

XX – EMPLOYEE SURVEY RESULTS

This chapter presents the results of a survey that was distributed to all employees in March 2004. The chapter begins by presenting information on the survey process and on the employees who responded to the survey. Survey results are presented in the remainder of the chapter.

A – SURVEY PROCESS

The consultants prepared a draft survey instrument that was reviewed by the project's steering committee. After the survey instrument was finalized¹ it was distributed to all police department employees via e-mail. The survey was completed on-line. 1,065 employees participated in the survey process (roughly 30.6 percent of all department employees). With this level of response it can be assumed that the survey results generally reflect the opinions of all employees.

B – SURVEY RESPONDENTS

This section presents information on the 1,065 police department employees who completed the survey. Information on their role in the police department (i.e., whether they are managers/supervisors or line employees), whether they are civilian or sworn, whether they are full-time employees, the bureau to which they are assigned, and the length of time they have worked in the police department is presented.

Role. Slightly more than two-thirds (69.4 percent) of the survey responses were received from line employees. The remaining 30.6 percent of the survey respondents were managers or supervisors.

Civilian or sworn. The percentage of sworn and civilian survey respondents closely matches the overall employee population. Sworn employees account for 82.7 percent of the department's total staffing and 85.4 percent of the survey respondents. Civilian employees, who account for 17.3 percent of the department's total staffing, account for 14.6 percent of the survey respondents.

Bureau assignments. As the following table shows, most survey respondents are assigned to the patrol, homeland security and investigations, and support services bureaus.

Bureau	Percent Of Respondents
Office Of The Chief	2.0%
Administrative Services Bureau	7.4%
Special Services Bureau	12.1%
Patrol Bureau	44.7%
Homeland Security And Investigations Bureau	16.7%
Support Services Bureau	12.7%
Not Specified	4.4%

¹ A copy of the survey instrument is presented in Appendix B.

Race or ethnic background. Slightly less than three-fourths (73.5 percent) of the survey respondents are white. 12.5 percent are African American and 9.9 percent are Hispanic.

Race or Ethnic Background	Percent Of Respondents
White	73.5%
African American	12.5%
Hispanic	9.9%
Other	4.1%

Tenure. Most survey respondents have significant experience working for the police department. More than 92.6 percent of the survey respondents have worked for the department for more than five years.

Tenure	Percent Of Respondents
Less than 1 year	0.6%
1 to 4 years	6.8%
5 to 9 years	16.9%
10 years or more	75.7%

C – SURVEY RESULTS

The survey instrument (which is presented in Appendix A) is divided into 10 sections: organizational climate; leadership, management, and supervision; human resource practices; communications; organizational structure; fiscal management; operating procedures; strategic planning; vehicles, equipment, technology, and facilities; and internal services. The organization of the discussion of the survey results presented in this section mirrors the organization of the survey instrument.

ORGANIZATIONAL CLIMATE

Survey items relating to organizational climate cover a range of issues including: whether police department employees are proud to work for the department; perceptions relating to the work ethic of employees; how they perceive their work is valued; the extent to which employees feel respected; how the work environment is viewed; the extent to which employees are perceived to act ethically; the extent to which employees feel free to voice their opinions; the extent to which employees feel they will not be punished for making mistakes; how decisions are made; the extent to which the police department has a well articulated sense of values; and the extent to which a sense of unity characterizes the department.

Pride And Work Ethic

The low morale of police department employees is reflected in the fact that close to half of the survey respondents (45.4 percent) disagree or strongly disagree with the statement, “I am proud to say I work for the Dallas Police Department.” Only about a third of the survey respondents (34.0 percent) agree or strongly agree with this statement. In addition, fewer than half the survey respondents (42.8 percent) agree or strongly agree that “Dallas police department employees have a strong work ethic.”

Roughly a third (31.2 percent) disagree. Similarly, 42.8 percent of the survey respondents agree or strongly agree that “employees strive to improve police department performance” while 30.4 percent disagree or strongly disagree. Moreover, while more than half of the survey respondents (52.6 percent) agree or strongly agree that “police department employees are dedicated to providing the citizens of Dallas with high quality police services” more than a quarter of the survey respondents (26.7 percent) disagree with this statement.

On a positive note, when considering their own performance the vast majority of employees (85.9 percent) are proud of the effort they put into their jobs. Only slightly more than one out of twenty survey respondents (6.9 percent) indicate that they are not proud of their work effort.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am proud to say I work for the Dallas Police Department.	14.5%	30.9%	20.6%	28.0%	6.0%
I am proud of the effort I put into my job.	2.6%	4.3%	7.2%	30.8%	55.1%
Dallas police department employees have a strong work ethic.	7.8%	23.4%	26.0%	34.5%	8.3%
Employees strive to improve the police department’s performance.	7.0%	23.4%	26.8%	39.3%	3.5%
Police department employees are dedicated to providing the citizens of Dallas with high quality police services.	7.1%	19.6%	20.7%	43.0%	9.6%

How Work Is Valued

The extent to which employees consider their work to be valued decreases the higher up in the department and city hierarchy questions about value are posed. While more than three out of five survey respondents (61.9 percent) agree or strongly agree that their work is valued by their fellow police department employees and more than seven out of ten (71.7 percent) agree or strongly agree that they consider their work to be valued by their immediate supervisor, fewer than half (48.4 percent) agree or strongly agree that their work is valued by mid-managers. (More than a third – 34.9 percent – disagree or strongly disagree.) When asked whether the department’s leadership values their work only one in five survey respondents (20.1 percent) agree while almost two-thirds (63.0 percent) disagree. This result is even more pronounced when survey respondents are asked whether their work is valued by the city’s leadership. Only about one in twenty survey respondents (6.4 percent) agree or strongly agree with this statement while 84.3 percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work is valued by my fellow police department employees.	7.1%	16.6%	14.4%	49.2%	12.7%
My work is valued by my immediate supervisor.	9.1%	8.4%	10.8%	44.9%	26.8%
My work is valued by mid-managers (captains and lieutenants) within my unit.	14.1%	20.8%	16.8%	36.9%	11.5%
My work is valued by the police department's leadership (chief level officers).	38.2%	24.8%	16.9%	15.1%	5.0%
My work is valued by the city's leadership.	63.0%	21.3%	9.3%	5.5%	0.9%

Work Environment

Almost three out of four survey respondents (73.1 percent) disagree or strongly disagree that “the work environment in the Dallas Police Department is supportive.” Moreover, of the 9.1 percent of respondents who agree with this statement less than one percent (0.9 percent) strongly agree.

	Percent
Strongly Disagree	43.0%
Disagree	30.1%
Neutral	16.9%
Agree	9.1%
Strongly Agree	0.9%

Ethical Standards

The employee survey reveals significant concerns about the ethical standards exhibited by police department managers, leaders, and employees. More than seven out of ten survey respondents (70.9 percent) disagree or strongly disagree with the statement “high ethical standards are exhibited by police department managers and leaders.” Only slightly more than one in ten survey respondents (12.8 percent) agree or strongly agree with this statement. Moreover, while about half (52.8 percent) of the survey respondents agree or strongly agree that “high ethical standards are exhibited by police department employees” a quarter of the survey respondents (25.1 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
High ethical standards are exhibited by police department managers and leaders.	38.8%	32.1%	17.3%	10.5%	1.3%
High ethical standards are exhibited by police department employees.	6.8%	18.3%	28.1%	42.8%	4.0%

Respect

Survey findings suggest that the police department's organizational culture is not consistently characterized by mutual respect. While almost three out of five survey respondents (56.2 percent) agree or strongly agree that "police department employees treat each other with respect" a sizable minority (22.8 percent) disagree or strongly disagree. In addition, while 35.6 percent of the survey respondents agree or strongly agree that "police department managers and supervisors treat subordinates with respect" an even greater percentage (42.0 percent) disagree or strongly disagree. Department employees are unified, however, in feeling that they are not respected by city leaders. More than nine out of ten survey respondents (92.9 percent) disagree or strongly disagree with the statement "city leaders respect the police department" while fewer than one in twenty (3.8 percent) agree or strongly agree with this statement.

On a positive note, four out of five survey respondents (80.7 percent) agree or strongly agree that "police department employees treat Dallas citizens with respect." Only 5.9 percent of the survey respondents disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department managers and supervisors treat subordinates with respect.	16.0%	26.6%	21.8%	33.2%	2.4%
Police department employees treat each other with respect.	4.7%	18.1%	21.0%	52.0%	4.2%
City leaders respect the police department.	68.7%	23.2%	4.3%	3.1%	0.7%
Police department employees treat Dallas citizens with respect.	0.7%	5.2%	13.4%	65.6%	15.1%
Civilian police department employees are treated with as much respect as sworn officers.	14.7%	29.3%	17.5%	34.1%	4.4%

Overall, survey respondents are split with regard to whether "civilian police department employees are treated with as much respect as sworn officers." 38.5 percent of the survey respondents agree or strongly agree with this statement while 44.0 percent

disagree or strongly disagree. It is worth noting however that almost three out of four civilian survey respondents (80.3 percent) disagree or strongly disagree that they are treated with as much respect as sworn officers.

	Civilian	Sworn
Strongly Disagree	52.3%	8.5%
Disagree	28.0%	29.5%
Neutral	6.8%	19.2%
Agree	6.1%	38.8%
Strongly Agree	6.8%	4.0%

Willingness To Express Opinions

Perspectives are mixed with regard to whether employees feel free to express their opinions to their supervisors. While 57.1 percent of the survey respondents agree or strongly agree with the statement, “I feel free to express my opinions to my supervisor” more than a third of the survey respondents (34.2 percent) disagree or strongly disagree with this statement. 61.1 percent of the survey respondents, however, disagree or strongly disagree that “police department managers and supervisors are willing to consider points of view that are different from their own.” There is also a general consensus on the issue of whether “employees can voice constructive criticism about police department management without fear of retribution.” Almost nine out of ten survey respondents (87.9 percent) disagree or strongly disagree with this statement while only 7.5 percent agree or strongly agree. Of these, fewer than one percent (0.9%) strongly agree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees can voice constructive criticism about police department management without fear of retribution.	55.9%	32.0%	4.6%	6.6%	0.9%
I feel free to express my opinions to my supervisor.	16.4%	17.8%	8.7%	44.0%	13.1%
Police department managers and supervisors are willing to consider points of view that are different from their own.	29.4%	31.7%	20.1%	17.0%	1.8%

Mistakes

From the perspective of employees, the Dallas Police Department is not an organization that tolerates mistakes. Almost two-thirds of the survey respondents (64.7 percent) disagree or strongly disagree that “police department employees are not inappropriately punished for making mistakes.” Fewer than one in five respondents (18.3 percent) agree or strongly agree with this statement.

