



Julie Nesbit
Chairman



Ray Coster
General Secretary

Dear Member

Welcome to the Constables' Central Committee survey on Police Modernisation.

The pace and scope of change in policing presents a fast moving challenge at a time when reform and modernisation is at the top of the government's agenda.

To enable us to represent the interests of our members and to take part in future negotiations and consultations from an informed position, we need to have a clear understanding of your views.

There are some aspects of modernisation, for example the possible introduction of a role of advanced or lead constable that could possibly be in the interests of members as well as being of benefit to the service as a whole, but we need to know what you think about them.

This survey therefore includes a number of questions about a possible new role of lead constable as well collecting your views about an alternative employment framework proposed by the National Policing Improvement Agency, among others.

So if you are currently substantive in the role of constable please spare the 10-15 minutes that it will take you to complete this questionnaire, which is entirely confidential.

Your completed questionnaire needs to be sent direct to the external HR consultancy, Pilat Europe Ltd., where it will be analysed on behalf of the CCC. The address for this is shown on the back page of the questionnaire.

The closing date for submissions is 6th August 2008, but you should try not to leave it until the last minute before taking part.

Your answers will always be grouped with others in the results and will not be shown in any way that would enable them to be identified with you individually.

Thank you in advance for taking part in this survey. We will be discussing the results and sharing them with our members in September.

Julie Nesbit
Chairman
Constables' Central Committee

Ray Coster
General Secretary
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IMPORTANT NOTE ABOUT THIS QUESTIONNAIRE

The bulk of the survey is being conducted on-line, but this printable version of the questionnaire has been made available via CBB Secretaries to enable constables who cannot access the Internet to take part. We are unable to collect any verbal comments via the paper questionnaire, so if you can possibly find a way to participate on-line it is better to do so, using the following website:

<https://secure.360onthenet.co.uk/survey/cccsurvey2008/securelogin.html>

Further advice on how to do this can be obtained from your CBB Secretary, or by contacting the Pilat Europe Helpdesk as follows:

Email: admin.cccsurvey@pilat.com

Telephone (office hours): 020 8371 4842

For questions of policy or other non-technical nature please contact the CCC at the following email address: CCC@polfed.org.

Whether you complete this questionnaire on paper or via the Internet you will need to enter the Survey Code being distributed by your CBB Secretary. This questionnaire only becomes valid once this code has been entered in the space below:

ENTER YOUR 8-CHARACTER SURVEY CODE BELOW

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CONSTABLES' CENTRAL COMMITTEE (CCC) MODERNISATION SURVEY 2008

QUESTIONNAIRE

1. ABOUT YOU AND YOUR POLICE SERVICE

These details are requested in order to understand how the issues raised in this questionnaire affect different groups of people, and will not be used to link responses to you personally.

1.1 Your Force

Tick the box that applies to you

- | | | |
|---|---|--|
| <input type="checkbox"/> Avon & Somerset | <input type="checkbox"/> Gwent | <input type="checkbox"/> Nottinghamshire |
| <input type="checkbox"/> Bedfordshire | <input type="checkbox"/> Hampshire | <input type="checkbox"/> South Wales |
| <input type="checkbox"/> Cambridgeshire | <input type="checkbox"/> Hertfordshire | <input type="checkbox"/> South Yorkshire |
| <input type="checkbox"/> Cheshire | <input type="checkbox"/> Humberside | <input type="checkbox"/> Staffordshire |
| <input type="checkbox"/> City of London | <input type="checkbox"/> Kent | <input type="checkbox"/> Suffolk |
| <input type="checkbox"/> Cleveland | <input type="checkbox"/> Lancashire | <input type="checkbox"/> Surrey |
| <input type="checkbox"/> Cumbria | <input type="checkbox"/> Leicestershire | <input type="checkbox"/> Sussex |
| <input type="checkbox"/> Derbyshire | <input type="checkbox"/> Lincolnshire | <input type="checkbox"/> Thames Valley |
| <input type="checkbox"/> Devon & Cornwall | <input type="checkbox"/> Merseyside | <input type="checkbox"/> Warwickshire |
| <input type="checkbox"/> Dorset | <input type="checkbox"/> Metropolitan | <input type="checkbox"/> West Mercia |
| <input type="checkbox"/> Durham | <input type="checkbox"/> Norfolk | <input type="checkbox"/> West Midlands |
| <input type="checkbox"/> Dyfed-Powys | <input type="checkbox"/> Northamptonshire | <input type="checkbox"/> West Yorkshire |
| <input type="checkbox"/> Essex | <input type="checkbox"/> Northumbria | <input type="checkbox"/> Wiltshire |
| <input type="checkbox"/> Gloucestershire | <input type="checkbox"/> North Wales | <input type="checkbox"/> Other |
| <input type="checkbox"/> Greater Manchester | <input type="checkbox"/> North Yorkshire | |

1.2. Please confirm: are you substantive in the rank of constable?

- Yes No

1.3. What is your main area of work?

Select one option from the following list.

