



# DEVON & CORNWALL CONSTABULARY

## EMPLOYMENT MONITORING REPORT

2008/09

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## **EMPLOYMENT MONITORING REPORT FOR YEAR 1<sup>st</sup> April 2008 – 31<sup>st</sup> March 2009**

### **1.0 Introduction**

The Race Relations (Amendment) Act 2000 and other legislation place a specific duty on Police Forces to monitor certain employment functions. To reflect a true picture there is a need to link ethnicity to data on sex, disability and other factors such as length of service, earnings and type of employment. The information provided here is based on combining the information for individual racial groups other than white as one 'ethnic minority' total, to prevent individuals being identified. In most cases information about individual racial groups will be available and will from time to time be analysed to see if there is any notable difference in the position for specific racial groups

Monitoring is undertaken in accordance with the Data Protection Act 1998.

The Minority Ethnic Population for Devon, Cornwall and the Isles of Scilly as detailed in the 2001 census was 1.17%.

The Race Relations (Amendment) Act 2000 requires us to monitor the following employment functions:

1. Staff in Post
2. Applicants for employment, training and promotion
3. Numbers of staff who receive training, benefit or suffer detriment from Performance Assessment Procedures, are involved in grievances, are subject to disciplinary procedures or cease employment.

### **1.1 Outcomes**

Analysis of a comprehensive range of information indicates overall proportionate treatment of staff in the year 2008/09. We aim to have a workforce that as far as possible, at all levels, reflects the composition of the communities we serve but this will only be addressed on the basis of appointment on merit. There are currently areas of under-representation and actions are in place to address these with the involvement of our staff associations, our force Police Federation and union branches and our communities.

### **1.2 Key Force Aims**

We are particularly aiming to:

- Increase the number of females that work for us
- Increase the number of minority ethnic people who work for us
- Increase the number of disabled people who work for us
- Increase the diversity of our workforce at all levels

### **1.3 Positive Action**

Devon and Cornwall Constabulary has a strong commitment to equality and diversity both within the organisation and in the service we provide. We are committed to ensuring that our workforce reflects the community, by providing a high quality service which meets the needs of your community, and the people who live within it.

In order to provide a high level of service, Devon and Cornwall Constabulary endeavours to encourage applications from under-represented groups and we are proud to pursue a policy of Positive Action in an attempt to achieve this.

Positive Action is not a legal requirement but provisions have been made under the Sex Discrimination Act 1975, the Race Relations Act 1976, Disability Discrimination Act 1995, Religion and Belief Regulations and Sexual Orientation Regulations 2003 to support this area. Under-represented groups may therefore include, for example, women, Black and Minority Ethnic (BME) people, and people with disabilities.

Devon and Cornwall Constabulary has reaped the benefit of introducing a number of Positive Action measures to ensure that we are recruiting from all of our diverse communities. Some of the Positive Action measures that the Force have been successful in and have utilised again during 2008/09 include: -

### Outreach Initiatives

The Force has continued to support the community by liaising with under-represented groups in order to promote Positive Action throughout the area that we serve. Events are attended in an attempt to dismantle any barriers that exist in the way we attract and retain staff. Such events have included 'blue light' events, University career fairs, recruitment fairs, Gay pride events and minority ethnic community festivals.

### Support Sessions

These sessions centre on the recruitment process and provide information, encouragement and support to applicants. People from under-represented groups are offered information about the various selection processes and feedback is offered to unsuccessful applicants. This has proved a success in 2008/09 and will be maintained into the future.

### Buddy scheme

The Positive Action 'Buddy Scheme' continues to provide individuals from under-represented groups the chance to link directly with a member of the police service from a similar under-represented group who can offer one-to-one support and advice in respect of experience and career guidance.

In addition to the above, the Force is looking to develop further strategies in the coming year to raise its profile including a targeted media campaign and the use of PSCOs as 'ambassadors' in the local communities.

## **1.4 Overall Achievements 2008/09 compared to 2007/08**

Our overall strength for recorded minority ethnic officers, staff, Police Community Support Officers (PCSOs) and Special Constables has remained stable at 0.7% in 2008/09. Whilst the BME numbers increased within police officers, both the police staff and PCSOs saw a slight decrease in their representation and the Special Constabulary saw numbers remain static for 2008/09.

Until 2008/09, minority ethnic officers occupied the ranks of Constable and Sergeant but, in the last year, two officers were successful at their promotion boards to become Inspectors.

In terms of police officer recruitment, the Force is reaping the benefits of the Positive Action work which has been undertaken in recent years to improve the representation of as many different communities within its ranks.

The Force now has 56 (0.6%) police officers, police staff and PSCOs with a disclosed disability. This compares with 37 (0.6%) in 2007/08.

All data contained within this document is based on **headcount** unless otherwise stated.

## STAFF IN POST

### 2.0 Minority Ethnic Employees

- 2.1 The Black Police Association (BPA) within the Force is a support group for black and minority ethnic officers and staff of all ranks and grades from across Devon and Cornwall Constabulary. The BPA work closely with unions and staff associations to support staff within the working environment. The group is instrumental in improving recruitment, selection, retention and progression of BPA police officers and police staff.
- 2.2 The number of minority ethnic officers within the Force increased during 2008/09 to 30 as a result of a further 4 officers joining during the year. The overall representation within the Force remained at 0.8% for the second year in a row.
- 2.3 Minority ethnic officers have, in previous years, filled the ranks of Constable and Sergeant but during 2008/09 this group has widened to Inspector following promotion. They represent 0.9% of the Constable strength, 0.5% of Sergeants and 1.1% of Inspectors.
- 2.4 The minority ethnic representation within both Police Staff and PCSO numbers fell by one in each case during 2008/09. The number of police staff from a minority ethnic background stood at 10 with PCSO representation falling to 5.
- 2.5 Within the Police Staff senior grades (PSMG), the minority ethnic representation remains at 3% which continues to be well above the organisational representation of 0.4%.
- 2.6 Within the Special Constabulary, the number of minority ethnic Special Constables has remained at 2 for the last three years. Whilst, at present, there are no initiatives to actively recruit specifically from minority ethnic communities, it is hoped that Special Constabulary team will be able to gain from the Positive Action work undertaken to date within other areas of organisation.

### 3.0 Female Employees

- 3.1 The Force operates a Women in Policing Network which acts as a voice for all female employees within the organisation, ensuring fairness and equality in the workplace.

This group was introduced three years ago and its aims include:

- Working with the Force Equality and Diversity Board, acting as a resource for the organisation, providing support in areas such as strategy and policy development.
- Identifying areas of discrimination specific to women and helping to eliminate and address in a positive manner, while fully embracing the Values of the Force in striving to make a difference.
- Assisting in activating a policy of reconciling family life and professional life for women and men.

- Making a positive contribution to increasing the representation of women in specialist departments and in the management structure.

- 3.2 Here again, it is believed that the introduction of such a network has helped to maintain and improve the female representation in the Force since its introduction. The representation of females remained stable at 25% of the police officer strength as at 31<sup>st</sup> March 2009, although in real terms, numbers increased slightly on the position in 2007/08 (up from 876 females to 909). 6 of our female officers are minority ethnic officers. At Chief Officer level (Assistant Chief Constable and above), the Force recruited two female Assistant Chief Constables during 2008/09, having had an all male Chief Officer Group in 2007/08.
- 3.3 The percentage of female officers in 'specialist' police roles (including Traffic, Armed Response, Dog Handlers, Firearms and Air Operations) has fallen slightly from 2.5% in 2007/08 to 2.3% this year. 12.9% of male officers are employed in specialist roles, which has increased by 1.4% on the position as at 31<sup>st</sup> March 2008.
- 3.4 10% of female officers are sergeants compared to 18% of male officers, a fall of 1% for both groups on the position in 2007/08. 4% of females hold the rank of Inspector or above compared to 8% of male officers, the same as that seen in 2007/08.
- 3.5 The overall female representation within police staff roles has remained stable at 57% for 2008/09 but in contrast, the proportion of females at senior management level (PSMG) has fallen by 3% to 25% as at 31<sup>st</sup> March 2008. This was due to the departure of the Learning & Development Manager, who was subsequently replaced by a police officer. Female representation at senior management level remained fairly stable at 0.5% but, in contrast their male counterparts fell slightly from 2.3% in 2007/08 to 2.1% as at 31<sup>st</sup> March 2009.
- 3.6 The gender split within PCSOs remained relatively stable with the female representation at 44% of the total strength (45% in 2007/08). The proportion of females within the Special Constabulary saw a slight increase from 35% to 38% in 2008/09, due in the main to an increase in the overall strength compared to 2007/08.

