

155385



LONG BEACH POLICE DEPARTMENT STRATEGIC PLAN

EMPLOYEE PERSPECTIVES REPORT

How Police Department Employees Feel

155385

U.S. Department of Justice
National Institute of Justice

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*A Cooperative Effort of the
Long Beach Police Department
and the Office of the City Auditor*

February, 1994



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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

In the fall of 1992 the Long Beach Police Department initiated the development of a strategic plan. The purpose of this plan is to identify the current issues and potential future challenges facing the Department and to develop strategies for meeting these issues and challenges.

The approach used to develop the strategic plan includes two major phases: issue identification and strategy development. During the issue identification phase information is collected from numerous sources including the Department's customers; employees; stakeholders including the City Council and Mayor; previous studies and reports; and through an overview of current operations. This information is used to identify the Department's strengths, constraints or weaknesses, future threats, and future opportunities. From this, a series of strategic issues facing the Department is generated.

During the strategy development phase, the mission and future vision of the Department are refined. Strategic issues identified are discussed and their priority determined based on the impact on the Department's mission and future vision. Numerous alternative strategies for addressing each issue are developed. Those strategies with the greatest likelihood of contributing to the Department's mission are selected, and action plans developed for their implementation.

Once implemented, the strategic plan should become a dynamic way of doing business rather than a static document. Strategies implemented should be routinely reviewed to determine if they are resulting in the desired outcomes. Strategies should be adjusted or completely modified if results fall short of desired outcomes

The Department's employees are an important source of information for identifying strategic issues. To identify employee opinions and attitudes we developed and administered an employee survey. Seventy-three percent (815) of the Department's employees completed the survey questionnaire. These questionnaires were compiled and analyzed. The following sections summarize the responses.

Work Environment

Employee productivity can be substantially affected by the environment in which they perform their function. This includes having an adequate work space, the tools or equipment they

need, being adequately trained, being assigned an appropriate work load, receiving cooperation and assistance from others supporting their function, and the ability to complete their work free of obstacles.

The majority of Department employees responded positively regarding their equipment, training, workload, and cooperation and assistance received. However, less than a majority feel positive about the work space provided. Comments indicate the primary problem with work space is the condition of the Police Headquarters building. Numerous comments were made regarding the issues of asbestos, sewer leaks, inadequate space, poor maintenance, and dirty facilities.

While a majority (62%) of Department employees responded they have the equipment they need to do their jobs, a considerable number (27%) feel they do not have adequate equipment. Equipment employees feel is lacking includes radios, computer equipment and programs, unmarked vehicles, and supplies. Other comments expressed frustration with the age and condition of some equipment.

The employees responded most positively about being adequately trained to do their job. Only 14% do not feel they have been adequately trained, while 77% feel they are.

Only about 15% of the employees responded negatively regarding their level of workload and the level of cooperation received from other divisions of the Department. Most feel their workload is appropriate, and there is good cooperation among divisions.

Employees have mixed opinions about whether they are able to complete their work without hindrances. Approximately 35% of the employees responded positively while 40% responded negatively. Employees cite lack of equipment, unnecessary paperwork, and staffing shortages as obstacles that hinder them.

Communication

Communication is necessary in ensuring employees understand the purpose of the Department and their role in accomplishing the Department's mission. This includes employees' understanding of the Department's goals, if they feel they know what is going on in the Department, if supervisors provide adequate direction, and if job expectations and performance standards are clear.

The majority of employees believe the Department's goals have been conveyed to them. Fifty-five percent of the employees agree that the LBPD's goals and objectives have been clearly communicated to them, 22% are neutral, and 23% disagree. Of the relatively few comments offered, most related to employees believing that goals and objectives are not clearly communicated. Reasons given for breakdown in communication include the goals change too often and supervisors interpret the information dissimilarly.

Less than half the employees feel they know what is going on in the Department. Roughly 40% of the employees agree that through formal and informal channels, they know what is going on in the Department, while 26% are neutral, and one-third disagree. Numerous employees indicated that they rely on informal channels for information. Others noted that communication within the Department needs improvement and a few remarked that their division or shift is uninformed.

LBPD employees feel that their supervisors provide them adequate direction. Approximately three-quarters of the employees agree that their supervisors provide them with the direction they need to do their job, while slightly more than 10% disagree. Employee comments identified sergeants and senior officers as direction providers. In addition, a number of employees stated they feel that limited communication exists between supervisors and subordinates.

LBPD employees believe they are clear about what is expected of them. Department-wide, 85% agree that they are clear, and less than 10 percent disagree. Comments related to the statement reveal that while several employees feel they are clear about their job, others are unclear because they believe their responsibilities change frequently.

Similar to the statement relating to clarity of job responsibilities, the vast majority of employees believe they are clear about performance standards. Survey responses show that 83% agree that performance standards they must meet are clear, and less than 10% disagree. Of those providing comments, several employees indicated that they believe their standards change frequently. Others stated that they feel their standards measure productivity but not quality or effectiveness. A few noted that they do not know their performance standards.

Management Support and Fairness

Treating employees as valuable resources bolsters their devotion to work harder, and smarter, to achieve desired Department goals. Management support and fairness reflects the degree to which employees feel they are valued by Department management and are treated fairly. This

includes the belief management is concerned with their safety, values their suggestions and opinions, provides appropriate recognition and compensation, and is ensuring promotions and discipline are fair.

Most Department employees agree that the Department is genuinely concerned with officer safety. Sixty-two percent agree with the statement, 16% are neutral, and 22% disagree. Several employees commented that they believe a major safety issue is the practice of inexperienced officers training rookies. Others indicated that they feel safety is compromised using one-officer patrol cars at night. A few noted that more hand-held radios are needed to improve officer safety.

Employees are evenly split on whether they believe their suggestions and opinions are valued by the Department. Approximately one-third agree, one-third are neutral, and one-third disagree. Comments offered by some employees indicate they feel they are not listened to or their suggestions are not used.

LBPB employees feel that the Department could improve in recognizing conscientious workers. While 27% agree that competent and hard working personnel receive appropriate recognition, 49% disagree and 24% are neutral. A number of employees commented that the Department has shown major improvement in recognizing good work, and expressed optimism the new administration would improve employee recognition. Others noted that they believe favoritism is a factor in who receives recognition.

Employees have mixed opinions about whether they are paid fairly for the work they do. Thirty-six percent agree that they are paid fairly, about 15% are neutral, and slightly less than one-half disagree. Of the comments offered by employees, most indicated that they believe their wages are well below those of other agencies.

Employees also have mixed feelings about the Department's efforts to ensure promotions are fair. Roughly 40% agree with the statement, 35% are neutral, and 25% disagree. Several employees commented they believe promotions are based on criteria other than merit. They feel factors such as who you know or being a minority are used in making promotions.

The majority of employees believe the Department is making an effort to ensure employee discipline is fair, with 56% agreeing, one-quarter neutral, and 19% disagreeing. Although several employees commented that they believe discipline is not fair, others indicated that they believe there has been substantial improvement in fairness of discipline.

Motivation and Morale

Morale reflects the enthusiasm for and commitment to the organization. It provides an indication of the degree to which employees share the values of the Department. Many factors influence a worker's morale and motivation level and therefore his or her job performance level. Employee motivation and morale is measured by whether the employees feel the Department is a good place to work, if they are optimistic about increasing trust between employees and management, their view of their own work performance, and whether they believe reasonable advancement opportunities exist.

The vast majority of employees feel positive about the Department and believe it is a good place to work. Moreover, many employees have strong feelings about the Department being a good place to work. About one-third of the employees strongly agree and slightly more than one-half of the employees agree with the statement. Only 5% either disagree or strongly disagree and approximately 10% are neutral. The most frequent employee comment referred to liking the job and the Department and feeling that things are getting better. On the other hand, some employees feel that their pay is insufficient and changes in work schedule are necessary.

The majority of employees believe that there is a real possibility for increasing trust between employees and management. Survey results show that approximately 65% agree, 17% are neutral, and 18% disagree. Employee comments reveal that employees believe trust has increased as a result of the policies and practices of the new police administration. At the same time, a few noted that employee-management relations could be improved.

Most employees believe they are performing at a peak level. Eighty-three percent agree that their performance is as good as it can be, and 8% disagree. Some employees offered suggestions, which if implemented, would improve their performance. These include increased pay, additional personnel, better equipment, and proper training.

Slightly less than one-half of the employees feel there are clear advancement opportunities in the LBPD. Forty-eight percent agree that they believe there are career paths in the Department and that reasonable advancement opportunities are present, 20% are neutral, and 32% disagree. Comments indicate that several employees feel that civilians and those in some sections (e.g., communications, jail, property/evidence) have limited advancement opportunities. Additionally, some employees perceive better opportunities exist for women and minorities, and others believe that openings are filled by "favorites" of supervisors.

Customer Service and Effectiveness

Successful businesses often are those that realize providing what the customers want and delivering it well are primary measures of service quality and effectiveness. Today, people increasingly expect government to treat them as valued customers. In response, the Police Department is attempting to become more customer service oriented, stressing the importance of customer service and adopting a community-oriented policing approach.

The employee survey included several statements related to customer service. The purpose of these statements was to identify employee perspectives on how they perceive the product they provide, whether they believe the Department is committed to providing quality service, and if they believe the customers receive a high level of service.

The vast majority of Department employees responded positively to the statements related to customer service. Eighty-two percent of the employees feel the Department has the capability of reducing crime while 7% disagree.

Employees are less optimistic about the Department's capability of increasing crime clearance rates with 72% responding positively and 8% responding negatively. Employee comments indicate that increasing the number of police officers, extending the number of hours per shift, and assistance from City Hall would help reduce crime and increase clearance rates.

Additionally, 80% feel the Department is genuinely committed to customer service and about three-quarters feel the Department provides good customer service. For both questions, just 7% disagree. Comments provided indicate that a few believe the command and supervisory personnel are committed to customer service and the others are not. Also, some employees feel the Department can do better in providing good customer service.

Survey results show that the majority of the employees believe community-based policing is a Department-wide responsibility; 83% agree while only 4% disagree. A couple of employees expressed some confusion about what community-based policing is and a few indicated that only patrol is performing community policing.

Challenges and Suggested Improvements

Employees identified a variety of challenges facing the Department including:

Personnel Shortages -- Employees believe the Department needs additional personnel to positively affect crime. They feel that the Department must "Build adequate manpower to provide safety for the city and the Department," "Increase manpower -- enough people to do a caring, responsible job," and "Increase support personnel to assist in getting officers back on patrol."

Regaining the Public's Trust -- Employees identified a need for the Police Department to regain the trust of citizens. Employees characterized the challenge as "Re-establishing the public's respect and trust," "Regaining the respect this Department once had with the community and other agencies," and "Restoring trust/faith with customers currently under Sheriff's control."

Patrol Work Schedule -- Numerous employees alluded to problems arising from Patrol Bureau personnel working different work weeks. They feel the difference in work schedule results in low morale and divisiveness between 8 hour and 10 hour employees. Employees feel that a major challenge is to resolve the "Conflict between 10 hour and 8 hour police officers," and "Bridge the gap between the 8 hour and 10 hour patrol officers."

Reducing Gang Activity and Crime -- Employees indicated that gang activity and related crime is a major challenge for the Department. They proposed that a substantial amount of crime is gang-related and that a major challenge for the Department is to "Combat gangs and violence", and "Win back the streets from the thugs."

Transition Back Into North and East Long Beach -- Employees expressed concern that a high level of service be provided when the LBPD takes over in the areas of the City currently served by the LA County Sheriff. The challenge was described as "Taking over the Sheriff's patrol area and getting those citizens behind our PD," and "Being able to adequately take over the Sheriff's territory."

The employees also offered a host of recommendations for improvements, many of which closely relate to the challenges identified in the previous question.

Work Schedule Changes -- By far, the improvement most frequently suggested involves changing the work schedule of Department employees. The majority of these comments referred to reassigning patrol officers to a 4/10 schedule to better cover the work load, to boost morale, and to improve officer productivity. Several also recommended that work schedules of both Patrol and Detective Bureau personnel be changed to a 4/10

schedule. Additionally, a number of employees suggested that all Department personnel should work a 4/10 schedule.

Additional Sworn Officers -- The second most common recommendation is to hire additional sworn personnel. Reasons given for adding personnel are to help reduce crime and clear cases, to help control gang violence, and to allow officers more time to do a better job. Some employees also recommended adding more civilian personnel since their work load increases as the number of officers increase.

Training -- Another improvement often suggested by employees relates to providing on-going and additional training.

Comparison With Previous Survey

The Long Beach Police Department has experienced major changes since the appointment of William Ellis as Chief of Police in March of 1992. The morale and motivation level of the Department employees have increased substantially and employees' exhibit a high level of trust and loyalty.

We compared the results of the current employee survey with the results of a survey conducted by Police management and the Police Officers' Association in April of 1991, prior to the change of management. We conducted statistical tests of significance to determine if the results were truly different or the result of chance.

The survey results showed statistically significant improvements in six of the nine areas measured by both surveys. The most significant improvement is in the employees' perspective that employee discipline is handled fairly. Almost as significant is the improvement in the employees' perspective that the Department is genuinely concerned with officer safety.

Employees are much more optimistic today that trust between employees and management can be increased. They also feel they are more informed of what is going on in the Department.

The employees' perception that good work is appropriately recognized has improved substantially. However a large percentage still do not feel recognition is adequate. More employees also feel their work performance is at a peak level today than in the past.

**Exhibit S - 1
Average Responses to Statements
Related to Work Environment**

Statement	Department-Wide	Type of Personnel		Bureau of the Department			Years with Department			Rank of Sworn Personnel		
		Sworn Personnel	Civilian Personnel	Patrol Bureau	Detective Bureau	Administration Bureau	10 or Fewer	11 to 20 Years	21 or More Years	Officers and Corporals	Sergeants	Command Personnel
My work space is adequate, clean, attractive, and well maintained.	2.92	3.02	2.82	3.16*	2.67*	2.51*	3.12*	2.77*	2.66*	3.12*	2.61*	2.56
For the most part, I have the equipment I need to do my job.	3.38	3.35	3.45	3.48	3.20	3.22	3.23*	3.55*	3.44	3.30	3.51	3.69
I have been adequately trained to do my job.	3.81	3.80	3.79	3.82	3.73	3.86	3.73	3.86	3.88	3.80	3.78	4.00
I believe the amount of work assigned to me is appropriate.	3.63	3.74	3.57	3.78*	3.46*	3.54	3.72	3.60	3.57	3.76	3.68	3.69
I receive good cooperation from the other Bureaus and Divisions in the Department.	3.50	3.50	3.61	3.47*	3.73*	3.52	3.50	3.48	3.69	3.45	3.70	3.63
There are no obstacles that hinder me in the completion of my assignments.	2.95	2.85	3.01	2.89	2.83	2.90	2.96	2.88	2.79	2.89	2.67	2.88
5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree * = Statistically Significant Difference in Means at .05 Level												

**Exhibit S - 2
Average Responses to Statements
Related to Communications**

Statement	Department-Wide	Type of Personnel		Bureau of the Department			Years with Department			Rank of Sworn Personnel		
		Sworn Personnel	Civilian Personnel	Patrol Bureau	Detective Bureau	Administration Bureau	10 or Fewer	11 to 20 Years	21 or More Years	Officers and Corporals	Sergeants	Command Personnel
The Department's goals and objectives have been clearly communicated to me.	3.32	3.41	3.28	3.36	3.43	3.39	3.38	3.25	3.54	3.31	3.70	4.06
Through formal and informal channels, I know what is going on in the Department.	2.98	3.01	2.97	2.93	3.22	3.00	2.95*	2.9*	3.31*	2.9*	3.41*	3.56
My supervisors provide me with the direction I need to do my job.	3.73	3.74	3.68	3.66	3.72	3.85	3.77	3.60	3.57	3.80	3.57	3.27
I am clear about what is expected of me in my job.	3.89	3.87	4.00	3.83*	3.96	4.10*	3.95	3.84	3.85	3.86	4.02	3.56
I am clear about the performance standards I must meet.	3.86	3.86	3.96	3.84	3.86	4.03	3.94	3.76	3.76	3.88	3.82	3.69
5 = Strongly Agree		4 = Agree		3 = Neutral			2 = Disagree			1 = Strongly Disagree		
* = Statistically Significant Difference in Means at .05 Level												

**Exhibit S - 3
Average Responses to Statements
Related to Management Support and Fairness**

Statement	Department-Wide	Type of Personnel		Bureau of the Department			Years with Department			Rank of Sworn Personnel		
		Sworn Personnel	Civilian Personnel	Patrol Bureau	Detective Bureau	Administration Bureau	10 or Fewer	11 to 20 Years	21 or More Years	Officers and Corporals	Sergeants	Command Personnel
The Department is genuinely concerned with officer safety.	3.45	3.33	3.55	3.34	3.48	3.47	3.31*	3.17*	3.78*	3.19*	3.76*	4.19
The Department values my suggestions and opinions on improving service	2.92	2.94	2.88	2.79*	3.10*	3.15*	2.80*	2.91	3.23*	2.82*	3.36*	3.60
Competent and hard working employees receive appropriate recognition by the Department.	2.64	2.67	2.54	2.63	2.69	2.61	2.61	2.46	2.76	2.61	2.88	3.00
I am fairly paid for the work I do.	2.72	2.68	2.89	2.62*	2.86	3.00*	2.69	2.86	2.72	2.54*	3.38*	2.73
The Department is making an effort to ensure that promotions are fair.	3.00	3.19*	2.77*	3.09*	3.25*	2.78*	3.05	3.03	3.29	3.13	3.40	3.53
The Department is making an effort to ensure that employee discipline is fair.	3.35	3.63*	3.11*	3.45*	3.69*	3.09*	3.28*	3.51	3.80*	3.52*	4.05*	4.00
5 = Strongly Agree		4 = Agree		3 = Neutral			2 = Disagree			1 = Strongly Disagree		
* = Statistically Significant Difference in Means at .05 Level												

**Exhibit S - 4
Average Responses to Statements
Related to Motivation and Morale**

Statement	Department-Wide	Type of Personnel		Bureau of the Department			Years with Department			Rank of Sworn Personnel		
		Sworn Personnel	Civilian Personnel	Patrol Bureau	Detective Bureau	Administration Bureau	10 or Fewer	11 to 20 Years	21 or More Years	Officers and Corporals	Sergeants	Command Personnel
I feel positive about the LBPD and believe it is a good place to work.	4.08	4.16	4.00	4.11	4.19	4.00	4.08	4.03	4.28	4.11	4.33	4.38
Presently, there is a real possibility of increasing trust between employees and management.	3.55	3.88*	3.26*	3.71*	3.90*	3.39*	3.58*	3.75	3.99*	3.78*	4.26*	4.31
My work performance is as good as it can be at the present time.	3.96	3.90	3.97	3.90	3.94	4.04	3.84	4.04	3.94	3.85	4.12	4.00
I believe there are career paths in the Department and that reasonable advancement opportunities are present.	3.06	3.42*	2.61*	3.21*	3.20*	2.75*	3.18*	2.89*	3.27*	3.43	3.43	3.20

5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree
 * = Statistically Significant Difference in Means at .05 Level

Exhibit S - 5
Average Responses to Statements
Related to Customer Service and Effectiveness

Statement	Department-Wide	Type of Personnel		Bureau of the Department			Years with Department			Rank of Sworn Personnel		
		Sworn Personnel	Civilian Personnel	Patrol Bureau	Detective Bureau	Administration Bureau	10 or Fewer	11 to 20 Years	21 or More Years	Officers and Corporals	Sergeants	Command Personnel
The LBPD has the capability of reducing crime.	4.03	4.06	3.99	4.08	3.93	3.98	4.09	3.99	3.87	4.09	4.00	3.81
The LBPD has the capability of increasing crime clearance rates.	3.82	3.88	3.77	3.91*	3.68*	3.83	3.89	3.81	3.71	3.90	3.89	3.56
I feel the Department is genuinely committed to customer service.	3.89	3.99	3.86	3.98	3.93	3.80	3.91	3.83	4.03	3.97	4.07	4.00
I feel the Department provides good customer service.	3.84	3.93	3.82	3.92	3.85	3.79	3.94*	3.73*	3.87	3.97	3.80	3.75
I feel community-based policing is a Department-wide responsibility.	4.05	4.01	4.16	4.03	4.04	4.20	4.09	4.01	4.01	3.98	4.14	4.13
5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree * = Statistically Significant Difference in Means at .05 Level												

INTRODUCTION

INTRODUCTION

Overview of the Strategic Plan

In the fall of 1992 the Long Beach Police Department initiated the development of a strategic plan. The purpose of this plan is to identify the current issues and potential future challenges facing the Department and develop strategies for meeting these issues and challenges.