	Percent
Strongly Disagree	34.6%
Disagree	30.1%
Neutral	17.0%
Agree	14.0%
Strongly Agree	4.3%

Decision-Making

Employee survey results suggest strong dissatisfaction with decision-making. Roughly four out of five survey respondents disagree or strongly disagree that “decisions are made on a timely basis” (86.4 percent), “problems and issues are dealt with in a timely manner” (88.4 percent), and “decision-making within the department is appropriately inclusive” (78.9 percent). In addition, more than two-thirds of the survey respondents (67.9 percent) disagree or strongly disagree that “the rationale for decisions directly affecting my unit are effectively communicated.” In addition, for each of these survey items at most only slightly more than one percent of the survey respondents strongly agree with the statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Decisions are made on a timely basis.	50.4%	36.4%	7.7%	4.7%	0.8%
Problems and issues are dealt with in a timely manner.	54.5%	33.9%	6.4%	4.1%	1.1%
Decision-making within the department is appropriately inclusive.	47.3%	31.6%	13.9%	5.9%	1.3%
The rationale for decisions directly affecting my unit are effectively communicated.	31.0%	36.9%	15.1%	15.7%	1.3%

Department Values

In general, employees do not believe the Dallas Police Department has well articulated values. (50.1 percent of the survey respondents disagree or strongly disagree while only 29.1 percent agree or strongly agree.) However, the values that are articulated appear to be understood by employees. Almost two-thirds of the survey respondents (62.5 percent) agree or strongly agree with the statement, “I am familiar with the values of the Dallas Police Department”.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Dallas Police Department has well articulated values.	22.5%	27.7%	20.8%	24.5%	4.6%
I am familiar with the values of the Dallas Police Department.	4.9%	12.6%	19.9%	50.4%	12.1%

Unity

While close to four out of five survey respondents (79.2 percent) disagree or strongly disagree that “a sense of unity characterizes the Dallas Police Department as a whole” perceptions are much more mixed with regard to the question of whether a sense of unity characterizes the individual divisions within which employees work. Close to half of the survey respondents (46.5 percent) agree or strongly agree that “a sense of unity characterizes the division within which I work” while more than a third (36.2 percent) disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
A sense of unity characterizes the Dallas Police Department as a whole.	40.2%	39.2%	9.8%	9.7%	1.1%
A sense of unity characterizes the division within which I work.	14.8%	21.4%	17.3%	38.7%	7.8%

Employee perceptions of the extent to which unity characterizes the division within which they work vary significantly by bureau. While two-thirds of Special Services Bureau employees agree or strongly agree that a sense of unity characterizes the division within which they work (63.8 percent), only about two out of five survey respondents assigned to the Administrative Services Bureau (43.4 percent) and Support Services Bureau (38.4 percent) agree or strongly agree with this statement.

Bureau	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Office Of The Chief	7.7%	15.4%	23.1%	53.8%	0.0%
Administrative Services	19.7%	22.7%	15.2%	37.9%	4.5%
Special Services	7.8%	17.2%	11.2%	50.0%	13.8%
Patrol	14.6%	24.6%	19.2%	34.1%	7.5%
Homeland Security And Investigations	17.8%	17.2%	11.5%	43.9%	9.6%
Support Services	15.2%	19.6%	26.8%	34.8%	3.6%

LEADERSHIP, MANAGEMENT, AND SUPERVISION

Survey items relating to leadership, management and supervision cover a range of issues including: overall leadership; the extent to which roles and responsibilities are clearly defined; the extent to which managers and supervisors have been granted authority and use the authority they have been granted; the extent to which employees are held accountable for the decisions they make; the visibility of department leaders; the extent to which high expectations for performance have been established; the extent to which employees receive needed direction; the extent to which department managers work together effectively; the extent to which managers have a strong understanding of the day-to-day operations of the units they lead; supervision; and the extent to which employees view their immediate supervisor to be a role model.

Overall Leadership

Survey results clearly indicate that employees have lost confidence in the department's leadership. Roughly four out of five survey respondents (79.3 percent) disagree or strongly disagree that "the police department benefits from strong, effective leadership." In addition, 84.0 percent of the survey respondents disagree or strongly disagree that "police department leaders (chief level officers) effectively represent the police department to the external community".

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The police department benefits from strong, effective leadership.	60.2%	19.1%	4.4%	9.0%	7.3%
Police department leaders (chief level officers) effectively represent the police department to external community.	54.4%	29.6%	8.8%	6.1%	1.1%

Roles And Responsibilities

Employees generally do not believe that the department has done an effective job of defining the roles of senior leaders, midmanagers, and line supervisors. Indeed, the percentage of survey respondents who disagree or strongly disagree that roles and responsibilities are clearly defined range from 42.4 percent (with regard to whether the roles and responsibilities of line supervisors are clearly defined) to 65.4 percent (with regard to whether the roles and responsibilities of chief level officers are clearly defined).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Roles and responsibilities of police department leaders (chief level officers) are clearly defined by the department.	37.3%	28.1%	15.7%	16.5%	2.4%
Roles and responsibilities of mid-managers (captains and lieutenants) within the police department are clearly defined by the department.	27.6%	26.7%	19.5%	23.5%	2.7%
Roles and responsibilities of first-line supervisors (sergeants) within the police department are clearly defined by the department.	19.4%	23.0%	14.5%	37.8%	5.3%

It is interesting to note that managers and supervisors within the department are more likely to disagree that management and supervisory roles and responsibilities are clearly defined than nonmanagers and nonsupervisors. For example, 4.1 percent more managers and supervisors disagree that the roles and responsibilities of chief level officers are well defined than nonmanagers and nonsupervisors. Likewise, 8.9 and 9.9 percent more managers and supervisors respectively disagree that the roles of midmanagers and first line supervisors are well defined than nonmanagers. However, a

slightly higher percentage of managers and supervisors agree that chief level officers and midmanagers have well defined roles and responsibilities than nonmanagers and nonsupervisors.

Survey Item	Disagree Or Strongly Disagree		Agree Or Strongly Agree	
	Manager/ Supervisor	Nonmanager/ Nonsupervisor	Manager/ Supervisor	Nonmanager/ Nonsupervisor
Roles and responsibilities of police department leaders (chief level officers) are clearly defined by the department.	67.9%	63.8%	19.5%	19.0%
Roles and responsibilities of mid-managers (captains and lieutenants) within the police department are clearly defined by the department.	61.3%	51.4%	26.8%	25.9%
Roles and responsibilities of first-line supervisors (sergeants) within the police department are clearly defined by the department.	49.0%	39.1%	39.7%	44.7%

Authority

The employee survey addressed a number of issues relating to the authority of managers and supervisors. First, the survey asked employees to consider whether managers and supervisors have the authority to make decisions needed to improve the department's performance. The survey results suggest that most employees do not think department managers and supervisors have the authority to make such decisions but the percentage of survey respondents disagreeing was much higher for midmanagers (69.7 percent) and first line supervisors (67.8 percent) than for chief level officers (58.7 percent).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department leaders (chief level officers) have the authority to make decisions needed to improve the police department's performance.	34.8%	23.9%	7.8%	25.8%	7.7%
Mid-managers (captains and lieutenants) within the police department have the authority to make decisions needed to improve the performance of the units they manage.	33.3%	36.4%	11.3%	16.4%	2.6%
First line supervisors (sergeants) have the authority to make decisions needed to improve the performance of the employees they supervise.	34.6%	33.3%	11.9%	17.9%	2.4%

Levels of disagreement with regard to whether managers and supervisors have been granted the authority needed to make decisions to improve the department are much higher for managerial and supervisory employees than for nonmanagers and nonsupervisors. The percentage of managers and supervisors who disagree that chief level officers have sufficient authority is 9.5 percentage points higher than for nonmanagers and nonsupervisors. With regard to whether midmanagers and first line supervisors have sufficient authority these results are even more pronounced. 16.8 percent more managerial and supervisory survey respondents disagree that midmanagers and first line supervisors have needed authority than nonmanagers and nonsupervisors.

Survey Item	Disagree Or Strongly Disagree		Agree Or Strongly Agree	
	Manager/ Supervisor	Nonmanager/ Nonsupervisor	Manager/ Supervisor	Nonmanager/ Nonsupervisor
Police department leaders (chief level officers) have the authority to make decisions needed to improve the police department's performance.	65.0%	55.5%	28.1%	36.1%
Mid-managers (captains and lieutenants) within the police department have the authority to make decisions needed to improve the performance of the units they manage.	81.2%	64.4%	12.3%	21.9%
First line supervisors (sergeants) have the authority to make decisions needed to improve the performance of the employees they supervise.	79.5%	62.6%	11.6%	24.0%

Survey respondents were also asked to consider whether managers and supervisors use the authority they have been granted to improve department performance. For no level of management and supervisor is there a high degree of agreement that managers and supervisors use the authority they have been granted. (29.4 percent of the survey respondents agree or strongly agree that line supervisors use the authority they have been granted to improve performance and for all other management levels the percentages are lower.) Moreover, the extent to which employees disagree that managers and supervisors use the authority they have been granted increases significantly as the level of the managers and supervisors being considered increases. Roughly half (51.0 percent) of the survey respondents disagree or strongly disagree that "first line supervisors (sergeants) use the authority they have been granted to improve the performance of the employees they supervise." 61.3 percent of survey respondents, however, disagree or strongly disagree that "midmanagers (captains and lieutenants) within the police department use the authority they have been granted to improve the performance of the units they manage" and 82.1 percent disagree or strongly disagree that "police department leaders (chief level officers) use the authority they have been granted to improve the police department's performance."

