills that can be learned and developed through appropriate training. This covered areas including building personal levels of resilience and managing wellbeing in a workplace setting. The objectives were for delegates to understand resilience and to learn how to build and maintain resilience, both in themselves and others. Input on how to recognise signs of stress, what areas of personality help or hinder resilience and how social support can play a defining role were all contained within the training programme. The subsequent surveying was conducted the following year.

This paper models that data, which was garnered from A Short Stress Assessment Tool, ASSET (Faragher et al., 2004). This wellbeing psychometric instrument is used to measure sources of stress in the workplace. The instrument measures *Attitudes Towards the Workplace* and *Perceptions of The Job*. Items capture attitudes and perceptions that are known to cause stress in the workplace, these being *Resources and Communications, Control, Work Relationships, Balanced Workloads, Job Security and Change* and *Job Conditions*; known as the 'six essentials' (Cooper and Robertson, 2012). The survey instrument also contains measures to report on *Engagement*,

*Commitment of Employees to the Organisation and Perceived Commitment of Organisation Towards Employees.* The questionnaire was administered electronically via a Sharepoint platform and employed an online self-reporting approach. Questions on perceptions of the job and attitudes towards the organisation were measured using a six point Likert scale, ranging from Strongly Disagree to Strongly Agree. The Cronbach's alpha reliability score for the 46-item ASSET measure was 0.804 and considered acceptable. The study reports on the responses captured from those who underwent resilience training against those who did not, but were in the same working environment.

## **4.5 Findings**

### **4.5.1 Sample Description**

A sample of 351 completed questionnaires was analysed from police officers and staff employed in a provincial police force in the north of the UK. 42% of respondents were female. 20% were employed in staff (non-police) or office-based functions. 20% of respondents were in part-time roles. 48 respondents did not indicate their rank or grade. Further demographic characteristics are illustrated in Figure 10 and Figure 11.

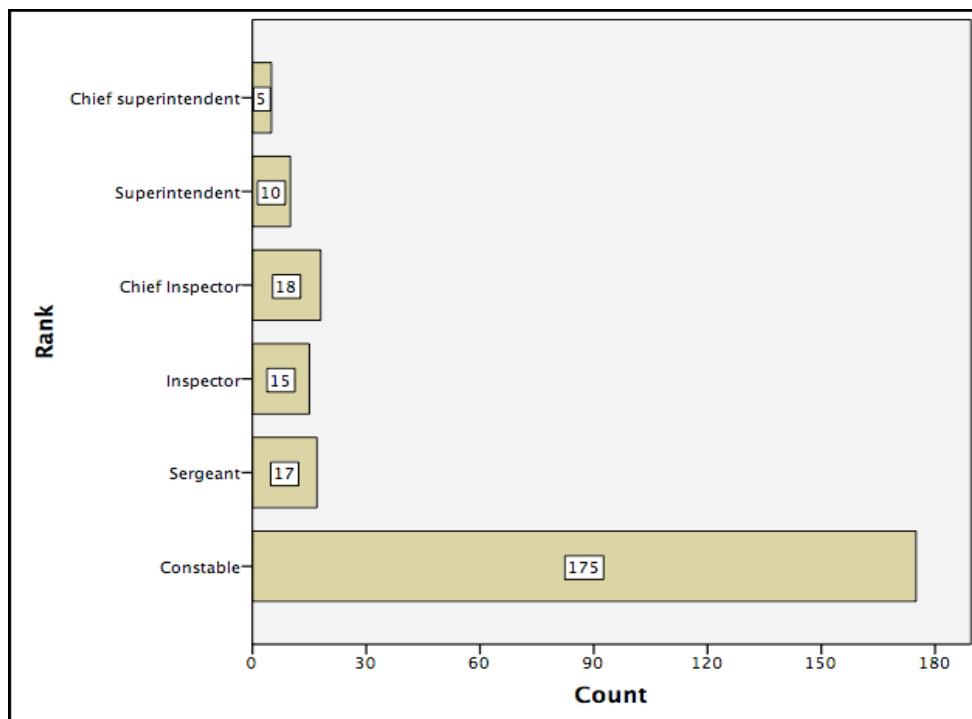


Figure 10- Distribution of Police respondents by rank within the police force (n=240)

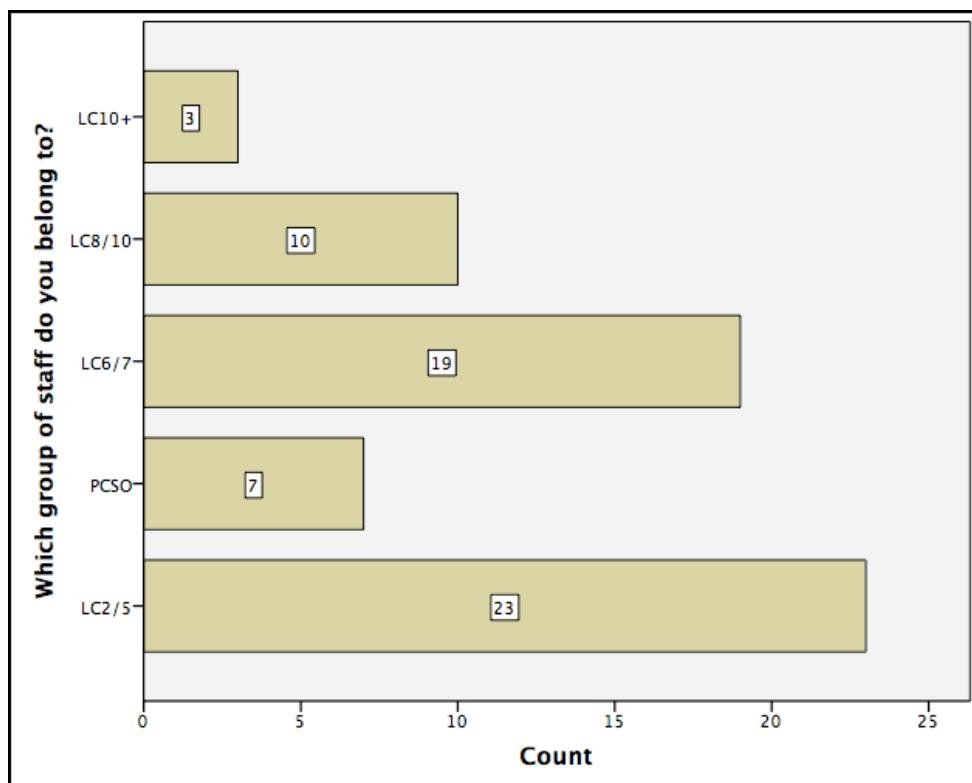


Figure 11 - Distribution of non-police (staff) respondents by grade within the police force (n=62)

#### 4.5.2 Analysis of ASSET

There were improvements in scores in all essentials measured, but one, where respondents had undertaken resilience training. These were in relation to *Resources & Communications, Control, Work Relationships, Balanced Workload, Work-life Balance, Job Conditions, Engagement, Commitment of Employees to Organisation and Perceived Commitment of Organisation Towards Employees*.

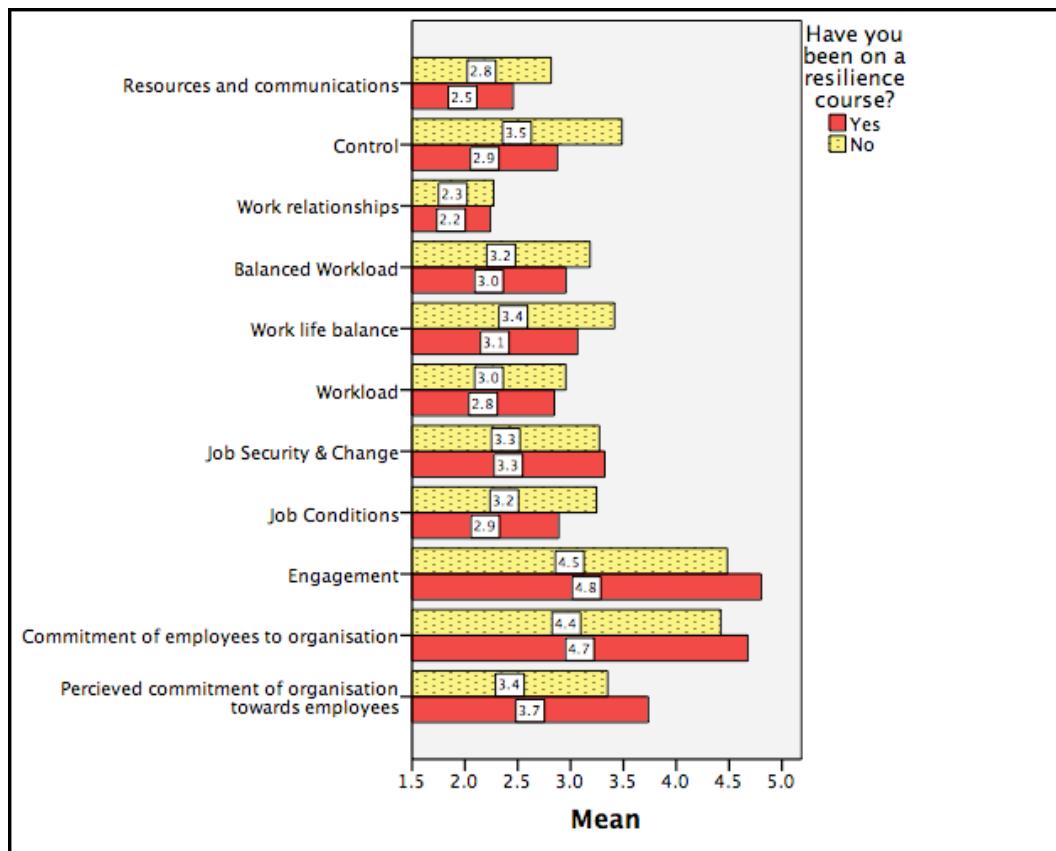


Figure 12 - ASSET scores for Resilience Training V's No Resilience Training

With regards to *Job Security and Change*, 3 out of the 5 items that made up this essential measures showed differences to suggest an increase in stress, but these tended to offset each other as illustrated in Figure 12. This may be attributable to a

realisation that the nature of work is actually going to change significantly over the coming years, and with further government cuts to policing job security is actually threatened.

Item	Resilience Training	Mean	sd	t	df	p	Change
Job security & change	Yes	3.32	0.83	0.741	348	0.46	No change
	No	3.20	0.912				
My job is insecure	Yes	3.47	1.83	2.33	346	0.02	Reduced
	No	2.79	1.61				
My job is likely to change in the future	Yes	5.09	1.03	2.065	348	0.04	Reduced
	No	4.61	1.30				
My organization is constantly changing for changes sake	Yes	3.18	1.42	-2.51	348	0.01	Improved
	No	3.87	1.54				

Table 5 - Job Security and Change

In the case of *Control* there was a significant improvement in ASSET scores with respondents who had been on resilience training, having a mean score of 2.87 (sd = 0.967) while those respondents who had not undergone resilience training (mean = 3.40, sd = 1.15) felt they had significantly less control of aspects that affect their work (t=-2.566, df = 348, p = 0.01).

Whilst *Work Relationships* within the force were considered good for all respondents, these improved further amongst respondents who had undergone

resilience training. Similarly, respondents who had been to resilience training felt

their *Balanced Workload* and their *Work-life Balance* had both improved.

In the case of police staff respondents who had undertaken resilience training, they

felt that their *Work-life Balance* (mean = 2.45, *sd* = 1.06) was significantly (*t* = 2.213,

*df* = 32, *p* = 0.034) better than police officers (mean = 3.32, *sd* = 1.04).

In respect of respondents who had not undergone resilience training, police officers

had significantly (*t*=2.315, *df*=266, *p* = 0.021) more concerns regarding *Balanced*

*Workload* (mean = 3.37, *sd* = 0.928) than staff (mean = 2.65; *sd* = 1.0).

In the case of police officers who had undergone resilience training, respondents felt

that they had significantly (*t*=-2, *df*= 238, *p*=0.043) more *Control* (mean = 2.9, *sd* =

1.0), than those officers who had not undergone resilience training (mean = 3.39, *sd* =

= 1.08). In a similar vein, officers that had undergone resilience training felt

significantly better (*t* = -2.2, *df*238, *p* = 0.031) about *Job Conditions* (mean = 2.88, *sd*

= 0.72) than those that had not (mean = 3.28, *sd* = 0.86).

With regard to individual items in ASSET that showed significant differences between

police officers that had undergone resilience training and those that had not, the

following items illustrated in Table 6 showed significant improvement.

Item	Resilience Training	Mean	sd	t	df	p	Change
Control	Yes	2.92	1.04	-2.0	238	0.04	Improved
	No	3.39	1.08				
Job conditions	Yes	2.88	0.72	-2.2	238	0.03	Improved
	No	3.28	0.86				
I have little control over many aspects of my job	Yes	3.25	1.42	-2.1	237	0.04	Improved
	No	3.88	1.41				
My job involves the risk of actual physical violence	Yes	3.04	1.85	-2.7	337	0.01	Improved
	No	4.07	1.78				
My job is likely to change in the future	Yes	5.08	0.97	2.065	348	0.04	Reduced
	No	4.59	1.30				
My organization is constantly changing for changes sake	Yes	3.08	1.50	-2.51	348	0.01	Improved
	No	3.88	1.53				
I have little or no influence over my performance targets	Yes	2.75	1.48	-2.2	237	0.03	Improved
	No	3.46	1.53				
My job is not permanent	Yes	2.79	1.69	2.19	238	0.03	Reduced
	No	2.12	1.40				

Table 6 - Items showing significant differences between police officers who had resilience training and those who had not

With regard to staff, there were no significant differences amongst any of the essentials from ASSET. There were however 4 individual items that showed significant improvements, namely; *Control Over Aspects of their Job (Control)*, their

*Work Being Dull and Repetitive (Job Conditions), not being Adequately Trained (Resources & Communications) and being more Willing to Put Themselves Out for the Force (Engagement).*

33 out of the 46 items measured (72%) in ASSET showed improvement with male respondents who had undertaken resilience training. Of these 2 were significant improvements (*I have little control over many aspects of my job (Control)* and *My organization is changing for change's sake (Job Security & Change)*).

With '*My job is likely to change in the future*', this item showed a significant increase ( $t = 1.60$ ,  $df = 200$ ,  $p = 0.002$ ), this however, need not be a stress inducer, but recognition of the changing roles that exist in policing.

Like their male colleagues, females reported 33 items from ASSET showing improvement after resilience training (72%), with 4 showing significant differences between respondents that had undergone resilience training and those that had not. '*My physical working conditions are unpleasant*', '*I have little or no influence over my performance targets*' and '*Outside of my particular job, I take an interest in many aspects of the running and success of this organisation*' all showing significant improvements. Including *Job Security*, this showed a significant decline.

However, in terms of resilience, this study noted significantly lower (better) scores for women in stressors such as *Work-life Balance* – males mean score =3.5  $sd=1.1$  females mean score=3.2  $sd=1.1$  for females ( $t=2.8$ ,  $df=346$ ,  $p=0.05$ ) and *Job Conditions* - males mean score=3.2,  $sd=0.8$  females mean score=3.0  $sd=0.8$  ( $t=2.5$ ,  $df=346$ ,  $p=0.015$ ). This is in contrast to Ryff's study, which included observations

that females had lower levels of internal control (Ryff, 1989). As above the results of this study however model significantly better scores for women in items such as *Work-life Balance* and *Job Conditions*. A detailed inventory of all the mean scores is provided at Appendix A below.

#### **4.6 Conclusions**

As noted by Robertson et al, the empirical evidence for resilience training efficacy is tentative (Robertson et al., 2015). This study clearly shows that, in a policing context, resilience training is highly effective and can contribute towards positive wellbeing outcomes for staff. Policing culture seems to contribute to many of the areas that identify sources of stress; almost adding to the issue with the way policing has developed. This is clearly unhelpful, and cultural awareness should be included within training programmes in such customer facing roles that are viewed as confrontational and high on emotional labour. These considerations highlight further the effectiveness of this intervention. This research clearly shows that improvements in relation to measures of *Resources & Communications, Control, Work Relationships, Balanced Workload, Work-life Balance, Job Conditions, Engagement, Commitment of Employees to Organisation and Perceived Commitment of Organisation Towards Employees* were evident for respondents who had undertaken resilience training.

A proposal would be that resilience training ought to be incorporated into HRM practices, with the aim of better preparing employees for the pressures and challenges of the modern working environment. Research has proven that

organisations with effective wellness programmes have less absenteeism, and that such organisations perform better. The findings above provide some guidance, within policing at least, of priority work groups to undertake resilience training.

Within [UK] policing, a period of unprecedented change in almost all aspects of the job has amplified the urgency for this to take place. Further research into police-specific resilience training programmes and links to police leadership is needed to optimise efficacy, but this research illustrates how resilience training can dramatically improve wellbeing aspects of working life for employees.