#### **4.0 Employees with disabilities**

- 4.1 The Constabulary has a Disability Forum which was introduced to look after the interests of disabled officers and staff in the workplace. It not only provides support to staff but also helps to raise awareness within the Force about disability issues.
- 4.2 Reasonable adjustments are available to all officers and staff and offer changes to the usual working practices, which prevent a person with a disability from being substantially disadvantaged.

Examples of reasonable adjustments include:

- Provision of equipment to enable a person to undertake their role
- Alteration of working hours to accommodate a person's needs such as the effects of medication or mobility restrictions
- Adjustment or reallocation of duties

- Support getting to and from work

- 4.3 As at 31<sup>st</sup> March 2009, there were 56 employees of the Force who had voluntarily declared themselves as having a disability. This may not be fully representative picture of disabled staff within the organisation, as this information has been provided on a purely voluntary basis. A full self-declaration monitoring exercise has yet to be undertaken across the Force, offering all employees the opportunity to disclose whether or not they consider themselves to have a disability which may then provide a more accurate profile.
- 4.4 Despite the fact that the information available may not fully reflect the Force profile, it nevertheless represents another significant increase in the number of disabled people employed within the organisation in the last 12 months. The figure in 2007/08 stood at 37 employees.

**Force Strength**

Staff by Rank/Grade, Gender, Ethnicity and Part-time status  
As at 31<sup>st</sup> March 2009 (headcount: excluding Secondments & Career Breaks)

Police Officers	Total Police Officers			Minority Ethnic Officers				Part Time Officers			
	Total	Male %	Female %	Total	Male %	Female %	Total %	Total	Male %	Female %	Total %
Chief Officers	6	67%	33%								
Chief Superintendent	9	78%	22%								
Superintendent	30	83%	17%								
Chief Inspector	26	85%	15%								
Inspector	179	84%	16%	2	100%		1.1%	7		100%	4%
Sergeant	592	84%	16%	3	67%	33%	0.5%	33	15%	85%	6%
Constable	2740	72%	28%	25	80%	20%	0.9%	199	7%	93%	7%
<b>Total</b>	<b>3582</b>	<b>75%</b>	<b>25%</b>	<b>30</b>	<b>80%</b>	<b>20%</b>	<b>0.8%</b>	<b>239</b>	<b>8%</b>	<b>92%</b>	<b>7%</b>

Police Staff (excl. PCSOs)	Total Police Staff			Minority Ethnic Staff				Part Time Staff			
	Total	Male %	Female %	Total	Male %	Female %	Total %	Total	Male %	Female %	Total %
Chief Officers	3	100%									
Senior Management	28	75%	25%	1	100%		3.6%	1	100%		4%
Managerial (M1-M3)	139	60%	40%	1		100%	0.7%	22	45%	55%	16%
Senior Officer (SO1-SO2)	286	56%	44%	3	33%	67%	1.0%	40	30%	70%	14%
Scale 1-6	1834	39%	61%	5		100%	0.3%	445	22%	78%	24%
Apprentice	2	100%						1	100%		50%
<b>Total</b>	<b>2292</b>	<b>43%</b>	<b>57%</b>	<b>10</b>	<b>20%</b>	<b>80%</b>	<b>0.4%</b>	<b>509</b>	<b>24%</b>	<b>76%</b>	<b>22%</b>

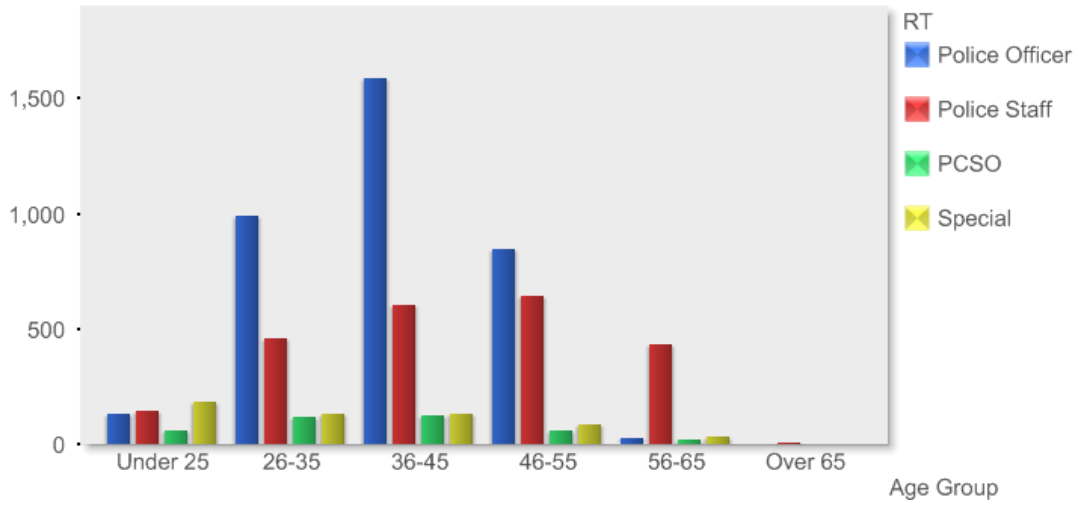
PCSOs & Special Constables	Total Staff			Minority Ethnic Staff				Part Time Staff			
	Total	Male %	Female %	Total	Male %	Female %	Total %	Total	Male %	Female %	Total %
PCSOs	372	56%	44%	5	60%	40%	1.3%	34	9%	91%	9%
Special Constables	564	62%	38%	2	100%		0.4%				

**Force Strength by Ethnic Classification (Excluding Secondments)**

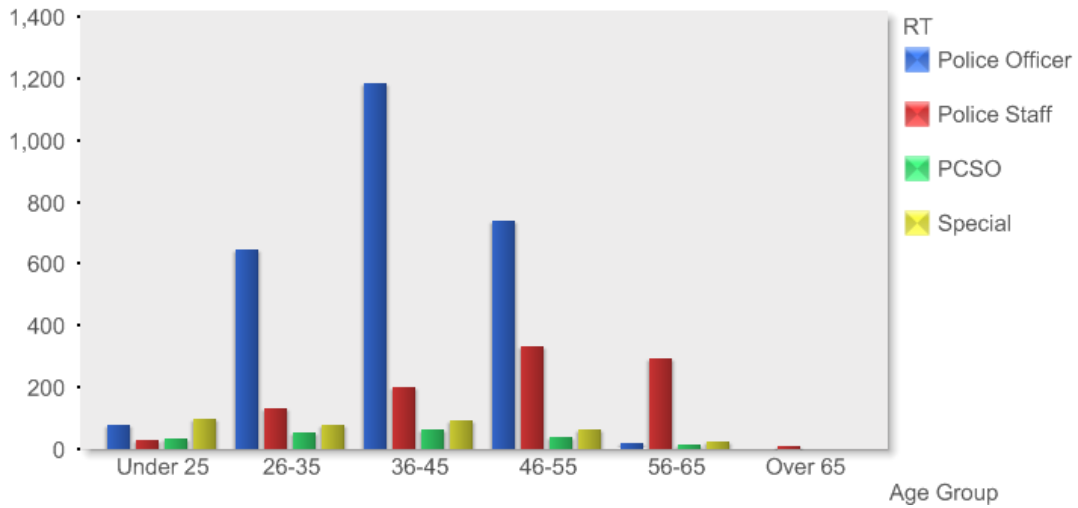
<b>Ethnic Category</b>	<b>Police Officers</b>	<b>Police Staff</b>	<b>PCSOs</b>	<b>Special Constables</b>
<b>White</b>				
British	3180	2046	278	528
Irish	2	1	1	0
Other White Background	13	9	2	3
<b>Mixed</b>				
White & Black Caribbean	4	0	1	0
White & Black African	1	0	0	0
White & Asian	3	2	0	1
Other Mixed Background	8	1	2	0
<b>Asian/Asian British</b>				
Indian	0	0	0	0
Pakistani	0	0	0	0
Bangladeshi	0	0	0	1
Other Asian Background	1	0	0	0
<b>Black/Black British</b>				
Caribbean	6	1	1	0
African	0	0	0	0
Other Black Background	2	1	0	0
<b>Other</b>				
Chinese	1	1	0	0
Other Ethnic Background	4	4	1	0
<b>Not Stated</b>	<b>357</b>	<b>226</b>	<b>86</b>	<b>31</b>
<b>Total</b>	<b>3582</b>	<b>2292</b>	<b>372</b>	<b>564</b>