The approach used to develop the strategic plan includes two major phases: issue identification and strategy development. During the issue identification phase information is collected from numerous sources including the Department's customers; employees; stakeholders including the City Council and Mayor; previous studies and reports; and through an overview of current operations. This information is used to identify the Department's strengths, constraints or weaknesses, future threats, and future opportunities. From this, a series of strategic issues facing the Department is generated.

During the strategy development phase, the mission and future vision of the Department are refined. Strategic issues identified are discussed and their priority determined based on the impact on the Department's mission and future vision. Numerous alternative strategies for addressing each issue are developed. Those strategies with the greatest likelihood of contributing to the Department's mission are selected, and action plans developed for their implementation.

Once implemented, the strategic plan should become a dynamic way of doing business rather than a static document. Strategies implemented should be routinely reviewed to determine if they are resulting in the desired outcomes. Strategies should be adjusted or completely modified if results fall short of desired outcomes.

Employee Survey Report

The Department's employees are an important source of information for identifying strategic issues. To identify employee's opinions and attitudes about their job and their perspectives of the Department we developed and administered an employee survey. The employee survey was designed to obtain the employees perspectives in the following areas:

Work Environment -- including the conditions and tools necessary for employees to perform their function efficiently and effectively. Work environment includes having an adequate work space, the tools or equipment they need, being adequately trained, being assigned an appropriate workload, receiving cooperation and assistance from others supporting their function, and having no obstacles hindering their work.

Communication -- is necessary in ensuring employees understand the purpose of the Department and their role in accomplishing the Department's mission. It includes the degree to which employees understand the Department's goals and objectives, have knowledge of what is going on in the Department, receive direction from supervisors, and are clear about job expectations and performance standards.

Management Support and Fairness -- is the degree to which employees feel they are valued by Department management and are treated fairly. It includes their perception of management's concern for their safety; that their suggestions are valued, that they receive appropriate recognition; and that compensation, promotions, and discipline are handled fairly by management.

Motivation and Morale -- reflects the employees enthusiasm for and commitment to the Department. It provides an indication of the degree to which employees share the values of the Department. It includes whether they feel positive about the Department and believe it is a good place to work, how they feel about their personal work performance, if they are optimistic about increasing trust between employees and management, and if they see future opportunities for themselves in the Department.

Customer Service and Effectiveness -- reflects how the employees perceive the product they provide. It includes whether the employees believe the Department is committed to and provides good customer service. It also reflects whether the employees feel the Department can increase its effectiveness in reducing crime and increasing crime clearance rates.

Challenges and Suggested Improvements -- identifies the major challenges facing the Department from the employee's perspective and recommended improvements.

Survey Development and Distribution Methodology

The employee survey questionnaire was developed cooperatively by the Strategic Plan Steering Committee, the Police Officer's Association, and the staff of the City Auditor's Office. The survey cover letter was signed by both William Ellis, Chief of Police and Paul Chastain, president of the Police Officer's Association.

The survey included a total of 28 items. The first 26 items were statements employees were asked to respond to. Possible responses were strongly agree, agree, neutral, disagree, and strongly disagree. We also asked employees to provide comments related to each of the statements to explain their answers or provide more specific information.

The final two items were open-ended questions. Item 27 asked employees their opinion on the three major challenges facing the Department. Item 28 asked employees what changes they would recommend to improve the Department.

The survey also asked employees to provide background information on themselves including the Bureau and Division in which they work, their rank or job classification, the number of years with the Department, and the number of years in their current position. A copy of the survey instrument is included as Appendix I of this report.

On November 12, 1992, the survey was distributed to the entire population of 1,124 LBPD employees through the Department's mail system. Attached to each questionnaire was an envelope addressed to the City Auditor. The employees were instructed to complete the survey, enclose it in the envelope, seal the envelope, and return the survey through City inter-departmental mail or US Mail.

A total of 815 survey questionnaires were completed and returned to the City Auditor's Office, a response rate of 73%. The majority of questionnaires were returned through the Department or City mail systems. In addition, several questionnaires were received through the US Mail.

The following exhibit shows the number of surveys received by organizational unit of the Department.

**Exhibit 1
Surveys Received**

Organizational Unit	Surveys Received	Percentage
Office of the Chief of Police	9	1%
Patrol Bureau	321	39%
Detective Bureau	120	15%
Administration Bureau	100	12%
Not Specified	265	33%
Total	815	100%

Data Compilation and Analysis Methodology

The survey questionnaires were key entered into a database management program (Approach Database for Windows Version 2.02) operating on an IBM compatible personal computer. Responses to statements were converted to a five-point scale with an answer of strongly agree receiving a score of five and an answer of strongly disagree receiving a score of one. The data were verified for accuracy on a sample basis.

Data were analyzed using a statistical analysis program (Statistical Package for the Social Sciences -- SPSS for Windows Version 5.02) operating on an IBM compatible personal computer. Two types of statistical analysis were performed: frequency and descriptive statistics, and tests of significance.

The frequency and descriptive statistics include the number and percentage of each possible response to each question and measures of central tendency including the mean, mode, median; and measures of variance including standard deviation and variance. These statistics are contained in Volume I "Frequency and Descriptive Statistics" of the Statistical Appendix of this report. These statistics are provided for the Department as a whole, each organizational unit (Bureau and Division), each rank of sworn personnel (commander, sergeant, etc.) and the major classes of civilian personnel (clerk, reserve officer, security officer, etc.).

Tests of significance were conducted to determine if employee responses are significantly different for different bureaus, divisions, ranks, job classes, years with the Department, or

years in the current position. To compare two groups we used a "t" test for two independent samples. This test compares the means for the two samples and calculates the probability of the differences being the result of chance. If the probability of the differences being the result of chance is less than .05 the differences were considered statistically significant.

For cases where we needed to compare more than two groups we used a One-Way Analysis of Variance (ANOVA) to compare the means of multiple groups and the Scheffe' Multiple Comparison Procedure for pairwise comparison of means. This test also compares the means for the two samples and calculates the probability of the differences being the result of chance. If the probability of the differences being the result of chance is less than .05 the differences were considered statistically significant.

These statistics are contained in Volume II "Tests of Significance" of the Statistical Appendix to this report. This includes tests to determine if there are differences between bureaus, divisions, sworn personnel of different ranks, civilian personnel of different job classes, personnel with different number of years with the Department, and personnel with different number of years in their current positions.

Use of Exhibits

Throughout this report exhibits are used to provide information on the employees' responses to each of the questions. These exhibits are also intended to facilitate comparison of the responses to different statements and of different groups of employees. Each exhibit contains four pieces of information: the average response, standard deviation, response distribution, and total number of responses.

The average response is the arithmetic mean of all the responses in each particular category. This information is useful for comparing responses to different statements to identify which statements employees' most agree or disagree with. It is also useful in comparing the responses of different groups to identify which groups most agree or disagree with a particular statement.

The standard deviation is a measure of how similar the responses to a statement were. It provides an indication of how well the average response represents the actual responses. For example, if on a particular question all employees responded neutrally (assigned a value of three on the five point scale) the average response would be three with a standard deviation of zero. If, however, half the employees responded they strongly agree (assigned a value of five)

and half responded they strongly disagree (assigned a value of one) the average response would still be three, however the standard deviation would be two. This would indicate the average is not a good representation of the actual response.

The response distribution is shown as a histogram or bar chart displaying the responses in each category both numerically and graphically. It is important to note the scale of the charts varies from chart to chart. Therefore charts are not comparable numerically. However, each chart is proportionally the same. This allows graphic comparison of the charts for different statements or for different groups of employees.

The total number of responses is the number of employees in each designated category responding to each statement. These numbers may vary because not all employees responded to each statement. In addition, a number of employees did not complete the section of the questionnaire asking for background information. It was not possible to include these employees in any categories other than the Department-wide responses.

WORK ENVIRONMENT

WORK ENVIRONMENT

WORK ENVIRONMENT

Employee productivity can be substantially affected by the environment in which they perform their function. This includes having an adequate work space, the tools or equipment they need, being adequately trained, being assigned an appropriate work load, receiving cooperation and assistance from others supporting their function, and the ability to complete their work free of obstacles.

To identify how employees feel about their work environment we asked them to respond to the following six statements.

- My work space is adequate, clean, attractive, and well-maintained.
- For the most part, I have the equipment I need to do my job.
- I have been adequately trained to do my job.
- I believe the amount of work assigned to me is appropriate.
- I receive good cooperation from the other Bureaus and Divisions in the Department.
- There are no obstacles that hinder me in the completion of my assignments.

Possible responses were strongly agree, agree, neutral, disagree, and strongly disagree. These answers were converted to a five-point scale, with an answer of strongly agree receiving a score of five and an answer of strongly disagree receiving a score of one.

We also asked employees to provide comments related to each of the statements to explain their answers or provide more specific information.

Summary of Department-wide Responses

The majority of Department employees responded positively regarding their equipment, training, workload, and cooperation and assistance received. However, less than a majority feel positive about the work space provided. Comments made indicate the primary problem

with work space is the condition of the Police Headquarters building. Numerous comments were made regarding the issues of asbestos, sewer leaks, inadequate space, poor maintenance, and dirty facilities.

While a majority (62%) of Department employees responded they have the equipment they need to do their jobs, a considerable number (27%) feel they do not have adequate equipment. Equipment employees feel is lacking includes radios, computer equipment and programs, unmarked vehicles, and supplies. Other comments expressed frustration with the age and condition of some equipment.

The employees responded most positively about being adequately trained to do their job. Only 14% do not feel they have been adequately trained, while 77% feel they are.

Only about 15% of the employees responded negatively regarding their level of workload and the level of cooperation received from other divisions of the Department. Most feel their workload is appropriate, and there is good cooperation among divisions.

Employees have mixed opinions about whether they are able to complete their work without hindrances. Approximately 35% of the employees responded positively while 40% responded negatively. Employees cite lack of equipment, unnecessary paperwork, and staffing shortages as obstacles that hinder them.

The following exhibits summarize the Department-wide responses to each of the statements related to work environment.

Exhibit 2:

Statement	Statistics	Response Distribution
My work space is adequate, clean, attractive, and well-maintained.	Average Response 2.94 Standard Deviation 1.27	<p style="text-align: center;">Total of 804 Responses</p>
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)		

Statement	Statistics	Response Distribution
<p>For the most part, I have the equipment I need to do my job.</p>	<p>Average Response 3.38</p> <p>Standard Deviation 1.19</p>	<p>Total of 808 Responses</p>
<p>I have been adequately trained to do my job.</p>	<p>Average Response 3.81</p> <p>Standard Deviation 1.02</p>	<p>Total of 805 Responses</p>
<p>I believe the amount of work assigned to me is appropriate.</p>	<p>Average Response 3.63</p> <p>Standard Deviation 1.00</p>	<p>Total of 809 Responses</p>
<p>SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>		

Statement	Statistics	Response Distribution
I receive good cooperation from the other Bureaus and Divisions in the Department.	Average Response 3.50 Standard Deviation 1.10	<p>Total of 795 Responses</p>
There are no obstacles that hinder me in the completion of my assignments.	Average Response 2.95 Standard Deviation 1.22	<p>Total of 791 Responses</p>
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)		

The following sections provide the survey results for the area of work environment in more detail.

Adequate Work Space

While a large percentage of Department employees feel positive about their work space, a substantial percentage do not. Department-wide, 42% agree or strongly agree that their work space is adequate, clean, attractive, and well maintained. However, a nearly equal percentage, 38%, do not feel their work space is adequate. Employees that are unhappy with their work space feel strongly about its inadequacy, with 16% strongly disagreeing.

The employees working in the Police Headquarters are much more dissatisfied with their work space than those working elsewhere. The most recurring comments about work space were directed at the condition of the Police Headquarters Building. Comments included concerns about asbestos; leaking sewer pipes; cockroaches and mice, inadequate maintenance, dirty and messy workspaces, and inadequate work space. Other identified needs include better space for report writing, better and more lunch space, and newer and additional furniture. Comments regarding the police vehicles were generally positive, with statements that they are generally well maintained.

Sworn personnel feel slightly more positive about their work space, with a higher percentage (43%) responding positively and a lower percentage (34%) responding negatively. Civilian personnel feel slightly less positive about their work space, with 37% responding positively, and 40% responding negatively.

A total of 281 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
My work space is adequate, clean, attractive, and well-maintained.	Average Response 2.94	<p>Total of 804 Responses</p>	Average Response 3.02	<p>Total of 366 Responses</p>	Average Response 2.82	<p>Total of 157 Responses</p>
	Standard Deviation 1.27		Standard Deviation 1.17		Standard Deviation 1.30	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Of the three bureaus, the employees of the Patrol Bureau feel the most positive about their work space, with 48% agreeing with the statement, and 28% disagreeing. Employees of the Detective Bureau are less positive about their work space, with 34% agreeing, and 48% disagreeing. The employees of the Administration Bureau feel the least positive about their work space, with only 26% agreeing and 52% disagreeing. The difference in the responses of the Patrol Bureau employees compared to the other bureaus is statistically significant.

Exhibit 4

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
My work space is adequate, clean, attractive, and well-maintained.	Average Response 3.16	<p>Total of 318 Responses</p>	Average Response 2.67	<p>Total of 119 Responses</p>	Average Response 2.51	<p>Total of 98 Responses</p>
	Standard Deviation 1.17		Standard Deviation 1.21		Standard Deviation 1.17	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Employee opinions differ about their work space depending on the number of years with the Department. Those employees with 10 or fewer years with the Department have the most positive perspective of their workspace, with 45% responding positively and 29% responding negatively. Employees with between 11 and 20 years with the Department feel less positive about their work space, with 35% responding positively and 43% responding negatively. Employees with more than 20 years with the Department feel the least positive about the work space, with 35% responding positively, and 51% responding negatively. The difference in the responses of employees with 10 or fewer years with the Department compared to other employees is statistically significant.

YEARS WITH THE DEPARTMENT

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
My work space is adequate, clean, attractive, and well-maintained.	Average Response 3.12	<p>Total of 292 Responses</p>	Average Response 2.77	<p>Total of 145 Responses</p>	Average Response 2.66	<p>Total of 102 Responses</p>
	Standard Deviation 1.12		Standard Deviation 1.33		Standard Deviation 1.24	
<p>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>						

The level or rank within the Department is also an indicator of how employees feel about their work space. Sworn command personnel and sergeants feel less positive about their work space than do police officers and corporals. For command personnel, 31% agree their work space is adequate, with 63% disagreeing. Sergeants feel slightly more positive about their work space, with 35% agreeing and 54% disagreeing. Police officers and corporals feel much more positively about their work space, with 46% agreeing and 28% disagreeing. The difference in the responses of police officers compared to sergeants is statistically significant.

Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
My work space is adequate, clean, attractive, and well-maintained.	Average Response 3.12	<p>Total of 290 Responses</p>	Average Response 2.61	<p>Total of 57 Responses</p>	Average Response 2.56	<p>Total of 16 Responses</p>
	Standard Deviation 1.13		Standard Deviation 1.24		Standard Deviation 1.22	
<p>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>						

Sufficient Equipment

For employees to effectively perform their responsibilities they must be equipped with adequate and appropriate tools. The majority of the Department's employees feel they have the equipment they need to do their jobs. Department-wide, 62% agree or strongly agree they have needed equipment. However, 27% do not feel they have the equipment they need.

The most recurring comment about equipment referred to a shortage of hand-held radios. The radios, replacement of shoes with boots, and replacement of the Department issued 38 caliber pistols with 9mm automatics were identified as safety concerns. Other frequent comments included a shortage of unmarked vehicles; the lack of computers, programs, and other technology tools; a shortage of supplies; a need for better vehicle maintenance; and frustration with the age and condition of some equipment. Other noteworthy comments made by only one person include a desire for Civic Center Complex Security Officers to be armed; an antiquated laboratory; and a feeling the jail gets only old, unwanted equipment.

Sworn personnel feel slightly less positive about the equipment provided than civilian personnel, with 60% agreeing with the statement and 29% disagreeing, whereas 64% of civilian personnel agree and only 23% disagree.

A total of 279 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
For the most part, I have the equipment I need to do my job.	Average Response 3.38 Standard Deviation 1.19	<p>Total of 808 Responses</p>	Average Response 3.35 Standard Deviation 1.15	<p>Total of 368 Responses</p>	Average Response 3.45 Standard Deviation 1.11	<p>Total of 161 Responses</p>
	SA = Strongly Agree(5) A = Agree (4)		N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

Of the three bureaus, the employees of the Patrol Bureau feel the most positive about having the equipment they need to do their job, with 67% agreeing with the statement, and 23% disagreeing. Employees of the Detective Bureau are less positive about equipment, with 50% agreeing with the statement, and 29% disagreeing. The employees of the Administration Bureau feel the least positive about equipment. While 57% agree with the statement, the largest percentage, 33% disagree.

Exhibit 8

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
For the most part, I have the equipment I need to do my job.	Average Response 3.48	<p>Total of 321 Responses</p>	Average Response 3.20	<p>Total of 120 Responses</p>	Average Response 3.22	<p>Total of 99 Responses</p>
	Standard Deviation 1.13		Standard Deviation 1.04		Standard Deviation 1.21	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

The employees who have been with the Department the least number of years are the most dissatisfied with the equipment provided by the Department. For employees with 10 or fewer years with the Department 54% agree with the statement and 30% disagree. Employees with more than 20 years with the Department had a more positive response, with 67% agreeing and 25% disagreeing. Employees with 11 through 20 years with the Department responded most positively, with 70% agreeing and 22% disagreeing. The difference in the responses of employees with 10 or fewer years with the Department compared to employees with 11 to 20 years with the Department is statistically significant.

YEARS WITH THE DEPARTMENT

Exhibit 9

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
For the most part, I have the equipment I need to do my job.	Average Response 3.23	<p>Total of 294 Responses</p>	Average Response 3.55	<p>Total of 148 Responses</p>	Average Response 3.44	<p>Total of 102 Responses</p>
	Standard Deviation 1.18		Standard Deviation 1.11		Standard Deviation 1.08	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

The level within the Department is also an indicator of whether employees feel they have the equipment they need to do their jobs. Command personnel feel the most positive about having needed equipment, with 81% agreeing and 19% disagreeing. Sergeants also feel positive, but less so, with 70% agreeing and 25% disagreeing. Police officers and corporals feel the least positive about having needed equipment, with 58% agreeing and 29% disagreeing.

Exhibit 10 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
For the most part, I have the equipment I need to do my job.	Average Response 3.30 Standard Deviation 1.17	<p>Total of 292 Responses</p>	Average Response 3.51 Standard Deviation 1.03	<p>Total of 57 Responses</p>	Average Response 3.69 Standard Deviation 0.85	<p>Total of 16 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Adequate Training

Adequate training is necessary to ensure job effectiveness and, in some cases, the safety of the employee and public. Department-wide, 77% agree they were adequately trained to do their job. Only 14% disagree (with only 2% strongly disagreeing) and do not feel they have received adequate training.

Comments regarding training included a number of compliments to the training provided at the Academy. Additional training in self defense or weapon-less defense, the use of computers, and to qualify as expert witnesses were identified as needs. Other comments on training included making training more practical or "hands-on," improved training on equipment use, and returning to weekly training for SWAT.

There is very little difference in response between the sworn and civilian personnel. Sworn personnel are slightly more positive about their training, with 79% agreeing, and only 13% disagreeing. Civilian personnel feel slightly less positive about training, with 77% agreeing and only 14% disagreeing.