*“Concerns about individual and organisational resilience are now centre stage in human resource management and occupational psychology, not only to enhance productivity but also to foster workplace wellbeing and engagement.” (Robertson et al., 2015 p.27).*

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## 4.8 Appendices

### Appendix A: Mean scores of Resilience Training Course attenders and non-attenders

	Attended a Resilience course	Yes	No
Resources and Communications		2.458	2.820
I do not feel I am informed about what is going on in this organisation		2.500	2.970
I am never told if I am doing a good job		2.590	3.100
I am not adequately trained to do many aspects of my job		2.180	2.320
I do not have the proper equipment or resources to do my job		2.560	2.890
Control*		2.875	3.503
I have little control over many aspects of my job*		2.940	3.890
I am not involved in decisions affecting my job		3.440	3.700
My ideas or suggestions about my job are not taken into account		2.500	2.960
I have little or no influence over my performance targets*		2.620	3.460
Work relationships		2.240	2.274
My boss behaves in an intimidating and bullying way towards me		1.590	1.600
I do not receive the support from others (boss/colleagues) that I would like		2.470	2.680
I feel isolated at work e.g. working on my own or lack of social support from others		2.150	2.410
I am not sure what is expected of me by my boss		2.000	2.070
Other people at work are not pulling their weight		3.590	3.510
My boss is forever finding fault with what I do		1.590	1.620
Others take the credit for what I have achieved		2.740	2.650
My relationships with colleagues are poor		1.790	1.650

Balanced Workload	2.956	3.189
Work life balance	3.068	3.420
I work longer hours than I choose or want to	2.910	3.340
I work unsociable hours e.g. weekends, shift work etc	3.210	3.780
I spend too much time travelling in my job	2.410	2.570
My work interferes with my home and personal life	3.740	3.990
Workload	2.845	2.958
The technology in my job has overloaded me	2.180	2.460
I am set unrealistic deadlines	2.470	2.610
I am given unmanageable workloads	2.940	2.900
I do not have enough time to do my job as well as I would like	3.790	3.860
Job Security & Change	3.330	3.280
My job is insecure*	3.470	2.880
My job is not permanent	2.680	2.330
My job is likely to change in the future*	5.090	4.640
My job skills may become redundant in the near future	2.210	2.470
My organisation is constantly changing for change's sake*	3.180	4.040
Job Conditions*	2.876	3.246
I may be doing the same job for the next 5 to 10 years	3.590	3.570
My physical working conditions are unpleasant (e.g. noisy, dirty, poorly designed).	2.290	2.750
My job involves the risk of actual physical violence*	2.880	3.840
My performance at work is closely monitored	3.320	3.610
My work is dull and repetitive	1.880	2.300
I have to deal with difficult customers/clients	4.290	4.410
I do not enjoy my job	1.910	2.260

My pay & benefits are not as good as other people doing the same or similar work

2.850	3.230
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Engagement & Related Scales

Engagement

4.803	4.487
4.320	4.240
5.060	4.610
5.030	4.610

Commitment of employees to organisation

4.675	4.425
5.030	4.240
4.320	4.610

Perceived commitment of organisation towards employees

3.735	3.355
3.500	3.040
3.970	3.670

\* Significant differences between respondents who attended a resilience course and those that had not.

#### 4.9 Continuity

Following on from the description of Resilience in Paper1, Paper 2 has made the compelling case for the introduction of resilience training in organisations, which seems to help workers deal with stressors. Addressing the second research question, *to what extent does wellbeing manifest itself within the UK police service*, the paper that follows reports on what happens to people who do not cope with those stressors, introducing a concept I have introduced and labelled as *Leaveism*. Often employees do not want to appear that they cannot cope with the workload, and so they take action. This may extend to working whilst on annual leave or taking flexi-days, etc. The phenomenon extends to taking time off as leave allocation from the workplace when one is in fact unwell. In this paper absenteeism, presenteeism and *leaveism* are used to provide a lens through which to view employee responses to feeling unwell or being overloaded and introduces the concept into the academic arena, and provides a major theoretical contribution.

## **Chapter 5 Paper 3 - Leaveism at work**

### **5.1 Editorial**

The subject of workplace wellbeing has been open to a vast array of interpretation over the years, exploring factors that relate to ill-health, economic success, and organisational and individual performance (Cartwright and Cooper, 2009). There is a well established link between an employee's psychological wellbeing (PWB) and organisational performance (Wright and Cropanzano, 2000b; Robertson and Cooper, 2011).

In the UK, the subject of wellbeing has become ever more topical as organisations, particularly amongst the public sector, look to respond to increasing economic pressures. The demands of the comprehensive spending review (CSR), a government response to austerity in the UK, has resulted in sweeping public sector reform. In many cases resulting in large scale redundancies, downsizing and radical changes to terms and conditions for remaining staff; including pay and progression freezes(Government, 2013).

Clearly for organisations, the cost of employees being anything other than fully productive can have an enormous impact on operational effectiveness. In the UK, the average days sickness in the private sector is 5.8 days per year, compared with 7.9 days per year in the public sector (Black, 2013). The overall cost of working age ill-health in the UK exceeds £100b every year, employers pay an estimated £9b in sick pay and associated costs, and the state pays £13b in health related benefits, eg

incapacity benefits (Black and Frost, 2011). There is a similar picture in the US, with health related productivity losses estimated to reach some \$260b annually (Mattke et al., 2007). These fiscal outcomes, in terms of absence costs and lost productivity, are often what eventually attracts the attention of senior managers, providing a persuasive argument for them to focus on improving aspects of working life that are proven to be detrimental to an employee's wellbeing.

Absenteeism, presenteeism and a concept labelled here as '*leaveism*' are used to provide a lens through which to view employee responses to feeling unwell or being overloaded. *Leaveism* is the practice of:

1. Employees utilising allocated time off such as annual leave entitlements, flexi hours banked, re-rostered rest days and so on, to take time off when they are in fact unwell;
2. Employees taking work home that cannot be completed in normal working hours;
3. Employees working whilst on leave or holiday to catch up.

All of these behaviours sit outside current descriptions associated with Absenteeism and Presenteeism.

Traditional absenteeism measures have highlighted that general sickness trends have moved from complaints of muscular skeletal related illness to those of stress, anxiety and depression. In a report by the Confederation of British Industry (CBI), the leading voice for businesses in the UK, these are reported as *mental illness* (CBI, 2011), and have been largely attributed to the general working population shifting to

a more knowledge based labour force and away from the manual labour jobs of earlier years. The later introduction of presenteeism (Johns, 2010; Hutchinson, 2011) clearly articulated that the issues of stress in the workplace may not be confined to those employees that were absent due to sickness, arguing the case for being present and sick; amongst other criteria. Therefore, to rely solely on traditional sickness absence as being the indicator for performance management does not present a full and accurate picture of the overall wellbeing of the workforce. The established theory of presenteeism, and *leaveism* also impact heavily on the true picture of workplace stressors, such as workload.

Although organisations largely ignore these, or effectively promote their use via absence policies and the effect they have on personnel records, they undoubtedly skew the true picture, significantly. As well as what is overlooked, some of the responses to absence management that organisations adopt may actually be counter-productive, and effectively promote (or do little to discourage) employee behaviours that were never intended and have a negative impact on the organisation, in respect of both the relationship between the employer and employee; and the bottom line. Examples of these include attendance at work policies, actionable attendance policies; and the use of human resource management (HRM) departments to oversee and manage attendance.

In some organisations employees have a '*quota*' of sickness, that if exceeded somehow reflects poor performance. There are a number of ways employees can breach this threshold, for example, organisations set the indicators at runs of three

or more days sickness absence, three or more occasions of sickness absence within a set period (eg 6 months); and so on.

In response to these '*measurement controls*', employees take allocated leave entitlements, flexi days and such, with the intention of avoiding a scar on their personnel record; *leaveism*. This personnel record is very often of vital importance to employees, it being the record that is '*forensically*' examined in consideration of any development opportunity, including promotions and opportunities for specialisation or training courses; but also for any future downsizing. Hence, sickness absence leads to an unintended consequence for employees with advancement in mind, or who value an unblemished HR record.

Evading such consequences may involve taking work home that an employee cannot possibly complete within contracted hours in the workplace. Often employees do not want to appear that they cannot cope with the workload, which may extend to working whilst on annual leave or taking flexi-days, etc. Therefore managers and leaders need to have a considered approach. They need to engage, be resilient, and balance the need to portray a positive and optimistic leadership outlook with reality. They need to create an environment where employees can find meaning and purpose in their working life. They need to identify and intervene, both efficiently and effectively.

*Leaveism* contributes to factors synonymous with the existent circumstances when this does not occur, in terms of inadvertently driving behaviours that may not reflect a true picture of organisational reality; and thus adding a further dimension to the

study of performance measurement and management control. Identifying the costs of employees not working to their full potential, in relation to productivity, is not an easy concept to illustrate. However, most employers would '*know it when they saw it*,' and the difficulty lay in quantifying it. The use of measurement instruments may provide vital insight into issues that result in an employee response that falls short of being traditionally '*off-sick*.' The world of human resource management has become far more complex in relation to what is and what is not described as a fully functional workforce. This has been brought about by a number of external (mainly financial, through austerity) pressures that have been brought to bear, both on organisations and individuals.

These pressures include extremes ranging from government targets to personal pride in one's employment record.

Although absenteeism and presenteeism cover some of the human responses to workload and illness, *leaveism* provides the missing link. It defines the previously uncharted phenomenon that describes a situation where an employee uses their own time, in whatever guise, to avoid the workplace when they are in fact unwell, or take home work to complete outside contacted hours due to the sheer volume asked of them (overload). These unintended consequences may be brought about by organisations adopting counter-productive policies that were introduced with the [best] intention of reducing absence. Attendance at work policies, actionable attendance policies; and the wider use of punitive and incentive based HRM policies are all examples of schemes intended to reduce absence.

Together with increasing workloads, fewer staff and higher expectations, *leaveism* presents an additional consideration for traditional employee monitors; which cannot be overlooked. *Leaveism* also adds a further dynamic to human behaviours associated with responses to workplace wellbeing, and ought to be included in future discussions associated with workforce satisfaction and productivity measures. It may be a counter-intuitive proposition, but organisations may wish to consider the economic loss should this practice cease; as a means of measurement. Whatever the consequences and subsequent approach, *leaveism* presents a real issue when it comes to establishing the true picture of employee wellbeing, and should not be ignored.

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### 5.3 Continuity

Having introduced *Leaveism* in the previous paper, the next paper continues to address the second research question, *to what extent does wellbeing manifest itself within the UK police service?* Research in paper 4 reports that those who conceded to the practice of Leaveism (76%) work more hours per week, than those that say they do not take leave when they are ill or injured. Over 70% of respondents had not taken their annual leave entitlement in the last 12 months, and 80% had not taken all their rest days in the last month. Those who concede to the practice of Leaveism also feel more strongly that they have little control of many aspects of their work, they travel too much; and work longer hours than they choose or want to.

In the case of the *impact on home and personal life* and *unsociable hours* this research found significant differences between those who conceded to the practice of Leaveism and those respondents who do not. Those who do are also significantly more likely to indicate that their work interferes with their home and personal life, and are also significantly more likely to feel that they work unsociable hours.

Respondents who had not taken all their annual leave entitlements appeared to be under more pressure. They were more likely to indicate that their work interfered with their home and personal life, had less control of many aspects related to their jobs, spent too much time travelling and worked longer hours than they chose or wanted to.

The paper concludes that officers should be encouraged to take their leave, as it may well result in a more positive attitude towards the force.

## **Chapter 6 Paper 4 – Leaveism and Work-Life Integration: The Thinning Blue Line?**

### **6.1 Abstract**

This paper highlights individual behaviours associated with employee resilience in response to public sector [UK] organisational change programmes. The concept of Leaveism emphasizes that sickness amongst employees can be a hidden phenomenon, and posits that effective workplace wellbeing strategies can contribute to successful work-life integration that reduce these practices.

The research is conducted in a [UK] Policing environment and models data garnered from a wellbeing psychometric instrument, which is used to identify and assess the risk of stress in the workforce.

This study concludes that in response to such radical [UK] public sector reform employee relationships with their organisations change. In respect of workplace workload practices emerge that are relatively underexplored. This paper argues that the practice of Leaveism may cease or reduce as employees reach their personal resilience limits. And as such may impact significantly on sickness absence levels.

### **6.2 Introduction**

Police forces across the UK have been subject to media scrutiny regarding scandals, working practices, budget reform and levels of sickness absence, particularly absences attributed to mental illness (Barrett, 2014; Siddle, 2014b). In defence of

these claims, senior officers and Police and Crime Commissioners (PCC's) have been quick to respond, quoting the speed and severity of Policing reform (Siddle, 2014a), and how this effectively '*upsets the apple cart.*' This reform is being delivered via the Comprehensive Spending Review (Treasury, 2010), and the Hutton (2011) and Winsor (2012) reviews of Policing; which focus on terms and conditions. These measures have required unprecedented steps to be taken in order to meet the demands placed upon them. This paper examines the employee response to these steps, models data, and questions to what extent police staff and officer's working lives are changing; and to what extent this extends to their home life? It explores the phenomenon of *Leaveism* (Hesketh and Cooper, 2014b) in the context of work-life integration in the Superintending ranks, and questions to what extent this will remain under relative control in the face of such unprecedented policing reform in organisations that have been described as '*reform-resistant*' (Loveday et al., 2008)?

As policing is an occupation renowned for high levels of resilience (Paton, 2006; Williams et al., 2010), can this occupation act as a '*tell-tale*' that the public sector [police] is being put under too much pressure?

### 6.3 Leaveism

To fill a gap in thinking around qualifying employee absence from the workplace and workload overload, Hesketh and Cooper introduced the concept of Leaveism (2014b).

Leaveism is the practice of:

1. Employees utilising allocated time off such as annual leave entitlements, flexi hours banked, re-rostered rest days and so on, to take time off when they are in fact unwell;
2. Employees *taking work home* that cannot be completed in normal working hours;
3. Employees working whilst on leave or holiday to catch up.

Whilst earlier papers concentrated on the 1<sup>st</sup> element of the Leaveism phenomena, with alarming numbers conceding to the practice (Hesketh et al., 2014b), this paper predominantly explores the extent and impact of the 2<sup>nd</sup> and 3<sup>rd</sup> elements; and particularly around the notion of work-life integration.

#### **6.4 Work-Life Balance**

Although a popular term for effectively segregating one's '*life activity*,' it is proposed that in a contemporary working environment, especially with the aid of increasingly sophisticated *communication technologies* (Boswell, 2007), this ought to be viewed as more of a work-life '*integration or harmonisation*' (Lewis, 2005); acknowledging that it is no longer a 50/50 [balanced] relationship. The modern workplace, including that of policing, has increasingly blurred boundaries between being on and off duty.

Contrary to Hall and Richter (1989) it is argued that having to make a judgment about whether police are on or off duty, and then what they do with work or leisure time (in respect of on-call responsibilities) having made that decision, becomes more problematic than simply conceding that both exist in tandem. Some may argue the

Police are '*never off duty*.' Therefore, why expend the effort trying to separate, aspiring for balance; simply integrate? It is agreed that the notion of having a sense of purpose and meaning is important to leading a successful working life (Robertson and Cooper, 2011), and work ought to be interesting, challenging and suited to your personality (Diener and Biswas-Diener, 2008). However, the challenge is to know where to draw the line; and on who's terms? Do workers distinguish between consciously taking calls, answering emails or reading reports outside of the workplace; both physically and contractually? And should they? Is it worth the effort? Can employees simply rely on natural instinct; '*it feels about right*'? Do the general [UK] public expect Police Officers to be just that, on or off duty?

## 6.5 Workload Overload

This paper offers an alternative lens through which to view these issues, the necessity being other than through enjoyment, fulfilment, and loyalty etc. The demands of the comprehensive spending review (CSR) have resulted in sweeping public sector reform in the UK. Most, if not all, [UK] Police forces are undertaking large scale redundancies, downsizing, and there are radical changes to terms and conditions for remaining staff; including pay and progression freezes (Government, 2013). This research offers a second proposition. What if taking home, or on holiday, work that cannot be completed in normal contracted hours is as a direct result of workload overload? Simply put, not being able to get through work in the normal contracted hours or [EU] permitted hours? Downsizing may typically have resulted in increased workload, but for a plethora of reasons employees do not raise this issue

with their managers. Again, this could be down to a sense of loyalty, reputation, recognising that the work needs to be done, and not wanting to impose on colleagues; ie out of personal choice? Research has already examined the affect on 'stayers' when downsizing takes place, conceding that it is sometimes less stressful to leave an organisation going through re-orientation than it is to remain (Kivimäki et al., 2003). Leaveism can also be the practice of taking work home, which could be attributed to the fear of being made redundant, having hours reduced (although currently not applicable to Police Officers), avoiding unfavourable personal reviews; or simply being seen as the '*weak link*.' We are also minded that European working time directives effectively maximise legitimate working hours in the UK, which may also play a part, but is less clear in the business of Policing, with numerous exemptions (Gov.UK, 1998).