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department leaders (chief level officers) use the authority they have been granted to improve the police department's performance.	49.5%	32.6%	12.1%	5.3%	0.5%
Midmanagers (captains and lieutenants) within the police department use the authority they have been granted to improve the performance of the units they manage.	26.1%	35.2%	19.8%	17.3%	1.5%
First line supervisors (sergeants) use the authority they have been granted to improve the performance of the employees they supervise.	23.4%	27.6%	19.8%	27.2%	2.0%

A comparison of survey results for management/supervisory employees and nonmanagement/nonsupervisory employees relating to whether managers and supervisors use the authority they have been granted clearly suggests that nonmanagers and nonsupervisors see this as a bigger problem than the managers and supervisors themselves. It is worth noting, however, that for both groups the percentage of survey respondents who do not think managers and supervisors are using the authority they have been granted to improve the department is high.

Survey Item	Disagree Or Strongly Disagree		Agree Or Strongly Agree	
	Manager/ Supervisor	Nonmanager/ Nonsupervisor	Manager/ Supervisor	Nonmanager/ Nonsupervisor
Police department leaders (chief level officers) use the authority they have been granted to improve the police department's performance.	80.8%	82.7%	5.7%	5.8%
Midmanagers (captains and lieutenants) within the police department use the authority they have been granted to improve the performance of the units they manage.	53.5%	64.7%	27.1%	15.1%
First line supervisors (sergeants) use the authority they have been granted to improve the performance of the employees they supervise.	47.5%	53.0%	33.1%	27.7%

Accountability

Perceptions with regard to whether employees are held accountable for their performance and decisions vary significantly. While a high percentage (88.3 percent) of individual employees believe that they are held accountable for their performance, perceptions of whether managers and supervisors are accountable decrease

significantly the higher in the organization the position being considered. 59.6 percent of survey respondents agree or strongly agree that first line supervisors are accountable, 32.0 percent agree or strongly agree that midmanagers are accountable, but only 9.9 percent agree or strongly agree that senior leaders are accountable. In addition, while 44.1 percent of the survey respondents agree or strongly agree that “unit leaders are held accountable for the performance of their units” more than a third (35.7 percent) disagree or strongly disagree. In addition, there is a strong consensus that police department employees “at all levels” are not held accountable for their performance. Seven out of ten survey respondents (70.1 percent) disagree or strongly disagree that “police department employees at all levels are held accountable for their performance.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am held accountable for my performance.	2.3%	3.5%	5.9%	49.4%	38.9%
Police department leaders (chief level officers) are held accountable for the decisions they make.	55.6%	27.1%	7.4%	7.9%	2.0%
Midmanagers (captains and lieutenants) within the police department are held accountable for the decisions they make.	19.9%	26.7%	21.4%	26.8%	5.2%
First line supervisors (sergeants) are held accountable for the decisions they make.	10.8%	14.2%	15.4%	44.4%	15.2%
Unit leaders are held accountable for the performance of their units.	12.3%	22.4%	21.2%	40.1%	4.0%
Police department employees at all levels are held accountable for their performance.	32.2%	37.9%	12.8%	14.9%	2.2%

Visibility Of Department Leaders

Slightly fewer than one in ten survey respondents (9.7 percent) agree or strongly agree that “police department leaders (chief level officers) maintain a visible presence throughout the department.” More than four out of five survey respondents (81.6 percent) disagree or strongly disagree with this statement with almost half (46.4 percent) strongly disagreeing.

	Percent
Strongly Disagree	46.4%
Disagree	35.2%
Neutral	8.7%
Agree	8.7%
Strongly Agree	1.0%

High Expectations

Slightly less than two-thirds of the survey respondents (63.3 percent) disagree or strongly disagree that “high expectations for the performance of all employees have been established.” Less than a quarter of the survey respondents (23.5 percent) agree or strongly agree with this statement.

	Percent
Strongly Disagree	27.3%
Disagree	36.0%
Neutral	13.2%
Agree	19.0%
Strongly Agree	4.5%

Direction

Most police department employees (82.2 percent) believe that they understand what is expected of them in their jobs. However, it does not appear that they understand what is expected of them because of the direction received by managers and supervisors. More than two-thirds of the survey respondents (67.8 percent) disagree or strongly disagree that “managers and supervisors provide clear direction to their subordinates.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I understand what is expected of me in my job.	3.4%	6.9%	7.5%	53.1%	29.1%
Managers and supervisors provide clear direction to their subordinates.	30.0%	37.8%	17.4%	13.6%	1.2%

Effectiveness With Which Managers And Leaders Work Together

There is a strong perception among employees that the department’s senior leaders do not work together effectively. Almost nine out of ten survey respondents (88.8 percent) disagree or strongly disagree that “department leaders (chief level officers) work together effectively.” (Only 1.8 percent agree and no survey respondents strongly agree.) Moreover, 77.0 percent of the employees responding to the survey who are assigned to the Office of the Chief – that is, those respondents most knowledgeable about working relationships among senior staff – disagree or strongly disagree with this statement.

Likewise, perceptions with regard to whether midmanagers work together effectively are not positive. Close to three out of five survey respondents (57.5 percent) disagree or strongly disagree that “midmanagers (captains and lieutenants) work together effectively to achieve common objectives.” Only 19.8 percent of the survey respondents agree and, of these, only 1.2 percent strongly agree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Department leaders (chief level officers) work effectively together.	62.1%	26.7%	9.4%	1.8%	0.0%
Mid-managers (captains and lieutenants) work together effectively to achieve common objectives.	27.5%	30.0%	22.7%	18.8%	1.0%

Understanding Of Day-To-Day Operations And Competence

More than four out of five survey respondents (83.4 percent) disagree or strongly disagree that “police department managers (chief level officers) have a strong understanding of the day-to-day operations of the units they are responsible for leading.” (56.7 percent of the respondents strongly disagree.) Results are only somewhat more positive with regard to perceptions of whether midmanagers have a strong understanding of day-to-day operations. While 44.3 percent of the survey respondents agree or strongly agree that “midmanagers (captains and lieutenants) have a strong understanding of day-to-day operations in the units they are responsible for managing” more than a third (37.9 percent) disagree or strongly disagree. In addition, more than half the survey respondents (54.5 percent) disagree or strongly disagree that “police department managers and supervisors have the competence and experience to provide constructive feedback on the performance of the employees reporting to them.” Only slightly more than a quarter of the survey respondents (26.3 percent) agree or strongly agree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department leaders (chief level officers) have a strong understanding of day-to-day operations in the units they are responsible for leading.	56.7%	26.7%	10.1%	6.0%	0.5%
Midmanagers (captains and lieutenants) have a strong understanding of day-to-day operations in the units they are responsible for managing.	18.5%	19.4%	17.8%	38.3%	6.0%
Police department managers and supervisors have the competence and experience to provide constructive feedback on performance of the employees reporting to them.	22.8%	31.7%	19.2%	23.0%	3.3%

Supervision

Employee perceptions relating to the supervision they receive are somewhat mixed. Three out of five survey respondents (63.0 percent) agree or strongly agree with the statement, “I receive the supervision I need to effectively perform my job responsibilities.” However, more than one out of five survey respondents (21.4 percent) disagree or strongly disagree.

In addition, with regard to some key aspects of supervision, survey results indicate that significant improvement is warranted. While 42.2 percent of survey respondents agree or strongly agree that “managers and supervisors review the work of their subordinates on a timely basis” more than a third (36.5 percent) disagree or strongly disagree. Moreover, close to two-thirds of the survey respondents (64.5 percent) disagree or strongly disagree that “police department managers and supervisors view helping employees improve their job performance to be one of their primary responsibilities.” Perceptions are positive, however, with regard to whether the managers or supervisors who evaluate performance work with employees on a regular basis. 56.3 percent of the survey respondents agree or strongly agree while 30.0 percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I receive the supervision I need to effectively perform my job.	8.8%	12.6%	15.5%	50.1%	13.0%
Managers and supervisors review the work of their subordinates on a timely basis.	12.3%	24.2%	21.3%	37.3%	4.9%
Police department managers and supervisors view helping employees improve their job performance to be one of their primary responsibilities.	27.1%	37.4%	18.4%	15.3%	1.8%
The manager or supervisor who evaluates my performance works with me on a regular and consistent basis.	11.4%	18.6%	13.7%	43.1%	13.2%

Supervisor As Role Model

Employee perspectives are mixed with regard to whether they consider their immediate supervisor to be a role model. While 46.5 percent of the survey respondents agree or strongly agree with the statement, “I consider my immediate supervisor to be a role model” about a third (32.2 percent) disagree or strongly disagree.

	Percent
Strongly Disagree	18.1%
Disagree	14.1%
Neutral	21.3%
Agree	33.7%
Strongly Agree	12.8%

HUMAN RESOURCE PRACTICES

Survey items relating to human resource practices cover a range of issues including: hiring practices; promotional processes; disciplinary processes; employee transfers; opportunities to earn overtime; internal investigations; the grievance process; the performance evaluation process; approaches to handling employees who do not meet expectations; training; opportunities for career advancement; recognition of excellent performance; off-duty employment; and employment of Spanish speaking employees.

Hiring Practices

Respondents to the employee survey have significant concerns about the department's hiring practices. 72.6 percent disagree or strongly disagree that the hiring process is fair; 68.4 percent disagree or strongly disagree that persons hired by the police department are competent; and 64.6 percent disagree or strongly disagree that the hiring process is timely. In addition, almost nine out of ten survey respondents (86.7 percent) disagree or strongly disagree that "hiring decisions are made without regard to race or ethnic background."