A total of 279 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I have been adequately trained to do my job.	Average Response 3.81 Standard Deviation 1.02	<p>Total of 805 Responses</p>	Average Response 3.80 Standard Deviation 0.97	<p>Total of 364 Responses</p>	Average Response 3.79 Standard Deviation 0.98	<p>Total of 162 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Among the three bureaus, the employees of the Administration Bureau feel the most positive about their training, with 81% agreeing and only 12% disagreeing (with no employees strongly disagreeing). Employees of the Patrol Bureau are also very positive about their training, with

78% agreeing and only 12% disagreeing. Employees of the Detective Bureau, while positive about their training, are less so, with 75% agreeing, and 14% disagreeing.

Exhibit 12

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I have been adequately trained to do my job.	Average Response 3.82	<p>Total of 318 Responses</p>	Average Response 3.73	<p>Total of 119 Responses</p>	Average Response 3.86	<p>Total of 99 Responses</p>
	Standard Deviation 0.94		Standard Deviation 1.07		Standard Deviation 0.92	
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

Employees with more years with the Department feel more positive about being adequately trained. Those with more than 20 years with the Department feel the most positive about the adequacy of their training, with 84% agreeing they had been adequately trained and 13% disagreeing. Employees with 11 through 20 years with the Department feel positive but slightly less so, with 81% agreeing and 12% disagreeing. Employees with fewer than 10 years with the Department feel the least adequately trained, with 73% agreeing and 14% disagreeing.

YEARS WITH THE DEPARTMENT

Exhibit 13

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I have been adequately trained to do my job.	Average Response 3.73	<p>Total of 292 Responses</p>	Average Response 3.86	<p>Total of 146 Responses</p>	Average Response 3.88	<p>Total of 101 Responses</p>
	Standard Deviation 1.00		Standard Deviation 1.04		Standard Deviation 0.98	
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

Command personnel feel slightly more positive about the adequacy of their training than do sergeants or police officers and corporals. Of the command personnel, 94% agree they have been adequately trained, with only 6% disagreeing. Sergeants feel very positive about the

adequacy of their training, with 80% agreeing and 13% disagreeing. Police officers and corporals feel similarly, with 78% agreeing and 13% disagreeing.

Exhibit 14	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Response Distribution
I have been adequately trained to do my job.	Average Response 3.80 Standard Deviation 0.96	<p>Total of 290 Responses</p>	Average Response 3.78 Standard Deviation 1.05	<p>Total of 55 Responses</p>	Average Response 4.00 Standard Deviation 0.61	<p>Total of 16 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Appropriate Workload

For employees to be successful they must be assigned a reasonable workload -- that is a workload that appropriately challenges them without overwhelming them. The majority of Department employees feel they are assigned a reasonable workload. Department-wide, 74% of the employees agree the amount of work assigned to them is appropriate, with 15% disagreeing.

Comments made regarding work load included several stating work load is too heavy and there is a shortage of people. Others stated the work load is appropriate and personnel are able to handle it. Still others feel some of the work load is "busy" work.

Sworn personnel feel more positively about their work load, with 80% agreeing the amount of work assigned is appropriate, and 11% disagreeing. Civilian personnel feel positive, but less so, with 71% agreeing and 16% disagreeing.

A total of 283 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. Analysis of their responses indicated a statistically significant difference between these employees and sworn personnel. However, they were very similar to the responses of the civilian employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I believe the amount of work assigned to me is appropriate.	Average Response 3.63 Standard Deviation 1.00	<p>Total of 809 Responses</p>	Average Response 3.74 Standard Deviation 0.85	<p>Total of 367 Responses</p>	Average Response 3.57 Standard Deviation 1.11	<p>Total of 159 Responses</p>
	SA = Strongly Agree(5) A = Agree (4)		N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

Of the three bureaus, the employees of the Patrol Bureau feel the most positive about the amount of work assigned, with 81% agreeing the amount is appropriate and 10% disagreeing. The employees of the Detective and Administration Bureaus feel less positively about the amount of work assigned. Of the employees of the Detective Bureau, 70% agree work

assigned is appropriate and 23% disagree. Of the employees of the Administration Bureau, 68% agree and 16% disagree. The difference in the responses of the Patrol Bureau employees compared to the Detective Bureau is statistically significant.

Exhibit 16

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I believe the amount of work assigned to me is appropriate.	Average Response 3.78	<p>Total of 319 Responses</p>	Average Response 3.46	<p>Total of 120 Responses</p>	Average Response 3.54	<p>Total of 98 Responses</p>
	Standard Deviation 0.87		Standard Deviation 1.03		Standard Deviation 1.07	
<p>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>						

Employees with 10 or fewer years with the Department feel slightly more positive about the level of work load assigned to them, with 78% agreeing the amount of work assigned is appropriate, and 11% disagreeing. Employees with 11 through 20 years with the Department feel the least positive about work load, with 73% agreeing and 19% disagreeing. For employees with more than 20 years, 74% agree and 16% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 17

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I believe the amount of work assigned to me is appropriate.	Average Response 3.72	<p>Total of 293 Responses</p>	Average Response 3.60	<p>Total of 148 Responses</p>	Average Response 3.57	<p>Total of 101 Responses</p>
	Standard Deviation 0.90		Standard Deviation 1.03		Standard Deviation 0.98	
<p>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>						

Police officers and corporals feel more positive about their work load than higher ranks, with 81% agreeing their work load is appropriate, and 11% disagreeing. Command personnel feel slightly less positive about their work load, with 81% agreeing their work load is appropriate and 13% disagreeing. Sergeants feel the least positive, with 79% agreeing and 14% disagreeing.

Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I believe the amount of work assigned to me is appropriate.	Average Response 3.76 Standard Deviation 0.82	<p>24 212 25 23 8</p> <p>SA A N D SD</p> <p>Total of 292 Responses</p>	Average Response 3.68 Standard Deviation 0.95	<p>3 41 4 7 1</p> <p>SA A N D SD</p> <p>Total of 56 Responses</p>	Average Response 3.69 Standard Deviation 0.68	<p>0 13 1 2 0</p> <p>SA A N D SD</p> <p>Total of 16 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Cooperation and Assistance

Often employees must rely on individuals in other bureaus or divisions to accomplish their function or task. The degree of cooperation received from these individuals can substantially impact employee effectiveness. The majority of employees of the Police Department believe they receive good cooperation from the other bureaus and divisions in the Department. Department-wide, 61% of the employees agree they receive good cooperation and 16% disagree.

Employee comments indicated cooperation could be better, that heavy work load often makes effective communication difficult, and that often cooperation requires intervention at the Deputy Chief level.

Civilian personnel feel slightly more positive about intra-Department cooperation with 66% agreeing they receive good cooperation and 15% disagreeing. Sworn personnel feel slightly less positive, with 62% agreeing and 15% disagreeing.

A total of 275 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 19

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I receive good cooperation from the other Bureaus and Divisions in the Department.	Average Response 3.50 Standard Deviation 1.10	<p>Total of 795 Responses</p>	Average Response 3.50 Standard Deviation 0.97	<p>Total of 365 Responses</p>	Average Response 3.61 Standard Deviation 1.22	<p>Total of 155 Responses</p>
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Of the three bureaus, the employees of the Detective Bureau feel most positive about the cooperation they receive from other bureaus and divisions with 71% agreeing they receive

good cooperation and 7% disagreeing. The employees of the Administration Bureau feel slightly less positive with 67% agreeing and 15% disagreeing. The employees of the Patrol Bureau feel the least positive with 60% agreeing and 18% disagreeing. The difference in the responses of the Patrol Bureau employees compared to the Detective Bureau is statistically significant.

Exhibit 20

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I receive good cooperation from the other Bureaus and Divisions in the Department.	Average Response 3.47	<p>Total of 315 Responses</p>	Average Response 3.73	<p>Total of 119 Responses</p>	Average Response 3.52	<p>Total of 96 Responses</p>
	Standard Deviation 1.10		Standard Deviation 0.79		Standard Deviation 1.16	
		SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)	SD = Strongly Disagree(1)		

A breakdown of the responses by years with the LBPD shows that those with over 20 years feel more strongly that they receive good cooperation from others in the Department compared to employees with 20 years or less. Approximately three-quarters of the employees with more than 20 years with the Department agree with the statement, 15% are neutral, and 10% disagree. In contrast, of employees with 10 years or less and those with 11 through 20 years, about 60% agree, one-quarter are neutral, and 15% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 21

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I receive good cooperation from the other Bureaus and Divisions in the Department.	Average Response 3.50	<p>Total of 284 Responses</p>	Average Response 3.48	<p>Total of 148 Responses</p>	Average Response 3.69	<p>Total of 102 Responses</p>
	Standard Deviation 1.11		Standard Deviation 1.01		Standard Deviation 0.85	
		SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)	SD = Strongly Disagree(1)		

Reviewing the responses by rank or level indicates that sergeants are the most positive that they receive good cooperation from other bureaus and divisions. Slightly less than three-quarters agree, 14% are neutral, and 12% disagree. Command personnel are somewhat less positive with slightly less than 70% in agreement, 19% neutral, and 13% in disagreement. Police officers and corporals are the least positive; about 60% agree, 25% are neutral, and 15% disagree.

Exhibit 22 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I receive good cooperation from the other Bureaus and Divisions in the Department.	Average Response 3.45 Standard Deviation 0.99	<p>Total of 289 Responses</p>	Average Response 3.70 Standard Deviation 0.86	<p>Total of 57 Responses</p>	Average Response 3.63 Standard Deviation 0.78	<p>Total of 16 Responses</p>
<p>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>						

Obstacles to Work Completion

Employee effectiveness can be substantially hindered by obstacles. Employees perspectives varied in response to the statement "There are no obstacles that hinder me in the completion of my assignments." Department-wide, about 35% responded positively, one-quarter are neutral, and 40% responded negatively.

Employees identified several obstacles they believe hinder them in the completion of their assignments. A number commented that lack of equipment is a hindrance, while others indicated that redundant paperwork is an obstacle. A few noted that they have difficulty completing their work due to a shortage of personnel.

Civilian personnel are somewhat more positive than sworn personnel that there are no obstacles hindering them. Thirty-seven percent of civilian personnel agree with the statement, 28% are neutral, and 35% disagree, whereas 33% of sworn personnel agree, 21% are neutral, and 46% disagree.

A total of 276 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 23

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
There are no obstacles that hinder me in the completion of my assignments.	Average Response 2.95	<p>300 200 100 0</p> <p>SA A N D SD</p> <p>Total of 791 Responses</p>	Average Response 2.85	<p>150 100 50 0</p> <p>SA A N D SD</p> <p>Total of 361 Responses</p>	Average Response 3.01	<p>60 40 20 0</p> <p>SA A N D SD</p> <p>Total of 154 Responses</p>
	Standard Deviation 1.22		Standard Deviation 1.16		Standard Deviation 1.25	
	SA = Strongly Agree(5)	A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Responses by bureau show minor differences of opinion. Of the Administration Bureau personnel, 35% agree, 21% are neutral, and 44% disagree; of the Detective Bureau personnel,

35% agree, 17% are neutral, and 48% disagree; and of the Patrol Bureau personnel, one-third agree, slightly more than one-quarter are neutral, and 41% disagree.

Exhibit 24

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU				
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution			
There are no obstacles that hinder me in the completion of my assignments.	Average Response 2.89	<p>Total of 313 Responses</p>	Average Response 2.83	<p>Total of 117 Responses</p>	Average Response 2.90	<p>Total of 97 Responses</p>			
	Standard Deviation 1.15		Standard Deviation 1.26		Standard Deviation 1.24				
SA = Strongly Agree(5)		A = Agree (4)		N = Neutral(3)		D = Disagree(2)		SD = Strongly Disagree(1)	

A review of the responses by years with the Department reveals that those with the least number of years with the LBPD are the most positive that there are no obstacles hindering them. Among the employees with 10 years or less, 37% agree, one-quarter are neutral, and slightly less than 40% disagree. Among those with 11 through 20 years, approximately one-third agree, 22% are neutral, and 45% disagree. And among the employees with more than 20 years with the Department, one-third agree, 18% are neutral, and slightly less than one-half disagree.

YEARS WITH THE DEPARTMENT

Exhibit 25

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS				
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution			
There are no obstacles that hinder me in the completion of my assignments.	Average Response 2.96	<p>Total of 291 Responses</p>	Average Response 2.88	<p>Total of 143 Responses</p>	Average Response 2.79	<p>Total of 100 Responses</p>			
	Standard Deviation 1.11		Standard Deviation 1.28		Standard Deviation 1.18				
SA = Strongly Agree(5)		A = Agree (4)		N = Neutral(3)		D = Disagree(2)		SD = Strongly Disagree(1)	

Command personnel and police officers and corporals are more positive that they are free to complete their work without hindrances than sergeants. Forty-four percent of command personnel agree with the statement, 6% are neutral, and one-half disagree while about one-

third of police officers and corporals agree, 24% are neutral, and 43% disagree. In comparison, roughly 30% of sergeants agree, 10% are neutral, and 60% disagree.

Exhibit 26 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
There are no obstacles that hinder me in the completion of my assignments.	Average Response 2.89 Standard Deviation 1.14	<p>Total of 288 Responses</p>	Average Response 2.67 Standard Deviation 1.24	<p>Total of 54 Responses</p>	Average Response 2.88 Standard Deviation 1.36	<p>Total of 16 Responses</p>
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

COMMUNICATION

COMMUNICATION

COMMUNICATION

COMMUNICATION

Communication is necessary in ensuring employees understand the purpose of the Department and their role in accomplishing the Department's mission. To identify how employees feel about communication within LBPB, we asked them to respond to the following statements:

- The Department's goals and objectives have been clearly communicated to me.
- Through formal and informal channels, I know what is going on in the Department.
- My supervisors provide me with the direction I need to do my job.
- I am clear about what is expected of me in my job.
- I am clear about the performance standards I must meet.

Possible responses were strongly agree, agree, neutral, disagree, and strongly disagree. These answers were converted to a five-point scale with an answer of strongly agree receiving a score of five and an answer of strongly disagree receiving an answer of one.

We also asked employees to provide comments related to each of the statements to explain their answers or to provide more specific information.

Summary of Department-wide Responses

The majority of the employees believe the Department's goals have been conveyed to them. Fifty-five percent of the employees agree that the LBPB's goals and objectives have been clearly communicated to them, 22% are neutral, and 23% disagree. Of the relatively few comments offered, most related to employees believing that goals and objectives are not clearly communicated. Reasons given for breakdown in communication include the goals change too often and supervisors interpret the information dissimilarly.

Less than one-half of the employees feel they know what is going on in the Department. Roughly 40% of the employees agree that through formal and informal channels, they know what is going on in the Department, while 26% are neutral, and one-third disagree. Numerous

employees indicated that they rely on informal channels for information. Others noted that communication within the Department needs improvement and a few remarked that their division or shift is uninformed.

LBPB employees feel that their supervisors provide them adequate direction. Approximately three-quarters of the employees agree that their supervisors provide them with the direction they need to do their job, while slightly more than 10% disagree. Employee comments identified sergeants and senior officers as direction providers. In addition, a number of employees stated they feel that limited communication exists between supervisors and subordinates.

LBPB employees believe they are clear about what is expected of them. Department-wide, 85% agree that they are clear, and less than 10 percent disagree. Comments related to the statement reveal that while several employees feel they are clear about their job, others are unclear because they believe their responsibilities change frequently.

Similar to the statement relating to clarity of job responsibilities, the vast majority of employees believe they are clear about performance standards. Survey responses show that 83% agree that performance standards they must meet are clear, and less than 10% disagree. Of those providing comments, several employees indicated that they believe their standards change frequently. Others stated that they feel their standards measure productivity but not quality or effectiveness. A few noted that they do not know their performance standards.

The following exhibits summarize the Department-wide responses to each of the statements related to communication.

Exhibit 27:

Statement	Statistics	Response Distribution
<p>The Department's goals and objectives have been clearly communicated to me.</p>	<p>Average Response 3.32</p> <p>Standard Deviation 1.09</p>	<p>Total of 798 Responses</p>
<p>Through formal and informal channels, I know what is going on in the Department.</p>	<p>Average Response 2.98</p> <p>Standard Deviation 1.15</p>	<p>Total of 798 Responses</p>
<p>My supervisors provide me with the direction I need to do my job.</p>	<p>Average Response 3.73</p> <p>Standard Deviation 1.04</p>	<p>Total of 803 Responses</p>
<p>SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>		

Statement	Statistics	Response Distribution
I am clear about what is expected of me in my job.	Average Response 3.89 Standard Deviation 0.88	<p style="text-align: center;">Total of 809 Responses</p>
I am clear about the performance standards I must meet.	Average Response 3.86 Standard Deviation 0.95	<p style="text-align: center;">Total of 801 Responses</p>
<p>SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>		

The following sections provide the survey results for the area of communications in more detail.

Communication of Goals and Objectives

A majority of the employees believe the LBPD's goals and objectives have been clearly communicated to them. Department-wide, 55% agree with the statement, 22% are neutral, and 23% disagree.

Of the comments offered, most employees stated that they do not feel goals and objectives are communicated clearly. Examples of these comments include "Too many interpretations by commanders confuse the point," and "The goals and objectives change too often to even pay attention. Officers just go with the flow."

More sworn personnel feel the Department's goals have been communicated to them than civilian personnel. Approximately 60% of sworn personnel agree, 20% are neutral, and 20% disagree, while slightly more than one-half of civilian agree, about one-quarter are neutral, and one-quarter disagree.

A total of 278 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 28

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department's goals and objectives have been clearly communicated to me.	Average Response 3.32 Standard Deviation 1.09	<p>Total of 798 Responses</p>	Average Response 3.41 Standard Deviation 0.99	<p>Total of 364 Responses</p>	Average Response 3.28 Standard Deviation 1.14	<p>Total of 156 Responses</p>
<p>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>						

Of the three bureaus, Administration and Detective Bureau personnel more strongly believe the Department's goals and objectives have been clearly communicated than Patrol Bureau personnel. Sixty percent of Administration and Detective Bureau agree, 20% are neutral, and 20% disagree. Patrol Bureau responses show 55% agree, 25% are neutral, and 20% disagree.

Exhibit 29

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department's goals and objectives have been clearly communicated to me.	Average Response 3.36	<p>Total of 313 Responses</p>	Average Response 3.43	<p>Total of 119 Responses</p>	Average Response 3.39	<p>Total of 99 Responses</p>
	Standard Deviation 1.07		Standard Deviation 0.97		Standard Deviation 1.00	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Reviewing the responses based on years with the LBPD demonstrates that employees with more than 20 years are more affirmative that the Department's goals have been communicated to them than those with 20 years or less. Of those with more than 20 years, almost 70% agree, 13% are neutral, and 18% disagree. Employees with 10 years or less with the Department are less positive; approximately 55% agree, 25% are neutral, and 20% disagree. Those with 11 through 20 years are the least positive; about one-half agree, one-quarter are neutral, and one-quarter disagree.

YEARS WITH THE DEPARTMENT

Exhibit 30

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department's goals and objectives have been clearly communicated to me.	Average Response 3.38	<p>Total of 289 Responses</p>	Average Response 3.25	<p>Total of 147 Responses</p>	Average Response 3.54	<p>Total of 100 Responses</p>
	Standard Deviation 0.99		Standard Deviation 1.08		Standard Deviation 1.06	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

A breakdown of responses by rank or level shows that the higher the employee is in the command structure, the more strongly he or she feels that the Department goals and objectives have been communicated to them. Of the command personnel responses, 100% agree with the statement. Of the sergeants' responses, 79% agree, 7% are neutral, and 14% disagree; and of the police officers' and corporals' responses, 52% agree, 27% are neutral, and 21% disagree.

Exhibit 31	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL		
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department's goals and objectives have been clearly communicated to me.	Average Response 3.31 Standard Deviation 0.99	<p>Total of 288 Responses</p>	Average Response 3.70 Standard Deviation 0.95	<p>Total of 57 Responses</p>	Average Response 4.06 Standard Deviation 0.24	<p>Total of 16 Responses</p>	
		SA = Strongly Agree(5)	A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Communication Channels

While a majority of employees feel their job responsibilities and performance standards have been communicated to them and they are provided adequate direction by supervisors, a minority believe they are informed of what takes place in the Department. In response to the statement "Through formal and informal channels, I know what is going on in the Department," slightly more than 40% agree, 26% are neutral, and one-third disagree.