## 6.6 Environment

Another dilemma that may force behaviors that are fitting with Leaveism is that of the office space. There is much debate about *open plan offices*, designed to encourage greater communication and collaborative working, but with employees reporting noisy and unhealthy working environments, incongruent with high performance (Fairley, 2014). Another recent office-based topic has been *hot-desking*, whereby workers have no fixed office space... "*the practice of movement itself generates additional work and a sense of marginalization*" (Hirst, 2011). This arrangement appears simply not conducive to a sustainable working day, with too much distraction, inefficient uses of time, health issues and feelings of being treated

as just another resource, as in a desk or a computer. This identity crisis has been compared to having '*no home at work*', drawing comfort by having your own 'space' for family photographs or personal memorabilia (Scott, 2001). Although research has found improvements in organisational identity, it appears aspects of work team identity also suffer in hot-desking environments (Millward et al., 2007). Does this make it tempting for employees to take their work home as an alternative?

## 6.7 Absenteeism

Clearly for organisations, the cost of employees being anything other than fully productive can have an enormous impact on operational effectiveness. There are proven links between wellbeing and increased performance (Cooper et al., 2005). In the UK the average days sickness in the private sector is 5.8 days per year, compared with 7.9 days per year in the public sector (Black, 2013). The overall cost of working age ill-health in the UK exceeds £100billion every year, employers pay an estimated £9billion in sick pay and associated costs, and the state pays £13billion in health related benefits (Black and Frost, 2011). Not restricted to the UK workplace, there is a similar picture in the US, with health related productivity losses estimated to reach some \$260 billion annually (Mattke et al., 2007). Having an effective employee Wellbeing strategy can be an efficient approach for cost savings (Cooper et al., 2005), with absenteeism costing the UK an estimated £8.4bn. Health & Safety Executive statistics show that for 2006/07 almost 30 million days were lost because of work-related illness. Stress, depression or anxiety accounted for 13.8 million days lost or 46% of all reported illnesses making this the single largest cause of all

absences attributable to work-related illness. Over the last 5 years, work-related stress, depression or anxiety remains for each year the single most reported complaint (HSE, 2008).

The introduction of Presenteeism (Johns, 2010; Cooper and Dewe, 2008) clearly articulated that the issues of stress (PWB) in the workplace may not be confined to those employees that were absent due to sickness, arguing the case for being present and sick. Presenteeism is estimated to cost around £15.1bn per year (Hutchinson, 2011) in the UK. Other criteria described as Presenteeism include working elevated hours for no reason other than to impress managers (so called face-time), and having an excellent attendance record (Johns, 2010).

## 6.8 Resilience

These sickness absence and presenteeism figures attract the attention when it comes to managing Police forces, but they may not reveal the full picture. The concept of Leaveism does not feature here. This paper posits that weakening personal resilience may lead police officers to abandon the practice [of Leaveism]; with potentially far reaching consequences. It proposes that sickness absenteeism would rise sharply should it transfer, under element 1, from Leaveism. Work would be radically slowed, or stopped as a consequence of easing off on behaviours associated with both elements 2 and 3. This response can be assimilated to a break in psychological [work] contract (Argyris, 1960); none of the activity forming part of the working mandate. So what factors impact on resilience? Two factors that certainly do are those of good leadership (Hesketh, 2012), and a conducive working

environment that is conscious of the worker's psychological needs (Bowles and Cooper, 2012).

## 6.9 Methodology

This study models data garnered from an adapted wellbeing psychometric instrument called ASSET (Faragher et al., 2004), which is used to assess the risk of stress in the workforce (See Appendix 1). The questionnaire was administered in early 2014 and employed an online self-administered survey that collected data from individuals who were either in substantive Superintending ranks, or were Chief Inspectors who carried out Temporary or Acting duties as Superintendents in a Northern Provincial Police Force in the UK. The research did not distinguish between Chief Inspectors in temporary Superintending positions, and those who were not. All Chief Inspectors surveyed could be called upon to 'act up' (no restrictions), and were eligible to apply for substantive promotion.

Additional questions explored Annual Leave, Rest Days and habits employed to spend time away from the workplace; or not. These were then analysed and compared to the impact on stress perceptions, health and attitude towards their organisation. The survey also measured job satisfaction and commitment to the organisation.

## 6.10 Sample and Procedure

Questions on perceptions of the job and attitudes towards the organisation were measured using a six point Likert scale, ranging from *Strongly Disagree* to *Strongly*

*Agree.* The Cronbach's alpha reliability score for the 46 item ASSET measure was 0.762 and considered acceptable. The health questions were measured on a four point *Likert scale*, from *Never* to *Often*. The health inventory was found to be highly reliable ( $\alpha= 0.880$ , 17items). The questionnaire was sent to all Chief Superintendents, Superintendents and Chief Inspectors who carried out Temporary or Acting duties in the Superintending ranks in the subject organisation. Of particular note, in respect of testing for the practice of Leaveism, the survey questioned:

1. Have you ever taken Rest Days, Flexi, CTO or part of your Annual Leave entitlement to have time off when you have in fact been ill or injured?
2. Have you taken all of your annual leave entitlement in the last 12 months?
3. Have you taken all of your Rest Days in the last month?
4. Do you document all the hours you actually work?

### **6.11 Sample description**

Thirty-three respondents from the ranks of Chief Superintendent (15%), Superintendent (30%) and Chief Inspector (55%) responded to the questionnaire. 85% were male. 76% of the respondents were between the ages of 41 and 50 years, 9% over the age of 51 and 15% between 31 and 40 years of age.

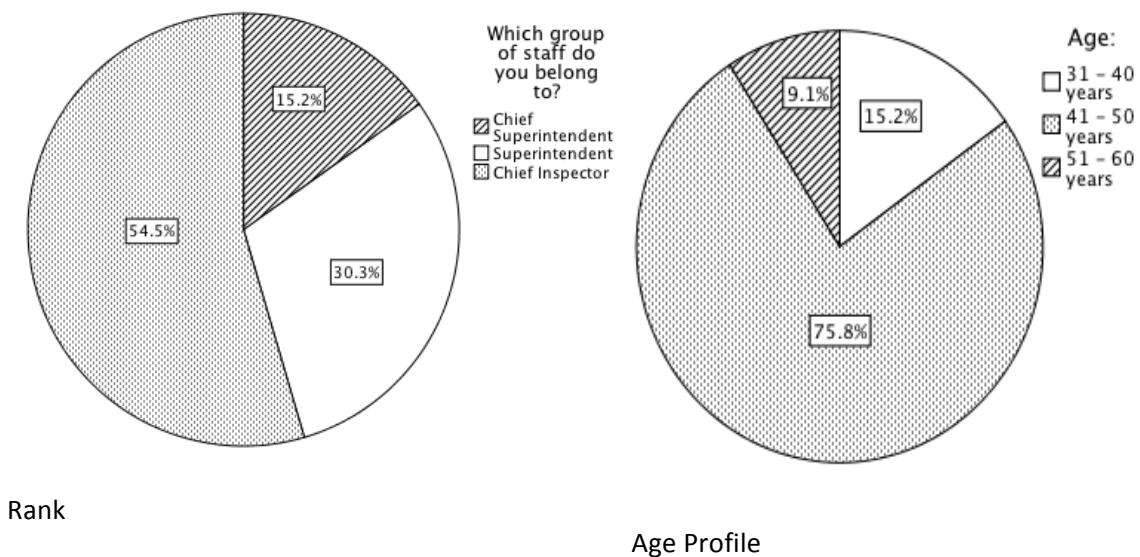


Figure 13 - Rank and Age of respondents

## 6.12 Findings

In response to the question 'Have you ever taken Rest Days, Flexi, CTO or part of your Annual Leave entitlement to have time off when you have in fact been ill or injured?' Those who conceded to the practice of Leaveism (76%) work more hours per week, than those that say they do not take leave when they are ill or injured (54.3 hours per week v's 49 hours per week). 72% of respondents had not taken their annual leave entitlement in the last 12 months and 80% had not taken all their rest days in the last month. 48% had taken time off to care for dependents, and 76% stated they did not record all of the hours they actually worked. It should be noted that in the subject force there is an online electronic booking system that can be accessed from any terminal in the force, including remote working solutions.

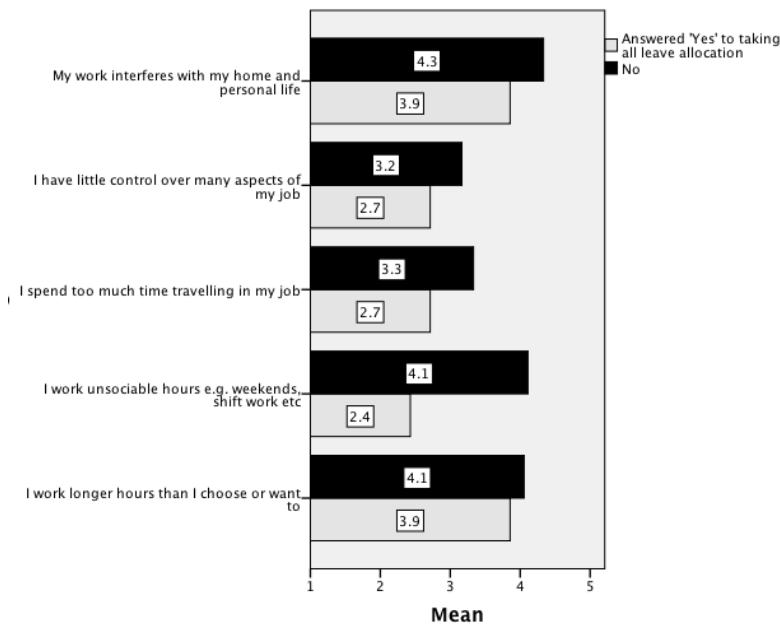


Figure 14 - Practice of Leaveism and employees response

As illustrated in Figure 14 above, respondents who answered YES to the practice of Leaveism also feel more strongly that they have little control of many aspects of their work, they travel too much; and work longer hours than they choose or want to. The differences however, were not significant.

In the case of the *impact on home and personal life* and *unsociable hours* significant differences were found between those who conceded to the practice of Leaveism and those respondents who do not. Those who answered YES (76%) to the practice (mean = 4.42, SD = 1.17) are also significantly more likely to indicate that their work interferes with their home and personal life ( $t = 2.637$ ,  $df = 18.9$ ,  $p = 0.016$ ), than those respondents that do not (mean = 3.50, SD = 0.548). Those who said YES (mean 4; SD = 1.45) are also significantly more likely to feel that they work unsociable hours

(over weekends and shifts), than those that do not (mean = 2.50, SD = 1.38). This difference was significant ( $t = 2.23$ ,  $df = 23$ ,  $p = 0.036$ ).

### 6.12.1 Attitudes towards the organisation

It is important to note here that ALL respondents have an extremely positive attitude towards their employer, and were proud of the organisation (mean=5.39, SD = 0.827). While none of the differences between respondents who answered YES to the practice of Leaveism and those that did not are significant, there are associations that may be cause for concern.

It is also worth pointing out that the sample makes up a very large proportion of the entire population, so while differences may not be statistically significant, large differences may still be important.

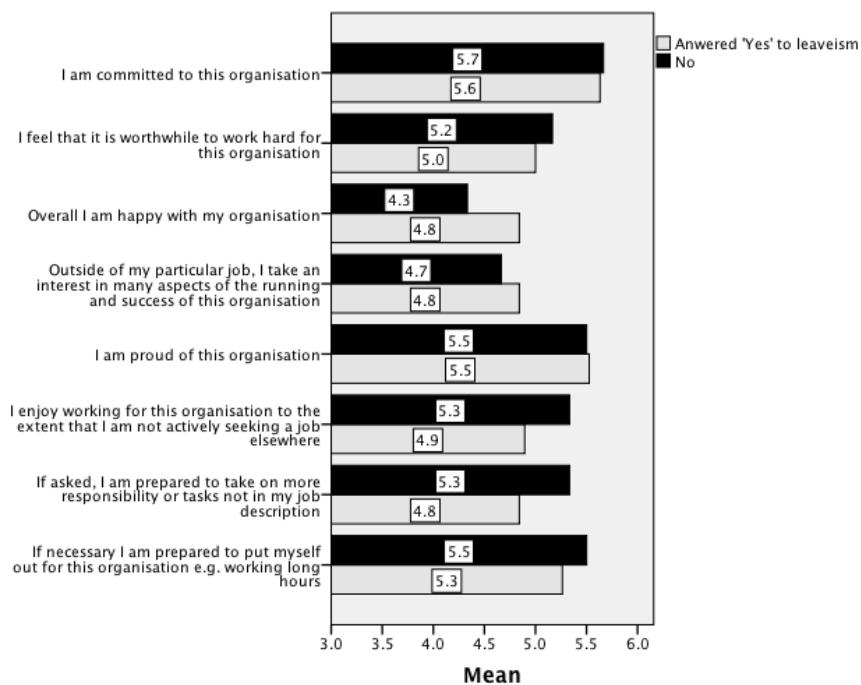


Figure 15 - Leaveism and attitudes towards the Organisation

Those that answered YES to the practice of Leaveism are much more likely to feel happy with the police force (mean = 4.8, SD = 1.17). In almost all other areas, their attitude towards the organisation is less positive. They enjoy working for the organisation less than those that did not practice Leaveism, they are less prepared to take on more responsibility or to put themselves out further for the organisation.

In response to the question '*Have you taken all of your annual leave entitlement in the last 12 months?*' respondents who had not taken all their annual leave entitlements appeared to be under more pressure. They were more likely to indicate that their work interfered with the home and personal life, had less control of many aspects related to their jobs, spent too much time travelling and worked longer hours than they chose or wanted to. None of the differences were significant. However, respondents who did not take all their leave entitlement (mean = 4.11, SD = 1.32) were significantly more likely to agree that their hours were unsociable ( $t = -2.75$ ,  $df = 23$ ,  $p = 0.011$ ) than respondents that did (mean = 2.43, SD = 1.51).

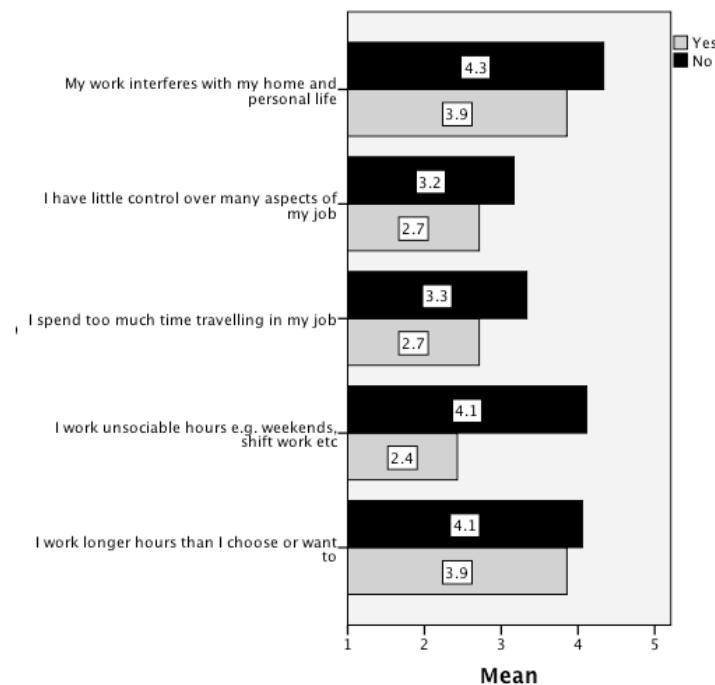


Figure 16 - Impact of taking full leave allocation

72% of respondents had not taken their full leave entitlement in the last year.

Without exception, respondents who had taken their leave entitlement had a more positive attitude towards the police force.

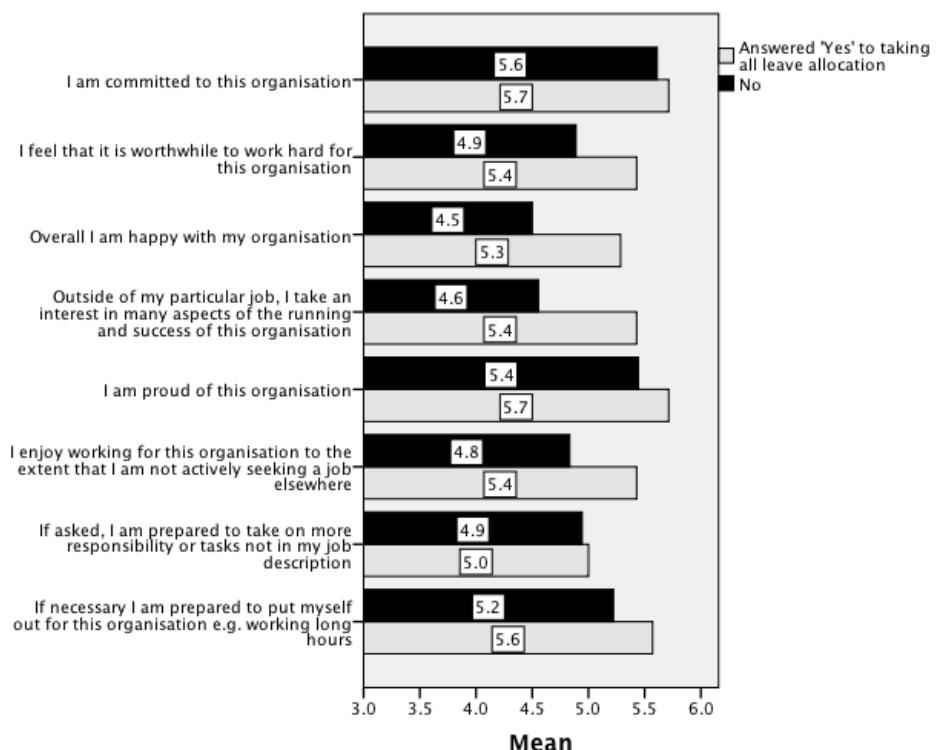


Figure 17 - Impact of taking full allocation of leave

While only one difference was statistically significant, almost 50% of the population responded to the survey, so some of the differences may be important, albeit they not significant.