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The hiring process is fair.	42.1%	30.5%	10.5%	15.0%	1.9%
Persons who are hired by the police department are competent.	26.9%	41.5%	18.7%	11.7%	1.2%
The hiring process is timely.	32.2%	32.4%	19.9%	14.2%	1.3%
Hiring decisions are made without regard to race or ethnic background.	64.5%	22.2%	6.2%	5.5%	1.6%

Concerns about whether hiring decisions are made without regard to race or ethnic background are high for all racial and ethnic groups but are higher for white and Hispanic survey respondents than for African-American survey respondents. Even for African-American survey respondents, however, only one in fourteen survey respondents (7.1 percent) strongly agree that hiring decisions are made without regard to race or ethnic background.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
White	73.5%	19.3%	3.1%	3.1%	1.0%
African-American	16.8%	33.3%	22.6%	20.2%	7.1%
Hispanic	48.3%	33.0%	9.9%	8.8%	0.0%
Other	67.8%	16.1%	12.9%	0.0%	3.2%

Promotional Process

Employee dissatisfaction with the promotional process is even greater than their dissatisfaction with the hiring process. Between 84 and 90 percent of all survey respondents disagree or strongly disagree that the promotional process is fair, that the best candidates for promotion are selected, that the promotional process is timely, that

the factors that are considered when making promotional decisions are clearly articulated, and that promotional decisions are made without regard to race or ethnic background.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The promotional process is fair.	59.4%	26.0%	9.1%	4.9%	0.6%
The best candidates for promotion are selected.	66.0%	24.0%	8.0%	1.5%	0.5%
The promotional process is timely.	57.6%	27.2%	10.2%	4.3%	0.7%
The factors that are considered when making promotional decisions are clearly articulated.	53.5%	29.1%	11.2%	5.2%	1.0%
Promotional decisions are made without regard to race or ethnic background.	70.7%	17.4%	6.3%	5.0%	0.6%

White and Hispanic survey respondents express higher levels of dissatisfaction with regard to whether promotional decisions are made without regard to race or ethnic background than African-American survey respondents. 94.0 percent of white respondents and 81.4 percent of Hispanic respondents disagree or strongly disagree that “promotional decisions are made without regard to race or ethnic background” while 50.6 percent of African-American survey respondents disagree or strongly disagree. In addition, while 33.7 percent of African-American survey respondents agree or strongly agree that promotional decisions are made without regard to race or ethnic background only 1.8 percent of white survey respondents and 8.1 percent of Hispanic survey respondents agree or strongly agree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
White	78.6%	15.4%	4.2%	1.6%	0.2%
African-American	22.9%	27.7%	15.7%	28.9%	4.8%
Hispanic	60.5%	20.9%	10.5%	8.1%	0.0%
Other	71.9%	15.6%	12.5%	0.0%	0.0%

Disciplinary Processes

The employee survey also reveals significant concern about disciplinary processes with the greatest level of dissatisfaction relating to the timeliness of decisions. 79.1 percent of employees disagree or strongly disagree that disciplinary process are fair, 86.7 percent disagree or strongly disagree that discipline is consistently applied across department bureaus, divisions and units, 90.8 percent disagree or strongly disagree that decisions relating to discipline are timely; and 78.1 percent disagree or strongly disagree that decisions relating to discipline are made without regard to race or ethnic background.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Disciplinary processes are fair.	50.0%	29.1%	12.9%	7.5%	0.5%
Discipline is consistently applied across police department bureaus, divisions and units.	55.0%	31.7%	8.0%	4.9%	0.4%
Decisions relating to discipline are timely.	66.8%	24.0%	6.5%	2.5%	0.2%
Decisions relating to discipline are made without regard to race or ethnic background.	55.5%	22.6%	13.4%	7.6%	0.9%

As with survey results relating to hiring practices and promotional processes, white and Hispanic employees are more likely to disagree or strongly disagree that “decisions relating to discipline are made without regard to race or ethnic background” than African-American employees. However, more than two-thirds of the African-American survey respondents also disagree or strongly disagree that decisions are made without regard to race or ethnic background.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
White	56.7%	22.5%	12.6%	7.7%	0.5%
African-American	44.7%	24.7%	20.0%	8.2%	2.4%
Hispanic	56.4%	20.0%	15.3%	7.1%	1.2%
Other	70.0%	20.0%	6.7%	0.0%	3.3%

Employee Transfers

The employee survey also reveals a significant level of dissatisfaction relating to employee transfers. More than eight out of ten employees responding to the survey disagree or strongly disagree that decisions relating to the transfer of employees from one unit to another are fair (87.7 percent); decisions relating to the transfer of employees from one unit to another are timely (83.1 percent); factors that are considered when making transfer decisions are clearly articulated (82.9 percent); decisions relating to the transfer of employees are consistent throughout the department (89.7 percent); and that transfer decisions are made without regard to race or ethnic background (89.7 percent).

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Decisions relating to the transfer of employees from one unit to another are fair.	63.1%	24.6%	9.8%	2.1%	0.4%
Decisions relating to the transfer of employees from one unit to another are timely.	50.7%	32.4%	12.7%	3.7%	0.5%
The factors that are considered when making transfer decisions are clearly articulated.	53.9%	29.0%	11.8%	4.2%	1.1%

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Decisions relating to the transfer of employees from one unit to another are consistent across police department bureaus, divisions, and units.	63.1%	26.6%	8.2%	1.6%	0.5%
Decisions relating to the transfer of employees from one unit to another are made without regard to race or ethnic background.	70.0%	19.7%	7.5%	2.1%	0.7%

Regardless of whether survey respondents are white, African-American, or Hispanic a high percentage of employees disagree or strongly disagree that decisions relating to employee transfers are made without regard to race or ethnic background. A higher percentage of white and Hispanic employees, however, express dissatisfaction than African-American employees.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
White	75.8%	16.4%	6.6%	1.2%	0.0%
African-American	49.4%	27.2%	12.3%	8.6%	2.5%
Hispanic	54.7%	31.4%	8.1%	3.5%	2.3%
Other	59.3%	25.0%	9.4%	0.0%	6.3%

Opportunities To Earn Overtime

A high percentage of employees do not think the process for giving employees the opportunity to earn overtime is fair (63.1 percent) and do not believe that this process is consistently applied across the department (72.5 percent). However, more than half (56.7 percent) the employees surveyed agree or strongly agree that “requiring officers to maintain an acceptable level of performance as a condition of earning overtime is reasonable.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The process for giving employees the opportunity to earn overtime is fair.	36.9%	26.2%	17.1%	17.7%	2.1%
Requiring officers to maintain an acceptable level of performance as a condition of earning overtime is reasonable.	13.8%	14.6%	14.9%	36.3%	20.4%
The process for giving employees the opportunity to earn overtime is consistently applied across the department.	35.8%	36.7%	16.6%	10.3%	0.5%

Internal Affairs

Employee survey results indicate significant dissatisfaction with internal affairs investigations. More than seven out of ten survey respondents disagree or strongly disagree that internal affairs investigations are fair (72.9 percent) and are not influenced by the race or ethnic background of the person being investigated (70.9 percent). An even greater percentage of survey respondents (87.7 percent) disagree or strongly disagree that internal affairs investigations are timely.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Internal Affairs investigations needed to support disciplinary decisions are fair.	45.8%	27.1%	18.0%	9.0%	0.1%
The Internal Affairs investigations needed to support disciplinary procedures are timely.	66.7%	21.0%	9.5%	2.2%	0.5%
The Internal Affairs investigations needed to support disciplinary procedures are not influenced by the race or ethnic background of the person being investigated.	49.8%	21.1%	20.1%	8.2%	0.8%

White and Hispanic survey respondents are more likely to disagree that internal affairs investigations are not influenced by the race or ethnic background of the person being investigated than African-American survey respondents. However, a significant percentage of African-American employees also believe internal affairs investigations are influenced by the race or ethnic background of the person being investigated. Slightly fewer than half the African-American survey respondents (49.3 percent) disagree or strongly disagree that internal affairs investigations are not influenced by race or ethnic background.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
White	52.4%	21.0%	19.1%	7.2%	0.3%
African-American	26.6%	22.7%	30.7%	16.0%	4.0%
Hispanic	47.0%	22.4%	21.2%	9.4%	0.0%
Other	69.0%	13.8%	10.3%	6.9%	0.0%

Grievance Process

While employees are generally dissatisfied with a number of aspects relating to the grievance process, levels of dissatisfaction are somewhat lower than for other human resource practices. More than three out of five survey respondents disagree or strongly disagree that the grievance process is fair (61.3 percent), timely (65.8 percent) and that grievance decisions are made without regard to race or ethnic background (64.3 percent). Perceptions with regard to whether steps in the grievance process are well articulated, however, are mixed. 39.5 percent of the survey respondents agree or strongly agree that “the steps in the grievance process are well articulated” while 41.0 percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The grievance process is fair.	37.5%	23.8%	27.9%	10.1%	0.7%
The grievance process is timely.	40.7%	25.1%	24.7%	8.8%	0.7%
The steps in the grievance process are well articulated.	23.7%	17.3%	19.5%	35.6%	3.9%
Grievance decisions are made without regard to race or ethnic background.	41.8%	22.5%	28.4%	6.8%	0.5%

Close to three out of five survey respondents disagree or strongly disagree that grievance decisions are made without regard to race or ethnic background regardless of whether the respondent is white (64.9 percent), African-American (57.4 percent), or Hispanic (61.2 percent). Of these three racial and ethnic subgroups, for only Hispanic employees does the percentage of survey respondents who agree or strongly agree that grievance decisions are made without regard to race or ethnic background exceed ten percent.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
White	44.7%	20.2%	28.1%	6.8%	0.2%
African-American	25.0%	32.4%	33.8%	5.9%	2.9%
Hispanic	33.8%	27.5%	28.8%	8.8%	1.3%
Other	48.3%	31.0%	17.2%	3.4%	0.0%

Performance Evaluation Process

While the survey process suggests significant dissatisfaction with the performance evaluation process, satisfaction with the process is higher than for other human resource practices. Three out of ten survey respondents (30.9 percent) agree or strongly agree that the performance evaluation process is fair, about two-thirds (66.5 percent) agree or strongly agree that performance evaluations are completed in a timely manner, and two-fifths (40.9 percent) agree or strongly agree that the evaluation process is not unduly cumbersome or time-consuming.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The performance evaluation process is fair.	22.1%	27.6%	19.4%	29.7%	1.2%
My performance evaluation is completed on a timely basis.	10.5%	10.8%	12.2%	58.4%	8.1%
The performance evaluation process is not unduly cumbersome or time-consuming.	17.6%	21.7%	19.8%	36.3%	4.6%

Managers and supervisors are much more likely to think the performance evaluation process is cumbersome than nonmanagers and nonsupervisors. About twice the percentage of managerial and supervisory survey respondents disagree or strongly

disagree that “the performance evaluation process is not unduly cumbersome or time-consuming” (56.5 percent) as compared to the percentage of nonmanagers and nonsupervisors who disagree or strongly disagree (32.0 percent).