Most of the comments offered related to employees feeling that communication channels need improvement. Among others, comments demonstrating this sentiment include "There is a definite lack of communication from management down to the street cop," and "Information between bureaus and divisions needs lots of improvement." Others stated that they rely on informal channels to obtain information. Examples of these comments include "I only find out what is going on through the rumor channels," and "Rumors inform us in most cases." A few stated that they are not kept well informed due to the organizational unit they work in or the shift they are assigned. Comments reflecting this perspective include "The jail is always the last to find out about anything," and "Graveyard is always the last to know what is going on in the Department."

Survey responses of sworn and civilian personnel closely correspond to Department-wide responses. Forty-one percent of sworn personnel agree that they know what is going on in the Department, 27% are neutral, and 32% disagree; 40% of civilian personnel agree, one-quarter are neutral, and 35% disagree.

A total of 279 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 32

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Through formal and informal channels, I know what is going on in the department.	Average Response 2.98 Standard Deviation 1.15	<p>Total of 798 Responses</p>	Average Response 3.01 Standard Deviation 1.11	<p>Total of 362 Responses</p>	Average Response 2.97 Standard Deviation 1.21	<p>Total of 157 Responses</p>
<i>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</i>						

Of the three bureaus, Detective Bureau personnel believe more strongly that they know what is going on in the Department compared to Administration and Patrol Bureau personnel. Almost one-half of Detective Bureau personnel agree they are informed of what occurs in the Department, 28% are neutral, and less than one-quarter disagree. In comparison, 42% of Administration Bureau personnel agree, 24% are neutral, and one-third disagree, while 37% of Patrol Bureau personnel agree, 27% are neutral, and 36% disagree.

Exhibit 33

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Through formal and informal channels, I know what is going on in the department.	Average Response 2.93 Standard Deviation 1.16	<p>Total of 313 Responses</p>	Average Response 3.22 Standard Deviation 1.09	<p>Total of 116 Responses</p>	Average Response 3.00 Standard Deviation 1.16	<p>Total of 99 Responses</p>
<i>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</i>						

Those with the greatest number of years with the LBPD believe most strongly that they know what is going on in the Department. Of those with more than 20 years with the Department, about 53% agree with the statement, 22% are neutral, and one-quarter disagree. Of those employees with 11 through 20 years, 43% agree, 17% are neutral, and 40% disagree; and of those with 10 or less years, about one-third agree, one-third are neutral, and one-third disagree. The difference in the responses of employees with over 20 years with the Department compared to other employees is statistically significant.

YEARS WITH THE DEPARTMENT

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Through formal and informal channels, I know what is going on in the department.	Average Response 2.95	<p>Total of 289 Responses</p>	Average Response 2.90	<p>Total of 145 Responses</p>	Average Response 3.31	<p>Total of 99 Responses</p>
	Standard Deviation 1.08		Standard Deviation 1.27		Standard Deviation 1.07	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

A breakdown of the responses by rank or level demonstrates that the higher an employee is in the command structure, the more strongly the employee feels they know what is going on. Responses by rank show that 69% of command personnel agree, 13% are neutral, and 18% disagree, whereas two-thirds of the sergeants agree, 10% are neutral, and 23% disagree. In comparison, 34% of police officers and corporals agree, 31% are neutral, and 35% disagree. The difference in the responses of police officers and corporals compared to sergeants is statistically significant.

Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Through formal and informal channels, I know what is going on in the department.	Average Response 2.90	<p>Total of 287 Responses</p>	Average Response 3.41	<p>Total of 56 Responses</p>	Average Response 3.56	<p>Total of 16 Responses</p>
	Standard Deviation 1.10		Standard Deviation 1.08		Standard Deviation 1.06	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Direction Provided by Supervisors

The majority of employees believe their supervisors supply them with adequate guidance. About three-quarters of the LBPD personnel agree that their supervisors provide them with the direction they need to do their job, and slightly more than 10% disagree.

Of those employees offering comments, a few indicated that they felt the sergeants and the senior officers are the direction providers. Others stated they do not believe that they receive a great deal of direction from their supervisors. Examples of these comments include "Most days I supervise myself," and "My supervisor rarely talks to me and then seems to think he's doing me a favor."

More sworn personnel believe their supervisor provides them with adequate direction compared to civilian personnel. Over three-quarters of sworn agree with the statement, 11% are neutral, and 11% disagree. In contrast, about 65% of civilian agree, 23% are neutral, and 12% disagree.

A total of 279 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 36

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
My supervisors provide me with the direction I need to do my job.	Average Response 3.73 Standard Deviation 1.04	<p>Total of 803 Responses</p>	Average Response 3.74 Standard Deviation 0.98	<p>Total of 364 Responses</p>	Average Response 3.68 Standard Deviation 1.05	<p>Total of 160 Responses</p>
		SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

A review of the responses by bureau shows fairly consistent results. Seventy-six percent of Administration Bureau personnel agree that their supervisor provides them with the direction they need to do their job and nine percent disagree; 78% of Detective Bureau personnel agree and 11% disagree; and 72% of Patrol Bureau personnel agree and 13% disagree.

Exhibit 37

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
My supervisors provide me with the direction I need to do my job.	Average Response 3.66	<p>Total of 319 Responses</p>	Average Response 3.72	<p>Total of 119 Responses</p>	Average Response 3.85	<p>Total of 97 Responses</p>
	Standard Deviation 1.04		Standard Deviation 0.91		Standard Deviation 1.09	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

A breakdown of the responses based on years with the Department shows that employees with 10 years or less more strongly believe their supervisors provide them with sufficient direction than those with over 10 years. Of the employees with 10 years or less with the Department, about three-quarters agree that they are provided with adequate direction and fewer than 10% disagree. Seventy-three percent of those with 11 through 20 years agree and 16% disagree, while 74% of those with more than 20 years agree and about 20% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 38

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
My supervisors provide me with the direction I need to do my job.	Average Response 3.77	<p>Total of 292 Responses</p>	Average Response 3.60	<p>Total of 147 Responses</p>	Average Response 3.57	<p>Total of 100 Responses</p>
	Standard Deviation 0.92		Standard Deviation 1.12		Standard Deviation 1.17	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Those lowest in the command structure more strongly feel that they are provided with the direction they need to do their job. Eighty percent of police officers and corporals agree that their supervisors give adequate guidance, and less than 10% disagree; 73% of sergeants agree and 16% disagree; and two-thirds of command personnel agree while one-third disagree.

Exhibit 39		POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution	
My supervisors provide me with the direction I need to do my job.	Average Response 3.80	<p>Total of 290 Responses</p>	Average Response 3.57	<p>Total of 56 Responses</p>	Average Response 3.27	<p>Total of 15 Responses</p>	
	Standard Deviation 0.89		Standard Deviation 1.09		Standard Deviation 1.43		
		SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)	SD = Strongly Disagree(1)			

Communication of Job Responsibilities

By far, the majority of LBPB employees believe they understand their job responsibilities. Department-wide, 85% of the employees agree that they are clear about what is expected of them, while less than 10% disagree.

Of those who provided comments, a number of employees noted that they understand their job responsibilities. At the same time, others indicated that they are unclear because their job varies from day to day.

Slightly more civilian personnel believe they are clear about their job than sworn personnel. Ninety percent of civilian personnel agree with the statement, and 7% disagree, whereas 85% of sworn personnel agree and 8% disagree.

A total of 284 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 40

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I am clear about what is expected of me in my job.	Average Response 3.89 Standard Deviation 0.88	<p>Total of 809 Responses</p>	Average Response 3.87 Standard Deviation 0.82	<p>Total of 365 Responses</p>	Average Response 4.00 Standard Deviation 0.91	<p>Total of 160 Responses</p>
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

An analysis of the responses by bureau shows that Administration Bureau personnel most strongly feel their job responsibilities have been communicated to them. Ninety-four percent agree they are clear about their job and just 2% disagree. Detective Bureau personnel feel slightly less certain that they understand their job responsibilities; 89% agree and 6% disagree. Patrol Bureau personnel feel the least certain about their duties; 82% agree and 10% disagree. The difference in the responses of the Patrol Bureau employees compared to the Administration Bureau employees is statistically significant.

Exhibit 41

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I am clear about what is expected of me in my job.	Average Response 3.83	<p>Total of 317 Responses</p>	Average Response 3.96	<p>Total of 119 Responses</p>	Average Response 4.10	<p>Total of 100 Responses</p>
	Standard Deviation 0.94		Standard Deviation 0.77		Standard Deviation 0.59	
		SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)		

Employees with 10 years or less and those with more than 20 years with the Department are somewhat more affirmative that they understand their job and what is expected of them than employees with 11 through 20 years. Of those with 10 years or less, 87% agree they are clear and 6% disagree; of those with more than 20 years, 85% agree and 8% disagree. Responses from employees with 11 through 20 years with the Department show 82% in agreement and 12% in disagreement.

YEARS WITH THE DEPARTMENT

Exhibit 42

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I am clear about what is expected of me in my job.	Average Response 3.95	<p>Total of 292 Responses</p>	Average Response 3.84	<p>Total of 148 Responses</p>	Average Response 3.85	<p>Total of 100 Responses</p>
	Standard Deviation 0.81		Standard Deviation 0.95		Standard Deviation 0.88	
		SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)		

Reviewing the responses by rank or level reveals that sergeants and police officers and corporals more strongly believe they are clear about their jobs compared to command personnel. Slightly more than 90% of sergeants agree with the statement and just 4% disagree; 85% of patrol officers and corporals agree and 8% disagree. In contrast, three-quarters of command personnel agree and one-quarter disagree.

Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I am clear about what is expected of me in my job.	Average Response 3.86 Standard Deviation 0.80	<p>Total of 290 Responses</p>	Average Response 4.02 Standard Deviation 0.78	<p>Total of 56 Responses</p>	Average Response 3.56 Standard Deviation 1.12	<p>Total of 16 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Communication of Performance Standards

Similar to the statement related to job clarity, the vast majority of employees feel their performance standards have been communicated to them. Department-wide, 83% of the LBPD employees agree that they are clear about the performance standards they must meet, and less than 10% disagree.

Several employees commented that while standards are defined, they change frequently. Examples of comments reflecting this opinion include "I'm clear most of the time, but things change daily," and "Standards are usually defined, though they often change from day to day." Additionally, some employees believe the standards measure productivity but not effectiveness. These comments include "Monthly stats do not prove how good an officer is doing," and "I stress performance over productivity." Furthermore, a few stated that their standards are not clearly defined.

There is little difference between sworn and civilian responses to this statement. Eighty-five percent of sworn personnel and 87% of civilian personnel agree they are clear about their performance standards; 8% of both sworn and civilian personnel disagree.

A total of 280 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 44

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I am clear about the performance standards I must meet.	Average Response 3.86 Standard Deviation 0.95	<p>Total of 801 Responses</p>	Average Response 3.86 Standard Deviation 0.89	<p>Total of 361 Responses</p>	Average Response 3.96 Standard Deviation 0.91	<p>Total of 160 Responses</p>
	SA = Strongly Agree(5)	A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Administration Bureau personnel more strongly believe that their performance standards have been communicated to them compared to Detective and Patrol Bureau personnel. Ninety

percent of Administration personnel agree and only 4% disagree, while 85% of Detective Bureau personnel agree and 8% disagree, and 84% of Patrol Bureau personnel agree and 10% disagree.

Exhibit 45

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I am clear about the performance standards I must meet.	Average Response 3.84	<p>Total of 317 Responses</p>	Average Response 3.86	<p>Total of 117 Responses</p>	Average Response 4.03	<p>Total of 99 Responses</p>
	Standard Deviation 0.92		Standard Deviation 0.91		Standard Deviation 0.78	
		SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2)				

A breakdown of the responses by years with the Department shows that those with the least number of years feel the most strongly that they understand their performance standards. Of those with 10 years or less, 87% agree they are clear, and 6% disagree. In comparison, of those with 11 through 20 years and those with more than 20 years, 80% agree and slightly more than 10% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 46

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I am clear about the performance standards I must meet.	Average Response 3.94	<p>Total of 289 Responses</p>	Average Response 3.76	<p>Total of 147 Responses</p>	Average Response 3.76	<p>Total of 100 Responses</p>
	Standard Deviation 0.86		Standard Deviation 0.96		Standard Deviation 0.95	
		SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2)				

The lower the employee is in the command structure, the more the employee feels clear about his or her performance standards. Eighty-six percent of police officers and corporals agree that they are clear about the performance standards they must meet, and 7% disagree; whereas 83% of sergeants agree and 9% disagree, and about 80% of command personnel agree and 20% disagree.

Exhibit 47	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics
I am clear about the performance standards I must meet.	Average Response 3.88 Standard Deviation 0.86	<p>Total of 287 Responses</p>	Average Response 3.82 Standard Deviation 0.98	<p>Total of 55 Responses</p>	Average Response 3.69 Standard Deviation 1.04	<p>Total of 16 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

MANAGEMENT SUPPORT AND FAIRNESS

**MANAGEMENT
SUPPORT**

MANAGEMENT SUPPORT AND FAIRNESS

Treating employees as valuable resources bolsters their devotion to work harder, and smarter, to achieve desired Department goals. Management support and fairness reflects the degree to which employees feel they are valued by Department management and are treated fairly. To identify how employees perceive management's support and fairness we asked them to respond to the following statements:

- The Department is genuinely concerned with officer safety.
- The Department values my suggestions and opinions on improving service.
- Competent and hard working employees receive appropriate recognition by the Department.
- I am paid fairly for the work I do.
- The Department is making an effort to ensure that promotions are fair.
- The Department is making an effort to ensure that employee discipline is fair.

Possible responses were strongly agree, agree, neutral, disagree, and strongly disagree. These answers were converted to a five-point scale, with an answer of strongly agree scored as a five and an answer of strongly disagree scored as a one.

We also asked employees to write comments related to each statement to further explain their answers.

Summary of Department-wide Responses

Most Department employees agree that the Department is genuinely concerned with officer safety. Sixty-two percent agree with the statement, 16% are neutral, and 22% disagree. Several employees commented that they believe a major safety issue is the practice of inexperienced officers training rookies. Others indicated that they feel safety is compromised

using one-officer patrol cars at night. A few noted that more hand-held radios are needed to improve officer safety.

Employees are evenly split on whether they believe their suggestions and opinions are valued by the Department. Approximately one-third agree, one-third are neutral, and one-third disagree. Comments offered by some employees indicate they feel they are not listened to or their suggestions are not used.

LBPB employees feel that the Department could improve in recognizing conscientious workers. While 27% agree that competent and hard working personnel receive appropriate recognition, 49% disagree and 24% are neutral. A number of employees commented that the Department has shown major improvement in recognizing good work, and expressed optimism the new administration would improve employee recognition. Others noted that they believe favoritism is a factor in who receives recognition.

Employees have mixed opinions about whether they are paid fairly for the work they do. Thirty-six percent agree that they are paid fairly, about 15% are neutral, and slightly less than one-half disagree. Of the comments offered by employees, most indicated that they believe their wages are well below those of other agencies.

Employees also have mixed feelings about the Department's efforts to ensure promotions are fair. Roughly 40% agree with the statement, 35% are neutral, and 25% disagree. Several employees commented they believe promotions are based on criteria other than merit. They feel factors such as who you know or being a minority are used in making promotions.

The majority of the employees believe the Department is making an effort to ensure employee discipline is fair, with 56% agreeing, one-quarter neutral, and 19% disagreeing. Although several employees commented that they believe discipline is not fair, others indicated that they believe there has been substantial improvement in fairness of discipline.

The following charts summarize the Department-wide responses to each of the statements about employee perspectives of management's support and fairness.

Exhibit 48:

Statement	Statistics	Response Distribution
<p>I am paid fairly for the work I do.</p>	<p>Average Response 2.72</p> <p>Standard Deviation 1.25</p>	<p>Total of 801 Responses</p>
<p>Competent and hard working employees receive appropriate recognition by the Department.</p>	<p>Average Response 2.64</p> <p>Standard Deviation 1.18</p>	<p>Total of 805 Responses</p>
<p>The Department is making an effort to ensure that <i>promotions are fair</i>.</p>	<p>Average Response 3.00</p> <p>Standard Deviation 1.25</p>	<p>Total of 767 Responses</p>
<p>SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>		

Statement	Statistics	Response Distribution
<p>The Department is making an effort to ensure that employee discipline is fair.</p>	<p>Average Response 3.35</p> <p>Standard Deviation 1.22</p>	<p>Total of 779 Responses</p>
<p>The Department is genuinely concerned with officer safety.</p>	<p>Average Response 3.45</p> <p>Standard Deviation 1.26</p>	<p>Total of 790 Responses</p>
<p>The Department values my suggestions and opinions on improving service.</p>	<p>Average Response 2.92</p> <p>Standard Deviation 1.21</p>	<p>Total of 782 Responses</p>
<p>SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>		

The following sections provide detailed survey results for the areas covered in management support and fairness.

Concern for Officer Safety

Most employees believe officer safety is a high priority with the Department. Sixty-two percent of the employees agree that the Department is genuinely concerned with officer safety, 16% are neutral, and 22% disagree.

Comments included some concern about the safety ramifications of some of the Department's training practices. One such concern is the practice of first year officers field training new officers. Some employees commented that field training should be conducted by officers with much more field experience. Comments also included a concern about the safety of one-officer cars at night in some areas of the City. Other safety issues noted include a lack of equipment such as hand-held radios, limits on the type of weapons officers are allowed to use, and that wearing a bullet-proof vest is not currently mandatory.

Civilian personnel are slightly more positive about the Department's concern for officer safety than sworn personnel. Approximately two-thirds of civilian personnel agree with the statement, 15% are neutral, and 18% disagree, whereas 58% of sworn personnel agree, 15% are neutral, and 27% disagree.

A total of 273 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. Analysis of their responses indicated a statistically significant difference between these employees and sworn personnel. However, they were very similar to the responses of the civilian employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department is genuinely concerned with officer safety.	Average Response 3.45 Standard Deviation 1.26	<p>Total of 790 Responses</p>	Average Response 3.33 Standard Deviation 1.21	<p>Total of 362 Responses</p>	Average Response 3.55 Standard Deviation 1.31	<p>Total of 155 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Of the three bureaus, Detective Bureau personnel feel the most positive about the Department's concern for officer safety, with 64% agreeing, 17% neutral, and 19% disagreeing. Administration Bureau employees are somewhat less positive, with 62% in agreement, 16% neutral, and 22% in disagreement. Patrol Bureau employees are the least positive, with 59% in agreement, 14% neutral, and 27% in disagreement

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department is genuinely concerned with officer safety.	Average Response 3.34	<p>Total of 315 Responses</p>	Average Response 3.48	<p>Total of 118 Responses</p>	Average Response 3.47	<p>Total of 94 Responses</p>
	Standard Deviation 1.23		Standard Deviation 1.08		Standard Deviation 1.40	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Those employees with more than 20 years with the LBPD feel substantially more positive about the Department's concern about officer safety than employees with fewer than 20 years. Eighty-one percent of employees with more than 20 years agree with the statement, 10% are neutral, and only 9% disagree. In comparison, of those with 10 years or less, 54% agree, less than 20% are neutral, and 27% disagree, and of those with 11 through 20 years with the Department, about 55% agree, 12% are neutral, and 33% disagree. The difference in the responses of employees with more than 20 years with the Department compared to the other employees is statistically significant.

YEARS WITH THE DEPARTMENT

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department is genuinely concerned with officer safety.	Average Response 3.31	<p>Total of 288 Responses</p>	Average Response 3.17	<p>Total of 144 Responses</p>	Average Response 3.78	<p>Total of 99 Responses</p>
	Standard Deviation 1.24		Standard Deviation 1.31		Standard Deviation 1.08	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

A breakdown of the responses by rank or level shows that employees higher in the command structure more strongly believe that officer safety is a Department priority. All of the command personnel agree that the LBPD is genuinely concerned with officer safety (19% strongly agree and 81% agree). Of the sergeants', about three-quarters agree, 10% are neutral, and 15% disagree. Police officers and corporals feel less positive about the Department's concern for their safety. Over one-half (52%) agree, 17% are neutral, and 31% disagree. The difference in the responses of police officers and corporals compared to sergeants is statistically significant.