In the case of the item measuring respondents attitude towards interests outside of their particular job, they do take an interest in many aspects of the running and success of the organisation; respondents who had taken their leave entitlement (mean = 5.4, SD = 0.535), were significantly more likely ( $t = 2.183$ ,  $df = 23$ ,  $p = 0.39$ ) than those that had not (mean = 4.56, SD = 1.46).

This suggests that senior police staff should be encouraged further to take their leave, as it may well result in a more positive attitude towards the force.

In response to the question '*Have you taken all of your Rest Days in the last month?*' perhaps not surprisingly, the number of hours worked in the average week is significantly higher amongst those respondents that indicated that they had NOT taken all their rest days. 80% of respondents did not take their rest days and on average worked 54.9 hours ( $SD = 5.8$ ) compared to 46 hours amongst those respondents that had taken their rest days ( $SD = 4.42$ ). This difference was significant ( $t = -3.186$ ,  $df = 23$ ,  $p = 0.004$ ).

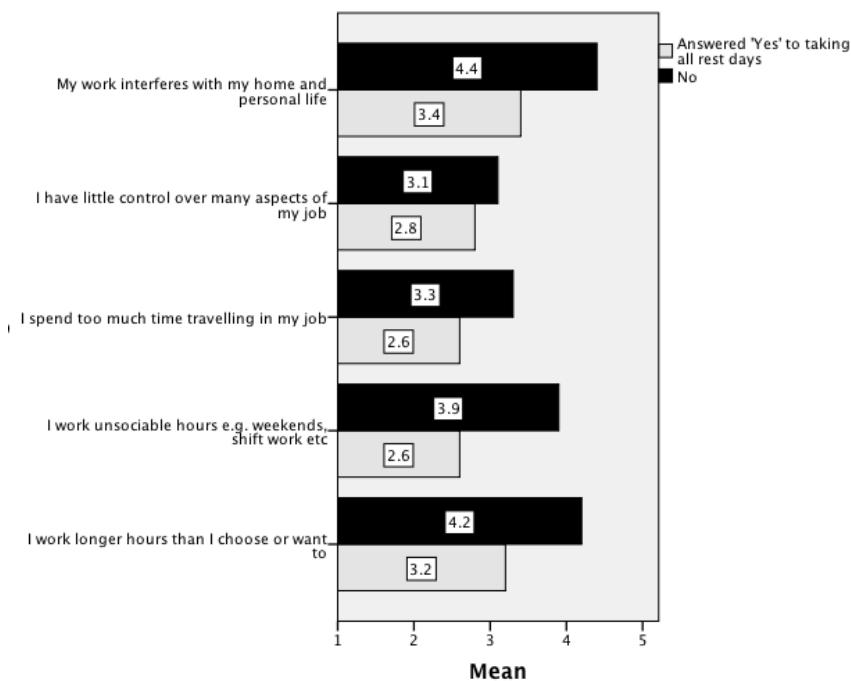


Figure 18 - Impact of taking allocation of rest days – Work conditions

Four out of five respondents had not taken their rest days last month.

Unsurprisingly, respondents who had not taken their rest days, had worked more hours, on average, than those that had. In almost all attitudinal measures, unlike

with leave entitlement, respondents had a more positive attitude towards the police force.

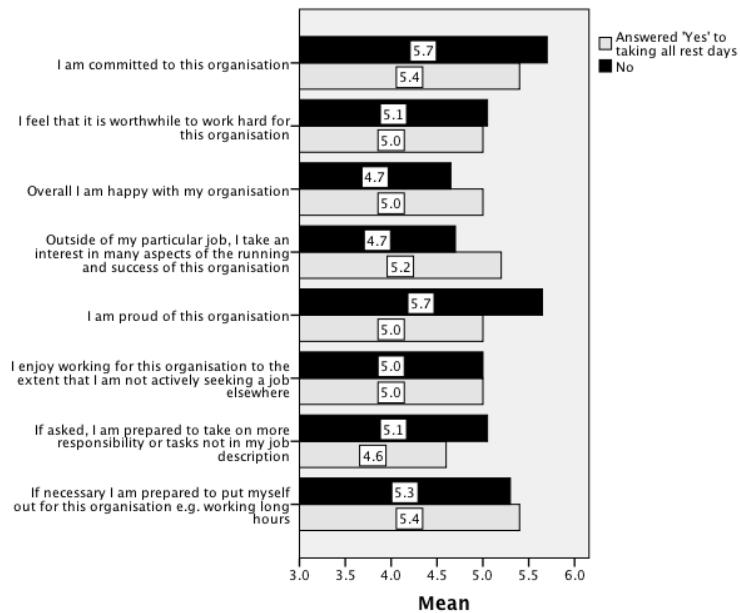


Figure 19 - Impact of taking allocation of Rest Days – Attitudes

No significant differences were found between the groups that had taken their rest days and those that had not.

### 6.13 Conclusion

In this study it is clear that the working life, terms and conditions for all police employees in the UK is changing dramatically; and with unprecedented speed and ferocity. The challenge to individual's resilience in UK Policing when faced with this pace and scale of change is underexplored.

This research found that those who conceded to the practice of Leaveism (76%) work more hours per week, than those that say they do not take leave when they

are ill or injured. Over 70% of respondents had not taken their annual leave entitlement in the last 12 months, and 80% had not taken all their rest days in the last month. Those who concede to the practice of Leaveism also feel more strongly that they have little control of many aspects of their work, they travel too much; and work longer hours than they choose or want to.

In the case of the *impact on home and personal life* and *unsociable hours* this research found significant differences between those who conceded to the practice of Leaveism and those respondents who do not. Those who do are also significantly more likely to indicate that their work interferes with their home and personal life, and are also significantly more likely to feel that they work unsociable hours.

Respondents who had not taken all their annual leave entitlements appeared to be under more pressure. They were more likely to indicate that their work interfered with their home and personal life, had less control of many aspects related to their jobs, spent too much time travelling and worked longer hours than they chose or wanted to.

72% of respondents had not taken their full leave entitlement in the last year. Without exception, respondents who had taken their leave entitlement had a more positive attitude towards the organisation. This concludes that officers should be encouraged to take their leave, as it may well result in a more positive attitude towards the force.

A great deal of research on resilience has come from the emergency and caring professions police (Paton, 2006), army (Cornum, 2012), ambulance service (Gayton

and Lovell, 2012), nursing (Zander et al., 2013), and social work (Grant and Kinman, 2013), probably because the high levels of stress experienced in these roles. In response to such radical reform it is arguable that the practice of *Leaveism* may cease or reduce as officers reach their personal resilience limits, which could impact heavily on the organisation when it comes to absence management; and consequently the bottom line. Although this paper relates to examples in the UK Police, the claims made may be generalisable to other public sector occupations; and may well extend to the private sector.

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### 6.15 Appendices

APPENDIX A	Mean	Std. Deviation
I work longer hours than I choose or want to	4.0	1.479
I work unsociable hours e.g. weekends, shift work etc	3.61	1.58
I spend too much time travelling in my job	3.15	1.661
I have little control over many aspects of my job	3.09	1.182
My work interferes with my home and personal life	4.09	1.156
I may be doing the same job for the next 5 to 10 years	2.36	1.558
My physical working conditions are unpleasant (e.g. noisy, dirty, poorly designed)	1.7	1.045
My job involves the risk of actual physical violence	1.79	0.74
My boss behaves in an intimidating and bullying way towards me	1.67	1.291

My performance at work is closely monitored	3.12	1.431
I do not receive the support from others (boss/colleagues) that I would like	2.55	1.563
My job is insecure	1.91	1.259
My job is not permanent	2.06	1.321
My pay & benefits are not as good as other people doing the same or similar work	3.06	1.749
The technology in my job has overloaded me	2.55	1.325
My organisation is constantly changing for change's sake	2.3	1.447
My work is dull and repetitive	1.73	0.876
I feel isolated at work e.g. working on my own or lack of social support	2.24	1.3
I am not sure what is expected of me by my boss	2.24	1.501
Other people at work are not pulling their weight	2.76	1.324
I am set unrealistic deadlines	2.45	1.325
I am given unmanageable workloads	2.88	1.317
My boss is forever finding fault with what I do	1.85	1.253
Others take the credit for what I have achieved	3.21	1.556
I have to deal with difficult customers/clients	3.7	1.51
My relationships with colleagues are poor	1.52	0.566
I do not feel I am informed about what is going on in this organisation	1.97	1.334
I am never told if I am doing a good job	2.91	1.684
I am not involved in decisions affecting my job	2.52	1.176

I am not adequately trained to do many aspects of my job	2.18	1.014
I do not have the proper equipment or resources to do my job	2.12	1.053
I do not have enough time to do my job as well as I would like	3.56	1.458
My job is likely to change in the future	4.42	1.275
My job skills may become redundant in the near future	2.06	1.029
My ideas or suggestions about my job are not taken into account	2.18	1.014
I have little or no influence over my performance targets	2.48	1.064
I do not enjoy my job	1.58	0.792
I feel valued and trusted by the organisation	3.79	1.244
If necessary I am prepared to put myself out for this organisation e.g. working long hours	5.18	1.211
If asked, I am prepared to take on more responsibility or tasks not in my job description	5.03	1.237
I enjoy working for this organisation to the extent that I am not actively seeking a job elsewhere	4.94	1.298
I am proud of this organisation	5.39	0.827
Outside of my particular job, I take an interest in many aspects of the running and success of this organisation	4.82	1.286
Overall I am happy with my organisation	4.7	1.287
I feel that it is worthwhile to work hard for this organisation	5.06	0.998
I am committed to this organisation	5.61	0.556

1 = Strongly Disagree - 6 = Strongly Agree

## 6.16 Continuity

Linking to paper 4, the following paper explores further aspects of the second research question posed in this thesis; *to what extent does wellbeing manifest itself within the UK Police service?* In terms of grade or rank, this paper deals with lower ranks than those featured in the previous paper and focuses on possible unintended consequences in terms of sickness absence practices. This research clearly shows that the issue of Leaveism is real and potentially far reaching. The paper questions what behaviours will budgetary cuts of the magnitude being proposed will eventually drive when the dust settles? As a consequence could we see an end to the practice of Leaveism? In which case, the paper proposes we could make the assumption that [in its first form] it will convert to sickness absenteeism? With a third surveyed conceding to the practice, this has far reaching consequences. In comparison to Presenteeism, which has no overt costs, this scenario presents an entirely different fiscal proposition. It also appears in this study that those on a higher grade are more likely to engage in the practice, bringing into play the question of workload overload. Linking to the final research question, *to what extent is wellbeing managed, shaped and influenced through leadership*, the paper questions; are public sector organisations proactively addressing these issues through effective leadership?

## **Chapter 7 Paper 5 - Leaveism and Public Sector Reform: Will the Practice Continue?**

### **7.1 Abstract**

Purpose of this paper

This paper seeks to examine and report how Wellbeing is being recognised within the public services. Using research conducted in a northern provincial police force in the UK we explore the issues that may underpin sickness absence, presenteeism and *leaveism*; a newly discovered manifestation of workload overload. As sweeping public sector reform results in reduced workforce and potentially static demand, how do organisations adapt to the shifting landscape and retain employee engagement in the workplace?

#### **7.1.1 Design/Methodology/Approach**

The study used A Short Stress Evaluation Tool (ASSET) to assess the risk of stress in the workforce. The questionnaire employed an online self-administered survey and collected data from 115 respondents over 2 years on stress perceptions, health and attitude towards their organisation. The survey also measured job satisfaction and commitment to the organisation.

#### **7.1.2 Findings**

Sickness absence figures receive detailed attention when it comes to managing employees, but they may not reveal the true picture. In this study one third of

respondents indicated that they had taken leave when they had actually been ill or injured; *Leaveism*. The concept of *Leaveism* does not appear within sickness absence reporting mechanisms and we would suggest that the omission of this concept leaves a lacuna in current thinking that may have significant impact on both individual and organisational performance.

#### **7.1.3 Research Implications**

This research clearly shows that the issue of *Leaveism* is real and potentially far reaching. This study has only touched on the first [of three] of the *Leaveism* behaviours and is conducted solely in a policing environment (although non-warranted employees are included in the research cohort). Further research could include attempts to quantify elements two and three of *Leaveism*, and explore to what extent these may impact on organisations undergoing public sector reform.

#### **7.1.4 Implications for practice**

Previous studies have highlighted the negative health effects on 'stayers' in public sector downsizing exercises. This in turn raises the question of just how the 'survivors' cope with the new regime; with potentially more work and less pay. We ask what behaviours will cuts of this magnitude eventually drive when the dust settles? As a consequence could we see an end to the practice of *leaveism*? In which case we could make the assumption that [in its first form] it may convert to sickness absenteeism? With a third surveyed conceding to the practice, this has far reaching

consequences. In comparison to Presenteeism, which has no overt costs, this scenario presents an entirely different fiscal proposition.

### **7.1.5 Originality/value of paper**

Leaveism, a little discussed phenomenon, is a hidden source of potential abstractions from the workplace, and could impact enormously on organisational effectiveness. The motivation for the practice is unclear, and could be a manifestation of loyalty or duty. It could also be construed as a reaction to fear of job loss, redundancy or down grade. Whatever the underlying reason this study clearly illustrates the potentially harmful consequences to [public sector] organisations.

### **7.1.6 Keywords**

Leaveism, Absenteeism, Presenteeism, Public Sector, Human Resource Management

## **7.2 Introduction**

This study is conducted in the context of Policing, one of the many sectors of UK public services undergoing extensive government reform. Police forces across the UK have been subject to media scrutiny regarding levels of sickness absence, particularly occurrences attributed to mental illness (Barrett, 2014; Siddle, 2014b). In defence of these claims, senior officers and Police and Crime Commissioners have been quick to respond with the speed and severity of Policing reform (Siddle, 2014a), being delivered through the Comprehensive Spending Review (Treasury, 2010) and the Hutton (2011) and Winsor (2012) reviews of Policing; which focus on terms and

conditions. These have required unprecedented actions to be taken in order for them to meet the demands placed upon them in response to these government requirements. Whilst these reviews still forge ahead, it should be noted that there are reports of conflicts between reviewers on the practicalities of this reform programme (Easton, 2014). Nonetheless, the impact on staff and officers around the UK is very real, and it appears it is no different to most other public sector organisations in the UK; with the majority seeing both staff reductions and budgetary cuts. It has been reported that local government spending will have reduced by 35% by 2015/16 (CIPFA; 2013).

### **7.3 Working Life**

Having a sense of purpose and meaning is important to leading a successful working life (Robertson and Cooper, 2011). This means that work ought to be interesting, challenging and suited to personality (Diener and Biswas-Diener, 2008). Employees can also experience stress by having too little to do, causing boredom, apathy and frustration; which can be equally as stressful (Palmer and Cooper, 2010). This however appears to be a distant memory for the majority associated with policing, with many of the mundane 'security' type roles now contracted out to external providers (building security, events, custody, prisoner transport etc).

### **7.4 Sickness Trends**

Previous work highlighted that general sickness trends have moved from complaints of muscular skeletal related illness to those of stress, anxiety and depression; mental

illness (CBI, 2011). These have been largely attributed to the general working population shifting to a more knowledge based labour force, and away from the manual jobs of earlier years. Whilst not always obvious, the business of policing has gone much the same way, with far more office based computer generated activity and response, and less of a focus on 'walking the beat'. Many would posit this as utilising technology, innovation, or '*intelligence led policing*'.