**Organisational Age Profile**

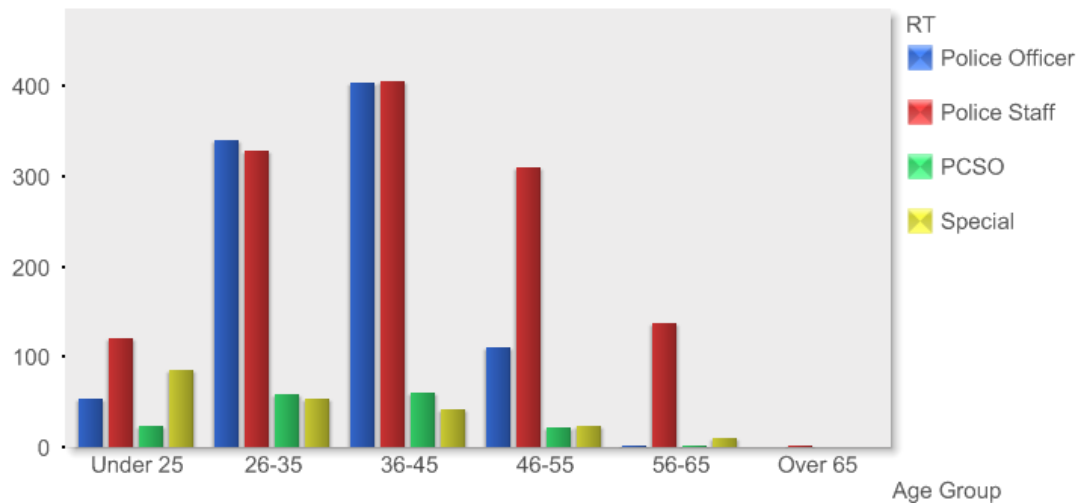
Force Age Profile



Age Profile - Male



Age Profile - Female



## APPLICANTS FOR EMPLOYMENT, TRAINING AND PROMOTION:

### 5.0 Recruitment

#### Police Officers

- 5.1 The Force ran one recruitment campaign during 2008/09 and a total of 816 police officer application packs were completed and returned. Of those applying, 1.7% (14 forms) were from a minority ethnic background, which was down slightly on 2007/08 but still above the overall representation of BME officers within the Force. 35% of prospective applicants were female compared to 37% in the previous year. Again, this continues to compare favourably with the female representation within the police officer ranks, currently 25%.
- 5.2 Once successful at the application stage, candidates are invited to attend an Assessment Centre which includes role related/written exercises and an interview. During 2008/09 there were 3 Assessment Centres held with a total of 275 candidates in attendance, which mirrored the situation in 2007/08. 39% of the successful candidates were female (40% in 2007/08) and 1.9% were from a minority ethnic background (1.8% in 2007/08), above the current Force representation for each group. Having been successful at the selection process, the candidates wait to be allocated a position within the Force, although this may not occur in the same financial year as their assessment centre.
- 5.3 During 2008/09, 4 of the successful male minority ethnic candidates were appointed, which doubled the situation seen in the previous year.
- 5.4 The Positive Action work continues to raise the profile of the Force towards becoming an employer of choice for all backgrounds. Recruitment fairs and open days have been organised to promote the force within the minority ethnic communities and to develop this further, a targeted media campaign is also being proposed. All of this has helped to make Devon & Cornwall Constabulary one of the top performing forces nationally in terms of minority ethnic police officer recruitment.

#### Police Staff

- 5.6 Police Staff recruitment saw a fall from 311 in 2007/08 to 184 joining the organisation in 2008/09. This has been due to a greater number of vacancies being advertised internally, supporting the Force's efforts in reducing costs where possible. From the posts advertised (internally and externally):
- 59% of applicants were female.
  - 99 females were successful at interview, representing 54% of the total police staff appointed during the year (marginally below the representation within the Force).
  - 1.7% (9) of applications were from minority ethnic people.
  - Of these, 1 minority ethnic applicant was appointed. This equates to 11% of minority ethnic applicants compared to 35% of white applicants.

- 4% (1) of all disabled applicants were successful (0.5% of all people appointed).

### PCSOs

5.7 A total of 59 PCSOs joined the Force during the year and from this recruitment process:-

- 45% of applicants were female.
- 25 females were appointed, representing 42% of the overall figure (40% in 2007/08) which was again marginally below the representation within the Force.
- 1.9% (8) of applications were from a minority ethnic background, which was a slight improvement on the position in 2007/08 (5 applicants – 1.3%).
- Of the 3 minority ethnic applicants that were invited to attend the assessment centre, unfortunately none of them were successful. This is compared to 60% (3) of those who applied during 2007/08 (4% of all people recruited to the role).
- 13 applications were received from people with a disability and the two that were invited to attend the assessment process were successful.

### Special Constables

5.8 The number of Special Constable recruited during 2008/09 saw a slight increase on the previous year (up 14% to 114). Of the 114 Special constables recruited in 2008/09, 49% were female, which was well above the overall representation within the Force. There were no recruits during the year from a minority ethnic background, although as mentioned previously, this is something that the Force is looking to address.

## **6.0 Promotion**

### Applications for Police Promotion Boards

6.1 Overall the number of females attending the promotion boards held in 2008/09 more than doubled that seen in the previous year and with the exception of the Constable to Sergeant process, where there was parity, the success rate was higher amongst female officers than their male counterparts.

### Constable - Sergeant

A total of 155 Constables called for interview for the 2008/09 promotion process which was almost double that of the previous year. Of those who attended, 26 were female officers and there were 4 minority ethnic officers. 85 candidates were successful and of these, 84% were male and 16% were female officers, mirroring the results in 2007/08. All four of the minority ethnic officers were successful, compared to no one from the process in the previous year.

### 6.3 Sergeant – Inspector

70 Sergeants were invited to the Inspector promotion board in 2008/09, 10 of which were female, with a further two minority ethnic candidates (2007/08 40 candidates, 7 female officers and no BME officers). 17 sergeants were successful during the process, of which 24% were female officers, together with the two minority ethnic officers. This is the first year that the Force has had a minority ethnic representation above the rank of sergeant.

### 6.4 Inspector – Chief Inspector

The Force removed the rank of Chief Inspector as a progression step during 2008/09 and as a result the promotion process to this rank has ceased.

### 6.5 Chief Inspector – Superintendent

The removal of the Chief Inspector rank provided the opportunity for those that already held the rank to be assessed for promotion to superintendent. In 2008/09, all Chief Inspectors were invited to attend the promotion board. A total of 40 officers, 33 male and 7 female, attended the process and from this group 12 were successful (8 male and 4 female). As stated previously, there are no minority ethnic officers above the rank of Inspector. There was no promotion process run in 2007/08 for this group.

### 6.6 Superintendent to Chief Superintendent

There was no promotion process run this year for this rank.

## 7.0 **Applications for Training**

This section details requests for discretionary training, usually linked to development or learning needs identified in an individual's annual Personal Development Review (PDR).