- | | | |
|--|--|---|
| <input type="checkbox"/> Accident Investigation | <input type="checkbox"/> Family Protection | <input type="checkbox"/> River Policing |
| <input type="checkbox"/> Armed Response | <input type="checkbox"/> Firearms Officer | <input type="checkbox"/> Road Policing |
| <input type="checkbox"/> Asset Confiscation | <input type="checkbox"/> Firearms Training | <input type="checkbox"/> Schools Liaison |
| <input type="checkbox"/> Beat Manager | <input type="checkbox"/> Fraud Investigation | <input type="checkbox"/> SOCO/CSI |
| <input type="checkbox"/> Control Room Operator | <input type="checkbox"/> Intelligence | <input type="checkbox"/> Special Branch |
| <input type="checkbox"/> Crime & Disorder Partnerships | <input type="checkbox"/> Mounted Branch | <input type="checkbox"/> Surveillance |
| <input type="checkbox"/> Crime Reduction | <input type="checkbox"/> Police Federation | <input type="checkbox"/> Trainer |
| <input type="checkbox"/> Custody | <input type="checkbox"/> Public Order | <input type="checkbox"/> Underwater Search |
| <input type="checkbox"/> Detective | <input type="checkbox"/> Public Order Trainer | <input type="checkbox"/> Youth Offending Team |
| <input type="checkbox"/> Dog Handler | <input type="checkbox"/> Response or Neighbourhood | <input type="checkbox"/> Other |
| <input type="checkbox"/> Drugs Investigation | | |

1.4. Do you consider your role to be generalist or specialist?

- | | | |
|--------------------------|--------------------------|--------------------------|
| Generalist | Specialist | Unsure / not applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

1.5. What is your employment status?

- | | | |
|--------------------------|--------------------------|--------------------------|
| Full-time | Part-time | Unsure / not applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

1.6. Do you work flexible working hours?

- | | | |
|--------------------------|--------------------------|--------------------------|
| Yes | No | Unsure / not applicable |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

1.7. How long have you served as a police officer, to the nearest year including any probationary / student officer period?

- | | | | | |
|-------------------|-----------|------------|-------------|------------|
| Less than 2 years | 2-4 years | 5-10 years | 11-20 years | 21 or over |
|-------------------|-----------|------------|-------------|------------|

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

1.8. Please indicate your age last birthday

- | | | | | | |
|----------|-------|-------|-------|-------|------------|
| Under 20 | 21-25 | 26-30 | 31-35 | 36-40 | 41 or over |
|----------|-------|-------|-------|-------|------------|

- | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

1.9. Your gender

- | | |
|--------------------------|--------------------------|
| Male | Female |
| <input type="checkbox"/> | <input type="checkbox"/> |

1.10. On which Pay Point are you currently on the Constables' Pay Scale?

- On commencing service - £21,534
- On completion of initial training - £24,039
- Pay Point 2 - £25,434
- Pay Point 3 - £26,988
- Pay Point 4 - £27,837
- Pay Point 5 - £28,731
- Pay Point 6 - £29,550
- Pay Point 7 - £30,282
- Pay Point 8 - £31,251
- Pay Point 9 - £33,141
- Pay Point 10 - £33,810
- Don't know or not sure
- None of the above

1.11. What is your ethnicity (for monitoring purposes)?

- White-British
- White-Irish
- White-Other
- Mixed-White & Black Caribbean
- Mixed-White & Black African
- Mixed-White & Asian
- Mixed-Other
- Asian/Asian British-Indian
- Asian/Asian British-Pakistani
- Asian/Asian British-Bangladeshi
- Asian/British-Other
- Black/Black British-Caribbean
- Black/Black British-African
- Black/Black British-Other
- Chinese
- Other Ethnic Group
- Prefer not to say

2. A POSSIBLE NEW ROLE

The CCC has been examining the potential benefits of an extension, or addition, to the constable pay structure. This extension would provide financial recognition to those constables who accept more responsibility, may not wish to progress through the rank structure but are nonetheless committed to the police service.

This potential new role has been given the working title of Lead Constable. It is envisaged that the skill levels required for this role will be at a level above those required by other constables, particularly in the areas of leadership, problem solving and operational areas e.g. investigative skills. He/she would be providing a true leadership function to others on a regular basis. However, a Lead Constable may also be a highly qualified and experienced specialist who regularly provides specialist/tactical advice to colleagues at the same, or more senior, levels.