### **7.5 Cost of Sickness**

The demands of the comprehensive spending review (CSR) have resulted in sweeping public sector reform. Police forces are undertaking large scale redundancies, downsizing and radical changes to terms and conditions for remaining staff; including pay and progression freezes (Government, 2013). Research carried out in Finland suggests that the pressure and stress for staff that remain with organisations is often greater than for those who leave or are made redundant (Kivimäki et al., 2003). Clearly for organisations, the cost of employees being anything other than fully productive can have an enormous impact on operational effectiveness. In the UK the average days sickness in the private sector is 5.8 days per year, compared with 7.9 days per year in the public sector (Black, 2013). The overall cost of working age ill-health in the UK exceeds £100billion every year, employers pay an estimated £9billion in sick pay and associated costs, and the state pays £13billion in health related benefits (Black and Frost, 2011). There is a similar picture in the US, with health related productivity losses estimated to reach some \$260 billion annually (Mattke et al., 2007). The subject of Wellbeing also provides

fertile ground for cost savings, with absenteeism costing the UK an estimated £8.4bn, and Presenteeism £15.1bn per year (Hutchinson, 2011). Health & Safety Executive statistics show that for 2006/07 almost 30 million days were lost because of work-related illness. Stress, depression or anxiety accounted for 13.8 million days lost or 46% of all reported illnesses making this the single largest cause of all absences attributable to work-related illness. Over the last 5 years, work-related stress, depression or anxiety remains for each year the single most reported complaint (HSE, 2008).

## 7.6 Hidden Phenomena

These figures attract the attention when it comes to managing Police forces, but they may not reveal the true picture. The concept of Leaveism (Hesketh and Cooper, 2014a) does not figure within these reports and we would suggest that the omission of this concept leaves a lacuna in current thinking that may have significant impact on the status quo. We posit that in response to reform of such speed and ferocity, the fact that this practice may cease could impact heavily on public sector organisations when it comes to absence management.

**Leaveism** is the practice of:

1. Employees utilising allocated time off such as annual leave entitlements, flexi hours banked, re-rostered rest days and so on, to take time off when they are in fact unwell;
2. Employees taking work home that cannot be completed in normal working hours;
3. Employees working whilst on leave or holiday to catch up.

## 7.7 Classifications

Health	Unwell			Well			
<b>Status</b>	Not Working		Working	Not Working		Working	Working (outside hours)
<b>Employee Location</b>	Not at Work		At Work	Not at Work		At Work	Not at Work
<b>Employee Option</b>	Sick Leave	Annual Leave	Present	Annual Leave	Sick Leave	Present	Working
<b>Definition</b>	Absenteeism	<b>Leaveism</b>	Presenteeism	On Leave	Absenteeism	Working	<b>Leaveism</b>

Table 7 - Classifications of Absenteeism, Presenteeism and Leaveism

## 7.8 Method

The study used a questionnaire called ASSET (Faragher et al, 2004) to assess the risk of stress in the workforce. The questionnaire employed an online self-administered survey and collected data from individuals on stress perceptions, health and attitude towards their organisation. The survey also measured job satisfaction and commitment to the organisation and captured respondents' use of existing organisational Wellbeing facilities such as corporate gym memberships and sports and social facilities.

### **7.8.1 Sample and Procedure**

Questions on perceptions of the job and attitudes towards the organisation were measured using a six point Likert scale ranging from *Strongly Disagree* to *Strongly Agree*. The health questions were measured on a four point Likert scale from *Never* to *Often*.

The questionnaire was sent to all members of one department within the subject organisation. This department included the majority of ranks and grades typical across the organisation and their work was dispersed across the entire policing area; making this department an ideal representative study group. Responses were evenly distributed across all grades in the departments, across all divisions and the headquarters suite; allowing it to be treated as a stratified sample.

The survey question asked.... “Have you ever taken Rest Days, Flexi, CTO or part of your Annual Leave entitlement to have time off when you have in fact been ill or injured?”

### **7.8.2 Measures**

A sample from 115 respondents was collected over 2 years, with 62% completing the questionnaire in 2012 and 38% in 2013 from a stratified sample of the subject force. Over  $\frac{1}{2}$  (58%) the respondents were at the rank of Constable. Only 1 in 5 respondents were Police staff. 90% were employed on a full-time basis, with part-timers being significantly more likely to be Police Staff (chi square 3.931, df = 1, p = 0.047). 60% of respondents were female. The age distribution was dominated by 31-40 and 41-50 year olds. No male staff considered themselves working part-time, 17%

of females however did see themselves as part-time staff. The average contracted hours per week is 38 (SD 4.279), with the number of hours being worked being significantly ( $t = -10.035$ ,  $df = 114$ ,  $p = 0.00$ ) higher at 43.5 hours (SD 7.609). Men had significantly ( $t = 3.426$ ,  $df = 113$ ,  $p = 0.000$ ) higher contract hours (mean = 39.66; SD = 0.860) than women (mean = 37, SD = 5.265). Similarly, men were working significantly ( $t = 1.197$ ,  $df = 113$ ,  $p = 0.049$ ) longer hours (mean = 45.17, SD = 7.50) than women (mean = 42.34, SD = 7.346). However, once part-time staff were removed from the worked hours, there is no significant difference between men and women. With men working on average 5.51 additional hours each week and women 5.82 hours per week. Only 4.3% of respondents indicated that their partner did not work, while all were in the 31-40 age category, none had dependents or caring responsibilities.

## 7.9 Findings

One third of respondents indicated that they had taken leave when they had actually been ill or injured. There is no significant difference between Police and Police staff and the likelihood that they might take leave when they are ill. People who work full-time are more likely to take leave when they are ill (68%) than part-time staff (50%), although this was not significant (chi square = 1.741,  $df = 1$ ,  $p = 0.187$ ). As staff get older, they are less likely to take leave when they are ill. Respondents who take leave when they are ill, expect their promotions slightly sooner than those that do not – with 33% believing they will be promoted within the next 1 – 5 years. Interestingly, 15.8% of people who do not are expecting promotion within one year.

Leaveism is more prevalent amongst more senior Police Officers (as illustrated in Figure 20) and full-time Police Staff. People who take leave when they are ill not only work longer hours 44 per week (SD 3.382) vs 42 hours per week (SD = 5.67), they are also contracted for longer hours. (Again, this is not significant). People who take leave when they are ill also have more dependents, and take more exercise. People who do not are better educated and are more likely to find time to relax and wind down.

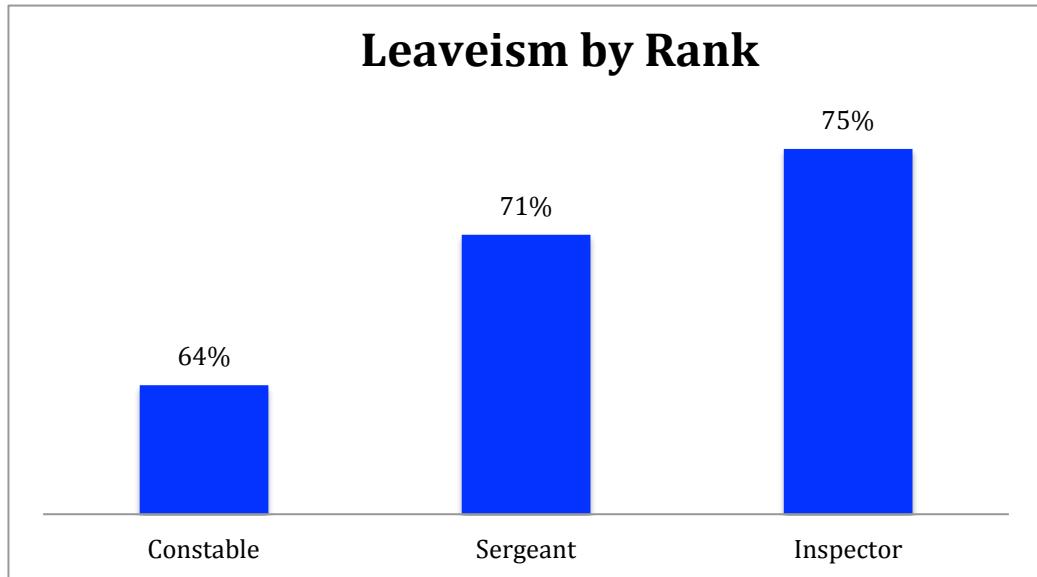


Figure 20 - Leaveism by Rank (Police Officers)

## 7.10 Discussion

This study clearly shows the presence of Leaveism in the subject organisation, and outlines the context in which it is set, that of one that undergoing unprecedented government imposed reform; effectively resulting in reduced budget and downsizing. During the course of this research there have been no indications that

Policing offers any particular or significant dynamic that would isolate it from the rest of the public sector in relation to this practice; and therefore we propose it will apply across the breadth of the public sector; and assume the practice of Leaveism to be widespread and generalisable.

The reasons behind the practice are less clear, and a number of explanations could be offered. We could propose it is connected to an employee's loyalty, not wanting to burden the organisation. We could also suggest that it may be in response to a fear of being dismissed, made redundant; or down-graded (demoted). We suggest that whatever the motive, the trigger is workload overload in all three aspects of the concept, and this is where we suggest the intervention may be targeted and most effective. Supporting employees with their workload, creating an environment where authentic conversations take place about acceptable and manageable workloads are regularly held between a worker and their line manager. This approach to managing the challenge, and leading organisations through these change programmes may be most effective.

### **7.11 Conclusions**

This research clearly shows that the issue of Leaveism is real and potentially far reaching. The study in Finland highlights the negative health affects on 'stayers' in such radical downsizing exercises (Kivimäki et al., 2003). This in turn raises the question of just how the 'survivors' cope with the new regime; with potentially more work and less pay. We ask what behaviours will cuts of this magnitude eventually drive when the dust settles? As a consequence could we see an end to the practice

of Leaveism? In which case we could make the assumption that [in its first form] it will convert to sickness absenteeism? With a third surveyed conceding to the practice, this is a big deal. In comparison to Presenteeism, which has no overt costs, this scenario presents an entirely different fiscal proposition. It also appears in this study that those on a higher grade are more likely to engage in the practice, bringing into play the question of workload overload. Are public sector organisations proactively addressing these issues through effective leadership?

### **7.11.1 Suggested further research**

This study has touched on the first (of three) of the Leaveism behaviours. Further research could include attempts to quantify elements two and three of Leaveism, and to what extent these may impact on sweeping public sector reform across UK public services. Although not discussed here, this may well extend to the private sector also, though based on available sickness absence figures we would assume to a lesser extent.

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### 7.13 Continuity

The final paper links the preceding papers and addresses the final research question posed in this thesis, *to what extent is wellbeing managed, shaped and influenced through leadership?* The research in the final paper seeks to test the relationships between *wellbeing, engagement* and *discretionary effort*. This research provides evidence that high levels of engagement are an outcome of successful workplace wellbeing approaches; and result in unlocking discretionary effort. The paper proposes that *creating the right environment*, together with *leadership* that supports *wellbeing* will lead to higher levels of *discretionary effort* in the workplace. As a result of employing high levels of discretionary effort, this paper proposes that employees people will be inspired, motivated and carry out their duties with meaning and purpose; resulting in sustainable high levels of performance. A further consideration would be that as the nature of the modern workplace evolves, and knowledge workers move to more flexible, remote or virtual practices, the impact that discretionary effort has on the bottom line should not be overlooked or underestimated. Based on research relating to engagement, and linking the two concepts, this paper proposes as much as 50% of working effort is discretionary. Although conducted in a UK policing environment, this research is generalizable; and can be extended to other occupations within the public service sector; and arguably to the private sector as well.

## **Chapter 8 Paper 6 – Wellbeing and Engagement in Policing: The Key to Unlocking Discretionary Effort?**

### **8.1 Abstract**

#### **8.1.1 Purpose**

This research seeks to test the relationships between wellbeing, engagement and discretionary effort.

#### **8.1.2 Design/methodology/approach**

This research is conducted in a provincial police force in the UK, but is generalizable to the public sector. Data is garnered from the use of a wellbeing psychometric instrument known as ASSET, which measures job perceptions, attitudes towards work and general health. It is also used to form an engagement metric that draws out behaviors considered congruent with discretionary effort attributes.

#### **8.1.3 Findings**

Regression models show that employees feel that if they have better *Control, Job Conditions*, and feel more *Secure in their job*, and that their job does not *Change for Changes Sake*; that they are more likely to offer up greater levels of discretionary effort. In this study dimensions that had no significant effect on discretionary effort were found to be *Resources and Communications, Work Relationships* and having a *Balanced Workload*.

#### **8.1.4 Originality/value**

Rather than assume what seems to be the commonly accepted case, this research provides evidence that high levels of engagement are an outcome of successful workplace wellbeing approaches; and result in unlocking discretionary effort.

#### **8.1.5 Key Words**

Discretionary Effort, Engagement, Wellbeing, Resilience, Leaveism, Public Sector, Policing

### **8.2 Introduction**

There is a burgeoning amount of research focused on workplace engagement (MacLeod and Clarke, 2009; Robertson and Cooper, 2010b; Albrecht, 2012). But what does this mean in Policing, and what part does wellbeing play in this complex relationship? This research is conducted in a provincial police force in the UK, but could be generalisable to other emergency services and the public sector. The links between psychological wellbeing and improved performance have been proven (Wright and Cropanzano, 2000c), as have the costs of sickness related absence (Cooper and Dewe, 2008). To put into context, the cost of sickness absence in the [UK] NHS is £2.4bn per year (Horan, 2015). But is wellbeing and engagement the key to reducing sickness absence and unlocking discretionary effort (untapped performance)? With reducing policing numbers and tight financial budgets can [UK] police forces continue to perform, and provide a quality service to the public? This paper seeks to establish to what extent police forces realise an employee's full

working potential. Through effective wellbeing approaches can the police create an environment in which employees experience meaning and purpose in their working life? Can effective leadership influence people to go the extra mile because they are inspired and motivated to do so; commitment? This paper will focus on traits known to impact on discretionary effort, and provide insight into what behaviors influence, drive and motivate employees, utilising concepts of *resilience* (Luthans and Church, 2002) and *leaveism* (Hesketh and Cooper, 2014b) as lenses through which to view the construct. These theoretical concepts provide a compelling argument that will illustrate that the practical application of approaches discussed in this paper can militate against the negative effects of these phenomena. The research is conducted in a northern provincial police force in the UK. Data is garnered from the use of a wellbeing psychometric instrument known as ASSET (Cartwright and Cooper, 2002), which provides resilience data from a small scale study of police officers and police staff ( $n=148$ ).

### **8.3 Hypothesis**

This paper conceptualizes discretionary effort slightly differently from traditional theoretical explanations, viewing it through the mediating mechanisms of engagement and wellbeing. Linking discretionary effort with levels of engagement, this paper posits that employees can work at a sustainable 85%. However, to 'stay out of trouble' a work effort of only 35% is required. This appears *prima facie* to be the work rate that will keep employees away from poor performance or disciplinary issues. This then leaves a 50% gap, which is labelled in this paper as '*discretionary*

*effort*'. The *State of the Workforce Report* states that 57% of the [UK] workforce is *not engaged*, and a further 26% are *actively disengaged* (Gallup, 2013 p.113). The Towers Perrin report (2003) into understanding what drives engagement refers to as little as 17% of people being highly engaged (employing discretionary effort continuously). In terms of discretionary effort, this paper proposes that leadership, resilience and an environment oriented towards issues known to impact on engagement, such as welfare, motivation, meaning and purpose (aspects of wellbeing) will unlock this huge potential; leading to improved individual and organisational performance. EG In terms of sickness absence, research indicates that engaged workers take on average 2.69 and the disengaged take 6.19 days sickness per year (Rayton et al., 2009). In terms of adding public value (Benington and Moore, 2011), this paper makes a significant contribution to both understanding the drivers for discretionary effort, as well as providing guidance as to how these can be operationalised.

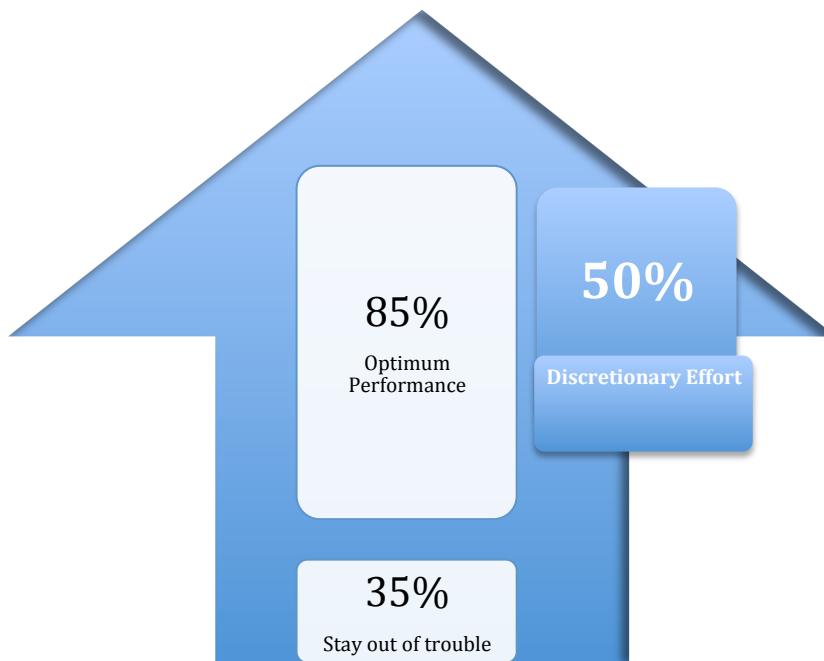


Figure 21 - Hypothesis for Discretionary Effort

#### 8.4 Engagement

In a study of engagement and burnout in Spanish workers and students at a university, Schaufeli et al offered a definition of workplace engagement as, *“a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.”* (2002 p.74). Each of these elements have further descriptions that are closely related to Positive Psychology, such as flow (Seligman, 2003b) and subjective wellbeing; or happiness (Diener, 2000).