Exhibit 52	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL					
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution			
	The Department is genuinely concerned with officer safety.	Average Response 3.19 Standard Deviation 1.22	<p>150 100 50 0</p> <p>24 127 48 59 30</p> <p>SA A N D SD</p> <p>Total of 288 Responses</p>	Average Response 3.76 Standard Deviation 1.12	<p>40 30 20 10 0</p> <p>9 32 6 8 0</p> <p>SA A N D SD</p> <p>Total of 55 Responses</p>	Average Response 4.19 Standard Deviation 0.39	<p>15 10 5 0</p> <p>3 13 0 0 0</p> <p>SA A N D SD</p> <p>Total of 16 Responses</p>			
	SA = Strongly Agree(5)		A = Agree (4)		N = Neutral(3)		D = Disagree(2)		SD = Strongly Disagree(1)	

Value Suggestions and Opinions

Employee opinions are mixed on whether the Department values suggestions and opinions on improving service. Approximately one-third agree the Department values suggestions for improvement, one-third are neutral, and one-third disagree. "I've submitted suggestions to management, but received no response" was one of several comments about how employees perceive the value the Department places on employee suggestions and opinions. Still others suggest they have noticed improvements in how well the Department listens to suggestions.

Sworn and civilian personnel responses were similar and closely correspond to Department-wide results. Thirty-two percent of sworn personnel agree that the LBPD values suggestions for improvements, 35% are neutral, and 33% disagree while 30% of civilian personnel agree, 38% are neutral, and 32% disagree.

A total of 271 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL				
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution			
The Department values my suggestions and opinions on improving service.	Average Response 2.92 Standard Deviation 1.21	<p>Total of 782 Responses</p>	Average Response 2.94 Standard Deviation 1.19	<p>Total of 355 Responses</p>	Average Response 2.88 Standard Deviation 1.20	<p>Total of 156 Responses</p>			
SA = Strongly Agree(5)		A = Agree (4)		N = Neutral(3)		D = Disagree(2)		SD = Strongly Disagree(1)	

Administration and Detective Bureau personnel more strongly believe the Department values their suggestions compared to Patrol Bureau personnel. Forty-two percent of Administration Bureau personnel agree with the statement, 35% are neutral, and 23% disagree, whereas 38% of Detective personnel agree, 36% are neutral, and 26% disagree. In contrast, 26% of Patrol Bureau personnel agree, 36% are neutral, and 38% disagree. The difference in the responses of the Patrol Bureau employees compared to the other bureaus is statistically significant.

Exhibit 54

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department values my suggestions and opinions on improving service.	Average Response 2.79	<p>Total of 311 Responses</p>	Average Response 3.10	<p>Total of 118 Responses</p>	Average Response 3.15	<p>Total of 95 Responses</p>
	Standard Deviation 1.19		Standard Deviation 1.09		Standard Deviation 1.22	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

A review of the responses based on years with the Department shows that employees with over 20 years more strongly believe their suggestions and opinions are valued, compared to those with 20 years or less with the Department. Of those with more than 20 years, about 45% agree, 30% are neutral, and one-quarter disagree. In comparison, of those with 11 through 20 years, 36% agree, 27% are neutral, and 37% disagree, and of those with 10 years or less, 23% agree, 44% are neutral, and one-third disagree. The difference in the responses of employees with 10 or fewer years with the Department compared to employees with more than 20 years with the Department is statistically significant.

YEARS WITH THE DEPARTMENT

Exhibit 55

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department values my suggestions and opinions on improving service.	Average Response 2.80	<p>Total of 280 Responses</p>	Average Response 2.91	<p>Total of 146 Responses</p>	Average Response 3.23	<p>Total of 100 Responses</p>
	Standard Deviation 1.14		Standard Deviation 1.23		Standard Deviation 1.17	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Similar to the statement relating to concern for safety, those higher in command structure are more positive in their belief that the Department values employee suggestions and opinions. Fifty-three percent of command personnel agree, about one-third are neutral, and 13% disagree; 56% of sergeants agree, 18% are neutral, and one-quarter disagree; and one-quarter of police officers and corporals agree, slightly less than 40% are neutral, and 35% disagree.

The difference in the responses police officers and corporals compared to sergeants is statistically significant.

Exhibit 56 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department values my suggestions and opinions on improving service.	Average Response 2.82 Standard Deviation 1.14	<p>Total of 282 Responses</p>	Average Response 3.36 Standard Deviation 1.31	<p>Total of 55 Responses</p>	Average Response 3.60 Standard Deviation 1.27	<p>Total of 15 Responses</p>
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

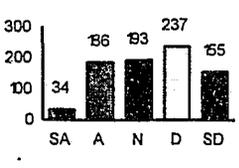
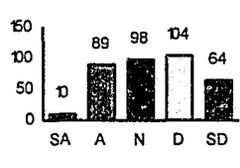
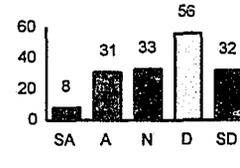
Appropriate Recognition

Employees expressed differing opinions in response to the statement "Competent and hard working employees receive appropriate recognition by the Department." Twenty-seven percent agree with the statement, 24% are neutral, and 49% disagree.

Of those providing comments, several employees noted that the Department has shown substantial improvement in recognizing good work, and they are optimistic that it will continue to improve. Some believe that the current administration is the primary cause of these improvements. On the other hand, others believe that favoritism plays a role in who receives or does not receive recognition.

Slightly more sworn personnel believe that conscientious employees receive appropriate recognition than civilian personnel. Twenty-seven percent of sworn personnel agree, 27% are neutral, and 46% disagree; while 24% of civilian personnel agree, 21% are neutral, and 55% disagree.

A total of 280 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Competent and hard working employees receive appropriate recognition by the Department.	Average Response 2.64		Average Response 2.67		Average Response 2.54	
	Standard Deviation 1.18	Total of 805 Responses	Standard Deviation 1.13	Total of 365 Responses	Standard Deviation 1.18	Total of 160 Responses
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

A review of the responses by bureau shows little difference in opinion. In all bureaus, roughly one-quarter agree that competent and hard-working employees receive appropriate recognition, one-quarter are neutral, and one-half disagree.

Exhibit 58

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Competent and hard working employees receive appropriate recognition by the Department.	Average Response 2.63	<p>Total of 319 Responses</p>	Average Response 2.69	<p>Total of 120 Responses</p>	Average Response 2.61	<p>Total of 97 Responses</p>
	Standard Deviation 1.16		Standard Deviation 1.09		Standard Deviation 1.19	
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

Employees with more than 20 years with the Department are more satisfied about the recognition they receive compared to those with less than 20 years. Thirty percent agree with the statement, 30% are neutral, and 40% disagree. Employees with 10 years or fewer with the Department are less satisfied with about one-quarter in agreement, one-quarter neutral, and one-half in disagreement. Employees with 11 through 20 years with the Department are the least satisfied about the recognition received for hard work, with one-quarter in agreement, 17% neutral, and 58% in disagreement.

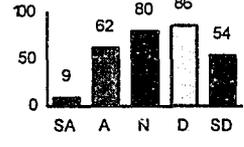
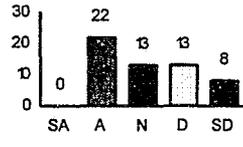
YEARS WITH THE DEPARTMENT

Exhibit 59

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Competent and hard working employees receive appropriate recognition by the Department.	Average Response 2.61	<p>Total of 289 Responses</p>	Average Response 2.46	<p>Total of 148 Responses</p>	Average Response 2.76	<p>Total of 102 Responses</p>
	Standard Deviation 1.16		Standard Deviation 1.15		Standard Deviation 1.07	
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

A breakdown of the responses by rank or level demonstrates that command personnel and sergeants are more satisfied about recognition received than police officers and corporals. About one-third of the command personnel agree, one-third are neutral, and one-third disagree, while about 40% of sergeants agree, 23% are neutral, and 37% disagree. In

comparison, about one-quarter of police officers and corporals agree, one-quarter are neutral, and one-half disagree.

Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Competent and hard working employees receive appropriate recognition by the Department.	Average Response 2.61		Average Response 2.88		Average Response 3.00	
	Standard Deviation 1.11	Total of 291 Responses	Standard Deviation 1.14	Total of 56 Responses	Standard Deviation 1.24	Total of 15 Responses
<i>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</i>						

Fair Pay

While 36% of Department employees agree that they are paid fairly for the work they do, almost one-half of the employees disagree.

Employees indicated that they believe that their pay should be more competitive with the salaries of other local police agencies. The most common comment was that the wages currently paid by the Department are well below other agencies performing the same or similar functions.

Civilian personnel feel more satisfied with their pay than sworn personnel. Forty-two percent agree that they are paid fairly for the work they do, 17% are neutral, and 41% disagree, whereas about 35% of sworn personnel agree, 15% are neutral, and one-half disagree.

A total of 281 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 61		DEPARTMENT-WIDE	SWORN PERSONNEL	CIVILIAN PERSONNEL		
Statement	Statistics	Response Distribution	Response Distribution	Response Distribution		
I am paid fairly for the work I do.	Average Response 2.72	<p>Total of 801 Responses</p>	<p>Total of 365 Responses</p>	<p>Total of 155 Responses</p>		
	Standard Deviation 1.25				Statistics	Statistics
		Average Response 2.68	Average Response 2.89	Average Response 2.89		
		Standard Deviation 1.21	Standard Deviation 1.37	Standard Deviation 1.37		
		SA = Strongly Agree(5)	A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)

Administration Bureau employees are more satisfied with their pay compared to Patrol and Detective Bureau employees. Forty-two percent of Administration Bureau personnel agree, 20% are neutral, and 38% disagree. Detective Bureau employees are slightly less satisfied, with 41% agreeing, slightly more than 10% neutral, and 47% disagreeing. Patrol Bureau employees feel the least satisfied, with 32% agreeing, 17% neutral, and 51% disagreeing.

The difference in the responses of the Patrol Bureau employees compared to the Administration Bureau is statistically significant.

Exhibit 62		PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
Statement	Statistics	Response Distribution		Statistics	Response Distribution		Statistics
I am paid fairly for the work I do.	Average Response 2.62			Average Response 2.86			Average Response 3.00
	Standard Deviation 1.25	Total of 316 Responses		Standard Deviation 1.15	Total of 119 Responses		Standard Deviation 1.31
		SA = Strongly Agree(5) A = Agree (4)		N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

A breakdown based on the number of years with the Department shows that those employees with 11 through 20 years are more satisfied with their pay compared to those with more than 20 years and those with 10 years or less. Of those with 11 through 20 years with the Department, 41% agree they are paid fairly, 14% are neutral, and 45% disagree. In comparison, about one-third of the employees with 10 years or less agree, 21% are neutral, and 46% disagree; and about 40% of those with more than 20 years agree, 5% are neutral, and 55% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 63		10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
Statement	Statistics	Response Distribution		Statistics	Response Distribution		Statistics
I am paid fairly for the work I do.	Average Response 2.69			Average Response 2.86			Average Response 2.72
	Standard Deviation 1.23	Total of 288 Responses		Standard Deviation 1.27	Total of 147 Responses		Standard Deviation 1.24
		SA = Strongly Agree(5) A = Agree (4)		N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

Sergeants are the most satisfied with their pay, with 66% agreeing with the statement, and 29% disagreeing. Command personnel feel much less satisfied, with 47% agreeing and 53% disagreeing; while police officers and corporals are the least satisfied with their pay, with

28% agreeing, and 55% disagreeing. The difference in the responses of police officers and corporals compared to sergeants is statistically significant.

Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I am paid fairly for the work I do.	Average Response 2.54 Standard Deviation 1.17	<p>Total of 291 Responses</p>	Average Response 3.38 Standard Deviation 1.19	<p>Total of 56 Responses</p>	Average Response 2.73 Standard Deviation 1.37	<p>Total of 15 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Fair Promotions

Employees have mixed opinions about whether the Department is making an effort to ensure promotions are fair. Department-wide, roughly 40% agree, 35% are neutral, and 25% disagree.

While a few employees commented that promotions are more fair now than in the past, most of the comments expressed a perception that promotions are not fair. Examples of comments offered include "I have no knowledge of such an effort. Officers are promoted regularly and civilians are not," and "Women and minorities are getting special treatment."

More sworn personnel believe the Department is making an effort to ensure fair promotions than civilian personnel. Forty-five percent of sworn personnel agree, 34% are neutral, and 21% disagree, while 26% of civilian personnel agree, 41% are neutral, and one-third disagree. The difference in the responses of civilian personnel compared to sworn personnel is statistically significant.

A total of 267 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. Analysis of their responses indicated a statistically significant difference between these employees and sworn personnel. However, they were very similar to the responses of the civilian employees.

Exhibit 65

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department is making an effort to ensure that promotions are fair.	Average Response 3.00	<p>Total of 767 Responses</p>	Average Response 3.19	<p>Total of 351 Responses</p>	Average Response 2.77	<p>Total of 149 Responses</p>
	Standard Deviation 1.25		Standard Deviation 1.19		Standard Deviation 1.28	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Detective and Patrol Bureau personnel believe more strongly that the Department is attempting to ensure fair promotions than Administration Bureau personnel. Of the Detective Bureau personnel, 44% agree with the statement, 41% are neutral, and 15% disagree; and of

the Patrol Bureau personnel, 41% agree, 34% are neutral, and one-quarter disagree. In comparison, 26% of Administration Bureau personnel agree, 39% are neutral, and 35% disagree. The difference in the responses of the Administration Bureau employees compared to the other bureaus is statistically significant.

Exhibit 66

	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department is making an effort to ensure that promotions are fair.	Average Response 3.09	<p>Total of 303 Responses</p>	Average Response 3.25	<p>Total of 114 Responses</p>	Average Response 2.78	<p>Total of 92 Responses</p>
	Standard Deviation 1.27		Standard Deviation 1.08		Standard Deviation 1.28	
		SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

A review of the responses by years with the Department shows that employees with more than 20 years are more positive that the LBPD is ensuring that promotions are fair compared to those with less years with the Department. Slightly more than one-half of employees with more than 20 years agree, 29% are neutral, and 19% disagree. Of those with 10 years or less, 35% agree, 42% are neutral, and 23% disagree. Of the employees with 11 through 20 years, 44% agree, one-quarter are neutral, and 31% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 67

	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department is making an effort to ensure that promotions are fair.	Average Response 3.05	<p>Total of 278 Responses</p>	Average Response 3.03	<p>Total of 141 Responses</p>	Average Response 3.29	<p>Total of 97 Responses</p>
	Standard Deviation 1.18		Standard Deviation 1.35		Standard Deviation 1.19	
		SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

Command personnel and sergeants more strongly believe the Department is making efforts toward fair promotions compared to police officers and corporals. Seventy-three percent of command personnel agree and 27% disagree; while 65% of sergeants agree, 15% are neutral,

and 20% disagree. In contrast, about 40% of police officers and corporals agree, 40% are neutral, and 20% disagree.

Exhibit 68 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department is making an effort to ensure that promotions are fair.	Average Response 3.13 Standard Deviation 1.14	<p>Total of 278 Responses</p>	Average Response 3.40 Standard Deviation 1.32	<p>Total of 55 Responses</p>	Average Response 3.53 Standard Deviation 1.40	<p>Total of 15 Responses</p>
<p>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>						

Fair Discipline

Department-wide, the majority of employees agree that the Department is making an effort to ensure that employee discipline is fair. Fifty-six percent of the employees agree, 25% are neutral, and 19% disagree.

Several employees commented that they perceive marked improvement in this area over the past year. Examples of these comments include "This is by far the most refreshing change this administration has made," and "There has been a big improvement in this area." At the same time, others noted that they perceive discipline as unfair. Comments describing this sentiment include "Discipline is not fair because it depends on where you work and who you are," and "No. Some people get slaps on the wrist and others get days off for something they did wrong."

Sworn personnel believe more strongly than civilian personnel that the Department is making efforts to ensure fair discipline. Nearly 70% of sworn personnel agree, 18% are neutral, and 13% disagree; while 43% of civilian personnel agree, about one-third are neutral, and one-quarter disagree. The difference in the responses of sworn personnel compared to civilian personnel is statistically significant.

A total of 269 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. Analysis of their responses indicated a statistically significant difference between these employees and sworn personnel. However, they were very similar to the responses of the civilian employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department making an effort to ensure that employee discipline is fair.	Average Response 3.35 Standard Deviation 1.22	<p>Total of 779 Responses</p>	Average Response 3.63 Standard Deviation 1.10	<p>Total of 355 Responses</p>	Average Response 3.11 Standard Deviation 1.19	<p>Total of 155 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Of the three bureaus, Detective Bureau personnel most strongly believe that the Department is attempting to ensure fair discipline. Seventy-two percent of Detective Bureau personnel agree, 22% are neutral, and 6% disagree. Patrol Bureau personnel are slightly less positive, with 61% in agreement, 22% neutral, and 17% in disagreement. Administration Bureau personnel are the least positive; 42% agree, one-third are neutral, and one-quarter disagree. The difference in the responses of the Administration Bureau employees compared to the other bureaus is statistically significant.

Exhibit 70

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The Department making an effort to ensure that employee discipline is fair.	Average Response 3.45	<p>Total of 308 Responses</p>	Average Response 3.69	<p>Total of 116 Responses</p>	Average Response 3.09	<p>Total of 97 Responses</p>
	Standard Deviation 1.19		Standard Deviation 0.98		Standard Deviation 1.20	
		SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

An analysis of the responses based on years with the Department shows that the more years the employee has with the LBPB, the more strongly the employee believes that the Department is making efforts to ensure fair discipline. Of those with more than 20 years, almost 80% agree, 15% are neutral, and 6% disagree. Of those with 11 through 20 years, about 65% agree, 20% are neutral, and 15% disagree; while of those with 10 years or less, slightly more than one-half agree, 28% are neutral, and 20% disagree. The difference in the responses of employees with 10 or fewer years with the Department compared to employees with more than 20 years with the Department is statistically significant.

YEARS WITH THE DEPARTMENT

Exhibit 71	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS				
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution		
The Department making an effort to ensure that employee discipline is fair.	Average Response	3.28	<p>Total of 282 Responses</p>	Average Response	3.51	<p>Total of 144 Responses</p>	Average Response	3.80	<p>Total of 99 Responses</p>
	Standard Deviation	1.20		Standard Deviation	1.19		Standard Deviation	0.91	
		SA = Strongly Agree(5) A = Agree (4)		N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)			

Sergeants and command personnel are more positive about their beliefs that the Department is ensuring fair discipline than police officers and corporals. Over 90% of sergeants agree with the statement, 5% are neutral, and just 4% disagree; whereas 94% of command personnel agree and 6% disagree. In comparison, 64% of police officers and corporals personnel agree, 22% are neutral, and 14% disagree. The difference in the responses of police officers and corporals compared to sergeants is statistically significant.

Exhibit 72	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL				
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution		
The Department making an effort to ensure that employee discipline is fair.	Average Response	3.52	<p>Total of 280 Responses</p>	Average Response	4.05	<p>Total of 56 Responses</p>	Average Response	4.00	<p>Total of 16 Responses</p>
	Standard Deviation	1.13		Standard Deviation	0.87		Standard Deviation	0.61	
		SA = Strongly Agree(5) A = Agree (4)		N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)			

MOTIVATION AND MORALE

MOTIVATION AND MORALE

Morale reflects the enthusiasm for and commitment to the organization. It provides an indication of the degree to which employees share the values of the Department. Many factors influence a worker's morale and motivation level and therefore his or her job performance level. To identify how employees feel in major areas affecting morale, we asked Department personnel to respond to the following four statements:

- I feel positive about the LBPD and believe it is a good place to work.
- Presently, there is a real possibility to increasing trust between employees and management.
- My work performance is as good as it can be at the present time.
- I believe there are career paths in the Department and that reasonable advancement opportunities are present.

Possible responses were strongly agree, agree, neutral, disagree, and strongly disagree. These answers were converted to a five-point scale, with an answer of strongly agree receiving a score of five and an answer of strongly disagree receiving a score of one.

