

**ASSESSMENT OF THE ORGANIZATIONAL CULTURE AND PERFORMANCE OF THE
FRESNO POLICE DEPARTMENT**

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INTRODUCTION

BACKGROUND

Since the national financial meltdown in 2008, reduced funding for the Fresno Police Department (FPD) resulting in budgetary cuts, pay freezes, and concessions in both sworn officer and non-sworn support units. According to information provided by Police Chief Jerry Dyer's office, in 2009, the community was protected by just over 849 Sworn Officers supported by about 473 civilian employees. In 2015, the sworn force had shrunk below 700 sworn officers prior to a year-long effort to build the force up to 725, - still more than 124 short of 2009 staffing.¹

Even more emphatic attrition (from 473 to about 200) occurred in civilian units responsible for critical policing functions such as communication and dispatch, records, evidence maintenance, management and scientific investigations. At the time of the survey, the number of civilian employees had risen to only 265 (at the most), still only about 56% of the 2009 staffing level.

During the same period, FPD's command level leadership, which once consisted of a chief of police and five deputy chiefs, currently stands at a chief and 2 deputy chiefs. Financial, management and morale issues have been exacerbated by the fact that FPD did not promote a single staff officer (Lieutenant or above) for nearly eight years despite the loss 3 deputy chiefs, 3 Captains, 6 Lieutenants and two civilian managers). Moreover, current efforts to fill key deputy chief positions have been hindered by a concerns regarding the legality of the City of Fresno and police leadership's desire to require additional background checks and financial disclosure as a prerequisite to promotion to deputy chief.²

The attrition of sworn and civilian employees, combined with the FPDs inability to upgrade and properly maintain physical conditions (including enhanced security at police stations) and equipment, has led to demoralization in the FPD.

The understaffing issue is by far the most critical one faced by the City and the FPD. Unless rapidly resolved all other efforts are likely to have limited impact in solving the multitude of vulnerabilities and shortcomings described in this report.

In addition, the FPD and the Chief of Police have suffered major blows to their credibility and reputation by several lawsuits and personnel complaints by current and former staff officers. In addition, there are disagreements on how to handle a significant number of divisive internal disciplinary issues concerning misconduct by sworn officers for various policy violations including off-duty DUIs, domestic abuse, and on-duty sexual misconduct. In 2015, the Department was greatly embarrassed by criminal allegations against police officers and, most notably, the arrest and indictment of a Deputy Chief for drug-related felonies.

¹ The City has authorized 737 positions but that number is not expected to be reached until April 2016. Finding 3 deals extensively with the understaffing issue.

² All police officers at initial hiring are subjected to a thorough background check but state law apparently limits the conditions under which new or additional background checks can be made as part of retention or promotion decisions. While it is evident that there is a significant possibility that post-hiring issues bearing on character and competence (including arrests in other jurisdictions, bankruptcies, gambling, DUI or substance abuse problems, etc.) which would be relevant to an initial hiring decision could arise during a police officer's tenure. If the law does prevent the City and the FPD to conduct a comprehensive background check, we urge the City of Fresno to lead efforts to have the law amended regarding retention and promotion of sworn and unsworn policing employees, especially senior management positions such as deputy chief or captain. The risks to the public are simply too high to preclude a current and thorough background check at least prior to promotion to a position of substantial authority and visibility. Given the high risk of lawsuits and scandals concerning any form of police misconduct it is likely the Legislature would be sympathetic to such amendment requests.

These incidents fueled a concern both within and outside the department that there may be systemic problems that are hindering the ability of the department to achieve all its mission objectives and that may subject the City to future litigation and scandal. Consequently, the City of Fresno and the FPD commissioned Embassy Consulting Services, LLC (ECS) to design and deliver an Organizational Excellence Workshops for all employees and the Josephson Institute of Ethics (JI), a public benefit nonprofit organization headquartered in Los Angeles along with its Center for Exemplary Policing, was commissioned by the City to conduct a comprehensive survey of sworn and civilian employees.³

The purpose of the survey is to assess the Fresno Police Department's (FPD) culture and identify organizational strengths and vulnerabilities, including attitudes and practices that may impede the lawful, ethical and effective achievement of its mission and subject the Department to reputation damaging and resource draining misconduct.

JI designed a survey instrument, after individual and group interviews of both sworn and civilian employees of various ranks, included the president of the Fresno Police Officers Association (FPOA), the Chief of Police, and the two deputy chiefs.

VALIDITY OF SURVEY DATA AND CONCLUSIONS DERIVED THEREFROM

During pre-survey interviews, JI was cautioned not to expect a high percentage of participation. In fact, most interviewees predicted that very few employees would take the time to respond to the survey. Two dominant reasons were given in support of the pessimism:

- 1) **Cynicism.** We were told that both sworn and civilian employees are weary and impatient with these sort of information gathering practices that employees do not believe said practices would result in any meaningful change (i.e., it's a waste of time).
- 2) **Distrust.** We were told that there is widespread, entrenched fear that anyone who expressed negative opinions of leadership, policies or practices, even in the context of an anonymous third party survey, would suffer some sort of retaliation (i.e., it's foolish and risky).