Collaborative research between academics and practitioners can also be used effectively, to unpack what is happening in the workplace and elaborate on the relationships between wellbeing, engagement and extra-role effort (Albrecht, 2012).

Although there is a plethora of research on Wellbeing and Engagement it is apparent

that there are areas that are relatively under-explored and evidenced. It is also clear that research is yet to be put into common practice in the workplace.

Robertson and Cooper (2010b) proposed that to maintain high levels of sustainable employee engagement, employee wellbeing should also be high, and this can be achieved through '*full engagement*' and not just a commitment-based (organisational) view of the concept. In support, an analysis of sickness in hospital employees found that those who experienced high levels of meaningfulness in their job, and those with trusting relationships with their immediate supervisors were far less likely to take sickness absence (Suadicani et al., 2014). As alluded to earlier, in terms of sickness absence, research indicates that engaged workers take on average 2.69 and the disengaged take 6.19 days sickness per year (Rayton et al., 2009).

There is an acknowledgement that employees can, in fact, be too committed and too engaged with their work. One should also take care not to relate working hard with *burnout*. This paper suggests burnout occurs when working at 85-100% of one's capacity over long periods of time, as almost the norm. It has been established that burnout is not the antipode of engagement (Schaufeli and Bakker, 2004). Bakker describes people who are too engaged and too committed as '*workaholics*' or '*work addicts*', and distinguishes them from employees experiencing authentic engagement in work, who they argue as having outside interests (societal wellbeing), and find their work enjoyable and fun (Bakker and Demerouti, 2008); similar to the concept of being in '*flow*' described by Seligman (2011b p.11). These '*addicts*' may materialise through concepts such as *Presenteeism*, when an employee attends work

whilst they are actually unwell, or puts in '*face time*' to indicate their dedication to work (Johns, 2010); or as *Leaveism*, when an employee takes part of their annual leave entitlement to have time off work when they are actually unwell, or who take work on holiday or home that they cannot complete in contracted hours (Hesketh and Cooper, 2014b). Therefore it is important to delineate, and establish what behaviour it is that employees are exhibiting, *highly engaged or addicted*? High performance, positive attitudes and lower staff turnover are all cited as positive outcomes of a highly engaged workforce (Crawford et al., 2010). Whilst employees who are masking illness or taking work on holiday may actually be working over their limits of resilience (Hesketh et al., 2014c). Gerich suggests that high workload seems to predict sickness presence, whereas fear of job loss appears to promote leaveism (2015).

Wiley (2009) suggests that as little as a third of workers are engaged in the UK. He claims that the leadership behaviours and practices can be very different in organisations seeking a high engagement workforce, evoking trust and confidence in senior leaders; which he argues leads to high performance as a direct consequence. He concedes this high performance is delivered, to a large extent, via discretionary effort. It appears that once again leadership plays a key role, especially the line management of individuals (their immediate supervision), who are critical to creating the right environment for employees to engage proactively (Hesketh et al., 2014e). These environmental aspects were discussed in great detail in the [UK] government sponsored review into workplace engagement (MacLeod and Clarke,

2009). Line managers are not only required to know their staff in almost familial ways, but it is incumbent on leaders to ensure work is also challenging. Crawford *et al* argue that work demands that are viewed as a *hindrance* by employees are related negatively to engagement, but work demand that is *challenging* (even if difficult) is positively related to engagement (2010 p.835).

## 8.5 Discretionary Effort

Linking engagement to discretionary effort, Towers Perrin note, “*another way to think about engagement is the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy.*” This particular report concludes that discretionary effort is the endgame for effective engagement, and acknowledges that, “*having a critical mass of employees who freely give that effort is of tremendous value.*”(2003 p.2).

Taylor, associated with the theory of *scientific management (Taylorism)*, viewed discretion largely in a negative light, arguing that if workers were relied upon to employ high levels of discretion they would slow down productivity. His approach, which championed rigid supervisory regimes, suggested the removal of as much discretion as possible from the work (at the time this was largely focused on production line activities in industrial America). At the time (turn of the century) jobs with high levels of discretion were only associated with those who worked for themselves, such as farmers or highly skilled craftsmen. The wisdom of the day dictated that work ought to be oriented towards removing as much discretion as was

possible from the workplace, in an attempt to '*manage out*' errors and maximize productivity (Yankelovich and Immerwahr, 1984).

Fast forward 100 years or so and the focus is now concerned with unlocking discretionary effort, largely through psychological constructs such as identity, commitment, control and motivation. However there is caution, "*although improved performance and productivity is at the heart of engagement, it cannot be achieved by a mechanistic approach which tries to extract discretionary effort by manipulating employees' commitment and emotions.*" (MacLeod and Clarke, 2009 p.9).

## 8.6 Methods

This paper models data which was garnered from A Short Stress Assessment Tool, ASSET (Faragher et al., 2004). This wellbeing psychometric instrument is generally used to measure sources of stress in the workplace. The instrument measures *Attitudes Towards the Workplace and Perceptions of the Job*. Items capture attitudes and perceptions that are known to cause stress in the workplace, these being *Resources and Communications, Control, Work Relationships, Balanced Workloads, Job Security and Change and Job Conditions*; known as the 'six essentials' (Cooper and Robertson, 2012). The survey instrument also contains measures to report on *Engagement, Commitment of Employees to the Organisation and Perceived Commitment of Organisation Towards Employees*. The questionnaire was administered electronically via a Sharepoint platform and employed an online self-reporting approach. Questions on *perceptions of the job* and *attitudes towards the organisation* were measured using a six point Likert scale, ranging from *Strongly*

*Disagree to Strongly Agree.* The Cronbach's alpha reliability score for the 46-item ASSET measure was 0.762 and considered acceptable. In an effort to identify the impact of employment, elements from the ASSET (6 essentials) questionnaire (Cartwright and Cooper, 2002) were examined, and regressions were run on aspects covering discretionary effort. Discretionary effort (Independent variable) was determined by calculating the total score for the six items in Table 8 based on a 6 point Likert type scale – where a 1 indicates '*Strong disagreement*' with the statement and a 6 '*Strong agreement*' plus an additional point for respondents who conceded to working while they are on leave (*leaveism*) and respondents who do not take their allotted rest days.

## 8.7 Findings

### 8.7.1 Statistical Analysis

ANOVA and t-tests were run to determine whether or not there were differences between the genders, age, rank and the likelihood that they would offer their employer greater levels of discretionary effort. In an effort to identify the impact of employment, elements from the ASSET (6 essentials) questionnaire (Cartwright and Cooper, 2002) were examined, and a step wise regression was conducted on aspects covering discretionary effort.

### 8.7.2 Sample Description

This research uses a sample from a provincial police force in the north of England ( $n=148$ ). Almost half the respondents (45%) were Constables (the entry rank/grade

for all police officers in the UK), a third (28%) were Inspectors or above (middle managers), a tenth (11%) Sergeants (first-line managers) and 15% office or non-field staff as modelled in Figure 22 below.

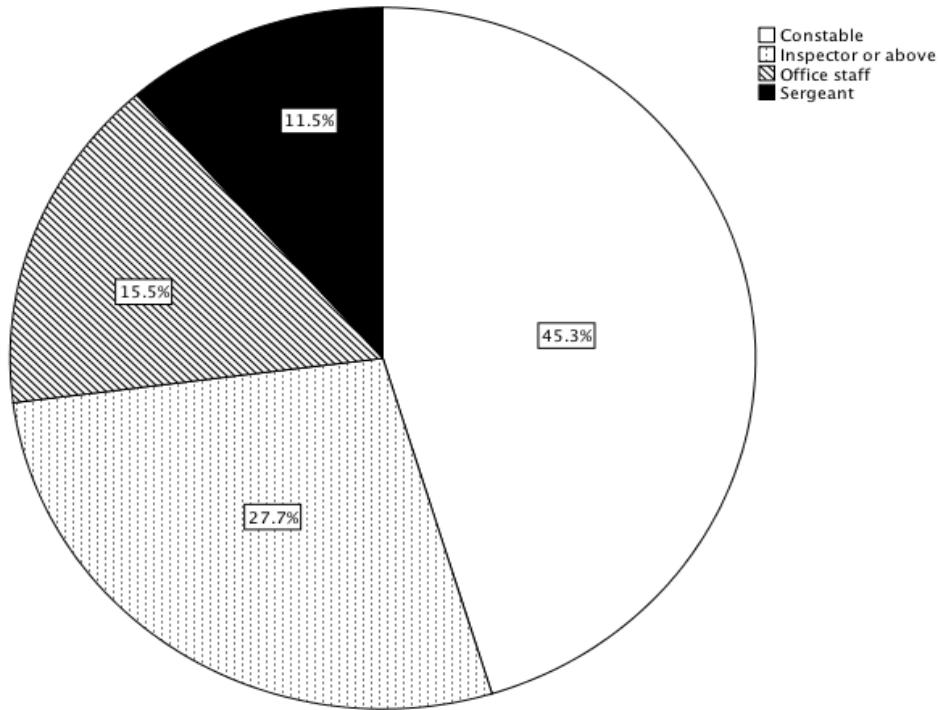


Figure 22 - Status of Sample

As in Figure 23 half (52%) the sample was between 40 and 50 years old, a third (34%) 31 – 40 with groups between 21 – 31 and those over 50 years of age accounting for 7% each.

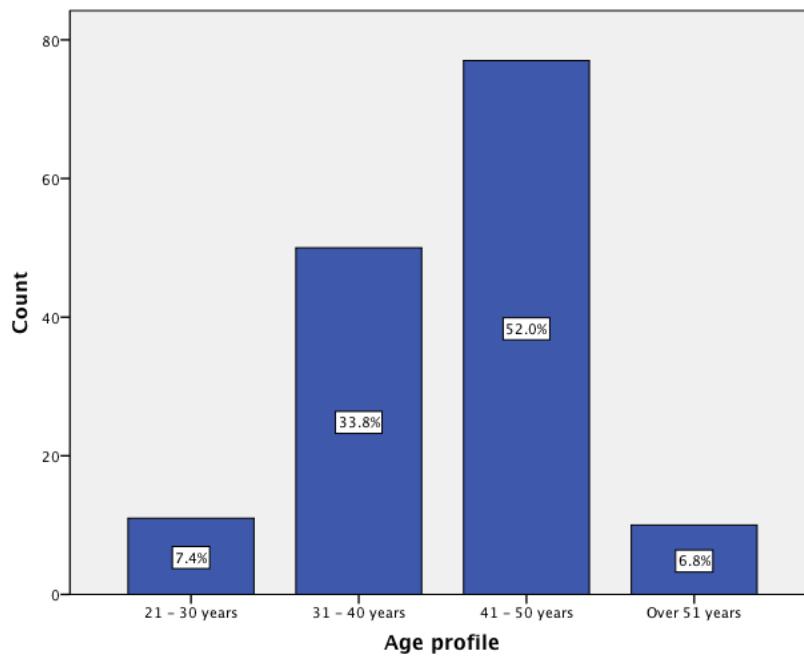


Figure 23 - Age profile of sample

Employment essentials were made up of the 6 main dimensions from the ASSET questionnaire. These were:

**Resources and Communications;** which measured respondent perceptions of the organisation's ability to keep them informed, being told that they were doing a good job, being adequately trained and having the right equipment and resources to do a good job.

**Control;** this dimension focused on respondents feeling of control over the work that they did. For example, feeling that they had little control over their work, not involved in decisions related to their work, not having their suggestions about their job being taken into account and having little or no influence over their performance targets.

**Work relationships;** this dimension measured relationships with all colleagues, be they superiors and managers or colleagues with whom they worked.

**Balanced workload;** this dimension measured 8 aspects related to workload and work life balance. Questions included aspects related to working hours, travel, unsociable hours, deadlines home and personal life and technology.

**Job security and change;** this dimension measured respondents feeling towards their permanence of their employment, redundancy and changes in job requirements.

**Job conditions;** 8 items from the ASSET questionnaire were grouped to measure respondent's feelings towards their job conditions. These included, doing the same work, work being dull and repetitive, risk of physical violence, dealing with difficult customers/clients, pay and benefits and working environment.

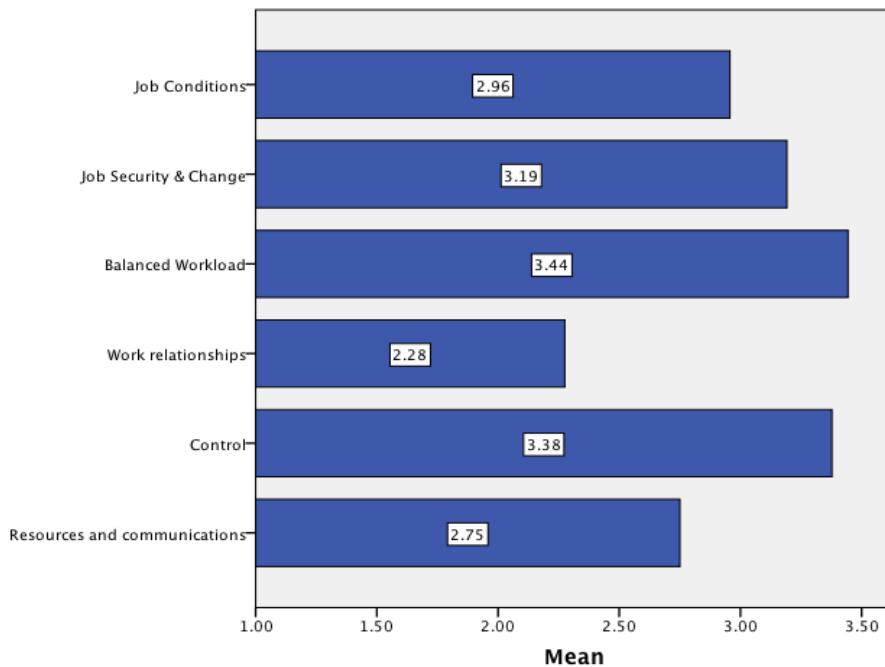


Figure 24 - Mean scores for the 6 Essentials of ASSET (Employment Dimensions)

All statements are negatively stated, so the higher mean score in Figure 24 the more negatively the dimension has been rated. Discretionary effort (Independent variable) was determined by calculating the total score for the following six items based on a 6 point Likert type scale – where a 1 indicates '*Strong disagreement*' with the statement and a 6 '*Strong agreement*' plus an additional point for respondents who conceded to working while they are on leave (*leaveism*) and respondents who do not take their allotted rest days.

Variable	Max	Mean	Std
	Score	Score	dev
Discretionary effort (Items below, plus Leaveism and Rest days)	38.0	27.28	6.61
If necessary I am prepared to put myself out for this organisation e.g. working long hours and/ or unsociable hours	6.0	4.95	1.282
If asked, I am prepared to take on more responsibility or tasks not in my job description	6.0	4.83	1.332
I feel that it is worthwhile to work hard for this organisation	6.0	4.51	1.397
I am proud of this organisation	6.0	4.47	1.397
I enjoy working for this organisation to the extent that I am not actively seeking a job elsewhere	6.0	4.43	1.513
Outside of my particular job, I take an interest in many aspects of the running and success of this organisation	6.0	3.41	1.66

Table 8 - Make up of the Independent Variable - Discretionary Effort

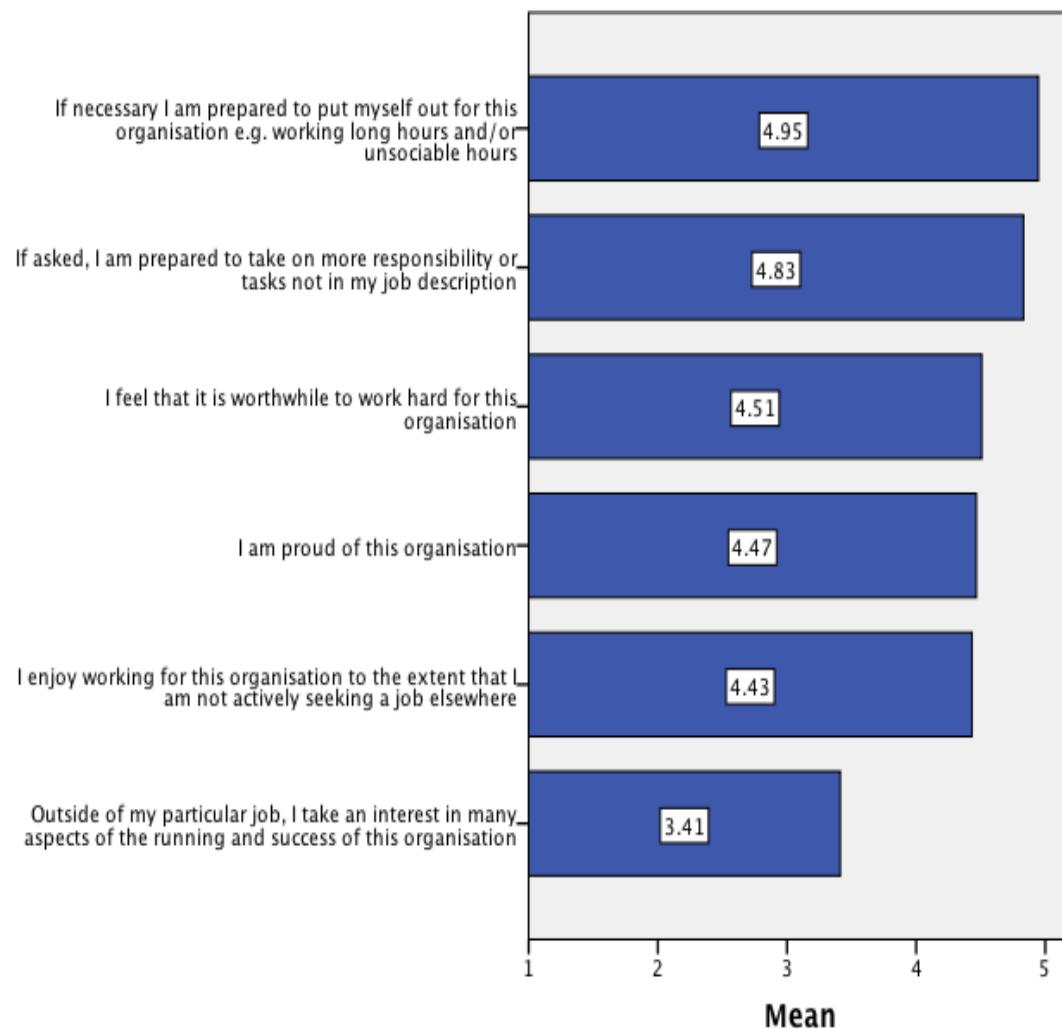


Figure 25 - Graph showing the mean scores of the items making up Discretionary Effort

### 8.7.3 Associations between Rank and Discretionary Effort

There are very strong associations between rank and discretionary effort.