We also asked employees to provide comments related to each of the statements to explain their answers or provide more specific information.

Summary of Department-Wide Responses

The vast majority of employees feel positive about the Department and believe it is a good place to work. Moreover, many employees have strong feelings about the Department being a good place to work. About one-third of the employees strongly agree and slightly more than one-half of the employees agree with the statement. Only 5% either disagree or strongly disagree and approximately 10% are neutral. The most frequent employee comment referred to liking the job and the Department and feeling that things are getting better. On the other hand, some employees feel that their pay is insufficient and changes in work schedule are necessary.

The majority of employees believe that there is a real possibility for increasing trust between employees and management. Survey results show that approximately 65% agree, 17% are neutral, and 18% disagree. Employee comments reveal that employees believe trust has increased as a result of the policies and practices of the new police administration. At the same time, a few noted that employee-management relations could be improved.

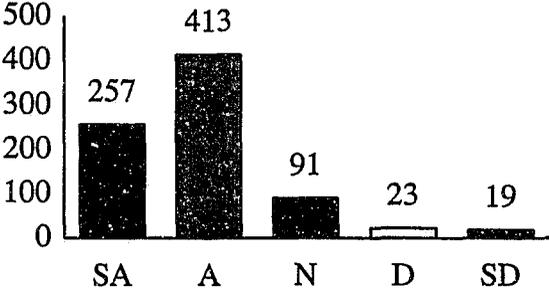
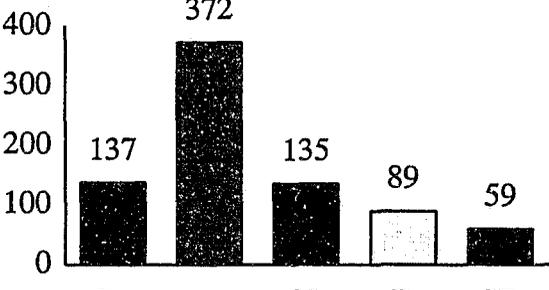
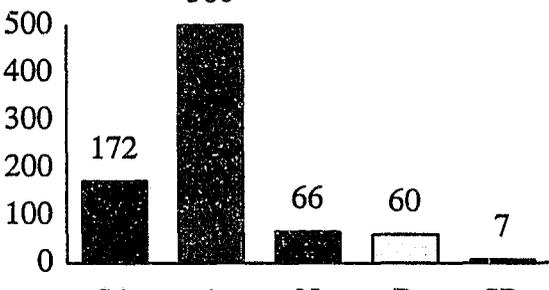
Most employees believe they are performing at a peak level. Eighty-three percent agree that their performance is as good as it can be, and 8% disagree. Some employees offered suggestions, which if implemented, would improve their performance. These include:

- Increased pay
- Additional personnel
- Better equipment
- Proper training.

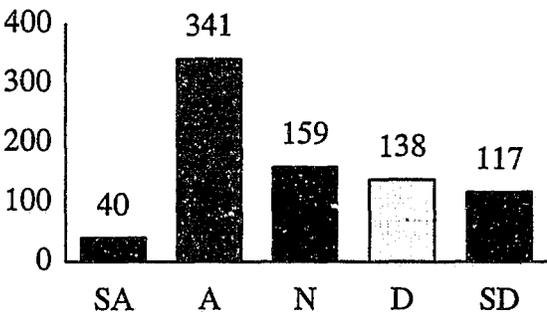
Slightly less than one-half of the employees feel there are clear advancement opportunities in the LBP. Forty-eight percent agree that they believe there are career paths in the Department and that reasonable advancement opportunities are present, 20% are neutral, and 32% disagree. Comments indicate that several employees feel that civilians and those in some sections (e.g., communications, jail, property/evidence) have limited advancement opportunities. Additionally, some employees perceive better opportunities exist for women and minorities, and others believe that openings are filled by "favorites" of supervisors.

The following table summarizes the Department-wide responses to each of the statements.

Exhibit 73:

Statement	Statistics	Response Distribution
<p>I feel positive about the LBPD and believe it is a good place to work.</p>	<p>Average Response 4.08</p> <p>Standard Deviation 0.99</p>	 <p>Total of 803 Responses</p>
<p>Presently, there is a real possibility of increasing trust between employees and management.</p>	<p>Average Response 3.55</p> <p>Standard Deviation 1.26</p>	 <p>Total of 792 Responses</p>
<p>My work performance is as good as it can be at the present time.</p>	<p>Average Response 3.96</p> <p>Standard Deviation 0.92</p>	 <p>Total of 805 Responses</p>

SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)

Statement	Statistics	Response Distribution
I believe there are career paths in the Department and that reasonable advancement opportunities are present.	Average Response 3.06 Standard Deviation 1.26	 <p style="text-align: center;">Total of 795 Responses</p>
<p>SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>		

The following sections provide the survey results for the area of motivation and morale in more detail.

LBPD as a Work Place

The vast majority of employees feel positive about the LBPD and believe it is a good place to work. Of the Department-wide responses, about 85% agree, 10% are neutral, and 5% disagree.

A number of employees stated that the LBPD is currently a good place to work. Examples of such comments include "It is a wonderful place to work and yes, things are starting to get better," and "We're on the upswing after a dark period. It'll continue getting better." On the other hand, some expressed less positive opinions including "I feel strongly that the old LBPD was a good place to work," and "I used to feel positive about the LBPD." Others noted that there is insufficient pay and the eight-hour shift is a disincentive to come to the LBPD.

Sworn personnel feel somewhat more positive about the Department compared to civilian personnel. Of the sworn personnel responses, 87% agree, 9% are neutral, and just 4% disagree; of the civilian personnel responses, 80% agree, 15% are neutral, and 5% disagree.

A total of 279 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 74

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel positive about the LBPD and believe it is a good place to work.	Average Response 4.08 Standard Deviation 0.99	<p>Total of 803 Responses</p>	Average Response 4.16 Standard Deviation 0.88	<p>Total of 365 Responses</p>	Average Response 4.00 Standard Deviation 1.03	<p>Total of 159 Responses</p>
<i>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</i>						

Responses by bureaus reveal that Detective Bureau personnel are the most positive; 89% agree that they feel positive and believe the Department is a good place to work, 8% are neutral, and about 3% disagree. Patrol Bureau personnel are slightly less positive; about 85% agree, 10%

are neutral, and 5% disagree. Administration Bureau personnel are the least positive; 81% agree, 14% are neutral, and 5% disagree.

Exhibit 75

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel positive about the LBPB and believe it is a good place to work.	Average Response 4.11	<p>SA: 103, A: 168, N: 33, D: 7, SD: 7</p>	Average Response 4.19	<p>SA: 40, A: 64, N: 9, D: 3, SD: 1</p>	Average Response 4.00	<p>SA: 28, A: 52, N: 14, D: 1, SD: 4</p>
	Standard Deviation 0.92		Standard Deviation 0.99		Standard Deviation 0.99	
		Total of 318 Responses	Total of 117 Responses		Total of 99 Responses	
		SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

A breakdown of the responses based on years with the Department shows that employees with more than 20 years are the most positive about the LBPB. Over 90% agree that they feel positive and believe the Department is a good place to work, while 6% are neutral, and only 3% disagree. Employees with 10 years or less with the Department are somewhat less positive with about 85% in agreement, 13% neutral, and 2% in disagreement. Those with 11 through 20 years with the Department are the least positive; 82% agree, 10% are neutral, and 8% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 76

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel positive about the LBPB and believe it is a good place to work.	Average Response 4.08	<p>SA: 81, A: 165, N: 37, D: 5, SD: 4</p>	Average Response 4.03	<p>SA: 48, A: 72, N: 14, D: 6, SD: 6</p>	Average Response 4.28	<p>SA: 41, A: 51, N: 6, D: 2, SD: 1</p>
	Standard Deviation 0.84		Standard Deviation 1.12		Standard Deviation 0.85	
		Total of 292 Responses	Total of 146 Responses		Total of 101 Responses	
		SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

Responses by level or rank indicate employees higher in the command structure are more positive. Ninety-four percent of command personnel agree that they feel positive and believe the Department is a good place to work and 6% are neutral. Sergeants are slightly less positive; 91% agree, 5% are neutral, and 4% disagree (of which all strongly disagree). Police

officers and corporals are the least positive; slightly more than 85% percent agree, 10% are neutral, and slightly less than 5% disagree.

Exhibit 77	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL		
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
	I feel positive about the LBPD and believe it is a good place to work.	Average Response 4.11 Standard Deviation 0.89	<p>200 150 100 50 0</p> <p>88 162 27 8 4</p> <p>SA A N D SD</p> <p>Total of 289 Responses</p>	Average Response 4.33 Standard Deviation 0.87	<p>30 20 10 0</p> <p>28 24 3 0 2</p> <p>SA A N D SD</p> <p>Total of 57 Responses</p>	Average Response 4.38 Standard Deviation 0.60	<p>8 6 4 2 0</p> <p>7 8 1 0 0</p> <p>SA A N D SD</p> <p>Total of 16 Responses</p>
			SA = Strongly Agree(5) A = Agree (4)	N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

Employee/Management Trust

The majority of the LBPD employees believe there is a real possibility to increase trust between employees and management. Department-wide, about 65% agree, 17% are neutral, and 18% disagree.

Several employees noted that trust has improved and attribute that directly to the new administration. However, a few employees indicated that practices of the previous administration still hinders improving trust. Other employees stated that the management-employee relationship still needs improvement and the eight-hour versus ten-hour shift issue needs resolution.

Sworn personnel are optimistic about the possibility of increasing trust. Seventy-eight percent agree, while 12% are neutral, and 10% disagree. Civilian personnel are less optimistic with about one-half in agreement, one-quarter neutral, and one-quarter in disagreement. The difference in the responses of sworn employees compared to civilian employees is statistically significant.

A total of 276 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. Analysis of their responses indicated a statistically significant difference between these employees and sworn personnel. However, they were very similar to the responses of the civilian employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Presently, there is a real possibility of increasing trust between employees and management.	Average Response 3.55 Standard Deviation 1.26	<p>Total of 792 Responses</p>	Average Response 3.88 Standard Deviation 1.11	<p>Total of 360 Responses</p>	Average Response 3.26 Standard Deviation 1.28	<p>Total of 156 Responses</p>
	SA = Strongly Agree(5) A = Agree (4)		N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)	

Of the three bureaus, the Detective Bureau personnel expressed the most optimism that trust between employees and management can be increased. Seventy-eight percent agree, about 15% are neutral, and 7% disagree. Patrol Bureau personnel are somewhat less optimistic; 71% agree, 13% are neutral, and 16% disagree. Administration Bureau personnel are the least optimistic; 57% agree, about 20% are neutral, and 23% disagree. The difference in the responses of the Administration Bureau employees compared to the other bureaus is statistically significant.

Exhibit 79

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Presently, there is a real possibility of increasing trust between employees and management.	Average Response 3.71	<p>Total of 313 Responses</p>	Average Response 3.90	<p>Total of 115 Responses</p>	Average Response 3.39	<p>Total of 99 Responses</p>
	Standard Deviation 1.22		Standard Deviation 1.16		Standard Deviation 1.19	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

A review of responses based on years with the Department shows that those with the highest number of years most strongly believe there is a possibility for increasing trust. Of those with more than 20 years with the Department, almost 80% agree, 11% are neutral, and 10% disagree; of those with 11 through 20 years, 73% agree, 9% are neutral, and 18% disagree; and of those with 10 years or less, 66% agree, 19% are neutral, and 15% disagree. The difference in the responses of employees with less than 10 years with the Department compared to employees with over 20 years with the Department is statistically significant.

YEARS WITH THE DEPARTMENT

Exhibit 80

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Presently, there is a real possibility of increasing trust between employees and management.	Average Response 3.58	<p>Total of 286 Responses</p>	Average Response 3.75	<p>Total of 146 Responses</p>	Average Response 3.99	<p>Total of 100 Responses</p>
	Standard Deviation 1.15		Standard Deviation 1.31		Standard Deviation 1.08	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Clearly, command personnel and sergeants believe that there is a real possibility for increasing trust. Responses from command personnel and sergeants show that about 90% agree and 5% disagree. Police officers and corporals are somewhat less optimistic with approximately 75% in agreement, 15% neutral, and 10% in disagreement. The difference in the responses of police officers and corporals compared to sergeants is statistically significant.

Exhibit 81 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
Presently, there is a real possibility of increasing trust between employees and management.	Average Response 3.78 Standard Deviation 1.14	<p>200 150 100 50 0</p> <p>54 159 38 21 12</p> <p>SA A N D SD</p> <p>Total of 284 Responses</p>	Average Response 4.26 Standard Deviation 0.78	<p>30 20 10 0</p> <p>24 27 3 3 0</p> <p>SA A N D SD</p> <p>Total of 57 Responses</p>	Average Response 4.31 Standard Deviation 0.85	<p>8 6 4 2 0</p> <p>8 6 1 1 0</p> <p>SA A N D SD</p> <p>Total of 16 Responses</p>
	SA = Strongly Agree(5)	A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Level of Work Performance

Employees believe their work performance is as good as it can be at the present time. Department-wide, 83 % agree, while 8 % disagree.

Employees offered various suggestions which would improve their performance including increased pay, additional personnel, better equipment, and proper training.

More of civilian personnel believe their performance is as good as it can be than sworn personnel. Eighty-six percent of civilian personnel agree, 8 % are neutral, and 4 % disagree. Eighty-two percent of sworn personnel agree, 8 % are neutral, and 10 % disagree.

A total of 277 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Exhibit 82

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
My work performance is as good as it can be at the present time.	Average Response 3.96 Standard Deviation 0.92	<p>Total of 805 Responses</p>	Average Response 3.90 Standard Deviation 0.89	<p>Total of 366 Responses</p>	Average Response 3.97 Standard Deviation 0.75	<p>Total of 162 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Of the three bureaus, slightly more Administration Bureau personnel believe their performance is at a peak level compared to Detective and Patrol Bureau personnel. Ninety percent of Administration Bureau personnel agree and 4 % disagree. In both the Detective and Patrol Bureau responses, more than 80 % agree and about 10 % disagree.

Exhibit 83

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU				
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution			
My work performance is as good as it can be at the present time.	Average Response 3.90	<p>Total of 319 Responses</p>	Average Response 3.94	<p>Total of 119 Responses</p>	Average Response 4.04	<p>Total of 100 Responses</p>			
	Standard Deviation 0.91		Standard Deviation 0.87		Standard Deviation 0.66				
SA = Strongly Agree(5)		A = Agree (4)		N = Neutral(3)		D = Disagree(2)		SD = Strongly Disagree(1)	

A review of the responses based on the employee's years with the Department shows that those with 11 through 20 years are the most positive about their performance level; 87% agree, and 7% disagree. Employees with more than 20 years are less positive; 85% agree and 10% disagree. Those with 10 years or less are the least positive; 80% agree and 10% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 84

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS				
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution			
My work performance is as good as it can be at the present time.	Average Response 3.84	<p>Total of 291 Responses</p>	Average Response 4.04	<p>Total of 149 Responses</p>	Average Response 3.94	<p>Total of 102 Responses</p>			
	Standard Deviation 0.93		Standard Deviation 0.78		Standard Deviation 0.84				
SA = Strongly Agree(5)		A = Agree (4)		N = Neutral(3)		D = Disagree(2)		SD = Strongly Disagree(1)	

More sergeants believe their performance is as good as it can be compared to command personnel and police officers and corporals. Over 90% of sergeants agree and 7% disagree. Responses from both command personnel and police officers and corporals show that approximately 80% agree with 6% of command personnel in disagreement and 10% of police officers and corporals in disagreement.

Exhibit 85 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
My work performance is as good as it can be at the present time.	Average Response 3.85 Standard Deviation 0.90	<p>Total of 290 Responses</p>	Average Response 4.12 Standard Deviation 0.75	<p>Total of 57 Responses</p>	Average Response 4.00 Standard Deviation 0.79	<p>Total of 16 Responses</p>
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Career Paths and Advancement Opportunities

Although a large percentage of the employees believe that there are career paths in the Department and advancement opportunities are present, a considerable percentage do not. Department-wide, 48% of the employees either strongly agree or agree that there are career paths and advancement opportunities, while 32% either disagree or strongly disagree; 20% of the employees are neutral.

Based on employee comments, civilian personnel feel they have less advancement opportunity than sworn personnel. Comments such as "Officers have career paths, civilians don't have career paths," and "There aren't career positions and advancement opportunities for most civilians," clearly display their sentiment. Additionally, employees in some sections of the Department feel they have limited opportunities. Among others, these comments included "Communications has few opportunities," and "There aren't any opportunities in the jail." Furthermore, some employees feel favoritism in various forms is used for promotions. Comments offered included "Unless you're one of the insiders, there are no career paths," and "There are more opportunities if you are a female or a minority."

A comparison of sworn and civilian personnel responses shows a substantial difference of opinion. Of the sworn responses, 61% agree, 20% are neutral, and 19% disagree; of the civilian responses, 31% agree, 21% are neutral, and 48% disagree. Of those civilian personnel who disagree over one-half strongly disagree. The difference in the responses of civilian employees compared to sworn employees is statistically significant.

A total of 279 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. Analysis of their responses indicated a statistically significant difference between these employees and sworn personnel. However, they were very similar to the responses of the civilian employees.

Exhibit 86

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I believe there are career paths in the Department and that reasonable advancement opportunities are present.	Average Response 3.06 Standard Deviation 1.26	<p>Total of 795 Responses</p>	Average Response 3.42 Standard Deviation 1.11	<p>Total of 361 Responses</p>	Average Response 2.61 Standard Deviation 1.33	<p>Total of 155 Responses</p>
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

Among the three bureaus, Detective and Patrol Bureau personnel believe more strongly that there are career paths and advancement opportunities compared to Administration Bureau personnel. About 55% of Detective Bureau personnel agree, 17% are neutral, and 28% disagree, while about one-half of Patrol Bureau personnel agree, 24% are neutral, and 26% disagree. Administration Bureau responses show that 40% agree, 16% are neutral, and 44% disagree. Again, of those who disagree over one-half strongly disagree. The difference in the responses of the Administration Bureau employees compared to the other bureaus is statistically significant.

Exhibit 87

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I believe there are career paths in the Department and that reasonable advancement opportunities are present.	Average Response 3.21 Standard Deviation 1.27	<p>Total of 313 Responses</p>	Average Response 3.20 Standard Deviation 1.14	<p>Total of 119 Responses</p>	Average Response 2.75 Standard Deviation 1.37	<p>Total of 95 Responses</p>
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

A breakdown of the responses by years with the Department shows that employees with more than 20 years and those with 10 years or less more strongly believe there are career paths and advancement opportunities compared to those with 11 through 20 years. Responses from those with more than 20 years with the Department reveal that 59% agree, 15% are neutral, and

26% disagree. Those with 10 years or less are slightly less positive; 52% agree, 21% are neutral, and 27% disagree. Responses from employees with 11 through 20 years with the Department show that about 40% agree, 23% are neutral, and 37% disagree. Slightly more than one-half of those who disagree strongly disagree. The difference in the responses of employees with 11 to 20 years with the Department compared to other employees is statistically significant.

YEARS WITH THE DEPARTMENT

Exhibit 88	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS			
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution	
I believe there are career paths in the Department and that reasonable advancement opportunities are present.	Average Response	3.18		Average Response	2.89		Average Response	3.27
	Standard Deviation	1.25		Standard Deviation	1.29		Standard Deviation	1.12
		Total of 286 Responses		Total of 146 Responses		Total of 100 Responses		
		SA = Strongly Agree(5) A = Agree (4)		N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)		

Sergeants and police officers and corporals believe more strongly that career paths and advancement opportunities are available compared to command personnel. Of the sergeants' responses, two-thirds agree, 13% are neutral, and 20% disagree. Of police officers' and corporals' responses, about 60% agree, 22% are neutral, and 18% disagree. Of the command personnel responses, 60% agree and 40% disagree.