	Manager/Supervisor	Nonmanager/ Nonsupervisor
Strongly Disagree	31.9%	11.4%
Disagree	24.6%	20.6%
Neutral	11.5%	24.0%
Agree	27.9%	39.6%
Strongly Agree	4.1%	4.4%

Handling Employees Who Do Not Meet Performance Expectations

The employee survey results suggest that the department does not do an effective job of addressing employee performance deficiencies. 56.4 percent of the survey respondents disagree or strongly disagree that “police department employees who are not meeting performance expectations receive the support they need to improve their performance.” An even greater percentage (83.7 percent) disagree or strongly disagree that “police department employees who continually fail to meet performance expectations are encouraged to resign or are fired.” Part of this problem may result from the fact that the process for firing employees who fail to meet performance expectations is perceived as being cumbersome. Almost two-thirds of the survey respondents (65.5 percent) disagree or strongly disagree that “the process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department employees who are not meeting performance expectations receive the support they need to improve their performance.	17.3%	39.1%	25.5%	16.9%	1.2%
Police department employees who continually fail to meet performance expectations are encouraged to resign or are fired.	47.8%	35.9%	12.9%	2.9%	0.5%
The process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming.	40.6%	24.9%	24.1%	5.1%	5.3%

The managers and supervisors who must follow existing procedures for firing employees are extremely dissatisfied with the process. Well more than half (54.6 percent) of the managerial and supervisory employees responding to the survey strongly disagree that “the process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming” and an additional quarter (25.5 percent) disagree.

	Manager/Supervisor	Nonmanager/ Nonsupervisor
Strongly Disagree	54.6%	34.2%
Disagree	25.5%	23.9%
Neutral	6.1%	33.1%
Agree	5.6%	5.1%
Strongly Agree	8.2%	3.7%

Training

While the survey findings reveal significant dissatisfaction with employee training, perspectives relating to recruit training are much more positive than for supervisory training or in-service training. While slightly fewer than half the survey respondents (49.5 percent) agree or strongly agree that “new employees receive the training they need to effectively perform their job duties” only 37.1 percent agree or strongly agree that “police department employees receive the ongoing training they need to effectively perform their job duties” and even fewer (21.8 percent) agree or strongly agree that “newly promoted managers and supervisors receive the training they need to perform effectively in their new roles.” In addition, two out of five employees (39.3 percent) disagree or strongly disagree that the training they receive is reinforced by their supervisor. On a somewhat positive note, more than two out of five survey respondents (44.7 percent) agree or strongly agree that their job performance has improved as a result of the training they have received. However, 31.4 percent of the survey respondents disagree or strongly disagree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
New employees receive the training they need to effectively perform their job duties.	16.6%	21.7%	12.2%	40.8%	8.7%
Newly promoted managers and supervisors receive the training they need to perform effectively in their new roles.	19.3%	33.7%	25.2%	18.9%	2.9%
Police department employees receive the ongoing training they need to effectively perform their job duties.	20.4%	27.0%	15.5%	32.3%	4.8%
The training I receive is reinforced by my immediate supervisor.	14.5%	24.8%	27.2%	30.3%	3.2%
My job performance has improved as a result of the training I have received.	10.7%	20.7%	23.9%	38.2%	6.5%

Opportunities For Career Advancement

Employees are generally dissatisfied with their opportunities for career advancement. Roughly three-quarters of the survey respondents (74.6 percent) disagree or strongly disagree with the statement, “I have sufficient opportunities for career advancement.” Only one percent strongly agree with this statement.

	Percent
Strongly Disagree	40.5%
Disagree	34.1%
Neutral	13.1%
Agree	11.3%
Strongly Agree	1.0%

Recognition Of Excellent Performance

There is a general consensus among survey respondents that excellent performance is not formally recognized by the department. Three-fourths of the survey respondents (75.0 percent) disagree or strongly disagree that “excellent performance is formally recognized.” Only slightly more than one percent of the survey respondents strongly agree with this statement.

	Percent
Strongly Disagree	42.2%
Disagree	32.8%
Neutral	11.8%
Agree	12.1%
Strongly Agree	1.1%

Off-Duty Employment

Employee perspectives relating to off-duty employment are mixed. While 45.0 percent of the survey respondents agree or strongly agree that “the process for providing opportunities for off-duty employment is fair” more than a quarter (29.6 percent) disagree or strongly disagree.

	Percent
Strongly Disagree	14.0%
Disagree	15.6%
Neutral	25.4%
Agree	37.6%
Strongly Agree	7.4%

Employment Of Spanish Speaking Employees

The employee survey findings reflect a strong consensus that the department does not employ a sufficient number of Spanish speaking employees. More than three-fifths of the survey respondents (60.3 percent) disagree or strongly disagree that “the department has a sufficient number of Spanish speaking employees to effectively serve the citizens of Dallas.” Only slightly more than one in twenty respondents (5.6 percent) strongly agree with this statement while an additional 21.9 percent agree.

	Percent
Strongly Disagree	25.3%
Disagree	35.0%
Neutral	12.2%
Agree	21.9%
Strongly Agree	5.6%

COMMUNICATIONS

Survey items relating to communications address issues of whether police department priorities, goals, and objectives are effectively communicated, whether needed information is effectively communicated to employees, whether the rationale for key decisions is effectively communicated, and whether effective use is made of time spent in meetings.

Communication Of Priorities, Goals, And Objectives

There is a general consensus among survey respondents that department priorities, goals, and objectives are not effectively communicated. Almost two-thirds of the survey respondents (64.3 percent) disagree or strongly disagree that “police department priorities, goals, and objectives are effectively communicated” while only one percent strongly agree.

	Percent
Strongly Disagree	26.9%
Disagree	37.4%
Neutral	15.3%
Agree	19.4%
Strongly Agree	1.0%

Communication Of Needed Information

Perspectives are mixed with regard to whether needed information is effectively communicated within the department. For example, while 44.6 percent of the survey respondents disagree or strongly disagree that “the information I need to perform my job is effectively communicated to me” more than a third of the survey respondents (36.3 percent) agree or strongly agree. Likewise, while two out of five survey respondents (40.4 percent) disagree or strongly disagree that “the communication of needed information within my unit or division is adequate,” 44.2 percent of the survey respondents agree or strongly agree. There is, however, general consensus that communication of needed information across organizational units needs improvement. 70.0 percent of the survey respondents disagree or strongly disagree that “the communication of needed information across organizational units is adequate.” Only 12.8 percent of the survey respondents agree or strongly agree with this statement.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The information I need to perform my job is effectively communicated to me.	15.7%	28.9%	19.1%	33.5%	2.8%
The communication of needed information within my unit or division is adequate.	15.6%	24.8%	15.4%	41.5%	2.7%
The communication of needed information across organizational units is adequate.	25.7%	44.3%	17.2%	11.9%	0.9%

Communication Of The Rationale For Key Decisions

There is a strong consensus among department employees that the rationale for key decisions is not effectively communicated. More than four out of five survey respondents disagree or strongly disagree that the rationale for budget and resource allocation decisions are effectively communicated (82.3 percent), that the rationale for decisions relating to promotion are effectively communicated (84.1 percent) and that the rationale for decisions relating to the transfer of employees is effectively communicated (84.0 percent). Fewer than one percent of the survey respondents strongly agree with these statements.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The rationale for budget and resource allocation decisions are effectively communicated.	44.8%	37.5%	13.5%	3.8%	0.4%
The rationale for decisions relating to promotion are effectively communicated.	50.6%	33.5%	10.2%	5.7%	0.0%
The rationale for decisions relating to the transfer of employees from one unit to another are effectively communicated.	51.7%	32.3%	11.2%	4.3%	0.5%

Meetings

There is general agreement among survey respondents that the department does not use meetings as an effective communications vehicle. 71.9 percent of the survey respondents disagree or strongly disagree that “meetings are used effectively to support needed communications within the police department.” In addition, almost three out of five survey respondents (59.4 percent) disagree or strongly disagree that “the time I spend in meetings is generally productive and worthwhile.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Meetings are used effectively to support needed communication within the police department.	35.0%	36.9%	19.0%	8.2%	0.9%
The time I spend in meetings is generally productive and worthwhile.	28.2%	31.2%	25.0%	14.6%	1.0%

ORGANIZATIONAL STRUCTURE

Survey items relating to organizational structure address the number of managers and supervisors employed by the police department, spans of control, and the organization of functions within the department.

Number Of Managers And Supervisors Employed

Employee perspectives are mixed with regard to the number of managers and supervisors employed by the police department. About half the survey respondents (48.7 percent) disagree or strongly disagree that “the number of managers and supervisors employed by the police department is not excessive” while 37.5 percent agree or strongly agree.

	Percent
Strongly Disagree	23.9%
Disagree	24.8%
Neutral	13.8%
Agree	31.2%
Strongly Agree	6.3%

It is worth noting, however, that nonmanagerial and nonsupervisory employees are much more likely to disagree or strongly disagree that the number of managers and supervisors employed is not excessive than managerial and supervisory employees. While 58.3 percent of the nonmanagerial and nonsupervisory employees responding to the survey disagree or strongly disagree that the number of managers and supervisors employed is not excessive, only slightly more than a quarter (28.6 percent) of managerial and supervisory employees disagree or strongly disagree.