To combat these factors, in a rare and encouraging demonstration of a mutual interest in generating reliable and detailed information to strengthen the FPD, both the initial and reminder letter requesting employees to participate, was jointly signed by Police Chief Jerry Dyer and FPOA President, Jacky Parks. Though participation was stronger than many insiders thought it would be -- over 300 employees completed the survey -- it totaled only 36% of sworn employees and 24% of civilian employees. This low participation rate (even among officers with the rank of lieutenant and above, referred to as "staff") is itself a significant indicator of cynicism and distrust, but it also raises concerns about the validity of any findings based on the opinions of a minority of employees.

We have concluded, however, that the data and the Findings derived from the data and interviews are valid.

This conclusion is bulwarked by three additional factors:

- 1) An extraordinary number of employees wrote detailed and thoughtful comments -- the most we've ever seen in proportion and depth. The relative uniformity of the responses and the specificity of descriptions support the data.

³ In addition, JI collaborated with Embassy Consulting Services, LLC to assist in the design of a department-wide ethics training.

- 2) Data collected by Embassy Consulting Services, LLC (ECS) and the subjective assessments of the trainers after the first three weeks of training sessions strongly confirmed the data and findings included in this report
- 3) In this case, given the nature of the questions and responses, it is highly likely that the opinions of those who chose not to participate are as, or even more negative, than those who did participate.

INDEPENDENCE

The Josephson Institute exercised complete independence to design a thorough, “no issues off limits” inquiry and to formulate its Findings and Recommendations. Both the Chief of Police Dyer and FPOA President Parks were shown a copy of first draft of the survey and were permitted to make suggestions. A few questions were added as a result of this process, but no questions were removed or materially changed as the result of these comments.

Given the potential for negative findings, the openness FPD and FPOA leaders in their interviews was professional and exemplary. The joint letter from both the chief and the union president demonstrated an unusual mutual commitment to the process. No person outside the Josephson Institute and Embassy Consulting Services, LLC was given an opportunity to review the report before a proposed final draft was formally issued.

This preliminary report was distributed to Chief Dyer for review. Chief Dyer distributed the report to the City Manager, his two deputy Chiefs and the president of the FPOA who distributed it to the FPOA Executive Committee. We sought and received feedback as to any factual inaccuracies or other factors that might render our findings incorrect or misleading. We received additional staffing data and incorporated into this report. In addition, we considered suggestions that certain caption headings may have been misleading, that including all findings at the beginning of the report may discourage an actual reading of the data, and that the sequence of findings (dealing with morale and conduct issues prior to performance data) may result in an overemphasis of negative data.

The Josephson Institute took these and other suggestions into account in preparing this final report. We corrected the data on staffing and added additional analysis to clarify our findings. We simplified the caption headings to each finding and we agreed that a more balanced presentation of the data would result from putting the data on performance first. We added some language and footnotes for clarity but elected to retain the executive summary so all recommendations can be easily reviewed but we strongly recommend that the full report with supporting data and comments be read. No finding was omitted or changed and this final draft represent the Institute’s independent work product.

CONFIDENTIALITY

Except as published anonymously in this report, all responses have been kept confidential by the Institute and no one outside JI or ECS has had access to individual responses or any potential identifying data.

In requesting employees to participate in the survey, Chief Dyer and FPOA President Jacky Parks asked for full and candid opinions, explicitly promising confidentiality and no retaliation. More than 100 FPD employees supplemented their responses with written comments, often with great specificity. Given the high level of fear (whether valid or not) that making negative comments will be hazardous to their careers, employees who shared their honest opinions demonstrated significant commitment and courage.

The narrative comments are extremely valuable. They provide a vital dimension to the data and we have tried to capture the passion as well as the content of the comments in our Findings and this report. In some cases, we paraphrase a comment, in others we include it to illustrate or amplify our findings (where it seemed clear that the author could not be identified from the comment used). Overall, however, we decided that the desire of so many respondents to be kept safe from criticism or retaliation precludes including all comments verbatim in an appendix.

STRUCTURE OF REPORT

The structure and content of the survey and this report employs the Exemplary Policing Agency (EPA) framework developed by the Josephson Institute for the COPS division of the Department of Justice.

PERFORMANCE - measured by the achievement of the agency with respect to each aspect of the goals encompassed in the exemplary policing mission:
(1) Preventing crime and apprehending lawbreakers
(2) Preserving peace and public order
(3) Protecting people and property injured or endangered
(4) Enhancing the quality of community life by reducing the fear of crime and fostering an environment where people feel free, safe, secure and well protected
(5) Community policing including working with the community to reduce the causes of crime
(6) Protecting and upholding individual rights
(7) Earning legitimacy and public trust by being responsive and assuring that all people receive the benefits of compassionate and committed law enforcement and protection
ORGANIZATIONAL EXCELLENCE – measuring five critical components:
(1) Organizational Culture
(2) Workforce Character, Competence and Commitment
(3) Workplace Policies and Practices and Employee Engagement and Satisfaction
(4) Quality of Leadership and Management
(5) Level of Organizational Professionalization

WHO RESPONDED

At the time of the survey, there were a total of 875 employees, 710 sworn officers and 265 civilian employees⁴. The number completing the survey was 317. The participation rate (35% for sworn officers and 25% for civilian employees) is on the low side. Some responders did not indicate their unit and division and a few did not indicate their rank or position. The following charts provide a reasonably accurate picture of those who did respond.