While there are no significant differences between Constables (mean 3.922), Staff (mean = 4.02) and Sergeants (mean = 4.162), Inspectors and above are significantly ( $F=11.255$ ,  $df = 3$ ,  $p = 0.00$ ) more likely to contribute discretionary effort (mean = 5.079). See Table 9.

Group	N	Subset for alpha	
		1	2
Constable	67	3.92	
Staff	23	4.02	
Sergeant	17	4.16	
Inspector and above	41		5.08
Sig.		0.861	1.00

Table 9 - Scheffe post hoc test

### 8.7.4 The Regression Model

The Step-wise linear regression shows which employment dimensions (independent variables) from the ASSET questionnaire have the greatest predictive capacity in determining discretionary effort (dependent variable).

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Tolerance
	B	Std Error	Beta			
(Constant)	44.124	2.159		20.436	0.000	
Control	-0.405	0.135	-0.268	-2.993	0.003	0.587
Job conditions	-0.32	0.097	-0.276	-3.296	0.001	0.668
Job security & change	-0.229	0.105	-0.168	-2.183	0.031	0.796

Table 10 - Step-wise linear regression

The regression model (Table 10) shows that employees feel that if they have better control, job conditions, and feel more secure in their job and that their job does not change for changes sake, that they are more likely to offer up greater levels of discretionary effort.

In the case of the police force under investigation in this survey, management should be able to enhance employee's feeling of control over their work by allowing staff to get involved in aspects affecting their work and by taking account of their suggestions and their performance targets. And as such, discretionary effort will increase.

The same is true for job conditions, which included elements such as improving work conditions, reducing the risk of physical violence, make work more interesting and less repetitive and providing pay and benefits as people in similar work.

Job security also has a significant impact on likelihood of increasing discretionary effort. In this case employers need to create a perception amongst employees that:

- Their job is permanent and more secure
- Their job is unlikely to change in the near future
- They are not making organisational changes that are deemed unnecessary

Perhaps of more interest were the employment dimensions that had no effect of discretionary effort. Resources and communications, work relationships and a balanced workload were not significant and, as a result, excluded from the regression.

The ANOVA indicates that there are significant dimensions included in the model that were generated ( $F = 23.28, p = 0.000$ ). There were also no indication of collinearity, with all tolerance levels being over 0.589 – this suggests that there are no redundant independent variables included in the model.

The Durbin-Watson coefficient of 2.130 suggests that there are no meaningful serial correlations between the independent variables (residuals are uncorrelated with a Durbin-Watson coefficient of 2). The R-square of 0.33 indicates that 33% of the variance in discretionary effort is accounted for by the 3 predictor variables in the regression.

## 8.8 Conclusions

This research sought to test the relationships between *wellbeing*, *engagement* and *discretionary effort*. Rather than assume what seems to be the case, this research has provided evidence that high levels of engagement are an outcome of successful workplace wellbeing approaches; and result in unlocking (increasing the levels of) discretionary effort.

Regression models show that employees feel that if they have better *Control*, *Job Conditions*, and feel more *Secure* in their job, and that their job does not *Change for Changes Sake*; that they are more likely to offer up greater levels of discretionary effort. It should be noted that *Job Conditions* have previously been positively related to engagement (Crawford et al., 2010). In addition, dimensions that had no significant effect on discretionary effort, and that perhaps is a more significant finding for managers, were found to include *Resources and Communications*, which includes elements that measure whether individuals feel they have the right amount of training, they are resourced and have the correct functional equipment. Therefore, *creating the right environment*, together with *leadership* that supports these facets of *wellbeing* will lead to higher levels of *discretionary effort* in the workplace; in support of the hypothesis. These theoretical concepts provide a compelling argument that clearly illustrate that the practical application of approaches discussed in this paper can militate against the negative affects these phenomena can have.

The implications for organisations that focus on high engagement and employee wellbeing are substantial, and they can expect a considerable return on their investment. As a result of employing high levels of discretionary effort, this paper proposes that their people will be inspired, motivated and carry out their duties with meaning and purpose; resulting in sustainable high levels of quality and performance. A further consideration would be that as the nature of the modern workplace evolves, and knowledge workers move to more flexible, remote or virtual practices, the impact that discretionary effort has on the bottom line should not be overlooked or underestimated. Based on research relating to engagement, and linking the two concepts, this paper proposes as much as 50% of working effort is discretionary. Unlocking this will deliver a high, and sustainable, yield. In terms of adding public value (Benington and Moore, 2011), this paper makes a significant contribution to both understanding the drivers for discretionary effort, as well as providing guidance as to how these can be operationalized. Although conducted in a UK policing environment, this research is generalizable; and can be extended to other occupations within the public service sector; and arguably to the private sector as well.

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## Chapter 9 – General Discussion

### 9.1 Introduction

This chapter begins with a brief summary of the findings from the included studies and continues on to explain the contribution these papers have made to both theory and practice. The six papers presented in chapters 3-8 have collectively addressed the general research questions that have guided the direction taken by this thesis. Addressing these questions has made a theoretical contribution to the academic field in that these papers have changed our understanding of the phenomena under investigation. Answering them has also made a practical contribution in that it has changed the way in which the phenomena are managed in the workplace.

This chapter details my contribution, and what I consider to be five significant and original contributions to knowledge and practice. As mentioned throughout this thesis, policing in the UK is undergoing an unprecedented period of restructuring, and as alluded to by the Chair of the National Police Chiefs' Council, Chief Constable Sarah Thornton, there is a need to '*re-imagine*' policing (Millie and Bullock, 2013). This chapter goes on to detail the implications for the workplace, more specifically, for the policing workplace moving forward. Following that, this chapter contains a section on the policy impacts this work has contributed to, on a national policing level, arguing that this work has changed both our understanding and our ability to act on the phenomena under investigation in the papers contained within this thesis.

This study, like all academic research, has a number of limitations. These stem from the decisions and choices made as part of the research design process. The aim of the section that follows is to explain what decisions were made and why; and to acknowledge the implications and impact of these on the validity, reliability and generalisability of the findings.

The final section of this chapter summarises the papers in relation to the research questions, namely:

- The significance for policing of understanding and developing resilience training.
- The identification, theorising and description of 'Leaveism'.
- The effect of leadership and the organisational environment on wellbeing, engagement and discretionary effort.

## 9.2 Summary of the findings

The first paper in this thesis has reported on the importance of individuals having some understanding of how they function, and respond in the workplace; and the criticality of personal resilience. Together with the second paper, this conceptual piece provides theoretical background in order to address the first of the research questions posed, *to what extent are resilience interventions effective?* The first paper highlights the proposition that resilience is a key factor to realising, maintaining and improving the wellbeing of the police workforce. The premise is that work is commonly regarded as good for us, and that people on the whole enjoy their work.

Police work can be both challenging and rewarding. What emerges from the literature explored in this paper is that there are many intervening factors that impact on the extent to which people enjoy work, and draw meaning and purpose from their working life that are related to personal resilience. These multiple properties support the pluralist approach taken in this thesis, in that there may be no one 'generic' truth.

Resilience training efficacy is a relatively under explored topic. With most [UK] public sector organisations undergoing programmes of radical reform, this paper proposes that a resilient workforce is going to be critical to maintaining operational effectiveness and optimum performance. Furthermore, leading in these organisations (the third research question) is going to create unprecedented challenges for some, and this paper posits that resilience training can provide the knowledge and skills to lead change successfully. A literature search (carried out at Lancaster University 'OneSearch' Library) established there is currently little evidence of resilience training efficacy in a non-military environment.

Paper 2 examines and reports on the efficacy of work-based personal resilience training in Lancashire Constabulary (cited as '*a police force in the UK*'). Following on from the description of *Resilience* in Paper 1, Paper 2 makes a compelling case for the introduction of resilience training in organisations, which supports the proposition that this approach helps workers deal with workplace stressors. Addressing the second research question, *to what extent does wellbeing manifest itself within the UK police service*, the second paper reports on what happens to people who do not

cope with those stressors, introducing a concept I have labelled as *Leaveism*. Often employees do not want to appear that they cannot cope with the workload, and so they take action. This may extend to working whilst on annual leave or taking flexi-days, etc. The *leaveism* phenomenon extends to taking time off from the workplace when one is in fact unwell. In this paper absenteeism, presenteeism and *leaveism* are used to provide a lens through which to view employee responses to feeling unwell or being overloaded and introduces the concept into the academic arena, providing a major theoretical contribution.

Having introduced *Leaveism* in paper 2, the next paper (paper 3) continues to introduce and address the second research question, *to what extent does wellbeing manifest itself within the UK police service?* Research in paper 4 reports that those who conceded to the practice of Leaveism (76%) work more hours per week, than those that say they do not take leave when they are ill or injured. Over 70% of respondents had not taken their annual leave entitlement in the last 12 months, and 80% had not taken all their rest days in the last month. Those who conceded to the practice of Leaveism also felt more strongly that they have little control of many aspects of their work, they travel too much; and work longer hours than they choose or want to.

In the case of the *impact on home and personal life* and *unsociable hours* this research found significant differences between those who conceded to the practice of Leaveism and those respondents who do not. Those who do are also significantly more likely to indicate that their work interferes with their home and personal life,

and are also significantly more likely to feel that they work unsociable hours.

Respondents who had not taken all their annual leave entitlements appeared to be under more pressure. They were more likely to indicate that their work interfered with their home and personal life, had less control of many aspects related to their jobs, spent too much time travelling and worked longer hours than they chose or wanted to. Paper 4 concludes that officers should be encouraged to take their leave, as it may well result in a more positive attitude towards the force.

Linking to paper 4, the following paper (5) explores further aspects of the second research question posed in this thesis; *to what extent does wellbeing manifest itself within the UK Police service?* In terms of grade or rank, this paper deals with lower ranks than those featured in paper 4 and focuses on possible unintended consequences in terms of sickness absence practices. This research clearly shows that the issue of Leaveism is real and potentially far reaching. The paper questions what behaviours will budgetary cuts of the magnitude being proposed by government (UK) will eventually drive when the dust settles? As a consequence could we see an end to the practice of Leaveism? In which case, this paper proposes we could make the assumption that [in its first form] it will convert to sickness absenteeism? With a third surveyed in this research conceding to the practice, this has far reaching consequences. In comparison to Presenteeism, which has no overt costs, this scenario presents an entirely different fiscal proposition. It also appears in this study that those on a higher grade are more likely to engage in the practice, bringing into play the question of workload overload. Linking to the final research

question, *to what extent is wellbeing managed, shaped and influenced through leadership*, the paper questions; are public sector organisations proactively addressing these issues through effective leadership?

The final paper links the preceding papers and addresses the final research question posed in this thesis, *to what extent is wellbeing managed, shaped and influenced through leadership?* The research in the final paper seeks to test the relationships between *wellbeing, engagement and discretionary effort*. This research provides evidence that high levels of engagement are an outcome of successful workplace wellbeing approaches; and result in unlocking discretionary effort. The paper proposes that *creating the right environment*, together with *leadership* that supports *wellbeing* will lead to higher levels of *discretionary effort* in the workplace. As a result of employing high levels of discretionary effort, this paper proposes that employees will be inspired, motivated and carry out their duties with meaning and purpose; resulting in sustainable high levels of performance. A further consideration would be that as the nature of the modern workplace evolves, and knowledge workers move to more flexible, remote or virtual practices, the impact that discretionary effort has on the bottom line should not be overlooked or underestimated. Based on research relating to engagement, and linking the two concepts, this paper proposes as much as 50% of working effort is discretionary. Although conducted in a UK policing environment, this research is generalizable; and can be extended to other occupations within the public service sector; and arguably to the private sector as well.

### 9.3 Contribution

Overall, this research has made five significant and original contributions to knowledge and practice. Firstly, it has firmly established why a study of this nature is called for in policing. There has been no previous work carried out on resilience training efficacy in UK policing prior to this, and as such our understanding of how to create a conducive environment with the right leadership approach to address wellbeing issues was hitherto limited. Secondly, having mapped the current terrain in respect of wellbeing in policing, this research has found, labelled and reported on a previously hidden phenomena, that of *Leaveism*. Leaveism fills a lacuna in current thinking regarding behavioural responses to being unwell or experiencing workload overload; and how that impacts in the workplace. Thirdly, this research has contributed to workplace practice; understanding how these phenomena play out and can be managed operationally illustrates the applied nature of this study, significantly contributing to the evidence based practice within the police arena. Fourthly, many of the findings contained within this research have been influential across policing nationally, providing frameworks for other police forces to work from.

Finally, and most significantly, this thesis has tested and reported on resilience training efficacy, concluding that it results in significantly better workplace outcomes for employees. This finding has evidenced the basis for forces to invest in resilience training programmes across the UK and to satisfy the requirements of the criteria set out in the Workplace Wellbeing Charter that has been undertaken nationally by the

UK police as part of the NPCC wellbeing and engagement strategy. With a strong emphasis on practical workplace application, this thesis contains papers that have been peer reviewed and published in academic journals. This, in turn, has provided a valid and reliable evidence base for police forces to act upon. Policing in the UK is changing monumentally; work presented in this thesis is contributing to that change significantly.

#### 9.4 Implications for Work

Drawing on the *goals* aspect of Maxwell's (2005) model in Figure 5 this section describes the contribution to understanding. To provide some context, this research has been conducted between 2011 and 2015, and at this time the Police Service in the UK is undergoing the most significant change in its recent history as a direct result of the demands imposed by the *Comprehensive Spending Review* (Treasury, 2010), which commands a 20% reduction in police funding by 2015 and opens up the debate around what the police can actually deliver.

*"The police have to sort stuff out that other people don't know what to do with, or haven't got the resources to deal with. Like vicars, they are often the last stop in a game of pass the parcel. And they do it with 17,000 fewer frontline police than they had in 2010."*

(Lentz and Chaires, 2007 p.72).

These well-documented changes have resulted in significant reductions in staff numbers, redeployment issues; as well as significant changes in working practices in Lancashire Constabulary(Fraser, 2015). Nationally, crime is being reported as falling

(BBC, 2012), yet the complex nature of criminal activity and the changing nature of policing, with far more focus on vulnerability and protection, are challenging those employed within the field greater than ever before (Finnegan, 2015; Thornton, 2015). There is evidence of the negative effects on the wellbeing of staff who remain with the organisation (Farrar, 2013), as well as those who leave to seek employment elsewhere; congruent with previous studies (Weinfass, 2015). At the time of submission (2015) it is likely that the police budget will reduce by 43% by the year 2021 (*Home Office - Police and Crime commissioners*, 2012).

To continue on, I will now outline the contribution to understanding. Holistically, the 6 papers presented here have addressed the general questions:

1. To what extent are resilience interventions effective?
2. To what extent does wellbeing manifest itself within the UK Police Service?
3. To what extent is wellbeing managed, shaped and influenced through leadership?

The successful investigation and analysis of these issues has contributed significantly to our understanding in these areas in relation to a policing environment, and one could assume this is generalisable to other public sector emergency services at least.