Mandatory training required for the role, such as Officer Safety and First Aid Training, is not included within these figures.

### 7.1 Police Officers

There were a total of 3,935 applications for training from police officers recorded during 2008/09, compared with 3,484 requests in the previous year. 2,954 of these were received from male officers and 981 were from female officers, which represented 25% of the overall figure (26% in 2007/08). This proportion is in line with the current gender split within the Force.

There were 33 requests for training received from minority ethnic officers (27 in 2007/08) which again is in line with the representation within the Force of 0.8%.

21 applications for training were submitted during 2008/09 by officers who have declared a disability (3 requests were received in 2007/08).

## 7.2 Police Staff

There were 790 requests for training submitted during the year by police staff (similar to the 738 received in 2007/08), of which 244 applications were received from male staff and 546 from female staff, equating to 69% of the overall total. A higher proportion of females has requested training compared to the gender split which stands at 57% and compared to the 66% that submitted requests in 2007/08.

There were 8 recorded requests received from minority ethnic staff (mirroring 2007/08) which equated to 1% of all requests received and was well above the 0.5% representation currently in Force.

There were 16 applications for training received from police staff with a disclosed disability compared to no recorded requests in 2007/08.

## 7.3 PCSOs

88 requests for training were received from PCSOs during 2008/09, compared to 79 in the previous year. As with the police officer data, this figure does not include the mandatory training that needs to be undertaken on a regular basis and forms part of the requirements for the role.

52 applications were received from male PCSOs with the remaining 36 requests from their female counterparts, which equates to 41% of the overall total, slightly below the overall representation in the role. Given the relatively small number involved this is not seen as statistically significant.

There were 13 training requests received from minority ethnic PCSOs (3 requests received in 2007/08) representing 15% of the overall total and significantly above the representation within the role.

For a second year running there were no applications received from PCSOs with a recorded disability.

## 7.4 Special Constables

55 requests for training were received from Special Constables, marginally up on the 39 recorded applications in 2007/08. Of these, 42 requests were made by male specials and 13 by their female counterparts. There were no requests from minority ethnic Special Constables which mirrored the situation in 2007/08.

As with the PCSOs, given that the numbers are small, no significance can be drawn from the gender or ethnic split.

There are no special constables that have a recorded disability.

## 8.0 Received training

8.1 The following information is based on all training undertaken throughout the year and includes mandatory role-related training.

8.2 There has been a fall in the numbers attending training during 2008/09, down from 43,653 places to 39,418, a fall of 10%. All four groups have seen a drop in numbers attending training courses suggesting that there are no underlying reasons for the decrease.

### 8.3 Police Officers

During 2008/09, 30,091 places on training courses were filled by police officers, compared to 32,097 places in 2007/08. 22,827 of these places were taken by male officers with female officers taking up 7264 (mirroring the position in 2007/08). This equates to 24% of the overall total, which is marginally below the female representation within the police officer ranks.

245 places (0.8%) were taken by minority ethnic officers which is in line with the overall representation within the force. This was a slight improvement on the position in 2007/08, when 215 places were taken by BME officers.

Officers who had declared a disability attended 134 training events throughout 2008/09, an improvement on the 97 places filled in 2007/08.

### 8.4 Police Staff

Police staff booked 4,659 places on courses throughout 2008/09, again slightly down on the 5,699 places taken in the previous year. 2208 places were taken up by male staff with their female counterparts taking 2451 places, 53% of the overall total. This is marginally below the female representation within the Force, which stands at 57%.

18 minority ethnic staff attended training events during 2008/09, compared with 11 in the previous year. The proportion of BME staff attending training courses is in line with their overall representation.

Police staff who had declared a disability filled 48 places on training courses compared with 23 in 2007/08.

### 8.5 PCSOs

A total of 2,549 places were taken by PCSOs during 2008/09, of which 1,330 male PCSOs attended training with 1,219 of their female counterparts, which equated to 48% of the overall attendees. This proportion is well above the current female representation within the PCSO ranks, which stands at 38%.

Minority ethnic PCSOs took 32 places on training courses, which is a drop on the 75 places that were filled in 2007/08. As a result the proportion of courses attended by BME PCSOs was 1.2%, marginally below the force representation of 1.3%.

3 places were taken by PCSOs who had declared a disability compared to 10 places in 2007/08.

## 8.6 Special Constables

Members of the Special Constabulary filled 2,119 places on training events during 2008/09 compared with 2,542 in the previous year. 1,327 places were taken by males and 785 (37%) by females, marginally up on the 34% seen in 2007/08 although slightly below the female representation of 38%.

8.7 8 places were taken by minority ethnic special constables during 2008/09, which equates to almost 4% of the total attendees. This compares favourably with the 0.4% representation within the force currently.

8.8 There are no recorded disabilities within the Special Constabulary.

<b>NUMBERS OF STAFF WHO: -</b>
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## 9.0 Benefit or suffer detriment from Performance Assessment Procedures

9.1 The Competence Related Threshold Payment Scheme (CRTP) was introduced by the Home Office in April 2003, designed to recognise and reward those experienced officers who are able to demonstrate a high level of competence within their role against the following four criteria.

- Professional Competence and Results
- Commitment to the Job
- Relations with the Public and Colleagues
- Willingness to learn and Adjust to new Circumstances

9.2 Officers become eligible to apply for the scheme once they have completed a minimum of one year at the top of their salary band. This is also linked to them being assessed in the PDR process as performing competently.

Within Force as at 31<sup>st</sup> March 2009, the number in receipt of this payment was as follows:

	Total Officers					Minority Ethnic			
	Male	%	Female	%	Total	Male	Female	Total	%
CRTP	1135	81	269	19	1404	2	2	4	0.3

Whilst the split of female and minority ethnic officers in receipt of the payment remains below the representation within the Force, it should be noted that only those who are at the top of their pay scale for the rank are eligible to apply for the scheme. In the case of the minority ethnic officers, the number has fallen compared to 2007/08, primarily through BME officers being promoted to the next rank, at which time the qualifying process commences again. The Force continues to actively recruit into both groups, which should have a positive impact on the percentages in receipt of this award in the years to come.

## 10.0 Raise Grievances

10.1 The Force operates a Fairness at Work process available to all employees. The 3-stage procedure enables members of staff, who are aggrieved about the way they have been treated at work, to raise issues without fear of recrimination and to explore ways of reaching a satisfactory resolution.

10.2 During 2008/09, 98 formal grievances were registered (59 in 2007/08) which equates to 1.6% of the workforce. Of these, 35% of grievances were lodged by officers, which equates to 0.9% of all police officers. 54% of all grievances were submitted by male officers (1% of males within the Force) and there was 1 submitted by a minority ethnic employee (2% of the minority ethnic employees within the organisation). Those cases that were completed during 2008/09, were resolved within the three stages of the process.

## **11.0 Are Subject of complaint procedures**

11.1 There were 1,319 complaints made against police officers and staff and investigated by our Professional Standards Department in 2008/09 (1,248 complaints made in 2007/08). Of these, 59% of the complaints were made against male employees (69% in 2007/08) whilst 23% did not have gender detailed. There were 8 cases (0.6%) against minority ethnic officers/staff which mirrored the position in 2007/08.

## **12.0 Cease Employment**

### **12.1 Police Officers**

201 police officers left the force during 2008/09, compared with 160 in the previous year.

114 of these (56%) were through normal retirement, having completed 30 years' service, although 38 returned to the force in police staff roles. A further 22% resigned from the Force. 164 male officers left during the year and retirement was the main reason (63%). 37 female officers left during the year, with 43% resigning from the service.

One minority ethnic officer retired from the force during 2008/09, as well as another officer leaving with a declared disability. 2007/08 also saw one BME officer leave the organisation. There were no officers with recorded disabilities in 2007/08 so it has not been possible to identify whether any of the leavers fell into this category.

### **12.2 Police Staff**

242 police staff left the force during 2008/09, compared to 205 in the previous year. However, 20 of the leavers rejoined as police officers and 5 as PCSOs, during the year.