It is worth noting that 243 of the respondents (76%) have been with the department for 10 years or more.

	Total in FPD 975	Survey Participants 317	% Participated	Years in FPD (Participated)				
				20 years	10-19 years	5-9 years	2-4 years	Less than 2 years
Sworn Officers	710 ⁵	252	35%	82	117	30	2	15
Civilian Employees	265	65	25%	22	22	6	5	9

Rank or Position	Total in FPD	Survey Participants	% Participating
Clerical / Admin. / Civilian Line Level	246	41	17%
Civilian Supervisor / Manager	19	12	63%
Patrol	593	174	29%
Sergeant	89	55	62%
Lieutenant & Higher ⁶	28	14	50%

Division / Unit / Bureau	Total in FPD	Survey Participants	% Participating
Patrol - Sector Officer	373	115	31%
Special Unit – Non-Patrol	91	50	55%
Investigation - Street Violence	37	21	57%
Traffic	54	20	37%
Investigation - District	26	15	58%
Investigation - Family Justice	33	12	36%
Communications	88	15	17%
Crime Scene Investigation	19	9	47%
Records / Information Services	37	18	49%

⁴ The numbers of employees total and by division and rank is a somewhat fluid number due to new departures, hiring, and promotions. These numbers were submitted to us by FPD at the time of the survey.

⁵ Since the survey, the FPD increased the sworn force to 725 and has authority and funding to bring that number to 737.

⁶ Due to recent promotions this number may not be accurate. The number falling in this category could be as low as 20 or as high as 28.

EXECUTIVE SUMMARY OF FINDINGS

This summary lists all findings sequentially to provide a convenient and comprehensive overview of the reports. Each of these findings is repeated in the report itself with specific data and, in many cases, a sampling of written comments by employees. We strongly urge that the report be read in full to gain a complete and balanced understanding of the data and the Josephson Institute's conclusions.

SECTION I: PERFORMANCE EXCELLENCE

FINDING 1. Employees rate performance as adequate or better. *Despite all the problems and complaints discussed in previous sections of this report, about half (49% of sworn officers and 48% of civilian employees) said that, “performance in reducing crime, collisions, and serving the community have improved significantly.”*

FINDING 1A. Preventing Violent Crimes and Arresting Persons Who Committed Them. *Most sworn officers and civilian employees (62%) believe that the department does a good or excellent job preventing citizens from becoming victims of violent crime and 92% of civilian employees and 79% of sworn officers give the same high rating to the FPD for arresting the people who committed those crimes. While 71% of civilian employees also believe that officers provided the prosecutor with sufficient evidence to secure convictions of persons arrested, only 54% of sworn officers shared this view and almost one-fourth (24%) said that the FPD has done a poor or very poor job in this area.*

FINDING 1B. Preventing Non-Violent Crimes and Arresting Persons Who Committed Them. *Most civilian employees (54%) but only one-third (35%) of sworn officers believe that the department has done a good or excellent job preventing citizens from becoming victims of non-violent crime and less than half (45% of civilian employees and 44% of sworn officers) give the same high rating to the FPD for arresting the people who committed those crimes.*

FINDING 1C. Traffic Accidents and Injuries. *There is a virtual consensus (83% of sworn officers and 86% of civilian employees) that the FPD has done a good or excellent job “dealing with traffic accidents and injuries (assuring that emergency aid is provided, roads are promptly cleared, and complete and useful incident reports are prepared.” And 81% of sworn officers and 72% of civilian employees gave the FPD high marks in “preventing citizens from being injured in traffic collisions.”*

FINDING 1D. Protecting Citizens Endangered by Non-Criminal Sources. *About half of sworn officers (48%) and civilian employees (49%) believe the FPD is doing a good job protecting citizens and their property endangered or injured by floods, fires, and other non-criminal force.*

FINDING 1E. Protecting Vulnerable Populations. *About half of sworn officers (52%) and civilian employees (54%) believe the FPD is doing a good job protecting the homeless, mentally ill, children, and other vulnerable populations.*

FINDING 1F. Protecting Civil Liberties and Providing a Safe and Secure Environment. *Half of sworn officers (51%) and 66% of civilian employees believe the FPD has done a good or excellent job “Dealing with disturbances of the peace, public nuisances, and non-urgent citizen calls in a manner that upholds the civil liberties of all parties and provides citizens with a safe and secure environment.” Almost one in four sworn officers, however, believe the department has done a poor job in this area.*

FINDING 1G. Collaborating with Other Organizations to Identify and Reduce the Causes of Crime. While 34% of civilian employees believe that FPD has done a good or excellent job “collaborating with other organizations to identify and reduce the causes of crime,” only 23% of sworn officers agree and just as many think that FPD has done a poor job in this area.

FINDING 1H. Earning Trust with the Community. Low ratings by employees of the trust level of various segments of the community (less than one-four rate the FPD as good or excellent) suggests that there is substantial room for improvement in this area.