A previous survey carried out in 2004 showed a degree of support for the creation of such a role and now, in the light of intervening Government initiatives and changes in policing practice, the CCC wishes to establish what level of support still exists for this change.

Please look at the following list of activity areas that occur in some, but not all constable roles. For each one, please indicate:

On the left-hand side - How important the activity is to carrying out your own role effectively?

On the right-hand side - How important would the activity be for a Lead Constable working in the same field of work as you?

In both cases, rate the importance to the role using the following scale:

- 1 = Very low / no importance
- 2 = Low
- 3 = Moderate
- 4 = High
- 5 = Very high
- 6 = Critical

Try to rate all of the areas listed, and only leave one out if you really feel unable to rate it.

Overall, please aim to give a range of ratings to distinguish between the essential and non-essential elements of the role.

Own Role	ACTIVITY AREA	Lead Constable
1 2 3 4 5 6		1 2 3 4 5 6
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2.1. Analysing and evaluating information to identify problems and issues, and making effective decisions	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	2.2. Focusing on and providing a high quality service that is tailored to meet the individual needs of the customer	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Own Role						ACTIVITY AREA	Lead Constable					
1	2	3	4	5	6		1	2	3	4	5	6
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.3. Adapting the service that you provide to meet the needs and concerns of different communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.4. Developing strong working relationships and involving others in discussions and decisions inside and outside the team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.5 Leading a team, allocating tasks to achieve agreed goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.6. Managing own time and activity with minimal supervision to achieve desired outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.7. Managing complex projects independently, where there are many interacting and potentially conflicting factors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.8. Making suggestions for improvement to methods and outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.9. Providing training, guidance and/or mentoring to other PCs, PCSOs or police staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.10. Providing tactical advice or expert input to same or higher rank colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.11. Taking charge of an incident or situation (e.g. at the scene of a crime)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.12. Making decisions and taking action based on awareness of relevant social and ethical issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.13. Undertaking extra responsibilities in addition to the basic requirements of the role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.14. Supervising others in their routine work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.15. Motivating PCs, PCSOs or police staff and monitoring standards of performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.16. Providing an input into the PDRs of other PCs, PCSOs or police staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Having thought about the possible new role of Lead Constable in relation to your own role, please answer the following questions.

	Yes	No	Don't know / unsure
2.17. Do you think you are capable now of performing such a role?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.18. Do you think you would be interested in taking on such a role either now, or at some time in the future?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.19. Do you know at least one other person whom you consider to be suitable for such a role?

2.20. Should the role of Lead Constable be rewarded with additional payments in recognition of the responsibilities involved?

You may select more than one option if you think a combination of approaches would work best.

If your answer to the last question was 'yes', should this be achieved by...

Yes

No

Don't know / unsure

2.21. An additional allowance added onto the person's normal pay as a constable

2.22. Accelerated progression for Lead Constables within the current constables' pay scale

2.23. Additional steps on top of the existing constables' pay scale that can only be reached by Lead Constables

2.24. A completely new pay scale for Lead Constables

2.25. If this idea were to be implemented, what proportion of today's constable roles within your own area do you think would need to be re-graded as Lead Constable?

- Less than 5 %
- 5 – 10%
- 11 – 15%
- 16 – 20%
- 21 – 25%
- 26 – 30%
- 30 – 40%
- 40 – 50%
- More than 50%
- Unable to say

Please indicate your level of agreement with the following statements relating to the possible role of Lead Constable as described above.

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Can't say
2.26. The changing role of the constable should be recognised by introducing a Lead Constable role within the constable rank	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.27. The CCC should respond positively to any government proposals that include the creation of a Lead Constable role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.28. The CCC should actively seek to pursue the creation of such a role independently of any government proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. A PROPOSED NEW EMPLOYMENT STRUCTURE

Quite independently of the views of the Constables' Central Committee, the police modernisation team has proposed a new employment structure which draws together police officer and police staff roles into a common framework.

This is currently being tested out in a number of 'demonstration' sites across England and Wales.

Within the new framework, each person's role fits into one of 5 specialisms, known as core operational capabilities – Response, Investigate, Neighbourhoods, Intelligence or Corporate Service Delivery.

Roles are also assigned to different levels within the framework, called for example *Practitioner* and *Advanced Practitioner*.

This is illustrated diagrammatically below, with some example roles shown at the *Practitioner* and *Advanced Practitioner* levels.