Of the individuals that decided to leave the organisation during 2008/09, 111 were male and 131 were female, proportionately similar to 2007/08 (97 male and 108 female staff). 2 minority ethnic members of police staff left during the year, resigning from the force, whilst none left during 2007/08.

Two members of police staff with a recorded disability left the organisation during 2008/09 (one resignation and one ill health retirement). There were also two leavers during 2007/08, both of whom resigned.

Resignation was the main reason for leaving for both male and female police staff with 58% of the males and 75% of female staff leaving the organisation. This is a lower proportion than that seen in 2007/08 when 87% of female leavers and 69% of male leavers resigned from the organisation.

### **12.3 PCSOs**

48 PCSOs left the Force during 2008/09 compared to 30 in the previous year.

The gender split remained constant with 46% of leavers in both years being female. There was one BME leaver during the year who subsequently rejoined as a police officer. Neither of the 2 leavers in 2007/08 decided to rejoin.

On a positive note, 26 of the PCSOs that left during the year rejoined as police officers, compared to 10 in 2007/08 which clearly proves that the role offers a good understanding of the working environment and the role of a police constable.

#### 12.4 Special Constables

In 2008/09, 46 special constables left the Force compared with 120 in 2007/08. Of these, 8 (17%) rejoined as police constables, compared to only 4 (3%) in the previous year.

The proportion of females leaving the Special Constabulary fell to 30% (14 specials) in 2008/09, a drop of 8% on the previous year (46 specials). There were no minority ethnic leavers during 2008/09 whereas two left in 2007/08.

There are currently no special constables with a recorded disability and so it is not possible to identify whether any of those leaving during 2008/09 fell into this category.

Due to the voluntary nature of the role, the situation with leavers tends to be more unpredictable from year to year. Changes in personal circumstances, such as work or family commitments, have a greater impact on this group compared to the others. However, this year

#### Information from Exit Questionnaires

12.5 The Force continues to adopt the standardised Home Office Exit from Employment Questionnaire to identify any underlying reasons for and trends in turnover, identifying areas needing change within policies, procedures or practices and to identify any training or development needs for remaining staff (including management training needs). This questionnaire has been adapted in Force and is broken down into 3 sections –

1. About You (Personal Information)
2. Opportunities and Experiences
3. Additional Information About You (Personal Information)

These 3 sections are then broken down further giving the participant options to rate the significance to leaving.

The questionnaire is an entirely voluntary process with all leavers asked to complete one prior to their cessation of employment. In 2008/09, 34% of all leavers completed an exit from employment questionnaire or agreed to an exit interview. This represents the highest return rate since 2005/06 when 36% of leavers responded. The Force is striving to achieve as high a response rate as possible each year, to ensure that wherever possible the data is more representative and therefore assist in improving any areas highlighted as being of concern.

- 12.6 The response rate from PCSOs was again the highest amongst the employee groups with 39% of its leavers completing a questionnaire. Police staff were next with 37% and 35% of police officer leavers responded.

From the questionnaires completed in 2008/09 the following was identified: -

#### Police Officers

- 12.7 Aside from retirement (58% of the responses), the main reason cited by Police Officers leaving the Force continues to be domestic/work-life balance with 16% of respondents identifying this as influencing their decision. This was also the main reason for male officers (15%) whilst females cited this and other reasons (25%) for their decision to leave the organisation. In 2007/08, domestic/work-life balance was the main reason for both male and female officers.
- 12.8 The minority ethnic officer that left during 2008/09 also completed an exit questionnaire, although he retired from the Force. There were 7 responses from officers with a recorded disability, also citing retirement as the main reason for leaving.

#### Police Staff

- 12.9 20% of police staff that completed a questionnaire cited other reasons for leaving the organisation with a further 16% leaving to rejoin as a police officer. In terms of gender, 23% of male police staff quoted joining the regulars and retirement as the main reasons for leaving the Force whereas female staff cited other reasons as their main reason (26% of female respondents) with a further 17% saying that domestic/work life balance was the cause of their decision.
- 12.10 There was one completed questionnaire form a minority ethnic police staff leaver who cited moving away from the force area as their reason for leaving. Four police staff with a recorded disability responded although there was not an underlying reason evident. Domestic/work-life balance, pay and conditions, retirement and other reasons were quoted.

#### PCSOs

- 12.11 As mentioned previously, the overriding reason for leaving was to re-join the Force as a police officer. 89% of those that completed a questionnaire cited this as the reason for leaving, compared with 69% in 2007/08.
- 12.12 No responses were received from minority ethnic leavers and there were no questionnaires completed by PCSOs with a recorded disability.

#### Specials

- 12.13 The voluntary nature of the Special Constabulary sometimes makes it difficult to obtain their views on leaving. Wherever possible the Force is endeavouring to obtain as many questionnaires as possible from this group as they are seen as an integral part of the organisation. In 2008/09, 6 questionnaires were completed which

represents the highest completion rate to date (13%). Joining the regulars was cited as the main reason for leaving (50%).

- 12.14 A majority of the male respondents joined the regulars (50%) whilst the two questionnaires from the female specials cited joining the regulars and a change in work commitments as the main reasons.
- 12.15 There were no minority ethnic leavers from the Special Constabulary during 2008/09 and there are no Special Constables currently with a recorded disability.
- 12.16 Observations from the Questionnaires

Some feedback on areas of the organisation identified from all of the responses: -

2007/08	2006/07	Exit from Employment Survey
85%	78%	Felt that access to Learning & Development opportunities was adequate or better
81%	71%	Felt that the recruitment process was adequate or better
70%	53%	Felt that the PDR process was adequate or better
48%	48%	Felt that opportunities for promotion were adequate or better
17%	17%	Had witnessed or experienced bullying/victimisation in the workplace

**OTHER WORKPLACE BENEFITS: -**

### 13.0 Special Leave

- 13.1 The Force is committed to maintaining an effective and motivated workforce and the provision of 'Special Leave' aims to enhance the 'work-life balance' for all members of staff.
- 13.2 Within the organisation, there is a Family Leave and Career Break policy which allows officers and staff to request a period of time off work to attend to family affairs or to undertake other activities outside of the organisation for a limited period.
- 13.3 During 2008/09, the instances of Special Leave for police officers, staff and PCSOs increased. The main reasons for this rise were Compassionate Leave and Paternity Leave.
- 13.4 Compassionate Leave is designed to allow individuals a short period of time off work to deal with the death or serious illness of a family member or close dependent. Paternity Leave is granted to allow individuals time to spend with their immediate family following the birth of a child, up to a maximum of two weeks.

#### Police Officers

- 13.5 The following table details the numbers of occurrences that officers have taken some form of special leave during 2008/09 compared with the previous year.

Type of Leave	No. of Officers (2008/09)	No. of Officers (2007/08)
Compassionate Leave	71	43
Dependants Leave	69	58
Fertility Treatment	3	0
Maternity Leave	59	48
Parental Leave	5	14
Paternity Leave	57	29
RAF Volunteer Reserve	2	0
Royal Marines Reserve	1	0
RNLI	1	0
Territorial Army	4	0
Adoption Leave	0	2
Medical Treatment	0	1
Career Breaks	26	30
<b>Total</b>	<b>298</b>	<b>225</b>

- 13.6 Whilst the numbers taking special leave have increased, the gender split has remained fairly similar over the last two years. In 2008/09, the split was 58% male officers and 42% females (2007/08 47% female/53% male). In terms of the type of leave that is taken, female officers have had a majority of the career breaks in the last two years whilst male officers have taken a majority of the compassionate and dependant's leave.

One minority ethnic officer took special leave during 2008/09, which corresponds with the previous year. An officer with a recorded disability also took special leave in 2008/09.

### Police Staff

- 13.7 The number of occurrences of police staff taking special leave during 2007/08 is detailed below.