FINDING 1I. Creating a Sense of Security. While 45% of sworn officers and 54% of civilian employees give the FPD high marks for “providing an environment where people feel safe, secure, and well-protected in their homes, businesses, and public places”, nearly one-fourth of both groups (24% of sworn officers and 22% of civilian employees) say the FPD has done a poor job in this area. The negative view is supported by a recent Gallop Poll identifying Fresno as one of three cities (of 100 surveyed) where residents are least likely to feel safe.

FINDING 1J. Responding to Non-Emergency Citizen Calls. Almost half of civilian employees and 38% of civilian employees say the FPD has done a poor or very poor job “responding to citizen calls in a timely, respectful manner that results in citizen satisfaction.”

SECTION II: ORGANIZATIONAL EXCELLENCE

CULTURE

FINDING 2. Organizational Culture. The current culture the FPD is dominated by deep and widespread discontent, distrust, disconnection and that high standards of accountability and integrity are not consistently adhered to. This negative culture is hampering FPD’s ability to meet all its mission goals, is a major factor impeding FPD’s efforts to attract and retain a sufficient number of qualified sworn and civilian employees, and makes the department vulnerable to costly and discrediting conduct.

FINDING 2A. Morale. Low morale pervades the entire culture of FPD but is particularly intense in patrol division and civilian units. Two-thirds of sworn officers (68%) and more than half of civilian employees (52%) believe the morale problem presents a **serious or severe** threat to the ability of the FPD to perform its mission. **Of that group More than one-third (37% of sworn officers and 16% of civilian employees) believe that low morale is a “severe problem presenting an imminent and major threat to performance or damage to the agency”.**

FINDING 2B. Cynicism and Distrust. The FPD culture is permeated with widespread cynicism and distrust. A substantial proportion of both sworn and unsworn employees expressed the belief that nothing good would come from this effort or their willingness to complete the survey. Comments revealed a common conviction that the leaders of FPD already know all they need to know but are unwilling to make the changes necessary to restore trust and morale.

FINDING 2C. Understaffing. The FPD culture is dominated by a pervasive discontent concerning workload, leadership priorities and commitment to community policing objectives resulting from the impact of a widely acknowledged problem of inadequate staffing (especially in the patrol and all civilian units). If the culture and

morale cannot be improved, it is likely that the understaffing problem will be intensified by attrition resulting from voluntary resignations and retirements. Finding 3 elaborates on this issue.

FINDING 2D. Compensation. *Dissatisfaction with compensation levels and policies is a major contributor to a negative culture and low morale at the FPD. When asked to identify the most significant reasons why people in their unit are unhappy or dissatisfied, 81% of civilian employees and 69% of sworn officers said, "Failure to increase compensation as economy improved" and 70% of civilian and 65% of sworn officers identified, "Reduction in compensation resulting from the economic downturn."*

FINDING 2E. Patrol Division. *The negative culture at FPD is fueled by a pervasive belief that the patrol division is demeaned and disrespected. More than half (57%) of all sworn officers (not only those currently serving in the patrol division) believe that "the patrol division has been demeaned by a belief among many employees that it is composed primarily of new officers or "losers" (folks who can't promote out, were disciplined, or were demoted). Nearly half (47%) of sworn officers agree that "other than when first employed as a sworn employee, patrol division assignments generally are used to punish or discipline officers."*

FINDING 2F. Sense of Unity. *The vast majority of sworn officers (80%) and 63% of civilian employees disagree with the statement that, "There is a strong sense of unity ("all for one and one for all") within the department as a whole" and nearly half (48%) of sworn officers and more than one-third of civilian employees (36%) give the FPD a poor grade in fostering a sense of unity. This negative finding is reinforced by the fact that about half (48%) of sworn officers and more than a third (36%) of civilian employees said that the FPD does a poor job of fostering "a sense of unity where all employees care about and look out for each other."*

FINDING 2G. Appreciation. *Three-quarters of sworn officers (74%) and more than half (51%) of civilians identified "lack of appreciation for the importance of my unit's contribution to mission effectiveness" as a significant factor creating low morale. Both sworn (71%) and civilian (62%) employees identified "lack of concern for, or attention to, the working conditions in my unit" as a significant contributor to low morale. Finally, less than half of employees (43% of sworn officers and 39% of civilian employees) believe their work is appreciated and valued by top leadership.*

FINDING 2H. Civilian Units. *Civilian employees are more intense and uniform than sworn officers in the belief that they are underappreciated, underpaid, overworked, and inadequately equipped.*

FINDING 2I. Accountability. *An especially large proportion of sworn officers are intensely dissatisfied with what they believe is FPD's forgiving culture created by leadership's failure to consistently uphold high ethical and performance standards and to hold employees accountable for inadequate performance and improper conduct.*

FINDING 2J. Risk of Future Misconduct. *The prevalent belief of officers that FPD disciplinary practices regarding some forms of misconduct are excessively lenient may result in additional instances of discrediting misconduct and further attrition of officers who believe the department is not upholding high standards of character.*