Exhibit 89	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL			
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution	
I believe there are career paths in the Department and that reasonable advancement opportunities are present.	Average Response	3.43		Average Response	3.43		Average Response	3.20
	Standard Deviation	1.09		Standard Deviation	1.09		Standard Deviation	1.37
		Total of 287 Responses		Total of 56 Responses		Total of 15 Responses		
		SA = Strongly Agree(5) A = Agree (4)		N = Neutral(3) D = Disagree(2)		SD = Strongly Disagree(1)		

**CUSTOMER SERVICE
AND EFFECTIVENESS**

CUSTOMER SERVICE AND EFFECTIVENESS

CUSTOMER SERVICE AND EFFECTIVENESS

Successful businesses often are those that realize providing what the customers want and delivering it well are primary measures of service quality and effectiveness. Today, people increasingly expect government to treat them as valued customers. In response, the Police Department is attempting to become more customer service oriented, stressing the importance of customer service and adopting a community-oriented policing approach.

The employee survey included several statements related to customer service. The purpose of these statements was to identify employee perspectives on how they perceive the product they provide, whether they believe the Department is committed to providing quality service, and if they believe the customers receive a high level of service. Specifically, the survey asked employees to respond to the following five statements regarding customer service:

- The LBPD has the capability of reducing crime
- The LBPD has the capability of increasing crime clearance rates
- I feel the Department is genuinely committed to customer service
- I feel the Department provides good customer service
- I feel community-based policing is a Department-wide responsibility.

Possible responses to these statements were strongly agree, agree, neutral, disagree, and strongly disagree. These answers were converted to a five-point scale with strongly agree receiving a score of five and strongly disagree receiving a score of one.

We also asked employees to provide comments related to each of the statements to explain their answers or provide more specific information.

Summary of Department-Wide Responses

The vast majority of Department employees responded positively to the statements related to customer service. Eighty-two percent of the employees feel the Department has the capability of reducing crime while 7% disagree.

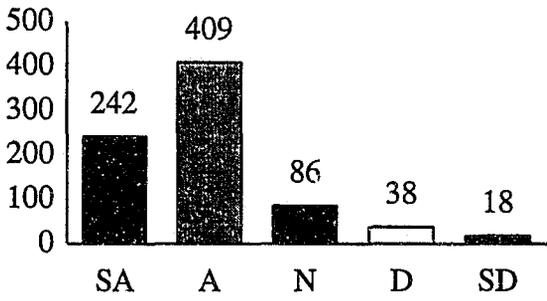
Employees are less optimistic about the Department's capability of increasing crime clearance rates with 72% responding positively and 8% responding negatively. Employee comments indicate that increasing the number of police officers, extending the number of hours per shift, and assistance from City Hall would help reduce crime and increase clearance rates.

Additionally, 80% feel the Department is genuinely committed to customer service and about three-quarters feel the Department provides good customer service. For both questions, just 7% disagree. Comments provided indicate that a few believe the command and supervisory personnel are committed to customer service and the others are not. Also, some employees feel the Department can do better in providing good customer service.

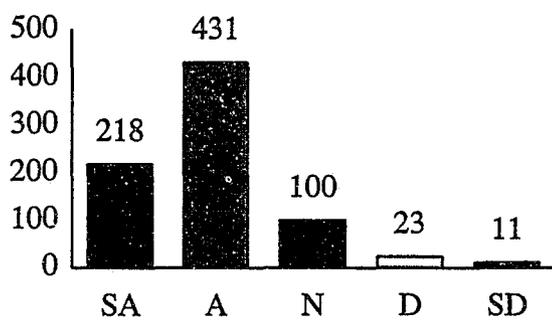
Survey results show that the majority of the employees believe community-based policing is a Department-wide responsibility; 83% agree while only 4% disagree. A couple of employees expressed some confusion about what community-based policing is and a few indicated that only patrol is performing community policing.

The table below summarizes the Department-wide responses to each of the statements.

Exhibit 90:

Statement	Statistics	Response Distribution
The LBPD has the capability of reducing crime.	Average Response 4.03 Standard Deviation 1.10	 <p style="text-align: center;">Total of 793 Responses</p>
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)		

Statement	Statistics	Response Distribution
<p>The LBPD has the capability of increasing crime clearance rates.</p>	<p>Average Response 3.82</p> <p>Standard Deviation 1.21</p>	<p>Total of 772 Responses</p>
<p>I feel the Department is genuinely committed to customer service.</p>	<p>Average Response 3.89</p> <p>Standard Deviation 0.98</p>	<p>Total of 797 Responses</p>
<p>I feel the Department provides good customer service.</p>	<p>Average Response 3.84</p> <p>Standard Deviation 0.96</p>	<p>Total of 797 Responses</p>
<p>SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>		

Statement	Statistics	Response Distribution
I feel community-based policing is a Department-wide responsibility.	Average Response 4.05 Standard Deviation 1.11	 <p style="text-align: center;">Total of 783 Responses</p>
<p>SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>		

The following sections provide the survey results for the area of customer service and effectiveness in more detail.

Capability of Reducing Crime

LBPB personnel are very optimistic about their capability of reducing crime. Eighty-two percent agree that the Department can cut down crime, and only 7% disagree.

Of those employees offering comments, several stated that the Department needs additional patrol and detective personnel. Others noted that longer shifts would help reduce crime by putting more units in the field. Also, some suggested that officers need more latitude in dealing with criminals. Furthermore, a couple of employees indicated that crime can be reduced with help from city management and from citizens.

Sworn and civilian personnel responses almost mirror that of the entire Department. Eighty-three percent of sworn and 80% of civilian responded positively, with less than 10% of both sworn and civilian responding negatively.

A total of 271 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The LBPB has the capability of reducing crime.	Average Response 4.03 Standard Deviation 1.10	<p>Total of 793 Responses</p>	Average Response 4.06 Standard Deviation 1.03	<p>Total of 363 Responses</p>	Average Response 3.99 Standard Deviation 1.01	<p>Total of 159 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Of the three Department bureaus, Administration and Patrol Bureau personnel are more optimistic than Detective Bureau personnel. Eighty-four percent of Administration Bureau personnel agree that the Department has the capability of reducing crime, and 5% percent disagree; 83% of Patrol Bureau personnel agree and 7% disagree. Of the Detective Bureau responses, 78% agree and 8% percent disagree.

Exhibit 92

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The LBPB has the capability of reducing crime.	Average Response 4.08	<p>Total of 316 Responses</p>	Average Response 3.93	<p>Total of 120 Responses</p>	Average Response 3.98	<p>Total of 97 Responses</p>
	Standard Deviation 1.04		Standard Deviation 0.87		Standard Deviation 1.04	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

While employees are positive about the Department's capability to reduce crime, survey responses show a small difference in perspectives based on the number of years of with the Department. Eighty-five percent of employees with 10 years or less of experience agree that the Department has the capability to reduce crime, with 5% in disagreement. Employees with 11 through 20 years of experience are slightly less positive with 82% agreeing and 7% disagreeing. Employees with over 20 years with the Department are the least positive; 74% agree and 13% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 93

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The LBPB has the capability of reducing crime.	Average Response 4.09	<p>Total of 289 Responses</p>	Average Response 3.99	<p>Total of 148 Responses</p>	Average Response 3.87	<p>Total of 100 Responses</p>
	Standard Deviation 1.01		Standard Deviation 0.97		Standard Deviation 1.13	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

A review of responses by level or rank within the Department also shows a slight difference in perspectives. Police officers and corporals are more positive about the Department's capability to reduce crime compared to sergeants and command personnel. Eighty-five percent of police officers and corporals agree and 7% disagree with the statement; 75% of sergeants agree and 11% disagree; and 75% of command personnel agree and 13% disagree.

Exhibit 94 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The LBPD has the capability of reducing crime.	Average Response 4.09 Standard Deviation 1.02	<p>Total of 288 Responses</p>	Average Response 4.00 Standard Deviation 1.14	<p>Total of 56 Responses</p>	Average Response 3.81 Standard Deviation 0.88	<p>Total of 16 Responses</p>
<i>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</i>						

Capability of Increasing Crime Clearance Rates

Department employees are positive about their capability of increasing crime clearance rates, although somewhat less positive than their capability of reducing crime. Overall, 72% agree that the Department has the capability of increasing clearance rates, 20% are neutral, and 8% disagree.

By far the most frequent comment offered by employees related to needing more police officers and more detectives to increase crime clearance rates. Also, a few comments referred to placing all officers on the 4/10 work schedule.

Sworn personnel are more positive about the Department's capability of increasing clearance rates compared to civilian personnel. Of the sworn personnel, 75% agree, 17% are neutral, and 8% disagree; of the civilian personnel, 67% agree, 28% are neutral, and 5% percent disagree.

A total of 263 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
The LBPD has the capability of increasing crime clearance rates.	Average Response 3.82 Standard Deviation 1.21	<p>Total of 772 Responses</p>	Average Response 3.88 Standard Deviation 1.08	<p>Total of 357 Responses</p>	Average Response 3.77 Standard Deviation 1.20	<p>Total of 152 Responses</p>
	SA = Strongly Agree(5)	A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

A breakdown by bureau shows a small difference of opinion with Patrol Bureau employees the most positive, Administration Bureau employees somewhat less positive, and Detective Bureau employees the least positive. Of the Patrol Bureau responses, roughly three-quarters agree, 20% are neutral, and 5% percent disagree; of Administration Bureau responses, 72% agree, 25% are neutral, and 3% disagree; and of Detective Bureau responses, approximately 70%

agree, 15% are neutral, and 15% disagree. The difference in the responses of the Patrol Bureau employees compared to the Detective Bureau employees is statistically significant.

Exhibit 96

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU				
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution			
The LBPB has the capability of increasing crime clearance rates.	Average Response 3.91	<p>Total of 304 Responses</p>	Average Response 3.68	<p>Total of 116 Responses</p>	Average Response 3.83	<p>Total of 97 Responses</p>			
	Standard Deviation 1.19		Standard Deviation 1.15		Standard Deviation 1.00				
SA = Strongly Agree(5)		A = Agree (4)		N = Neutral(3)		D = Disagree(2)		SD = Strongly Disagree(1)	

Similar to the statement related to reducing crime rates, employees who have been with the Department the least number of years are the most optimistic. Almost 75% of employees with 10 years or less with the LBPB agree that the Department has the capability of improving clearance rates, 22% are neutral, and 5% disagree; 72% of employees with 11 through 20 years agree, about 20% are neutral, and 8% disagree; and 68% of employees with more than 20 years with the Department agree, 18% are neutral, and 14% disagree.

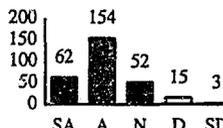
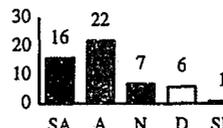
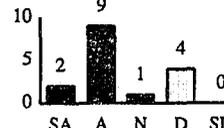
YEARS WITH THE DEPARTMENT

Exhibit 97

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS				
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution			
The LBPB has the capability of increasing crime clearance rates.	Average Response 3.89	<p>Total of 279 Responses</p>	Average Response 3.81	<p>Total of 144 Responses</p>	Average Response 3.71	<p>Total of 100 Responses</p>			
	Standard Deviation 1.18		Standard Deviation 1.11		Standard Deviation 1.09				
SA = Strongly Agree(5)		A = Agree (4)		N = Neutral(3)		D = Disagree(2)		SD = Strongly Disagree(1)	

Like the statement regarding crime rates, employees lowest in command structure are the most positive. Seventy-six percent of police officers and corporals agree that the Department can increase clearance rates, 18% are neutral, and 6% disagree; of the sergeants, 73% agree, 13%

are neutral, and 14% disagree; of the command personnel, 69% agree, 6% are neutral, and 25% disagree.

Exhibit 98	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL		
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
	The LBPD has the capability of increasing crime clearance rates.	Average Response 3.90 Standard Deviation 0.99	 Total of 286 Responses	Average Response 3.89 Standard Deviation 1.48	 Total of 52 Responses	Average Response 3.56 Standard Deviation 1.00	 Total of 16 Responses
		<i>SA = Strongly Agree(5)</i>	<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

Customer Service Commitment

Employees believe the LBPD is committed to customer service. Department-wide, 80% of the employees agree the LBPD is genuinely committed to customer service, and 7% disagree.

Of those offering comments, some employees noted they believe commitment to customer service is limited to the Chief, command, and supervisory personnel. Others stated they believe the Department could improve its customer service. On the other hand, a few employees believe that the Department is too customer service oriented. Additionally, employees identified hindrances to customer service including the front desk phone system and lack of personnel in the Detective Bureau.

Sworn personnel are more positive than civilian personnel about the Department's commitment to customer service. Of the sworn personnel, approximately 85% agree, 10% are neutral, and 5% disagree, while of the civilian personnel, about three-quarters agree, 20% are neutral and 5% disagree.

A total of 276 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. Analysis of their responses indicated a statistically significant difference between these employees and sworn personnel. However, they were very similar to the responses of the civilian employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel the Department is genuinely committed to customer service.	Average Response 3.89 Standard Deviation 0.98	<p>Total of 797 Responses</p>	Average Response 3.99 Standard Deviation 0.75	<p>Total of 366 Responses</p>	Average Response 3.86 Standard Deviation 1.08	<p>Total of 155 Responses</p>
<p>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</p>						

Among the three bureaus, the Patrol and Detective Bureau employees feel the Department is committed to customer service more than the Administration Bureau employees. Over 80% of both Patrol and Detective Bureau employees agree that the Department is genuinely committed

to customer service, while 11% of Patrol and 13% of Detective employees are neutral, and 5% of Patrol and 3% of Detective employees disagree. Of the Administration Bureau personnel, 72% agree, 24% are neutral, and 4% disagree.

Exhibit 100

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel the Department is genuinely committed to customer service.	Average Response 3.98	<p>Total of 315 Responses</p>	Average Response 3.93	<p>Total of 120 Responses</p>	Average Response 3.80	<p>Total of 98 Responses</p>
	Standard Deviation 0.93		Standard Deviation 0.62		Standard Deviation 0.93	
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

There is a difference in employee perspectives depending on how long they have been with the Department. Employees with more than 20 years with the Department are the most positive about the LBPD's commitment to customer service, with about 90% in agreement, 6% neutral, and just 4% in disagreement. Employees with 10 years or less are somewhat less positive, with about 80% in agreement, 15% neutral, and 5% in disagreement. Employees with 11 through 20 years with the Department are the least positive, with three-quarters in agreement, 17% neutral, and 8% in disagreement.

YEARS WITH THE DEPARTMENT

Exhibit 101

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel the Department is genuinely committed to customer service.	Average Response 3.91	<p>Total of 288 Responses</p>	Average Response 3.83	<p>Total of 149 Responses</p>	Average Response 4.03	<p>Total of 102 Responses</p>
	Standard Deviation 0.90		Standard Deviation 0.86		Standard Deviation 0.63	
<i>SA = Strongly Agree(5)</i>		<i>A = Agree (4)</i>	<i>N = Neutral(3)</i>	<i>D = Disagree(2)</i>	<i>SD = Strongly Disagree(1)</i>	

A review of responses by rank shows that sworn employees among all levels feel the Department is committed to customer service. Of the command personnel, 94% agree and 6%

disagree; of the sergeants, 88% agree and 2% percent disagree; and of the patrol officers and corporals, 85% agree and 4% disagree.

Exhibit 102	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL		
	Statement	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
	I feel the Department is genuinely committed to customer service.	Average Response 3.97 Standard Deviation 0.75	<p>200 150 100 50 0</p> <p>SA A N D SD</p> <p>50 198 31 8 4</p> <p>Total of 291 Responses</p>	Average Response 4.07 Standard Deviation 0.82	<p>40 30 20 10 0</p> <p>SA A N D SD</p> <p>12 37 6 1 0</p> <p>Total of 56 Responses</p>	Average Response 4.00 Standard Deviation 0.61	<p>15 10 5 0</p> <p>SA A N D SD</p> <p>2 13 0 1 0</p> <p>Total of 16 Responses</p>
		SA = Strongly Agree(5)	A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Customer Service Provided

Department-wide, about three-quarters of the employees agree that the LBPB provides good customer service, while 18% are neutral, and 7% disagree.

Several employees indicated that the Department could raise the level of customer service provided. Methods suggested to help improve customer service include hiring additional officers, conducting proper training, and establishing detailed customer service guidelines.

Sworn personnel are more positive about the level of customer service provided by the Department compared to civilian personnel. Eighty-three percent of sworn personnel agree that the Department provides good customer service, 12% are neutral, and 5% disagree; 73% of civilian personnel agree, 23% are neutral, and 4% disagree.

A total of 277 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. Analysis of their responses indicated a statistically significant difference between these employees and sworn personnel. However, they were very similar to the responses of the civilian employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel the Department provides good customer service.	Average Response 3.84 Standard Deviation 0.96	<p>Total of 797 Responses</p>	Average Response 3.93 Standard Deviation 0.85	<p>Total of 363 Responses</p>	Average Response 3.82 Standard Deviation 0.97	<p>Total of 157 Responses</p>
<i>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</i>						

Of the three bureaus, Patrol Bureau personnel are more positive about the level of customer service provided compared to Administration and Detective Bureau personnel. Of the Patrol Bureau responses, approximately 80% agree, 15% are neutral, and 5% disagree; of the Detective Bureau responses, slightly less than 80% agree, 15% are neutral, and 7% disagree; and of the Administration Bureau responses, 72% agree, 23% are neutral, and 5% disagree.

Exhibit 104

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel the Department provides good customer service.	Average Response 3.92	<p>Total of 315 Responses</p>	Average Response 3.85	<p>Total of 117 Responses</p>	Average Response 3.79	<p>Total of 100 Responses</p>
	Standard Deviation 0.90		Standard Deviation 0.93		Standard Deviation 0.75	
<i>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</i>						

Employees with 10 years or less with the Department and those with more than 20 years are more positive about the level of customer service provided when compared to employees with 11 through 20 years with the Department. About 80% of those with 10 years or less and with more than 20 years agree the Department provides good customer service, while less than 5% disagree. Seventy-one percent of employees with 11 through 20 years with the Department agree, while 11% disagree. The difference in the responses of employees with 10 or fewer years with the Department compared to employees with 11 to 20 years of experience is statistically significant.

YEARS WITH THE DEPARTMENT

Exhibit 105

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel the Department provides good customer service.	Average Response 3.94	<p>Total of 287 Responses</p>	Average Response 3.73	<p>Total of 148 Responses</p>	Average Response 3.87	<p>Total of 101 Responses</p>
	Standard Deviation 0.93		Standard Deviation 0.93		Standard Deviation 0.72	
<i>SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</i>						

An analysis by rank shows that police officers and corporals are slightly more positive about the quality of customer service provided compared to sergeants and command personnel. Of police officers and corporals, 83% agree, 12% are neutral, and 5% disagree; of command

personnel, 81% agree, 13% are neutral, and 6% percent disagree; and of sergeants, 80% agree, 9% are neutral, and 11% disagree.

Exhibit 106 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel the Department provides good customer service.	Average Response 3.97 Standard Deviation 0.82	<p>Total of 289 Responses</p>	Average Response 3.80 Standard Deviation 1.03	<p>Total of 55 Responses</p>	Average Response 3.75 Standard Deviation 0.56	<p>Total of 16 Responses</p>
SA = Strongly Agree(5) A = Agree (4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)						

Community-Based Policing

Community-based policing is an effort by the LBPD and by other police departments throughout the country to improve the quality of their services and meet the needs of their customers. The survey asked employees to respond to the statement "I feel community-based policing is a Department-wide responsibility." Survey results show 83% of LBPD employees agree, while 13% are neutral, and only 4% disagree.

Although the results show employees believe it is their responsibility, some expressed confusion about what community-based policing is. Also, a few employees stated that community policing should be a Department-wide responsibility but only patrol is working in this area.

While the majority of employees believe community policing is a Department-wide responsibility, a larger percentage of civilian personnel agree compared to sworn personnel. Eighty-eight percent of civilian personnel agree and just 3% disagree compared to 81% of sworn personnel in agreement and 5% in disagreement.

A total of 270 employees responding to this statement did not complete the background section of the questionnaire. These employees could not be characterized as sworn or civilian. However, analysis of their responses indicated they were not significantly different than the responses of the other employees.