Type of Leave	No. of Staff (2008/09)	No. of Staff (2007/08)
Compassionate Leave	74	54
Dependants Leave	56	65
Fertility Treatment	11	0
Maternity Leave	76	46
Parental Leave	6	1
Paternity Leave	20	4
Career Breaks	8	5
<b>Total</b>	<b>251</b>	<b>175</b>

- 13.8 Female police staff have taken a majority of the special leave during 2008/09 and the gender split was similar to 2007/08 (75% in 2008/09 compared to 79% in the previous year). Aside from the maternity/paternity categories, female staff had the majority in the remaining leave types shown above. A majority of the special leave taken by male police staff during 2008/09 was Compassionate Leave.
- 13.9 No special leave was taken by minority ethnic police staff for the second year in a row but given the very small number within the Force, this is not seen as significant. One member of police staff with a recorded disability was granted special leave during 2008/09.

### PCSOs

- 13.10 During 2008/09, there were 16 occurrences of special leave within the PCSOs, similar to the previous year (11 occurrences in 2007/08). All special leave was taken by male PCSOs and a majority was for compassionate and paternity reasons. This is a reversal of the situation in 2007/08 where a majority of the leave was taken by female PCSOs.
- 13.11 None of the minority ethnic PCSOs or those with a recorded disability have taken any type of special leave in the last two years which again is not seen as significant given the very small numbers within this employee group.

## **14.0 Police Officer/ Police Staff Payment Award Schemes**

- 14.1 There are three main reward schemes available to police officers; one of which is also available to police staff.

They are the Competence Related Threshold Payment Scheme (see section 9.0), the Bonus Payment Scheme (for officers and staff) and the Special Priority Payment

Scheme. The Home Office introduced all three in April 2003 as part of the Police Reform Act, designed to reward individuals for various aspects of their roles.

The table below provides the breakdown of the number of awards made to police officers during 2008/09.

	Total Officers					Minority Ethnic			
	Male	%	Female	%	Total	Male	Female	Total	%
Bonus Payment	293	82	66	18	359	12	0	12	3.3
SPP	997	74	354	26	1351	5	2	7	0.5
CRTP	1135	81	269	19	1404	2	2	4	0.3
<b>Total</b>	<b>2425</b>	<b>78</b>	<b>689</b>	<b>22</b>	<b>3114</b>	<b>19</b>	<b>4</b>	<b>23</b>	<b>0.7</b>

In terms of the gender split for the schemes, the overall percentages for female officers has risen slightly (21% in 2007/08) which is closer still to the overall female representation within the Force. This has been due to a slight improvement in the proportion of payments in all three schemes.

The proportion of minority ethnic officers in receipt of one or more of the schemes has increased slightly compared to 2007/08 (0.6%). This has been as a result of increase in the number of Bonus Payments awarded during 2008/09. This is only marginally below the overall representation within the Force and it is anticipated that these figures may rise in the future, as recently recruited officers gain the necessary experience.

#### 14.2 Bonus Payment Scheme

This reward scheme is the only one within the Force that is awarded to Police Officers and Staff alike. It is intended to reward those who have carried out a piece of work, which has been "particularly unpleasant, demanding or of an important nature". The amount paid to an individual can vary from £50 - £500.

During 2008/09, a total of 674 Bonus Payments were made to police officers and staff, representing the highest number of awards since the scheme was introduced. This information is available to the BCU and Department Management Teams on a quarterly basis to ensure that the scheme is operated in an open and transparent way.

#### 14.3 Bonuses awarded to Police Officers for 2008/09

Rank	Total Officers					Minority Ethnic			
	Male	%	Female	%	Total	Male	Female	Total	%
Constable	199	78	55	22	254	12	0	12	4.7
Sergeant	37	84	7	16	44	0	0	0	0
Inspector	48	94	3	6	51	0	0	0	0
Chief Inspector	8	89	1	11	9	0	0	0	0
Superintendent	1	100	0	0	1	0	0	0	0
<b>Total</b>	<b>293</b>	<b>82</b>	<b>66</b>	<b>18</b>	<b>359</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>3.3</b>

2008/09 saw a further increase in the proportion of bonus payments to female police officers and whilst it still falls below the overall representation within the organisation, it is at its highest level since the scheme began in 2003.

The number of payments awarded to minority ethnic officers was the highest since the introduction of the scheme. The proportion of payments made is significantly above the Force representation.

One payment was made to an officer with a recorded disability.

In 2007/08, 209 bonus payments were awarded to police officers. 83% of payments were made to male officers with 2 payments being made to minority ethnic officers. There were no payments awarded to officers with a recorded disability.

#### 14.4 Bonuses awarded to Police Staff for 2008/09

Rank	Total Police Staff					Minority Ethnic			
	Male	%	Female	%	Total	Male	Female	Total	%
Police Staff	122	39	187	61	309	0	0	0	0

The proportion of bonus payments made to female police staff during 2008/09 remained the same as in the previous year, despite the total number of payments awarded falling. This continues to be above the female representation within the Force.

There were, however, no payments made to minority ethnic police staff in 2008/09, the first time that this has occurred since 2003/04.

In 2007/08, 357 bonus payments were awarded to police staff. 61% of payments were awarded to female members of staff and 1 payment was awarded to a member of minority ethnic police staff.

#### 14.5 Police Officer Special Priority Payments (SPP)

This scheme is role specific and qualifying posts are decided upon each year. In order to be eligible, the post awarded has to meet one or more of the following criteria: -

- Carries a significantly higher responsibility level than the norm for the rank.
- Presents special difficulties in recruitment and retention.
- Has specially demanding working conditions and working environments.

Details of the payments are shown in the table below.

	Total Officers					Minority Ethnic			
	Male	%	Female	%	Total	Male	Female	Total	%
SPP	997	74	354	26	1351	5	2	7	0.5

The proportion of payments made to female officers rose slightly in 2008/09 (24% in 2007/08) and is above the female representation in the Force. The number of minority ethnic officers in receipt of the payment fell slightly (12 officers received SPP in 2007/08) which resulted in the

proportion of payments also falling below the overall representation. This may be due in part to the fact that some of the minority ethnic officers are in posts that didn't qualify for the 2008/09 scheme.

**POLICE OFFICER STRENGTH NATIONAL AND REGIONAL COMPARISON: -****As at 31<sup>st</sup> March 2009 (based on Home Office Figures)****% Female Strength Full Time Equivalent (FTE)**

	<b>Devon &amp; Cornwall</b>	<b>National</b>	<b>Avon &amp; Somerset</b>	<b>Dorset</b>	<b>Gloucs</b>	<b>Hampshire</b>	<b>Wiltshire</b>
<b>TOTAL</b>	<b>3,556</b>	<b>144,274</b>	<b>3,355</b>	<b>1,512</b>	<b>1,372</b>	<b>3,811</b>	<b>1,229</b>
	<b>24%</b>	<b>25%</b>	24%	23%	27%	28%	28%
<b>ACPO</b>	<b>33%</b>	<b>16%</b>	17%	0%	0%	20%	25%
<b>C/Supt</b>	<b>20%</b>	<b>12%</b>	50%	33%	14%	31%	0%
<b>Supt</b>	<b>16%</b>	<b>11%</b>	9%	8%	10%	11%	9%
<b>C/Insp</b>	<b>14%</b>	<b>15%</b>	14%	22%	10%	17%	10%
<b>Insp</b>	<b>16%</b>	<b>15%</b>	15%	14%	16%	20%	13%
<b>Sgt</b>	<b>15%</b>	<b>17%</b>	14%	13%	17%	20%	19%
<b>Constable</b>	<b>27%</b>	<b>28%</b>	<b>27%</b>	<b>27%</b>	<b>31%</b>	<b>30%</b>	<b>32%</b>