FINDING 2K. Emphasis on Felony Arrest Data. *A very large proportion of sworn officers passionately and emphatically stated the view that their superiors place so much emphasis on the number of felony arrests made by patrol officers that: i) they were unable to do real and constructive community-based policing work in alignment with the FPD's stated objectives, ii) many arrests were unproductive and unrelated to the FPD's mission, and iii) FPD's statistical claims re: effectiveness are untrue or distorted and have damaged internal trust and credibility.*

WORKFORCE

FINDING 3. Understaffing. *The FPD suffers from a severe and persistent problem of wholly inadequate staffing (especially in the patrol and all civilian units) that impedes and may prevent the FPD from successfully addressing the many serious and severe morale, servicing and integrity issues identified in this report.*⁷

Finding 3A. Overcoming Staffing Problems. *It is remarkable that despite the massive reduction in force and major wage concessions resulting from the city budget crisis commencing in 2008, the FPD has generally been able to provide adequate and, in some cases, excellent service.*⁸

Finding 3B. Adequacy of Current Funding. *Though the City has authorized a significant re-building effort, especially with respect to sworn officers the current level of funding is clearly inadequate and it appears that inadequate attention has been given to assessing and meeting the staffing needs of the various civilian units.*⁹

Finding 3C. Consequences of Understaffing. *In the face of inadequate staffing, it is improbable that even the most brilliant leadership and intelligent re-structuring efforts will be able to ameliorate the substantial array of deficiencies and personnel problems outlined in this report including low morale, a negative culture, overwork and behavioral problems that are undermining community service and subjecting the department to discrediting misconduct.*

Finding 3C. Compounding Factors. *Insufficient efforts to bring the officer corps back to full strength are compounded by morale, culture and related problems have impeded FPD's efforts to hire new and experienced officers with the character and commitment to meet the FPD's standards*

FINDING 3D. Impact on Morale, Behavior and Servicing. *Inadequate staffing has caused inconsistent and sometimes inadequate community service, wide and deep discontent, errors, lapses in judgment due to fatigue, forced overtime, and an inability of a majority of employees to maintain a proper work life balance. This problem is a critical vulnerability. If it is not solved the effectiveness of FPD is likely to deteriorate and the City will be subjected to additional scandals and lawsuits.*

FINDING 3E. Deployment Strategies. *A large proportion of sworn officers (87%) were emphatic that "deployment decisions of existing resources that leave my unit understaffed" is a major source of discontent and dissatisfaction with the FPD. The data and comments reveal an intense controversy relating to the creation of special units to deal with particular problems rather than using available personnel to bring patrol units to full strength.*

FINDING 3F. Special Units. *In addition to criticisms that the proliferation of special units has made the problem of understaffed patrol worse, many sworn officers expressed dissatisfaction with the fairness and effectiveness of policies and practices regarding the rotation in and out of special units and/or assignment back to patrol (widely viewed as a punishment).*

⁷ In 2009, the community was protected by just over 849 Sworn Officers supported by about 473 civilian employees. In 2015, the sworn force had shrunk below 700 sworn officers. In 2015, the City authorized bringing sworn force up to 737 (a goal not likely to be met until April 2016). This effort will leave the FPD 112 officers short of 2009 staffing level.

⁸ This is the result of extraordinary dedication of sworn and civilian employees who have undertaken a substantially heavier workload (often at significant personal sacrifice) for less pay, an unusually constructive union collaboration between Chief Dyer and FOA President Parks, and intelligent and creative management of resources by the FPD's leadership. These efforts, however, have simply stemmed the tide.

⁹ We do not minimize the huge challenge this places on the City but the simple fact is that if it does not find a way to provide adequate resources to the FDP, there is a substantial risk that citizen service will deteriorate and incidents of misconduct will increase.

FINDING 3H. Work Ethic. *Nearly half of sworn officers (47%) and more than one-third of civilian employees believe that a poor work ethic is a severe or serious problem that is negatively impacting service. Although it does not appear that the objective data supports this, quite a few employees believe there is at least a moderate problem in terms of persistent absences, tardiness or missing court dates.*

FINDING 4. Misconduct of Sworn Officers. *A significant proportion of sworn officers states their opinion that a wide range of personal misconduct, including fabrication of official documents, benefit fraud, sexual misconduct, substance abuse, and DUIs constitute a serious problem in the FPD.¹⁰*

FINDING 4A. Fabrication. *More than one-third of sworn officers (35%) and 29% of civilian employees said that “fabrication or distortion in reporting, affidavits and testifying” is a serious problem. One in four sworn officers (24%) and civilian employees (25%) said the problem was severe “presenting an imminent and major threat to performance or damage to the agency.”¹¹*

FINDING 4B. Abuse of Sick Time and Worker’s Compensation Benefits. *More than two in five (43%) sworn officers and 35% of civilian employees said that “abuse of sick and workers’ compensation benefits is a serious or severe problem. On a related question, 34% of sworn officers and 25% of civilians said, “Abuse of workers’ compensation injury claims and sick time is a problem in my unit/division.”*

FINDING 4C. Sexual Misconduct. *A substantial minority of officers believe that sexual misconduct of officers is prevalent enough to create a vulnerability. More than one-fourth of civilian employees (27%) and 22% of sworn officers believe that sexual misconduct is a severe or serious problem at FPD.*