As previously mentioned, a people strategy has now been introduced in Lancashire Constabulary, which has effectively become the mechanism by which the Chief Constable and Police and Crime Commissioner monitors the performance of the workforce. Nationally, the NPCC *Wellbeing and Engagement* working group has been established, and has four objectives (as in Figure 3) that are based largely on the

findings and recommendations borne out of work contained within this thesis. This is a significant piece of research that has impacted highly on the police service in the UK. There has been very little research on wellbeing conducted previously in the policing sphere, and very limited research on resilience training efficacy in policing. The findings in this study have paved the way for a national wellbeing approach.

## 9.5 Policy Impact

This section addresses the implications for practice, again drawing on the *goals* aspect of Maxwell's research model (2005) in Figure 5 and describing how the results of this research has fed into the police service in the UK. Developing the issues outlined in the implications in the workplace, this work has notably contributed to significant national policy movement, with the establishment of the National Police Chiefs' Council *Wellbeing and Engagement* working group. A significant contribution to practice, this *Greenfield* business area has been introduced to mainstream many of the aspects highlighted within this thesis throughout the UK policing landscape, changing the way the phenomena modelled in this thesis are viewed and managed within the police workplace. This has been achieved through national coordination that is only achievable through valid, reliable and rigorous research that creates a knowledge base from which to inform policing nationally in the UK. It provides a vivid example of bridging the practitioner – academia gap; or applied research. This working group is tasked with engaging with the service on a national level and connecting policing practitioners to the evidence base. A number of priority areas have been identified, and with the overall intention of promoting public interest, the

working group is engaged in a number of national promotional conferences, highlighting the importance of wellbeing issues that this research has uncovered. The priority areas of the national working group are detailed in Figure 3 and include the creation of an evidence base of 'what works' in a policing context. The research contained within this thesis has formed the basis of this, and has been well received by the policing community; with national sign-up to the *Workplace Wellbeing Charter* (Black, 2015) in England instigated as a direct result of this work. The four Welsh police forces have signed up to the equivalent NHS Wales framework.

## 9.6 Limitations of the study

This study, like all academic research, has a number of limitations. These stem from the decisions and choices made as part of the research design process. The aim of this section is to explain what decisions were made and why; and to acknowledge the implications and impact of these on the validity, reliability and generalisability of the findings.

*Randomised Control Trial* (RCT's) may have provided the optimum research method for some of the studies modelled in this thesis. However, the 'trade off' was that I had access at distinct moments in time, and full executive support. Hence a multiple cross-sectional design was adopted (Saunders et al., 2007a p.155). Although executive support remained strong throughout my study, a protracted trial (RCT) with no research output for lengthy periods may have proved challenging in terms of access and availability of the research groups, which were transient and unstable in nature due to the internal restructures and organisational reviews that are detailed

in this thesis. This actually adds weight to the significance of this research, as many organisations undergo such change programmes, especially in the UK public sector. As a single researcher RCT's are extremely challenging. The use of a multi cross sectional design, with measures conducted at numerous points in time is wholly appropriate for research of this type, where practical outcomes based on findings can be realised promptly. When dealing with a fast paced 24/7 emergency service, such as the police, this is an issue for other researchers to consider. In my national portfolio work I am aware of concern by some about the length of time RCT research takes.

The limited use of primary data analysis, such as national force sickness statistics, which are sensitive, and generally restricted, and fiscal data that is also viewed as sensitive in most forces should also be explained further. Although these data provide for 'sensational' reading I felt the inclusion of what, at the time may have required access agreements (to publish), within the papers distracted from the points that were the focus of this research, and I took the decision to include secondary data (open source and available to the general public) to illustrate these positions in the papers; which I felt was both adequate and appropriate in these circumstances (Bryman and Bell, 2011 p.314), affording me more time to concentrate on the substantive issues (Saunders et al., 2007b p.268). Although primary data could be argued to be best evidence, the longitudinal nature of a study of this type, in my view, negates any advantage this brings to the overall aims and objectives of this study. As discussed in 2.2.1 the analysis of this primary data (in

relation to sickness absence) proved largely 'un-sensational,' but I thought it prudent to include a brief explanation of my rationale.

One of the priorities of a researcher ought to be to keep any sponsor informed and confident that the research outcomes will help progress the organisation. To this end the General Working Population ASSET data set ( $n=39,240$ ) provided a valuable secondary data resource to provide sponsor updates and simple comparisons.

Although reference to it is not contained in the papers within this thesis, I feel it important to mention the mediating role (with sponsors) such data sets can provide, as a practical recommendation to researchers conducting similar studies.

A further consideration relevant to UK policing and research design would be the tenured nature of the Police and Crime Commissioners (PCC's), who hold Chief Constables to account on behalf of the public, and are influential in force strategy, implying that researchers need to be mindful of these issues when engaging with forces to conduct future research. As with the previous point, my experience is that PCC's are anxious to establish 'what is going on' as quickly as feasible, and have a limited term of office in which to prove their worth to the public they represent (they are publicly elected).

## 9.7 Conclusion

This section summarises the thesis and outlines the significance for policing of understanding and developing resilience training. I then discuss the identification, theorising and description of Leaveism. Finally I discuss the effect of leadership and organisational environment on wellbeing, engagement and discretionary effort.

### 9.7.1 Resilience training

The first two papers in this thesis are associated with resilience training efficacy, a conceptual paper (Paper 1) and a research paper (Paper 2). The importance of individuals having some understanding of how they function, and respond in the workplace, is a key component to leading a meaningful and purposeful working life. The applied nature of this thesis is highlighted within these papers, which explain the concepts, carry out research, present the findings and provide evidence to mainstream resilience training within the organisation based on the findings. The impact of resilience training seems especially pertinent for those involved with policing, which is *high on emotional labour* (Cooper et al., 2005) and can be particularly stressful, both internally and externally. As noted in Millie & Bullock...

*“In effect, policemen have to act as untrained and temporary social workers, vets (with injured animals), mental welfare officers, marriage guidance counsellors, welfare officers, accommodation officers, child care officers, home-help to the infirm, and also as confident and counsellor to people alone and in need of guidance.”* (2013 p.134).

Resilience is a key factor to realising, maintaining and improving the wellbeing of the police workforce. For individuals who have a supervisory role to play at whatever level in an organisation, and there is a suggestion that police generally provide a leadership role in society at multiple levels, there are additional considerations in relation to how they support and promote individual responses to these aspects; creating a workplace environment where employees can apply these principles and

*flourish* (Seligman, 2011a). A great deal of research on resilience has come from the emergency and caring professions police (Paton, 2006), army(Cornum, 2012), ambulance service (Gayton and Lovell, 2012), nursing (Zander et al., 2013), and social work (Grant and Kinman, 2013), probably because the high levels of stress experienced in these roles. However, there is currently little evidence of resilience training efficacy in a non-military environment, and further study is still required in this area. The premise is that work is commonly regarded as good for us, and that people on the whole enjoy their work. Police work can be both challenging and rewarding. What emerges from literature is that there are many intervening factors that impact on the extent to which people enjoy work, and draw meaning and purpose from their working life.

Resilience training efficacy is a relatively under explored topic. As noted by Robertson et al, the empirical evidence for resilience training efficacy is tentative (Robertson et al., 2015). This thesis contributes by providing a greater insight into what is known, which is important for leaders in all organisations, particularly those trying to maintain performance whilst undergoing programmes of change; which all UK Police forces are currently experiencing. With most [UK] public sector organisations undergoing programmes of radical reform, a resilient workforce is going to be critical to maintaining operational effectiveness and optimum performance. Leading in these organisations is going to create unprecedented challenges for some, and resilience training can provide the knowledge and skills to lead change successfully. This study clearly shows that, in a policing context,

resilience training is highly effective and can contribute towards positive wellbeing outcomes for staff. Policing culture seems to contribute to many of the areas that identify sources of stress; almost adding to the issue with the way policing has developed. This is clearly unhelpful, and a recommendation would be that cultural awareness should be included within training programmes in such customer facing roles that are viewed as confrontational and high on emotional labour. These considerations highlight further the effectiveness of this intervention (providing resilience training). This research clearly shows that improvements in relation to measures of *Resources & Communications, Control, Work Relationships, Balanced Workload, Work-life Balance, Job Conditions, Engagement, Commitment of Employees to Organisation and Perceived Commitment of Organisation Towards Employees* were evident for respondents who had undertaken resilience training.

A proposal would be that resilience training ought to be incorporated into HRM practices, with the aim of better preparing employees for the pressures and challenges of the modern working environment. Research has proven that organisations with effective wellness programmes have less absenteeism, and that such organisations perform better. The findings contained within this thesis provide some guidance, within policing at least, of priority work groups to undertake resilience training (EG Public Protection Units, Undercover Units, Counter Terrorism Units) where levels of stress can be particularly high. Within [UK] policing, a period of unprecedented change in almost all aspects of the job has amplified the urgency for this to take place. Further research into police-specific resilience training

programmes and links to police leadership is needed to optimise efficacy, but this research illustrates how resilience training can dramatically improve wellbeing aspects of working life for employees.

*“Concerns about individual and organisational resilience are now centre stage in human resource management and occupational psychology, not only to enhance productivity but also to foster workplace wellbeing and engagement.”*

(Robertson et al., 2015 p.27).

A further consideration in relation to resilience training would be to tailor to the needs of officers and staff dealing with emerging criminal activity. For example most police forces, including Lancashire, have seen a significant rise in the number of indecent images posted online. These need viewing and grading as evidence, and unfortunately specialist officers and staff have to perform this awful task.

Programmes of clinical supervision are being developed which will contain elements of resilience and will be important moving forward.

### **9.7.2 Leaveism**

This thesis also contains the discovery and exploration of a phenomenon I have labelled *Leaveism*, which introduces an original and significant contribution to knowledge. Together with increasing workloads, fewer staff and higher expectations, *leaveism* presents a new and additional consideration for traditional employee monitors; which cannot be overlooked.

I describe *Leaveism* as the practice of:

1. Employees utilising allocated time off such as annual leave entitlements, flexi hours banked, re-rostered rest days and so on, to take time off when they are in fact unwell;
2. Employees taking work home that cannot be completed in normal working hours;
3. Employees working whilst on leave or holiday to catch up.

All of these behaviours sit outside current conceptualisations of employee

behaviours in the workplace, as descriptions associated with *Absenteeism* and

*Presenteeism* provide.

*Leaveism* also adds a further dynamic to human behaviours associated with responses to workplace wellbeing, and ought to be included in future discussions associated with traditional workforce satisfaction and productivity measures.

It may be a counter-intuitive proposition, but organisations may wish to consider the economic loss (convert to sickness absence or reduced productivity) should this practice cease; as a means of measurement or scenario analysis. This illustrates that systematic investigations of phenomena can inform workplace practice and whatever the consequences and subsequent approach, *Leaveism* presents a real issue when it comes to establishing the true picture of employee wellbeing, and should not be ignored. The first research paper (Paper4) on Leaveism contained in this thesis ( $n=33$ ) found that those who conceded to the practice of Leaveism (76%) work more hours per week, than those that say they do not take leave when they

are ill or injured. Over 70% of respondents had not taken their annual leave entitlement in the last 12 months, and 80% had not taken all their rest days in the last month. The respondents for this particular piece of research were all high-ranking police officers. Those who conceded to the practice of *Leaveism* also felt more strongly that they have little control of many aspects of their work, they travel too much; and work longer hours than they choose or want to. In the case of the *impact on home and personal life* and *unsociable hours* this research found significant differences between those who conceded to the practice of *Leaveism* and those respondents who do not. Those who do are also significantly more likely to indicate that their work interferes with their home and personal life, and are also significantly more likely to feel that they work unsociable hours. Respondents who had not taken all their annual leave entitlements appeared to be under more pressure. They were more likely to indicate that their work interfered with their home and personal life, had less control of many aspects related to their jobs, spent too much time travelling and worked longer hours than they chose or wanted to. 72% of respondents had not taken their full leave entitlement in the last year. Without exception, respondents who had taken their leave entitlement had a more positive attitude towards the organisation. This concluded that officers should be encouraged to take their leave, as it may well result in a more positive attitude towards the force. In response to such radical reform it is arguable that the practice of *Leaveism* may cease or reduce as officers reach their personal resilience limits, which could impact heavily on the organisation when it comes to absence

management; and consequently the bottom line. Although this paper relates to examples in the UK Police, I propose that the claims made are generalisable to other public sector occupations; and may well extend to the private sector.

In the second research paper (Paper 5) on Leaveism, findings support the first research paper (Paper 4), and clearly indicate that the issue of Leaveism is real and potentially far reaching. This paper questions what behaviours will austerity cuts of this magnitude [in policing] eventually drive when the dust settles? As a consequence, could we see an end to the practice of Leaveism? In which case, relating the theory and evidence to inform practice, I would draw the conclusion that [in its first form] it will convert to sickness absenteeism. With a third surveyed conceding to the practice, this has potentially a large-scale impact. In comparison to Presenteeism, which has no overt costs, this scenario presents an entirely different fiscal proposition. It also appears in this study that those on a higher grade (more senior position within the organisation) are more likely to engage in the practice, bringing into play the question of workload overload. I would pose a question for future research, are public sector organisations proactively addressing these issues through effective leadership?

### **9.7.3 Leadership and Discretionary Effort**

Following on from the leadership undertones contained in paper 5, the research carried out for the sixth paper sought to test the relationships between *wellbeing*, *engagement* and *discretionary effort*. Rather than assume what seems to be the case, this research has provided evidence that high levels of engagement are an

outcome of successful workplace wellbeing approaches; and result in unlocking (increasing the levels of) discretionary effort. Regression models indicate that employees feel that if they have better *Control, Job Conditions*, and feel more *Secure* in their job, and that their job does not *Change for Changes Sake*; that they are more likely to offer up greater levels of discretionary effort. It should be noted that *Job Conditions* have previously been positively related to engagement (Crawford et al., 2010). In addition, dimensions that had no significant effect on discretionary effort, and that perhaps is a more significant finding for managers, were found to include *Resources and Communications*, which includes elements that measure whether individuals feel they have the right amount of training, they are resourced and have the correct functional equipment.

Therefore, *creating the right environment*, together with *leadership* that supports these facets of *wellbeing* will lead to higher levels of *discretionary effort* in the workplace; in support of the hypothesis. These theoretical concepts provide a compelling argument that clearly illustrate that the practical application of approaches discussed in this paper can militate against the negative affects these phenomena can have. The implications for organisations that focus on high engagement and employee wellbeing are substantial, and they can expect a considerable return on their investment. As a result of employing high levels of discretionary effort, I propose in this paper that people will be inspired, motivated and carry out their duties with greater meaning and purpose; resulting in sustainable high levels of quality and increased performance. A further consideration would be

that as the nature of the modern workplace evolves, and knowledge workers move to more flexible, remote or virtual practices, the impact that discretionary effort has on the bottom line should not be overlooked or underestimated. Based on research relating to engagement, and linking the two concepts, this paper proposes as much as 50% of working effort is discretionary. I posit that unlocking this will deliver a high, and sustainable, yield. In terms of adding public value (Benington and Moore, 2011), this paper makes a significant contribution to both understanding the drivers of discretionary effort, as well as providing guidance as to how these can be operationalized; congruent with the applied approach of this thesis. Although conducted in a UK policing environment, I suggest this research is generalisable; and can be extended to other occupations within the public service sector; and arguably to the private sector as well.

## **9.8 Closing remarks and future research**

These six papers are all linked to workplace practice and are concerned with wellbeing within the police service. Taken holistically they cohere to fulfil my research objectives and address the research questions I have posed. These objectives have been to determine what has gone before, what is the status quo, and crucially what works in terms of improving workplace wellbeing. I have maintained a particular focus on personal resilience, which is a relatively underexplored area of policing. Understanding that the role of the researcher is to identify and introduce new and original contributions to knowledge, the study of these areas of wellbeing have met my research aims and objectives in full. This work

has radically changed both our (police) understanding and our ability to act on the phenomena detailed in this thesis.

This research has also posed several questions and I am committed to further research being conducted to establish further explanations into the phenomena of Leaveism, and if this extends to caring responsibilities, both young and old? I am interested if workers are using time off for rest and recuperation, or to take on what can be potentially emotionally challenging domestic roles, and how this impacts on the workplace. I have also an interest in developing further the notion of resilience in the UK policing environment, with a research project underway to explore the role of empathy in personal resilience. These notions would include how we (the police service) identify empathy, recruit to, train in and retain empathy. Addressing the suggestion that police personality traits somehow 'harden' over a career span.

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## **11 – Appendices**

Appendix 1 First PPU ASSET Questionnaire

Appendix 2 Second PPU ASSET Questionnaire

Appendix 3 PPU GWP Comparisons

Appendix 4 Resilience training programme outline

Appendix 5 Superintendents ASSET Questionnaire

Appendix 6 Talent Management ASSET Questionnaire

Appendix 7 Response ASSET Questionnaire

Appendix 8 Resilience ASSET Questionnaire