**% Minority Ethnic Officer Strength (FTE)**

	<b>Devon &amp; Cornwall</b>	<b>National</b>	<b>Avon &amp; Somerset</b>	<b>Dorset</b>	<b>Gloucs</b>	<b>Hampshire</b>	<b>Wiltshire</b>
<b>TOTAL</b>	<b>3,556</b>	<b>144,274</b>	<b>3,355</b>	<b>1,512</b>	<b>1,372</b>	<b>3,811</b>	<b>1,229</b>
	<b>0.8%</b>	<b>4.4%</b>	1.6%	1.1%	1.8%	2.1%	1.3%
<b>ACPO</b>	<b>0%</b>	<b>4%</b>	0%	0%	0%	0%	0%
<b>C/Supt</b>	<b>0%</b>	<b>2.8%</b>	0%	0%	0%	0%	20%
<b>Supt</b>	<b>0%</b>	<b>3.2%</b>	0%	0%	0%	0%	0%
<b>C/Insp</b>	<b>0%</b>	<b>2.7%</b>	2%	0%	4.8%	3.4%	0%
<b>Insp</b>	<b>1.1%</b>	<b>3.1%</b>	1.1%	3.4%	0%	2%	1.3%
<b>Sgt</b>	<b>0.5%</b>	<b>3.2%</b>	1%	0.4%	4%	1.2%	0.5%
<b>Constable</b>	<b>0.9%</b>	<b>4.8%</b>	<b>1.7%</b>	<b>1.1%</b>	<b>1.5%</b>	<b>2.3%</b>	<b>1.4%</b>

**APPENDIX B****Turnover**(1<sup>st</sup> April 2008 – 31<sup>st</sup> March 2009 - Headcount)**Summary: Leavers V Strength**

Employee Group	Wastage	Male Wastage	Female Wastage	Minority Ethnic Wastage	Strength	Male Strength	Female Strength	Minority Ethnic Strength	Turnover	Male Turnover	Female Turnover	Minority Ethnic Turnover
Police Officer	201	164	37	1	3582	2673	909	30	5.6%	6.1%	4.1%	3.3%
Police Staff	242	111	131	2	2292	990	1302	10	10.6%	11.2%	10.1%	20.0%
Police Community Support Officer	48	26	22	1	372	207	165	5	12.9%	12.6%	13.3%	20.0%
Special Constable	46	32	14	0	564	350	214	2	8.2%	9.1%	6.5%	0.0%
Total	537	333	204	4	6810	4220	2590	47	7.9%	7.9%	7.9%	8.5%

This table includes all leavers from the force e.g. retirements, resignations, transfers, dismissals, ill-health retirements

**Recruitment Figures for the year (Headcount)**

Employee Group	Total Joiners	Male Joiners	Male %	Female Joiners	Female %	Minority Ethnic Joiners	Minority Ethnic %
Police Officer	217	145	66.8%	72	33.2%	4	1.8%
Police Staff	184	85	46.2%	99	53.8%	1	0.5%
Police Community Support Officer	59	34	57.6%	25	42.4%	0	0.0%
Special Constable	114	58	50.9%	56	49.1%	0	0.0%
Total	574	322	56.1%	252	43.9%	5	0.9%

## APPENDIX C

**Leaver figures - Breakdown of reasons**As at 31<sup>st</sup> March 2009 (Headcount)**Police Officers**

Reason	Male Wastage	Male %	Female Wastage	Female %	Minority Ethnic Wastage	Minority Ethnic %	Total Wastage
Died on duty	1	100.0%	0	0.0%	0	0.0%	1
Dismiss/Required to resign/Contract ceased	2	66.7%	1	33.3%	0	0.0%	3
Med. ret. less than 30 yrs service	10	76.9%	3	23.1%	0	0.0%	13
Med. ret. more than 30 yrs service	1	100.0%	0	0.0%	0	0.0%	1
Early retirement	1	100.0%	0	0.0%	0	0.0%	1
Normal retirement	102	90.3%	11	9.7%	1	0.9%	113
Tfr - England & Wales	19	76.0%	6	24.0%	0	0.0%	25
Tfr - other	6	60.0%	4	40.0%	0	0.0%	10
Resign - voluntary	21	65.6%	11	34.4%	0	0.0%	32
Resign - in probation	1	50.0%	1	50.0%	0	0.0%	2
<b>Total</b>	<b>164</b>	<b>81.6%</b>	<b>37</b>	<b>18.4%</b>	<b>1</b>	<b>0.5%</b>	<b>201</b>

**Police Staff (excl. PCSOs)**

Reason	Male Wastage	Male %	Female Wastage	Female %	Minority Ethnic Wastage	Minority Ethnic %	Total Wastage
Died on duty	1	100.0%	0	0.0%	0	0.0%	1
Died off duty	3	75.0%	1	25.0%	0	0.0%	4
Dismiss/Required to resign/Contract ceased	1	11.1%	8	88.9%	0	0.0%	9
Med. ret. less than 30 yrs service	1	50.0%	1	50.0%	0	0.0%	2
Med. ret. more than 30 yrs service	1	100.0%	0	0.0%	0	0.0%	1
Early retirement	3	75.0%	1	25.0%	0	0.0%	4
Normal retirement	20	71.4%	8	28.6%	0	0.0%	28
Tfr - England & Wales	1	33.3%	2	66.7%	0	0.0%	3
Internal transfer	3	30.0%	7	70.0%	0	0.0%	10
Resign - voluntary	60	40.3%	89	59.7%	2	1.3%	149
Resign - in probation	1	50.0%	1	50.0%	0	0.0%	2
TUPE transfer	11	52.4%	10	47.6%	0	0.0%	21
Redundancy	5	62.5%	3	37.5%	0	0.0%	8
<b>Total</b>	<b>111</b>	<b>45.9%</b>	<b>131</b>	<b>54.1%</b>	<b>2</b>	<b>0.8%</b>	<b>242</b>

**PCSOs**

Reason	Male Wastage	Male %	Female Wastage	Female %	Minority Ethnic Wastage	Minority Ethnic %	Total Wastage
Dismiss/Required to resign/Contract ceased	3	75.0%	1	25.0%	0	0.0%	4
Tfr - England & Wales	3	75.0%	1	25.0%	0	0.0%	4
Tfr - other	0	0.0%	3	100.0%	0	0.0%	3
Internal transfer	2	40.0%	3	60.0%	0	0.0%	5
Resign - voluntary	17	54.8%	14	45.2%	1	3.2%	31
<b>Total</b>	<b>25</b>	<b>53.2%</b>	<b>22</b>	<b>46.8%</b>	<b>1</b>	<b>2.1%</b>	<b>47</b>

**Special Constables**

Reason	Male Wastage	Male %	Female Wastage	Female %	Minority Ethnic Wastage	Minority Ethnic %	Total Wastage
Died off duty	2	100.0%	0	0.0%	0	0.0%	2
Normal retirement	2	100.0%	0	0.0%	0	0.0%	2
Internal transfer	1	50.0%	1	50.0%	0	0.0%	2
Resign - voluntary	27	67.5%	13	32.5%	0	0.0%	40
<b>Total</b>	<b>32</b>	<b>69.8%</b>	<b>14</b>	<b>30.4%</b>	<b>0</b>	<b>0.0%</b>	<b>46</b>