FINDING 4D. Substance Abuse and DUIs. *A similar minority, more than one in five sworn officers and civilian employees (22% and 23% respectively) believe that off duty DUIs by officers is a severe or serious problem. A similar number of civilians (22%) believe alcohol or substance abuse are also problems at the FPD.*

FINDING 4E. Domestic Abuse. *A substantial number of employees (sworn officers 20%, civilian employees 25%) said that “domestic abuse committed by officers” is a severe or serious problem at the FPD.*

FINDING 4F. Racial and Gender Bias. *Racial and gender bias affecting the public is a severe or serious problem according to 22% of civilian employees and 17% of sworn officers.*

FINDING 4G. Disrespect of Power. *More than one-third of civilian employees and 21% of sworn officers believe that “arrogance, disrespect or abuse of power by patrol officers toward citizens” is a severe or serious problem.*

FINDING 4H. Department Policies. *Nearly one in five sworn officers (19%) believe it is sometimes necessary to ignore or bend agency policies to accomplish our objectives. In contrast, less than 10% of civilian employees believe*

¹⁰ This data concerning the prevalence of certain forms of misconduct must be interpreted carefully. That a significant minority (often more than one in five) of sworn officers and civilian employees believe that the amount of misconduct has reached serious or severe levels is a genuine cause for concern and further inquiry, but it must be remembered that opinions of this sort are suggestive of, but not evidence of, the underlying fact.

¹¹ This finding justifies comprehensive investigation by the FPD but given the potential impact of this finding on past and future convictions, it is important to note that this, and similar findings, reflect a belief of a significant minority regarding the frequency of fabrication. Though this data justifies concern we believe it would be improper and misleading for anyone to use this hearsay opinion data to discredit any particular witness or evidence in a specific case.

it is sometimes necessary to ignore or bend agency policies to accomplish their objectives, which is a substantial strength.

FINDING 4I: Recruiting and Hiring. *More than one in four sworn and civilian employees (27%) believe the Department is doing a poor job of attracting and retaining “employees of high character, commitment and competence.” In addition, nearly one-third of sworn officers and 28% of civilians believe that background checks have been inadequate resulting in officers being hired who should have been screened out.*

FINDING 4J. Diversity Efforts. *Most employees (64% civilian and 57% sworn) believe the FPD diversity efforts have been effective in creating a workforce that represents the community, but there is a major split of opinion as to the impact of FPD efforts to achieve greater diversity. Half of sworn officers (49%) and 44% of civilian employees believe these efforts have resulted in the hiring of persons of doubtful qualifications and has negatively affected performance (51% disagree). The majority of civilian employees think the FPD’s diversity efforts have been positive (64%).*

FINDING 4K. Use of Force. *Nearly one in five (18%) of the sworn officers and 24% of civilian employees offered the opinion that improper use of force is a severe or serious issue at FPD.*

FINDING 4L. Fear of Criticism. *A troubling result of an escalating cynical, if not hostile, media and public perception of violent police-citizen encounters is that 38% of sworn officers and 32% of civilian employees believe that “officers failing to do what they should do because of fear of criticism, discipline or lawsuits” is a severe or serious problem. Another 25% of sworn officers and 14% of civilians believe it is a somewhat serious problem. Only 12% of sworn officers say it is not a problem. On a related question almost half of the sworn officers (48%) agreed with the statement: “In today’s environment, many officers make decisions based on fear of reprimand or to avoid risk of personal or career injury rather than on what is the right thing to do.”*

FINDING 4M. Physical Fitness. *Nearly three-quarters (74% of sworn and 70% of civilian employees) believe that patrol officers who are seriously overweight or otherwise out of condition present a danger to citizens, themselves, and other officers. In addition, one-third of all FPD employees believe a lack of physical fitness of some patrol officers is a serious or severe problem. The vast majority of sworn officers (72%) and a substantial majority of civilian employees (59%) said they would support a reasonable ongoing fitness requirement, at least for patrol officers.*

WORKPLACE

FINDING 5. Workplace Excellence. *FPD’s scores on almost all of elements of workplace excellence reflect serious problems. A substantial majority of sworn officers and civilian employees’ express dissatisfaction with many workplace policies and practices, overall working conditions and compensation. These sources of dissatisfaction are both causes and effects of low morale, trust, and standards of accountability; recruiting and retention difficulties, and performance shortcomings.*

FINDING 5A. The Majority of Employees Express Pride in Being Part of FPD. *More than 70% of both sworn officers and civilian employees say they are proud to be part of the FPD and 68% of sworn officers and 71% of civilian employees say they would gladly recommend friends and relatives to work for FPD.*

FINDING 5B. Job Satisfaction. *Less than one-fourth (23% of both sworn officers and civilian employees believe working conditions and job satisfaction have improved significantly since they joined the FPD and as was previously*

reported 19% of both sworn officers and civilian employees are seriously thinking of leaving the FPD to work for another law enforcement agency.