	Manager/Supervisor	Nonmanager/ Nonsupervisor
Strongly Disagree	12.7%	29.8%
Disagree	15.9%	28.5%
Neutral	11.0%	15.6%
Agree	46.5%	23.3%
Strongly Agree	13.9%	2.8%

Spans Of Control

Although there is not a strong consensus, overall, employees think existing spans of control for managers and first-line supervisors is appropriate. 58.7 percent of the survey respondents agree or strongly agree that spans of control for first-line supervisors are reasonable and 54.5 percent agree or strongly agree that spans of control for managers (other than first-line supervisors) are reasonable. Roughly a quarter of the survey respondents disagree or strongly disagree with these statements.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Spans of control for first-line supervisors within my unit or division are reasonable.	11.9%	15.5%	13.9%	55.0%	3.7%
Spans of control for managers (other than first-line supervisors) within my unit or division are reasonable.	9.5%	15.2%	20.8%	51.5%	3.0%

It is worth noting that concerns about spans of control for first-line supervisors are higher for the patrol and support service bureaus than for other bureaus.

Bureau	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Office Of The Chief	0.0%	8.3%	16.7%	58.3%	16.7%
Administrative Services	3.2%	6.3%	23.8%	61.9%	4.8%
Special Services	7.6%	13.2%	9.4%	62.3%	7.5%
Patrol	16.9%	18.0%	12.7%	50.1%	2.3%
Homeland Security And Investigations	6.8%	16.5%	9.8%	62.4%	4.5%
Support Services	13.2%	14.1%	20.2%	49.5%	3.0%

Organization Of Functions

Most survey respondents do not believe that the department is appropriately organized. Almost two-thirds of the survey respondents (65.8 percent) disagree or strongly disagree that “the organization of functions within the Dallas Police Department facilitates effective operations.” Fewer than one percent of the survey respondents strongly agree with this statement.

	Percent
Strongly Disagree	29.4%
Disagree	36.4%
Neutral	18.8%
Agree	14.8%
Strongly Agree	0.6%

FISCAL MANAGEMENT

Survey issues relating to fiscal management address perceptions of how resources are allocated and perceptions relating to whether the overall funding of the police department is adequate.

Resource Allocation

A high percentage of survey respondents do not believe that resource allocation decisions reflect department priorities. Almost three-fourths of the survey respondents (74.0 percent) disagree or strongly disagree that “the overall allocation of the police department’s budget is consistent with the department’s overall priorities.” In addition, almost two-thirds of the survey respondents (65.8 percent) disagree or strongly disagree that “the allocation of overtime resources across organizational units reflects operational priorities.” Only a handful of survey respondents (less than half a percent) strongly agree with these statements.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The overall allocation of the police department's budget is consistent with the department's overall priorities.	40.2%	33.8%	18.2%	7.7%	0.1%
The allocation of overtime resources across organizational units reflects operational priorities.	32.5%	33.3%	20.2%	13.7%	0.3%

Overall Funding

The vast majority of survey respondents (90.5 percent) do not believe that funding of the police department is adequate. Fewer than one in twenty employees responding to the survey agree or strongly agree that the "overall funding of the police department is adequate."

	Percent
Strongly Disagree	63.9%
Disagree	26.6%
Neutral	5.9%
Agree	3.2%
Strongly Agree	0.4%

OPERATING PROCEDURES

Issues relating to operating procedures addressed in the employee survey include General Orders and Standard Operating Procedures, paperwork requirements, and civilianization.

General Orders And Standard Operating Procedures

Survey responses relating to General Orders and Standard Operating Procedures while positive in some areas suggest room for improvement in others. A very high percentage of survey respondents (90.7 percent) agree or strongly agree that they are familiar with the police department's General Orders and Standard Operating Procedures. In addition, three-fourths of the survey respondents (74.7 percent) agree or strongly agree that General Orders and Standard Operating Procedures guide their activities on a day-to-day basis. However, only a third of the survey respondents (32.4 percent) agree or strongly agree that General Orders and Standard Operating Procedures are updated in a timely manner. More than half of the survey respondents (50.9 percent) disagree or strongly disagree that updates are completed in a timely manner.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am familiar with the police department's General Orders and Standard Operating Procedures.	2.2%	1.9%	5.2%	62.6%	28.1%
The police department's General Orders and Standard Operating Procedures guide my activities on a day-to-day basis.	2.9%	9.7%	12.7%	60.0%	14.7%
The police department's General Orders and Standard Operating Procedures are updated in a timely manner.	18.1%	32.8%	16.7%	30.1%	2.3%

Paperwork Requirements

More than two-thirds of the respondents to the employee survey (67.1 percent) disagree or strongly disagree that “paperwork requirements within the police department are not excessive.” Only about two percent of the survey respondents (2.2 percent) strongly agree with this statement.

	Percent
Strongly Disagree	29.3%
Disagree	37.8%
Neutral	12.3%
Agree	18.4%
Strongly Agree	2.2%

Civilianization

There is a strong consensus among department employees that not enough civilian staff is employed. Two-thirds of the survey respondents (67.7 percent) disagree or strongly disagree that “sworn officers do not spend an excessive amount of time performing duties that could be delegated to appropriately trained civilians.” Even more survey respondents (81.3 percent) disagree or strongly disagree that “the number of civilian employees currently employed by the police department is sufficient to ensure effective operations.”

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Sworn officers do not spend an excessive amount of time performing duties that could be delegated to appropriately trained civilians.	32.2%	35.5%	13.9%	13.7%	4.7%
The number of civilian employees currently employed by the police department is sufficient to ensure effective operations.	43.6%	37.7%	9.4%	8.0%	1.3%

STRATEGIC PLANNING

Survey items relating to strategic planning address whether employees understand and are familiar with the department's overall direction for the future, whether employees understand their role in achieving goals and objectives, and whether goals and objectives change over the course of a year.

Overall Direction And Priorities, Goals, And Objectives

The vast majority of police department employees neither understand nor are familiar with the department's overall direction for the future. 82.9 percent of the survey respondents disagree or strongly disagree that they are familiar with the department's overall direction for the future and a similar percentage (83.2 percent) disagree or strongly disagree that they understand the department's future direction. In addition, 82.0 percent of the survey respondents disagree or strongly disagree that they are familiar with the goals and objectives articulated in the Dallas Police Department's strategic plan. Only roughly one in twenty employees agree or strongly agree with these statements.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am familiar with the police department's overall direction for the future.	46.7%	36.2%	10.8%	5.6%	0.7%
I understand the police department's overall direction for the future.	47.0%	36.2%	11.6%	4.6%	0.6%
I am familiar with the goals and objectives articulated in the Dallas Police Department's strategic plan.	41.3%	40.7%	11.5%	5.6%	0.9%

Understanding Of Role In Achieving Goals And Priorities

Employee perspectives are mixed with regard to whether they understand the role their unit and individual job plays in achieving department priorities, goals and objectives. While 39.2 percent of the survey respondents agree or strongly agree that they understand the role their unit plays in achieving police department priorities, goals, and objectives a slightly higher percentage (44.1 percent) disagree or strongly disagree. In addition, while 44.4 percent of the survey respondents agree or strongly agree that they understand how their job contributes to achieving department priorities, goals and, objectives 37.1 percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I understand the role my unit plays in achieving police department priorities, goals and objectives.	19.5%	24.6%	16.7%	33.4%	5.8%
I understand how my job contributes to achieving police department priorities, goals, and objectives.	17.1%	20.0%	18.6%	37.6%	6.7%

Consistency Of Goals, Priorities And Objectives

Employee perspectives are somewhat mixed with regard to the consistency of department priorities, goals, and objectives. While about half the survey respondents (49.8 percent) disagree or strongly disagree that “department priorities, goals, and objectives do not change dramatically over the course of the year”, almost a third (30.4 percent) agree or strongly agree.

	Percent
Strongly Disagree	24.1%
Disagree	25.7%
Neutral	19.7%
Agree	28.0%
Strongly Agree	2.4%

VEHICLES, EQUIPMENT, TECHNOLOGY AND FACILITIES

The survey addressed issues relating to vehicles, general equipment, work spaces, buildings, communications, radios, technology, and computers.

Vehicles

While survey findings suggest considerable dissatisfaction with the availability, safety, and maintenance of vehicles, results are somewhat mixed. For example, more than half the survey respondents (52.6 percent) disagree or strongly disagree that they have sufficient access to the vehicles needed to effectively perform their job and an almost equal percentage (53.3 percent) disagree or strongly disagree that they have the vehicles needed to safely perform their jobs. However, 39.2 percent and 37.7 percent of survey respondents respectively agree or strongly agree with these statements. There is much more consensus, however, relating to the issue of whether vehicles are well maintained. Seven out of ten survey respondents (70.2 percent) disagree or strongly disagree that police department vehicles are well maintained. Only one in five survey respondents (19.8 percent) agree or strongly agree that vehicles are well maintained and of these only 2.0 percent strongly agree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have sufficient access to the vehicles I need to effectively perform my job responsibilities.	32.4%	20.2%	8.2%	34.8%	4.4%
I have access to the vehicles I need to safely perform my job responsibilities.	32.7%	20.6%	9.0%	33.9%	3.8%
The police department vehicles I use are well maintained.	41.6%	28.6%	10.0%	17.8%	2.0%

It should be noted, however, that with the exception of the Office of the Chief, survey respondents assigned to bureaus that make intensive use of vehicles – the Special Services Bureau, the Patrol Bureau and the Homeland Security and Investigations Bureau – are much more likely to express negative perspectives relating to vehicle

availability, safety, and maintenance than their counterparts in other bureaus. Indeed, almost two-thirds of the Patrol Bureau respondents (63.2 percent) disagree or strongly disagree that they have access to the vehicles needed to safely perform their jobs and three-fourths (77.3 percent) disagree or strongly disagree that the vehicles they use are well-maintained.