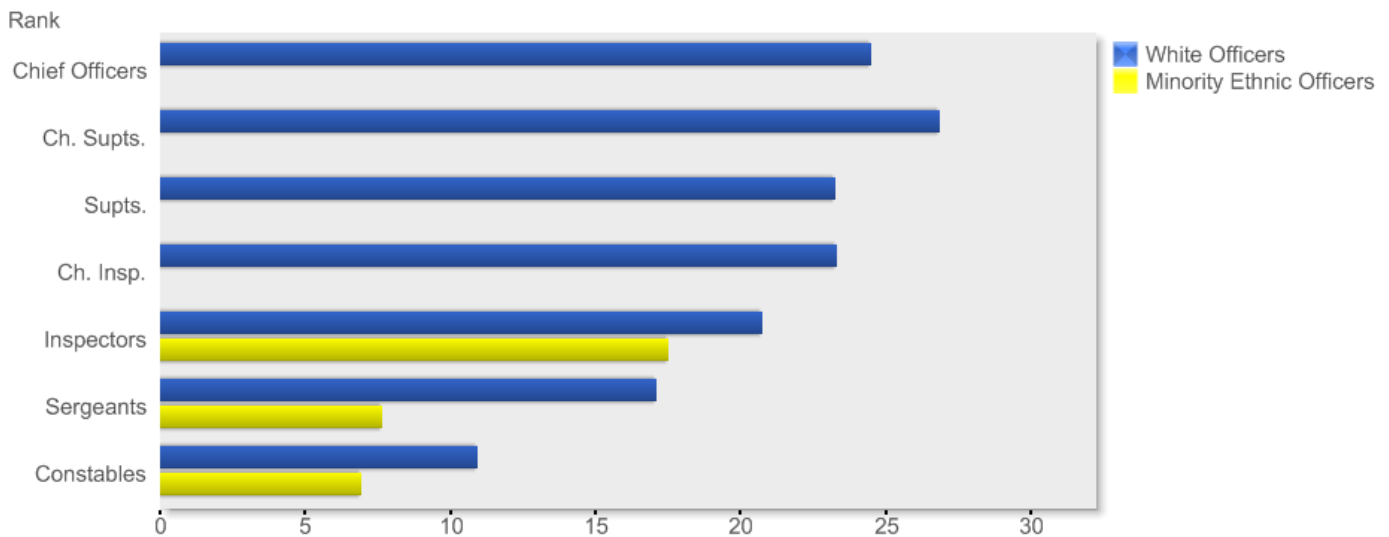
**APPENDIX D**

**Average Length of Police Service (Years) – Police Officers**

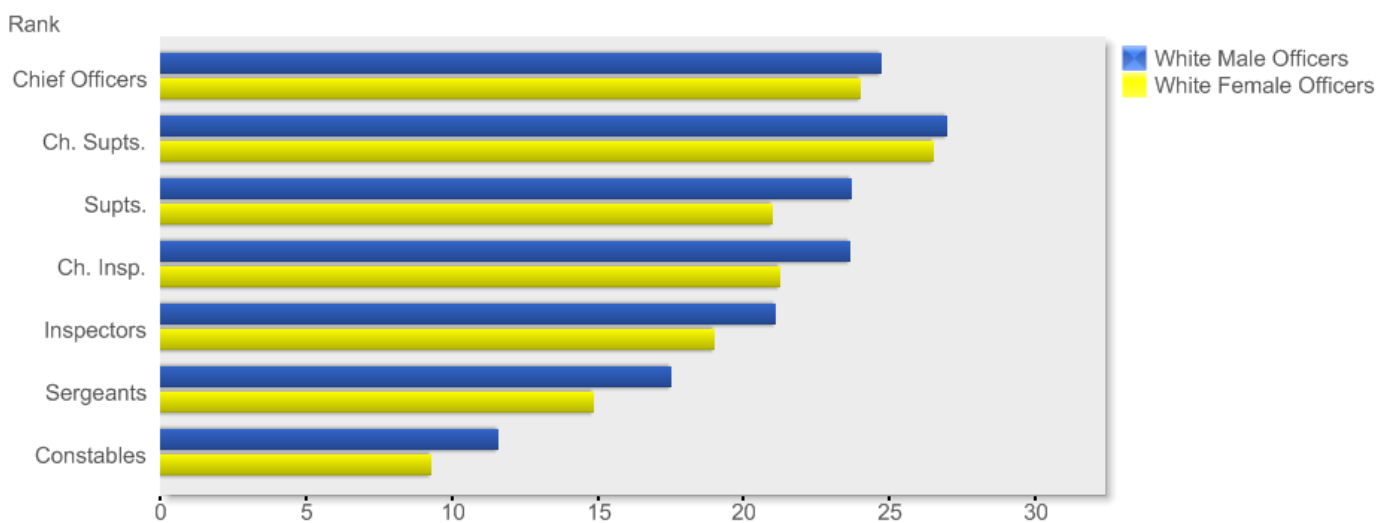
As at 31<sup>st</sup> March 2009 (Based upon headcount)

Rank	Total All Officers	White Officers	Minority Ethnic Officers	White Male Officers	White Female Officers	Minority Ethnic Male Officers	Minority Ethnic Female Officers
Chief Officers	24.5	24.5	0.0	24.8	24.0	0.0	0.0
Ch. Supts.	26.9	26.9	0.0	27.0	26.5	0.0	0.0
Supts.	23.3	23.3	0.0	23.7	21.0	0.0	0.0
Ch. Insp.	23.3	23.3	0.0	23.7	21.3	0.0	0.0
Inspectors	20.7	20.8	17.5	21.1	19.0	17.5	0.0
Sergeants	17.1	17.1	7.7	17.5	14.9	6.5	10.0
Constables	10.9	11.0	7.0	11.6	9.3	5.9	11.4
Average	12.7	12.7	7.7	13.5	10.4	6.9	11.2

Average Length of Police Service - White/Minority Ethnic Officers



Average Length of Police Service - White Male/Female Officers



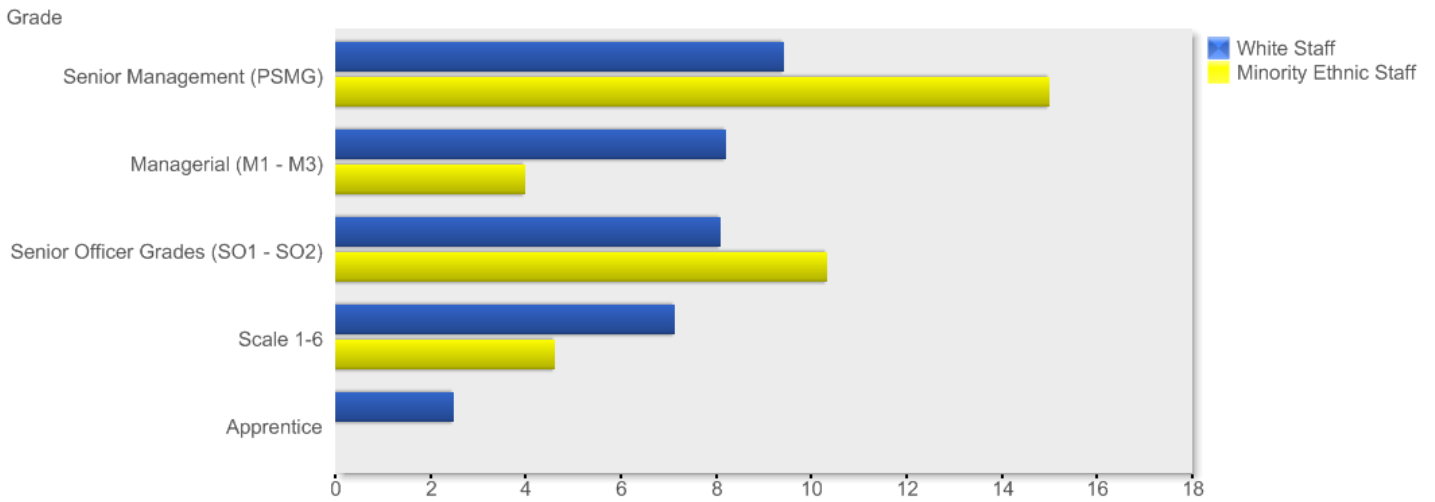
**APPENDIX E**

**Average Length of Police Service – Police Staff**

**As at 31<sup>st</sup> March 2009 (Based upon headcount)**

Grade	Total All Staff	White Staff	Minority Ethnic Staff	White Male Staff	White Female Staff	Minority Ethnic Male Staff	Minority Ethnic Female Staff
Apprentice	2.5	2.5	0.0	2.5	0.0	0.0	0.0
Scale 1-6	7.1	7.1	4.6	6.8	7.4	6.0	4.0
Senior Officer Grades (SO1 - SO2)	8.1	8.1	10.3	8.1	8.1	8.0	11.5
Managerial (M1 - M3)	8.2	8.2	4.0	7.9	8.6	0.0	4.0
Senior Management (PSMG)	9.6	9.4	15.0	11.2	4.3	15.0	0.0
Average	6.0	6.0	5.6	5.5	6.5	5.9	5.5

Average Length of Service - White/Minority Ethnic Police Staff



Average Length of Service - White Male/White Female Police Staff