FINDING 5C. Compensation. *A majority of both sworn officers and civilian employees believe they are underappreciated and under-compensated and are resentful that the City and FPD has failed to adjust compensation or properly acknowledge major sacrifices throughout the Department even as the economy revived. Many employees feel exploited or betrayed.*

FINDING 5D. Policies and Practices. *Almost half of sworn officers (46%) and a third of civilian employees (30%) give the FPD a poor grade with respect to trust generated by operational and personnel policies and practices.*

FINDING 5E. Caring for Employee Well-Being. *Half of sworn officers (50%) and one-third of civilian employees (33%) said that the FPD has done a poor or very poor job of demonstrating that, "Management cares about and seeks to protect the physical and emotional well-being of employees and supports a reasonable work/life balance."*

FINDING 5F. Open Communication. *Nearly half of sworn officers (47%) do not believe that FPD leaders and managers have effectively encouraged open communication and created an environment where employees believe they can respectfully disagree and make suggestions without fear of retaliation (29% of civilian employees have the same opinion). More than one in five sworn officers said there is a pervasive kill-the-messenger culture in their unit that causes many employees to conceal or distort negative information (only 13% of civilian employees agree with this).*

FINDING 5G. A Substantial Number of Sworn Officers Admit They Withheld Negative Information from a Superior to Avoid A "Kill The Messenger" Response.

FINDING 5H. Promotions. *Nearly 40% of sworn officers and 28% of civilian employees believe that management consistently makes assignment and promotion decisions based on merit and experience. About one-fourth of sworn officers and civilian employees do not believe that staff members and supervisors treat employees fairly, with honesty, respect, and dignity."*

FINDING 5I. Feedback and Support for Employee Development.

FINDING 5J. Providing Needed Equipment. *63% of sworn officers say that the department has provided them with equipment "needed to ensure their safety, keep the community safe, and provide the community with the most effective and efficient service available." Only 42% of civilian employees agree with this statement.*

LEADERSHIP AND MANAGEMENT EXCELLENCE

FINDING 6. City and Police Department Leaders Challenges. *Data and written comments revealing the persistence and ongoing negative impact of understaffing, high levels of employee cynicism, dissatisfaction and distrust resulting in low morale and a deteriorating sense of unity, concerns about the amount and handling of officer misconduct, pervasive fear of retaliation suppressing open communication, and a tradition of non-inclusive decision making present political and police department leaders with an urgent and daunting challenge.*

FINDING 6A. Most Sworn Officers Believe that FPD Management Is Out of Touch. *More than half of sworn officers (55%) believe that their supervisors don't fully understand their day to day policing challenges. The number of officers who believe this is important because it suggests that implementing a policy to regularly demonstrate to line officers that their supervisors do know what they face could be highly constructive.*

FINDING 6B. Inclusive Decision Making Process. *More than half of sworn officers (58%) and 55% of civilian employees said “ability to achieve our mission would improve if management more effectively communicated its reasons for certain policies and gave employees a reasonable chance to give their opinions and offer alternatives.” Nearly half of sworn officers (48%) and more than a third (37%) of civilian employees said that the FPD has done a poor job of engaging employees by inviting their input at least in decisions that affect their jobs.*

FINDING 6C. Advocating and Modeling the Department’s Values. *About one third of sworn officers and nearly half of civilian employees say their leaders consistently articulate, advocate, enforce, and model the agency’s stated values (yet one-third of sworn officers gave their leaders a poor rating).*

FINDING 6D. Leading by Example. *Most sworn officers (62%) and civilian employees (52%) believe that their managers do not consistently lead by example.*

FINDING 6E. Supporters and Detractors. *Chief Dyer is a charismatic powerful leader who evokes strong feelings of both deep admiration and enmity. He tends to make decisions without much input or discussion of others. Many employees are intimidated and unwilling to say anything that might be interpreted as critical or resistant while others wish he was more present and visible in their unit. Almost one-third of sworn officers (31%) and 30% of civilian employees believe “The Chief has been doing all that he can. The major problems at FPD are beyond the Chief’s power or authority to correct.” On the other hand, 59% of sworn officers and 46% of civilian employees disagree with this statement.*

FINDING 6F. Confidence in Leadership. *A majority of sworn officers (69%) and nearly half of civilian employees (45%) said that dissension within the top leadership of the FPD has damaged the credibility of leadership.*

PROFESSIONALIZATION

FINDING 7. Committed to Professionalization. *More than half of both sworn officers and civilian employees (56%) said the FPD has done a good job identifying and adopting “new strategies and technologies to respond to emerging social trends (e.g., social media, internet crimes, etc.) that affect the safety or well-being of the community.” Similarly, more than half said their “Leaders make prudent, informed, cost effective, and community sensitive decisions as whether and how to use a new methods and technologies (e.g., crime mapping, hot spot analysis, etc.) and policing strategies to better achieve mission goals (e.g., community policing, problem-oriented policing, predictive policing). Only slightly less (42%) gave the FPD high marks for demonstrating “commitment to ongoing professionalization so that the agency represents the ‘state-of-the-art’ in policing performance.”*

THE REPORT

INTERPRETING THE DATA AND FINDINGS

This report is the result of data generated from the survey, information provided by respondents as written comments and resulting from interviews and discussions. Our objective is to provide a vast amount of information in a form that will allow focused analysis by city and FPD leaders and all members of the FPD. It is important that the findings and data itself be used responsibly and constructively.