Statement	DEPARTMENT-WIDE		SWORN PERSONNEL		CIVILIAN PERSONNEL	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel community-based policing is a Department-wide responsibility.	Average Response 4.05	<p>Total of 783 Responses</p>	Average Response 4.01	<p>Total of 359 Responses</p>	Average Response 4.16	<p>Total of 154 Responses</p>
	Standard Deviation 1.11		Standard Deviation 1.03		Standard Deviation 1.16	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

A breakdown of the responses by bureau shows that Administration Bureau employees are the most affirmative about community policing being a Department-wide responsibility. Ninety

percent of Administration Bureau personnel responded positively, compared to 82% of Patrol and 80% of Detective Bureau personnel. In all bureaus, 5% or less disagree.

Exhibit 108

Statement	PATROL BUREAU		DETECTIVE BUREAU		ADMINISTRATION BUREAU	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel community-based policing is a Department-wide responsibility.	Average Response 4.03	<p>Total of 309 Responses</p>	Average Response 4.04	<p>Total of 116 Responses</p>	Average Response 4.20	<p>Total of 97 Responses</p>
	Standard Deviation 1.11		Standard Deviation 1.02		Standard Deviation 1.00	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

An analysis by years with the Department displays fairly consistent results. Of those with 10 years or less with the Department, 83% agree, 13% are neutral, and 4% disagree; of employees with 11 through 20 years, 83% agree, 12% are neutral, and 5% disagree; of those with more than 20 years, 82% agree, 14% are neutral and 4% disagree.

YEARS WITH THE DEPARTMENT

Exhibit 109

Statement	10 OR FEWER YEARS		11 TO 20 YEARS		OVER 20 YEARS	
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution
I feel community-based policing is a Department-wide responsibility.	Average Response 4.09	<p>Total of 283 Responses</p>	Average Response 4.01	<p>Total of 143 Responses</p>	Average Response 4.01	<p>Total of 101 Responses</p>
	Standard Deviation 1.12		Standard Deviation 1.12		Standard Deviation 0.82	
SA = Strongly Agree(5)		A = Agree (4)	N = Neutral(3)	D = Disagree(2)	SD = Strongly Disagree(1)	

Opinions slightly differ on whether community-based policing is a Department-wide responsibility depending on rank. For sergeants, over 90% agree, 4% are neutral, and 4% disagree; for command personnel, 88% agree, 6% are neutral, and 6% disagree; and for police officers and corporals, 79% agree, 16% are neutral, and 5% disagree.

Exhibit 110 Statement	POLICE OFFICERS AND CORPORALS		SERGEANTS		COMMAND PERSONNEL				
	Statistics	Response Distribution	Statistics	Response Distribution	Statistics	Response Distribution			
I feel community-based policing is a Department-wide responsibility.	Average Response 3.98 Standard Deviation 1.06	<p>Total of 284 Responses</p>	Average Response 4.14 Standard Deviation 0.90	<p>Total of 56 Responses</p>	Average Response 4.13 Standard Deviation 0.78	<p>Total of 16 Responses</p>			
SA = Strongly Agree(5)		A = Agree (4)		N = Neutral(3)		D = Disagree(2)		SD = Strongly Disagree(1)	

**CHALLENGES AND SUGGESTED
IMPROVEMENTS**

**CHALLENGES AND
IMPROVEMENTS**

CHALLENGES AND SUGGESTED IMPROVEMENTS

To identify employee perspectives of the challenges currently confronting the Department and improvements they would make in the Department, the survey asked two open-ended questions:

- In your opinion, what are three major challenges currently facing the Long Beach Police Department?
- What changes would you recommend to improve the Department?

The following summarizes the employees' responses to these questions.

Challenges Facing the Department

The employees identified a variety of challenges facing the Department. Presented below are the five challenges most commonly referred to along with representative quotes.

Personnel Shortages -- The challenge employees most frequently identified relates to a lack of personnel, both sworn and civilian. Employees believe the Department needs additional personnel to positively affect crime. They feel that the Department must "Build adequate manpower to provide safety for the city and the Department," "Increase manpower -- enough people to do a caring, responsible job," and "Increase support personnel to assist in getting officers back on patrol."

Regaining the Public's Trust -- Another challenge commonly mentioned refers to the need for the Police Department to regain the trust of citizens. Employees characterized the challenge as "Re-establishing the public's respect and trust," "Regaining the respect this Department once had with the community and other agencies," and "Restoring trust/faith with customers currently under Sheriff's control."

Patrol Work Schedule -- Numerous employees alluded to problems arising from having a portion of the Patrol Bureau personnel working 5 shifts per week, 8 hours per shift (5/8) and the other portion working 4 shifts per week, 10 hours per shift (4/10). They feel the difference in work schedule results in low morale and divisiveness between 8

hour and 10 hour employees. Employees feel that a major challenge is to resolve the "Conflict between 10 hour and 8 hour police officers," and "Bridge the gap between the 8 hour and 10 hour patrol officers."

Reducing Gang Activity and Crime -- Employees indicated that gang activity and related crime is a major challenge for the Department. They proposed that a substantial amount of crime is gang-related and that a major challenge for the Department is to "Combat gangs and violence", and "Win back the streets from the thugs."

Transition Back Into North and East Long Beach -- Employees noted that a major challenge facing the Department is to provide a high level of service when the LBPD takes over in the areas of the City currently served by the LA County Sheriff. The challenge was described as "Taking over the Sheriff's patrol area and getting those citizens behind our PD," and "Being able to adequately take over the Sheriff's territory."

Suggested Improvements

The employees offered a host of recommendations for improvements, many of which closely relate to the challenges identified in the previous question. Highlighted below are the three changes suggested most often.

Work Schedule Changes -- By far, the improvement most frequently suggested involves changing the work schedule of Department employees. The majority of these comments referred to reassigning patrol officers to a 4/10 schedule or a 3 shifts per week, 12 hours per day (3/12) schedule to better cover the work load, to boost morale, and to improve officer productivity. Several also recommended that work schedules of both Patrol and Detective Bureau personnel be changed to a 4/10 schedule. Additionally, a number of employees suggested that all Department personnel should work a 4/10 schedule.

Additional Sworn Officers -- The second most common recommendation is to hire additional sworn personnel. Reasons given for adding personnel are to help reduce crime and clear cases, to help control gang violence, and to allow officers more time to do a better job. Some employees also recommended adding more civilian personnel since their work load increases as the number of officers increase.

Training -- Another improvement often suggested by employees relates to providing ongoing and additional training. Examples of specific recommendations include providing:

- Continuous training in officer-citizen contact with role playing
- In-service training for weaponless defense and driving skills; most officers who get hurt do so because they don't drive well or don't understand the mechanics of hand-to-hand combat
- Increased training, particularly in the use of force
- Training at all levels, especially for supervisors to teach them how to do their job.

COMPARISON WITH PRIOR SURVEY

**COMPARISON WITH
PRIOR SURVEY**

COMPARISON WITH PREVIOUS SURVEY

The Long Beach Police Department has experienced major changes since the appointment of William Ellis as Chief of Police in March of 1992. The morale and motivation level of the Department employees have increased substantially and employees' exhibit a high level of trust and loyalty.

We compared the results of the current employee survey with the results of a survey conducted by Police management and the Police Officers' Association in April of 1991, prior to the change of management. We conducted statistical tests of significance to determine if the results were truly different or the result of chance.

On both surveys the employees were asked to respond to a series of statements. Possible responses were strongly agree, agree, neutral (undecided on 1991 survey), disagree, and strongly disagree. These answers were converted to a five-point scale, with an answer of strongly agree receiving a score of five and an answer of strongly disagree receiving a score of one.

The survey results showed statistically significant improvements in six of the nine areas measured by both surveys. The most significant improvement is in the employees' perspective that employee discipline is handled fairly. Almost as significant is the improvement in the employees' perspective that the Department is genuinely concerned with officer safety.

Employees are much more optimistic today that trust between employees and management can be increased. They also feel they are more informed of what is going on in the Department.

The employees' perception that good work is appropriately recognized has improved substantially. However a large percentage still do not feel recognition is adequate. More employees also feel their work performance is at a peak level today than in the past.

The following sections provide more detailed information on the results of the two surveys.

Fairness of Employee Discipline

The most significant difference in the perspective of employees is the improvement in their perception of the Department's fair treatment of employee discipline. In 1991, only 17% of responding employees agreed the Department was making an effort to ensure employee discipline was fair, with the majority (64%) disagreeing, and 19% neutral. Over one-third of these employees strongly disagreed.

<i>Exhibit 111</i>		1991 Survey Results		1993 Survey Results	
Statement	Statistics	Response Distribution		Statistics	Response Distribution
The Department is making an effort to ensure employee discipline is fair.	Average Response 2.20*			Average Response 3.35*	
	Standard Deviation 1.11	Total of 176 Responses		Standard Deviation 1.22	Total of 779 Responses
<i>SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)</i> * = Statistically Significant Difference in Means at .05 Level					

In sharp contrast, the results of the current survey show a majority of employees believe the Department is working toward fair discipline. A total of 56% agree, with only 19% disagreeing, and 25% neutral.

Comments on the current survey attribute this change to the new administration. Examples of these statements include "This is by far the most refreshing change this administration has made;" and "We have a very fair Chief."

Concern With Officer Safety

Almost as significant is the change in the employees' perception of the Department's concern with officer safety. In 1991, only 28% of Department employees agreed the Department was genuinely concerned with officer safety, with 58% disagreeing, and 14% neutral. Over one-quarter of these employees strongly disagreed.

Statement	1991 Survey Results		1993 Survey Results	
	Statistics	Response Distribution	Statistics	Response Distribution
The Department is genuinely concerned with officer safety.	Average Response 2.48*	<p>Total of 176 Responses</p>	Average Response 3.45*	<p>Total of 790 Responses</p>
	Standard Deviation 1.23		Standard Deviation 1.26	
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1) * = Statistically Significant Difference in Means at .05 Level				

The majority of employees today believe the Department is genuinely concerned with officer safety, with 62% agreeing, 22% disagreeing, and 16% neutral. Comments indicate concerns about officer safety remain.

Trust Between Employees and Management

Another significant difference in the perspective of the Department's employees is in their optimism that relations between employees and management can be improved. Employees were asked to respond to the statement "At the present time there is a real possibility of increasing trust between employees and management."

The responses to the 1991 survey showed little optimism, with only 32% of those responding agreeing, 26% neutral, and 42% disagreeing. One-quarter of the responding employees strongly disagreed with the statement.

Statement	1991 Survey Results		1993 Survey Results	
	Statistics	Response Distribution	Statistics	Response Distribution
Presently, there is a real possibility of increasing trust between employees and management.	Average Response 2.75*	<p>Total of 176 Responses</p>	Average Response 3.55*	<p>Total of 792 Responses</p>
	Standard Deviation 1.31		Standard Deviation 1.26	

SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)
 * = Statistically Significant Difference in Means at .05 Level

In contrast, for those responding to the current survey about 65% agree, 17% are neutral, and only 18% disagree. Only 7% of responding employees strongly disagree.

Comments related to this question also attribute the change to the new administration.

Internal Communication

Employees perceptions regarding internal communication have improved significantly. Employees today feel they are much better informed than in 1991. The response to the previous survey showed that the majority of employees did not feel informed, with only 20% of employees agreeing they know what is going on in the Department, 65% disagreeing, and 15% neutral.

Exhibit 114

Statement	1991 Survey Results		1993 Survey Results	
	Statistics	Response Distribution	Statistics	Response Distribution
Through formal and informal channels, I know what is going on in the Department.	Average Response 2.43* Standard Deviation 0.99	<p>Total of 176 Responses</p>	Average Response 2.98* Standard Deviation 1.15	<p>Total of 798 Responses</p>
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1) * = Statistically Significant Difference in Means at .05 Level				

The results of the current survey show employees today feel much more informed, with 40% agreeing, 34% disagreeing, and 26% neutral. Comments indicate the employees still would like additional communication from management.

Appropriate Recognition

Another significant improvement is in the perception that competent and hard working employees receive appropriate recognition by the Department. The responses to the earlier survey show that only 13% of the employees agreed, while a large majority of 73% disagreed, and 14% were neutral.

Exhibit 115

Statement	1991 Survey Results		1993 Survey Results	
	Statistics	Response Distribution	Statistics	Response Distribution
Competent and hard working employees receive appropriate recognition by the Department.	Average Response 2.17* Standard Deviation 0.99	<p>Total of 175 Responses</p>	Average Response 2.64* Standard Deviation 1.18	<p>Total of 805 Responses</p>
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1) * = Statistically Significant Difference in Means at .05 Level				

The employees' continue to feel additional recognition is needed, however, their perceptions have improved substantially, with 27% agreeing, slightly less than one-half disagreeing, and 24% neutral.

Work Performance

Employee perceptions of their own work performance have improved slightly yet significantly based on statistical tests. In 1991, 73% of those responding agreed their work performance was as good as it could be at the present time, with 20% disagreeing, and 7% neutral.

Exhibit 116

Statement	1991 Survey Results		1993 Survey Results	
	Statistics	Response Distribution	Statistics	Response Distribution
My work performance is as good as it can be at the present time.	Average Response 3.78* Standard Deviation 1.11	<p>Total of 176 Responses</p>	Average Response 3.96* Standard Deviation 0.92	<p>Total of 805 Responses</p>
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1) * = Statistically Significant Difference in Means at .05 Level				

The results of the current survey show more employees feel positive about their work performance, with about 84% agreeing, only 8% disagreeing, and 8% neutral.

Training, Equipment, and Fair Pay

Three additional questions regarding the adequacy of training, having needed equipment, and being fairly paid appeared on both the current and the 1991 surveys. However, the responses to these questions are not significantly different based on statistical tests. The results of both surveys are presented below.

Exhibit 117

Statement	1991 Survey Results		1993 Survey Results	
	Statistics	Response Distribution	Statistics	Response Distribution
I have been adequately trained to do my job.	Average Response 3.74 Standard Deviation 1.02	<p>Total of 176 Responses</p>	Average Response 3.81 Standard Deviation 1.02	<p>Total of 805 Responses</p>
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)				

Exhibit 118

Statement	1991 Survey Results		1993 Survey Results	
	Statistics	Response Distribution	Statistics	Response Distribution
For the most part, I have the equipment I need to do my job.	Average Response 3.41 Standard Deviation 1.12	<p>Total of 176 Responses</p>	Average Response 3.4 Standard Deviation 1.19	<p>Total of 808 Responses</p>
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)				

Exhibit 119

Statement	1991 Survey Results		1993 Survey Results	
	Statistics	Response Distribution	Statistics	Response Distribution
I am paid fairly for the work I do.	Average Response 2.55 Standard Deviation 1.14	<p>Total of 175 Responses</p>	Average Response 2.72 Standard Deviation 1.25	<p>Total of 801 Responses</p>
SA = Strongly Agree(5) A = Agree(4) N = Neutral(3) D = Disagree(2) SD = Strongly Disagree(1)				

APPENDIX I SURVEY QUESTIONNAIRE

LONG BEACH POLICE DEPARTMENT

CONFIDENTIAL SURVEY

The Police Department is developing a strategic plan with the assistance of the City Auditor's Office. As input into the plan, we would like you to complete the attached survey.

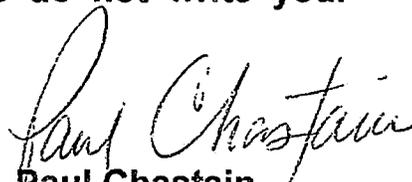
The survey takes about 10 minutes to fill-out. This is an opportunity for you to express your opinions about the LBP. Please be candid in your answers. Your responses will provide information to help us be a more successful Department in the future.

The City Auditor's Office will analyze the survey answers. Only summary information will be reported to the Department.

Thank you for taking the time to fill out the survey. To ensure confidentiality, please do not write your name on the survey.



William C. Ellis
Chief of Police



Paul Chastain
POA President

IMPORTANT
After you have completed the survey, please enclose it in the attached envelope and forward it to your supervisor.

LONG BEACH POLICE DEPARTMENT

CONFIDENTIAL SURVEY

Background Information (Optional):

Name of Bureau _____ Total Time Employed by LBPD _____
Name of Division _____ Total Time on Current Assignment _____
Rank or Title _____

Please record your answers by circling one of the responses next to each question. In the space below the question, provide brief comments if appropriate. If you need more space, write your answer on a separate sheet of paper and attach it to the survey. Make certain to note the question number.

SA - Strongly Agree	N - Neutral	SD - Strongly Disagree
A - Agree	D - Disagree	U - Undecided

- | | | | | | | |
|--|----|---|---|---|----|---|
| 1. I have been adequately trained to do my job. | SA | A | N | D | SD | U |
| | 5 | 4 | 3 | 2 | 1 | 0 |
| 2. For the most part, I have the equipment I need to do my job. | SA | A | N | D | SD | U |
| | 5 | 4 | 3 | 2 | 1 | 0 |
| 3. My work space is adequate, clean, attractive, and well-maintained. | SA | A | N | D | SD | U |
| | 5 | 4 | 3 | 2 | 1 | 0 |
| 4. There are obstacles that hinder me in the completion of my assignments. | SA | A | N | D | SD | U |
| | 5 | 4 | 3 | 2 | 1 | 0 |
| 5. I believe the amount of work assigned to me is appropriate. | SA | A | N | D | SD | U |
| | 5 | 4 | 3 | 2 | 1 | 0 |
| 6. I am paid fairly for the work I do. | SA | A | N | D | SD | U |
| | 5 | 4 | 3 | 2 | 1 | 0 |
| 7. Competent and hard working employees receive appropriate recognition by the Department. | SA | A | N | D | SD | U |
| | 5 | 4 | 3 | 2 | 1 | 0 |
| 8. I believe there are career paths in the Department and that reasonable advancement opportunities are present. | SA | A | N | D | SD | U |
| | 5 | 4 | 3 | 2 | 1 | 0 |

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9.	The Department is making an effort to ensure that promotions are fair.	SA 5	A 4	N 3	D 2	SD 1	U 0
10.	The Department is making an effort to ensure that employee discipline is fair.	SA 5	A 4	N 3	D 2	SD 1	U 0
11.	The Department is genuinely concerned with officer safety.	SA 5	A 4	N 3	D 2	SD 1	U 0
12.	I am clear about what is expected of me in my job.	SA 5	A 4	N 3	D 2	SD 1	U 0
13.	I am clear about the performance standards I must meet.	SA 5	A 4	N 3	D 2	SD 1	U 0
14.	My supervisors provide me with the direction I need to do my job.	SA 5	A 4	N 3	D 2	SD 1	U 0
15.	The Department values my suggestions and opinions on improving service.	SA 5	A 4	N 3	D 2	SD 1	U 0
16.	Through formal and informal channels, I know what is going on in the Department.	SA 5	A 4	N 3	D 2	SD 1	U 0
17.	The Department's goals and objectives have been clearly communicated to me.	SA 5	A 4	N 3	D 2	SD 1	U 0
18.	Presently, there is a real possibility of increasing trust between employees and management.	SA 5	A 4	N 3	D 2	SD 1	U 0
19.	I feel positive about the LBPD and believe it is a good place to work.	SA 5	A 4	N 3	D 2	SD 1	U 0

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20. My work performance is as good as it can be at the present time.	SA 5	A 4	N 3	D 2	SD 1	U 0
21. The LBPD has the capability of reducing crime.	SA 5	A 4	N 3	D 2	SD 1	U 0
22. The LBPD has the capability of increasing crime clearance rates.	SA 5	A 4	N 3	D 2	SD 1	U 0
23. I feel the Department is genuinely committed to customer service.	SA 5	A 4	N 3	D 2	SD 1	U 0
24. I feel the Department provides good customer service.	SA 5	A 4	N 3	D 2	SD 1	U 0
25. I feel community-based policing is a Department-wide responsibility.	SA 5	A 4	N 3	D 2	SD 1	U 0
26. I receive good cooperation from the other Bureaus and Divisions in the Department.	SA 5	A 4	N 3	D 2	SD 1	U 0

Please answer the following questions in the space provided. If you require additional space to respond to these questions or if you have other comments, write them on an additional sheet of paper and attached it to the survey.

27. In your opinion, what are the three major challenges currently facing the Long Beach Police Department?

- a. _____
- b. _____
- c. _____

28. What changes would you recommend to improve the Department?