Bureau	Have Access To Vehicles Needed To Effectively Perform Job Responsibilities		Have Access To Vehicles Needed To Safely Perform Job Responsibilities		Vehicles Are Well Maintained	
	Disagree Or Strongly Disagree	Agree Or Strongly Agree	Disagree Or Strongly Disagree	Agree Or Strongly Agree	Disagree Or Strongly Disagree	Agree Or Strongly Agree
	Office Of The Chief	66.7%	25.0%	75.0%	25.0%	25.0%
Administrative Services	36.7%	55.0%	27.1%	67.8%	45.8%	28.8%
Special Services	59.6%	31.7%	55.4%	31.7%	72.6%	17.9%
Patrol	57.6%	34.3%	63.2%	29.5%	77.3%	16.6%
Homeland Security And Investigations	50.0%	45.3%	46.5%	44.9%	69.6%	21.6%
Support Services	31.8%	60.0%	33.7%	53.5%	62.9%	22.5%

Equipment

Employee perspectives relating to the overall adequacy of their equipment are mixed. For example, while 40.9 percent of the survey respondents agree or strongly agree that they have access to the equipment they need to effectively perform their job responsibilities, 47.4 percent disagree or strongly disagree. In the same way, while 46.6 percent of the employees surveyed agree or strongly agree that they have access to the equipment needed to safely perform their jobs, 41.7 percent disagree. Finally, while 31.1 percent of the survey respondents agree or strongly agree that the equipment they use is well maintained, about half (51.2 percent) disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have access to the equipment I need to effectively perform my job responsibilities.	23.9%	23.5%	11.7%	38.8%	2.1%
I have access to the equipment I need to safely perform my job responsibilities.	21.6%	20.1%	11.7%	44.0%	2.6%
The equipment I use is well maintained.	24.8%	26.4%	17.7%	28.6%	2.5%

Perspectives on equipment vary somewhat by bureau. Special services, patrol, and homeland security and investigations employees are more likely to disagree that they have the equipment needed to effectively perform their jobs than staff from other bureaus. A higher percentage of Patrol Bureau employees also express dissatisfaction with their access to the equipment needed to safely perform their jobs than staff from other bureaus. Patrol and support services bureau employees are also more likely to disagree that their equipment is well maintained than staff from other bureaus.

Bureau	Have Access To Equipment Needed To Effectively Perform Job Responsibilities		Have Access To Equipment Needed To Safely Perform Job Responsibilities		Equipment Is Well Maintained	
	Disagree Or Strongly Disagree	Agree Or Strongly Agree	Disagree Or Strongly Disagree	Agree Or Strongly Agree	Disagree Or Strongly Disagree	Agree Or Strongly Agree
	Office Of The Chief	25.0%	41.7%	25.0%	58.3%	18.2%
Administrative Services	25.4%	61.9%	13.1%	70.5%	21.3%	50.8%
Special Services	53.3%	43.9%	42.1%	47.7%	43.9%	46.7%
Patrol	52.4%	33.1%	52.5%	36.1%	58.1%	22.6%
Homeland Security And Investigations	46.2%	46.2%	32.5%	57.9%	48.1%	36.4%
Support Services	36.4%	51.5%	32.7%	54.5%	55.1%	28.6%

Work Space

Employee perspectives are mixed with regard to the quality of their work space. While more than half (53.7 percent) of the survey respondents agree or strongly agree that their work areas are conducive to productive work activities about a third (33.6 percent) disagree or strongly disagree. Likewise, while 47.2 percent of the survey respondents agree or strongly agree that their work areas are appropriately secure, 43.9 percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My work area is conducive to productive work activity.	14.1%	19.5%	12.7%	42.3%	11.4%
My work area is appropriately secure.	21.7%	22.2%	8.9%	38.8%	8.4%

It is worth noting that perspectives relating to whether work areas are conducive to productive work activity and are appropriately secure vary considerably by bureau. A higher percentage of employees assigned to the patrol and support services bureaus disagree or strongly disagree that their work areas are conducive to productive work activity than staff from other bureaus. In addition, a much higher percentage of staff from the Patrol Bureau disagree that their work areas are appropriately secure than staff from other bureaus.

Bureau	Work Area Conducive To Productive Work Activity		Work Area Appropriately Secure	
	Disagree Or Strongly Disagree	Agree Or Strongly Agree	Disagree Or Strongly Disagree	Agree Or Strongly Agree
	Office Of The Chief	25.0%	66.7%	25.0%
Administrative Services	28.1%	65.6%	29.7%	60.9%
Special Services	15.9%	79.4%	30.0%	60.0%
Patrol	41.0%	40.4%	59.8%	31.0%
Homeland Security And Investigations	27.5%	63.4%	32.3%	62.4%
Support Services	37.4%	51.5%	31.7%	59.4%

Buildings

Department employees generally consider police department buildings to be appropriately located and clean, but perspectives are mixed with regard to whether buildings are well maintained. Roughly two-thirds of the survey respondents agree or strongly agree that buildings are appropriately located (65.0 percent) and clean (62.9 percent). However, only slightly more than a third of the survey respondents (35.3 percent) agree or strongly agree that buildings are well maintained. 44.4 percent disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department buildings are appropriately located.	6.0%	9.9%	19.1%	58.2%	6.8%
Police department buildings are clean.	6.4%	14.0%	16.7%	55.1%	7.8%
Police department buildings are well maintained.	13.3%	31.1%	20.3%	31.8%	3.5%

Patrol Bureau staff express much more dissatisfaction with the maintenance of department buildings than staff from other bureaus. Indeed, more than half of the survey respondents assigned to the Patrol Bureau (51.1 percent) disagree or strongly disagree that “police department buildings are well maintained.”

Bureau	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Office Of The Chief	0.0%	18.2%	18.2%	45.5%	18.2%
Administrative Services	6.3%	28.6%	23.8%	38.1%	3.2%
Special Services	13.6%	26.2%	18.4%	34.0%	7.8%
Patrol	14.7%	36.4%	19.8%	27.7%	1.4%
Homeland Security And Investigations	8.3%	31.8%	19.7%	34.1%	6.1%
Support Services	22.3%	21.3%	22.3%	30.9%	3.2%

Communications

Survey respondents are generally satisfied with their ability to communicate with other police department employees while in the field but are less satisfied with their ability to communicate with the dispatch center and with counterparts from other police agencies. Slightly less than two-thirds of the survey respondents (62.3 percent) agree or strongly agree that they are able to communicate with each other when needed. On the other hand, while more than half the survey respondents (52.1 percent) indicate that they are able to communicate with the dispatch center from all areas of the city more than a third (36.6 percent) disagree or strongly disagree. In addition, three-fourths of the survey respondents (76.5 percent) disagree or strongly disagree that they are able to communicate with counterparts from other police agencies when needed.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Police department employees in the field are able to communicate with each other when needed.	8.1%	17.4%	12.2%	55.9%	6.4%
Police department employees in the field are able to communicate with counterparts from other police agencies when needed.	45.4%	31.1%	10.5%	12.1%	0.9%
Police department employees in the field are able to communicate with the dispatch center from all areas of the city.	13.8%	22.8%	11.3%	46.3%	5.8%

It is worth noting that staff from the Patrol Bureau and Support Services Bureau (which includes the dispatch function) are much more likely to disagree or strongly disagree that “employees in the field are able to communicate with the dispatch centers from all areas of the city” than staff from other bureaus. 44.4 percent of Patrol Bureau survey respondents disagree with this statement while 35.0 percent of Support Services Bureau survey respondents disagree.

Bureau	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Office Of The Chief	10.0%	30.0%	10.0%	50.0%	0.0%
Administrative Services	7.7%	15.4%	20.5%	41.0%	15.4%
Special Services	10.7%	17.9%	16.7%	45.2%	9.5%
Patrol	18.2%	26.2%	6.3%	45.0%	4.3%
Homeland Security And Investigations	7.1%	21.4%	17.5%	50.8%	3.2%
Support Services	15.5%	19.5%	11.7%	44.2%	9.1%

Radios

While most survey respondents are satisfied with their portable radios, a sizable percentage are not. Roughly two-thirds of the survey respondents agree or strongly agree that they have sufficient access to portable radios to effectively (63.0 percent) and safely (62.5 percent) perform their job responsibilities. However, roughly a quarter of the survey respondents – 23.9 percent and 24.1 percent respectively – disagree or strongly disagree.

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I have sufficient access to portable radios to effectively perform my job responsibilities.	10.7%	13.2%	13.1%	55.1%	7.9%
I have sufficient access to portable radios to safely perform my job responsibilities.	9.8%	14.3%	13.4%	54.9%	7.6%

Technology

The results of the employee survey suggest that the department can make more effective use of technology. A sizable percentage of employees disagree or strongly disagree that the department makes effective use of technology to enhance performance (57.0 percent); makes effective use of technology to reduce paperwork requirements (61.5 percent); that appropriate training is provided on how to make effective use of technology (51.3 percent); and that the department's technology infrastructure is well maintained (47.5 percent). The highest level of dissatisfaction, however, relates to the speed with which technology is implemented. Seven out of ten survey respondents (72.0 percent) disagree or strongly disagree that "needed technology is implemented in a timely manner."

Survey Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The police department makes effective use of technology to enhance performance.	24.8%	32.2%	15.1%	25.1%	2.8%
The police department makes effective use of technology to reduce paperwork requirements.	29.9%	31.6%	13.4%	23.1%	2.0%
Needed technology is implemented in a timely manner.	35.3%	36.7%	14.3%	12.6%	1.1%
Appropriate training is provided on how to make effective use of available technology.	20.4%	30.9%	15.5%	31.4%	1.8%
The police department's technology infrastructure is well maintained.	20.6%	26.9%	24.3%	25.4%	2.8%

Computers

Employee perspectives are mixed with regard to whether they have sufficient access to computers. About three out of five survey respondents (58.1 percent) agree or strongly agree that they have sufficient access to computers to perform their job responsibilities. However, one-third of the survey respondents (34.0 percent) disagree or strongly disagree that they have sufficient access to computers.

	Percent
Strongly Disagree	14.1%
Disagree	19.9%
Neutral	7.9%
Agree	49.2%
Strongly Agree	8.9%

A much higher percentage of employees assigned to the patrol (42.1 percent), homeland security and investigations (34.6 percent) and support services (37.4 percent) bureaus disagree or strongly disagree that they have adequate access to computers than staff assigned to other bureaus.