CORE OPERATIONAL CAPABILITY					
LEVEL	RESPONSE	INVESTIGATE	NEIGHBOURHOODS	INTELLIGENCE	CORPORATE SERVICE DELIVERY
STRATEGIC / COMMAND LEADER					
STRATEGIC / COMMAND MANAGER					
MIDDLE MANAGER					
SUPERVISORY MANAGER					
ADVANCED PRACTITIONER	Response Coordinator, Critical Incident Advisor	Evidence Review Officer, Volume Crime Team	Neighbourhood Facilitator, Neighbourhood Team Leader	Test Purchase Decoy Coordinator, Surveillance Team Leader	Policy Development Team Leader, Specialist IT Practitioner
PRACTITIONER	Response Officer, Forensic Practitioner, Dog Handler	Accredited Investigator, Crime Scene Investigator, Family Liaison Officer	Neighbourhood Officer, Youth Affairs Officer, Crime Reduction Officer	Test Purchaser, Field Intelligence Officer, Surveillance Officer	Training Support Officer, Quality Assurance Officer, Welfare Officer
ASSISTANT PRACTITIONER					
SUPPORT WORKER					

Most constables and some police staff will be classed as *Practitioners*. *These* would exercise leadership as representatives of the police service and in their encounters with the public, dealing with incidents and the management of relationships.

The next higher level is entitled *Advanced Practitioner*. This includes responsibilities for the leadership of other people, influencing others and maintaining and monitoring standards. This level appears to include sergeants, but also other ranks with clear supervisory responsibility.

It is anticipated that some *Practitioners*, who have a wealth of experience in their own role, would be given additional responsibilities, bringing them up to the level of *Advanced Practitioner*. This is similar to the idea of a Lead Constable described in the previous section.

Tick one box only

	Little or no information	Not very well informed	Fairly well informed	Well informed	Very well informed
3.1. How well informed do you currently feel about the proposed employment framework?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.2. Which one of the framework's core operational capabilities most closely describes the policing skills currently required in your own role?

Tick one box only

- Response**
(e.g. Response Coordinator, Critical Incident Advisor, Response Officer, Dog Handler)
- Investigate**
(e.g. Forensic Practitioner, Custody Officer, Evidence Review Officer, Volume Crime Team, Accredited Investigator, Crime Scene Investigator, Family Liaison Officer)
- Neighbourhoods**
(e.g. Neighbourhood Facilitator, Neighbourhood Team Leader, Neighbourhood Officer, Youth Affairs Officer, Crime Reduction Officer)
- Intelligence**
(e.g. Test Purchase Decoy Coordinator, Surveillance Team Leader, Test Purchaser, Field Intelligence Officer, Surveillance Officer)
- Corporate Service Delivery – i.e. support function such as IT, HR, Finance and Resources**
(e.g. Policy Development Team Leader, Specialist IT Practitioner, Training Support Officer, Quality Assurance Officer, Welfare Officer)
- Not sure**

Provided there were appropriate safeguards in place, which of the following aspects of these new arrangements would you be in favour of, and which ones would you be against?

Please tick one box only to show the extent to which you agree or disagree with each proposal

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Not sure
3.3. The roles of police officers and police staff will be positioned within a common employment structure as described above	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4. Some roles at the same level might get different pay because they have dissimilar working conditions (e.g. working unsociable hours)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5. Some constable roles may be on the same level as some sergeants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6. Rewards and faster progression would be offered to the most talented and best performing officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7. Some roles currently performed by constables may be reclassified and/or re-designed as Advanced Practitioner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8. Some completely new Advanced Practitioner roles may be created to meet policing needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9. Some PCs may be offered the new Advanced Practitioner roles, which will carry extra responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate your overall level of agreement or disagreement with the following statement.

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree	Unsure
3.10. I would generally be in favour of the new employment framework as described above	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.11. Which of the following statements comes closest to describing the stance you would like to see the CCC take in relation to the proposed framework?

- Welcome all aspects of the new framework and its implementation
- Accept some aspects while opposing and/or suggesting alternatives to others
- Reject the proposed framework in its entirety
- Other opinion
- I do not yet know enough about the framework to make this decision

4. AND FINALLY...

From where did you hear about this survey?

Tick all that apply

- 4.1. Police Federation representative (e.g. CBC Secretary)
- 4.2. Other police colleague
- 4.3. Police Review
- 4.4. Intranet
- 4.5. Police Federation / Constables' Central Committee website
- 4.6. Not sure / can't remember
- 4.7. Other

Thank you from the Constables' Central Committee for completing this questionnaire.

Please return this form to Pilat Europe Ltd., 29 Hendon Lane, London, N3 1PZ to arrive no later than **6th August 2008**.

Your responses will be held securely by Pilat Europe Ltd and treated in strictest confidence.