Bureau	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Office Of The Chief	0.0%	25.0%	8.3%	50.0%	16.7%
Administrative Services	1.6%	6.6%	4.9%	60.7%	26.2%
Special Services	13.0%	4.6%	10.2%	58.3%	13.9%
Patrol	16.0%	26.1%	9.5%	43.4%	5.0%
Homeland Security And Investigations	13.5%	21.1%	7.5%	48.1%	9.8%
Support Services	18.2%	19.2%	3.0%	52.5%	7.1%

INTERNAL SUPPORT SERVICES

Employee satisfaction with the quality of internal support services is mixed for most services. Survey results relating to services provided by personnel and development, financial and contract management, police technology and technical support, planning and crime analysis, quartermaster, fleet assets, dispatch, direct entry, crime scene response, detention services, records, legal services, property, auto pound, and facilities management are presented in this section.

Personnel And Development

Perspectives relating to the personnel and development unit are evenly split. Roughly a third of the survey respondents are satisfied with the timeliness of assistance, quality of assistance, and knowledge of employees while roughly a third are dissatisfied. About half of the survey respondents (47.7 percent) are satisfied with the friendliness of employees but slightly less than a quarter (24.4 percent) are dissatisfied.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	10.3%	26.7%	27.4%	31.5%	4.1%
Quality of assistance	9.3%	23.8%	28.6%	33.6%	4.7%
Knowledge of employees	9.9%	23.7%	29.8%	31.5%	5.1%
Friendliness of employees	7.6%	16.8%	27.9%	40.4%	7.3%

Financial And Contract Management

Perspectives relating to the financial and contract management unit are also mixed. A somewhat higher percentage of employees are dissatisfied with the timeliness of assistance (37.5 percent) and the quality of assistance (33.6 percent) than are satisfied (27.8 percent and 31.0 percent respectively). However a higher percentage of employees are satisfied with the knowledge of employees (32.2 percent) and their friendliness (41.0 percent) than are dissatisfied (29.0 percent and 22.7 percent respectively).

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	13.8%	23.7%	34.7%	22.9%	4.9%
Quality of assistance	11.2%	22.4%	35.4%	25.9%	5.1%
Knowledge of employees	10.5%	18.5%	38.8%	26.3%	5.9%
Friendliness of employees	8.3%	14.4%	36.3%	34.3%	6.7%

Police Technology And Technical Support

While employee perspectives relating to the police technology and technical support unit are mixed a much higher percentage of employees are satisfied with these services than are dissatisfied. The difference in the percentage of employees who are satisfied and dissatisfied is 24.0 percentage points for quality of assistance, 34.8 percentage points for knowledge of employees and 46.9 percentage points for friendliness of employees. The gap (8.1 percent) between the percentage of employees who are satisfied (42.7 percent) and those who are dissatisfied (34.6 percent) is smallest for the timeliness of assistance.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	11.3%	23.3%	22.7%	36.7%	6.0%
Quality of assistance	7.2%	17.8%	26.0%	40.3%	8.7%
Knowledge of employees	6.3%	14.2%	24.1%	43.9%	11.4%
Friendliness of employees	5.5%	9.8%	22.5%	49.2%	13.0%

Planning And Crime Analysis

While employee perspectives relating to the planning and crime analysis unit are mixed, relatively more employees are satisfied with these services than are dissatisfied. The percentage of employees who are satisfied ranges from a low of 35.0 percent (for timeliness of assistance) to a high of 44.2 percent (for friendliness of employees). Likewise, levels of dissatisfaction range from a low of 15.2 percent (for friendliness of employees) to a high of 25.0 percent (for timeliness of assistance).

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	11.4%	13.6%	40.0%	29.8%	5.2%
Quality of assistance	10.8%	12.2%	40.0%	30.7%	6.3%
Knowledge of employees	7.6%	12.1%	38.7%	34.2%	7.4%
Friendliness of employees	7.3%	7.9%	40.6%	36.1%	8.1%

Quartermaster

Employees are generally quite satisfied with the level of services they receive from the quartermaster unit. The percentage of employees who are satisfied approaches or exceeds 75 percent for each dimension of service addressed by the employee survey.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	4.6%	8.3%	13.6%	53.9%	19.6%
Quality of assistance	3.5%	8.7%	12.7%	54.9%	20.2%
Knowledge of employees	3.5%	8.1%	13.4%	53.4%	21.6%
Friendliness of employees	5.3%	7.6%	13.2%	46.5%	27.4%

Fleet Assets

Employee perspectives relating to the services provided by fleet asset are mixed. Roughly the same percentage of employees are satisfied as dissatisfied with the timeliness and quality of assistance provided. However, significantly more employees are satisfied than dissatisfied with regard to the knowledge and friendliness of employees.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	11.6%	21.5%	33.5%	30.0%	3.4%
Quality of assistance	9.9%	21.1%	33.5%	31.2%	4.3%
Knowledge of employees	9.1%	13.6%	38.0%	33.9%	5.4%
Friendliness of employees	5.3%	11.5%	37.7%	38.2%	7.3%

Dispatch

While a not insignificant level of dissatisfaction exists, most employees are satisfied with the dispatch services they receive. Roughly three out of five survey respondents are satisfied with the timeliness of assistance, quality of assistance, knowledge of employees and friendliness of employees. Only about one out of five employees are dissatisfied with services on each of these dimensions.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	5.7%	16.1%	17.0%	51.6%	9.6%
Quality of assistance	6.3%	14.8%	17.6%	50.8%	10.5%
Knowledge of employees	6.5%	16.2%	20.1%	47.5%	9.7%
Friendliness of employees	7.7%	15.1%	20.2%	46.1%	10.9%

Direct Entry

Like many of the other support services, perspectives relating to the direct entry function are also mixed. While levels of dissatisfaction are not low, a significantly higher percentage of employees are satisfied than are dissatisfied with the quality of assistance, the knowledge of employees and the friendliness of employees. Roughly the same percentage of employees are dissatisfied with the timeliness of assistance (40.5 percent) as are satisfied (39.1 percent).

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	15.1%	25.4%	20.4%	33.3%	5.8%
Quality of assistance	10.1%	19.6%	20.7%	41.1%	8.5%
Knowledge of employees	11.4%	18.2%	23.9%	37.7%	8.8%
Friendliness of employees	8.2%	11.5%	25.5%	44.2%	10.6%

Crime Scene Response

Overall satisfaction with the services provided by the crime scene response unit is high on all dimensions of service covered by the employee survey. Moreover, for only one dimension of service – timeliness of assistance – are levels of dissatisfaction significantly greater than 10 percent.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	7.9%	15.9%	17.3%	49.0%	9.9%
Quality of assistance	3.8%	6.5%	18.5%	53.7%	17.5%
Knowledge of employees	3.3%	6.3%	16.4%	53.3%	20.7%
Friendliness of employees	3.8%	7.4%	21.2%	51.6%	16.0%

Detention Services

Employee perceptions relating to detention services are mixed. The percentage of employees who are satisfied with various dimensions of service range from a low of 40.7 percent (for friendliness of employees) to a high of 48.7 percent (for knowledge of employees). Likewise, the percentage of employees who are dissatisfied ranges from a low of 24.9 percent (for knowledge of employees) to a high of 35.4 percent (for friendliness of employees).

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	11.9%	17.5%	26.6%	37.8%	6.2%
Quality of assistance	11.7%	15.4%	28.0%	37.8%	7.1%
Knowledge of employees	9.2%	15.7%	26.4%	39.2%	9.5%
Friendliness of employees	19.0%	16.4%	23.9%	33.0%	7.7%

Records

Employees are generally satisfied with the services they receive from the records unit. More than half the survey respondents are satisfied with the unit's performance on each of the four dimensions of service addressed in the employee survey. In addition, for none of the four dimensions of services do levels of dissatisfaction exceed 15 percent.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	4.6%	9.0%	31.3%	50.0%	5.1%
Quality of assistance	4.6%	8.2%	31.0%	50.6%	5.6%
Knowledge of employees	5.0%	8.5%	31.5%	49.1%	5.9%
Friendliness of employees	4.1%	8.7%	31.5%	46.1%	9.6%

Legal Services

Employee perceptions relating to legal services are mixed. While more than 40 percent of the survey respondents are satisfied with the timeliness of assistance, quality of assistance, and knowledge of employees more than 22 percent are dissatisfied with the unit's performance on these dimensions.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	10.1%	16.4%	31.2%	38.3%	4.0%
Quality of assistance	9.0%	17.0%	30.7%	39.3%	4.0%
Knowledge of employees	8.7%	14.0%	32.4%	41.1%	3.8%
Friendliness of employees	7.6%	10.6%	32.9%	43.7%	5.2%

Property

Property services are generally well regarded by department employees. Roughly two-thirds of the survey respondents are satisfied with property services on each dimension of service addressed by the employee survey and fewer than 13 percent are dissatisfied with performance on any service dimension.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	3.7%	9.0%	21.9%	56.8%	8.6%
Quality of assistance	4.0%	7.7%	20.8%	59.0%	8.5%
Knowledge of employees	4.0%	7.6%	21.1%	57.1%	10.2%
Friendliness of employees	3.8%	9.2%	20.7%	52.2%	14.1%

Auto Pound

Employee perspectives relating to the auto pound are mixed. While approximately half of the survey respondents are satisfied with auto pound services on each dimension of service addressed by the survey close to 20 percent are dissatisfied.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	9.7%	15.0%	27.0%	43.1%	5.2%
Quality of assistance	8.1%	12.7%	28.2%	46.1%	4.9%
Knowledge of employees	8.0%	11.5%	29.9%	45.6%	5.0%
Friendliness of employees	6.8%	10.5%	30.5%	46.5%	5.7%

Facilities Management

With the exception of the service dimension relating to friendliness (for which a much higher percentage of employees are satisfied than dissatisfied), perspectives relating to facilities management services are fairly evenly divided. Almost the same percentage of employees are satisfied with the timeliness of assistance received (34.0 percent) as are dissatisfied (31.4 percent). The gap between the percentage of respondents who are satisfied with the quality of assistance received (7.5 percent) and the knowledge of employees (15.6 percent) is only somewhat greater.

Survey Item	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Timeliness of assistance	10.2%	21.2%	34.6%	30.9%	3.1%
Quality of assistance	10.1%	17.6%	37.1%	31.3%	3.9%
Knowledge of employees	7.4%	14.2%	41.1%	32.9%	4.3%
Friendliness of employees	6.1%	10.1%	40.8%	37.8%	5.2%