The Josephson Institute has conducted many surveys of policing organizations and has developed guidelines for assessing the significance of certain data. Overall, the percentage of participants providing positive or negative responses is the best indicator of strengths and weaknesses but using percentages only can be misleading. Each percentage increment represents a real number of employee, thus the significance of 10% depends on the matter being assessed. (At the FPD 10% represents almost 100 employees). Therefore, the significance of negative data is dependent on both the percentage stating the negative opinion and potential for harmful consequences of the attitude or conduct measured. Thus, if only 10% express distrust for leadership, it is a great strength but if 10% acknowledge official lying or improper use of force this is likely a severe or critical issue. The percentages are relevant but our annotation of a letter grade representing JI's opinion as to the significance of the data may be more useful.

GREAT STRENGTH	A response indicates a <i>'great strength'</i> if 90% or more give a positive response or 10% or less give a negative response (depending on how the question is worded). Such <i>'great strengths'</i> are annotated with a grade of "A."
MODERATE STRENGTH	A response indicates a <i>'moderate strength'</i> if 81% - 89% give a positive response or 11% - 19% give a negative response. Such <i>'moderate strengths'</i> are annotated with a grade of "B."
MODERATE OR SERIOUS CONCERN	Depending on the potential harm of a negative response, a response is of <i>'moderate concern'</i> or <i>'serious concern'</i> if 68% - 80% give a positive response or 20% - 32% give a negative response. If we deem the response to be of <i>'moderate' concern</i> it is annotated with a grade of "C." If we deem the response to be of <i>'serious' concern</i> it is annotated with a grade of "D."
SEVERE CONCERN	A response indicates an area of <i>'serious concern'</i> or <i>'severe concern'</i> if 51% - 67% give a positive response or 33% - 49% give a negative response. If we deem the response to be of <i>'serious concern'</i> it is annotated with a grade of "D." If we deem the nature of the response to be of <i>'severe concern'</i> it is annotated with a grade of "D-."
CRITICAL CONCERN	When less than 49% (less than half) give a positive response or 51% or more give a negative response, we deem the response to be one of <i>'critical concern'</i> and it annotated with a grade of "D--*."

SECTION I: PERFORMANCE EXCELLENCE

The FPD identifies and pursues a wide range of outcome objectives including: 1) preventing crime and arresting criminals, 2) enhancing the quality of community life by providing timely and effective service to the community, creating a sense of security, and reducing the fear of crime, 3) maintaining peace and order including regulating traffic and protecting citizens from auto collisions, 4) collaborating with the community to reduce causes of crime and earn trust and legitimacy, 5) safeguard civil liberties.

The survey provides a fairly comprehensive self-assessment of both sworn officers and civilian employees as to performance in each of the major mission goals of the FPD. In most cases the perceptions of both groups is consistent. These perceptions reflect the subjective opinions of employees and do not necessarily reflect the opinions of the community or other constituencies nor do they provide objective evidence of performance. The FPD provides many statistical measures that must be considered in evaluating actual effectiveness.

Subjective opinions of employees regarding the performance of their organizations tend to be favorable as, in a sense, they are evaluating themselves. On the other hand, dissatisfied employees with low morale, tend to judge the organization harshly to validate their negative opinions.

FINDING 1. Employees Rate Performance as Adequate or Better. *Despite all the problems and complaints discussed in previous sections of this report, about half (49% of sworn officers and 48% of civilian employees) said that, “performance in reducing crime, collisions, and serving the community have improved significantly.”*

<i>Since I joined the FPD, performance in reducing crime, collisions, and serving the community have improved significantly.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	11%	38%	27%	17%	6%	49% ^C
Civilian Employees	6%	42%	23%	15%	14%	48% ^C

FINDING 1A. Preventing Violent Crimes and Arresting Persons Who Committed Them. *Most sworn officers and civilian employees (62%) believe that the department does a good or excellent job preventing citizens from becoming victims of violent crime and 92% of civilian employees and 79% of sworn officers give the same high rating to the FPD for arresting the people who committed those crimes.¹² While 71% of civilian employees also believe that officers provided the prosecutor with sufficient evidence to secure convictions of persons arrested, only 54% of sworn officers shared this view and almost one-fourth (24%) said that the FPD has done a poor or very poor job in this area.*

<i>Preventing citizens from becoming victims of violent crime.</i>							
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent
Sworn Officers	9%	21%	32%	28%	9%	2%	62% ^B
Civilian Employees	14%	25%	23%	29%	5%	4%	62% ^B

<i>Arresting persons who committed violent crimes.</i>								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	24%	30%	25%	16%	3%	2%	79% ^{B+}	5%
Civilian Employees	20%	37%	25%	15%	0%	2%	92% ^A	2%

¹² This positive view, especially by sworn officers.

Providing prosecutor with sufficient evidence to secure convictions of persons arrested								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	11%	18%	25%	21%	15%	9%	54% ^{C--}	24%*
Civilian Employees	18%	29%	24%	24%	2%	2%	71% ^B	4% ^{^^}

FINDING 1B. Preventing Violent Non-Violent Crimes and Arresting Persons Who Committed Them. *Most civilian employees (54%) but only one-third (35%) of sworn officers believe that the department has done a good or excellent job preventing citizens from becoming victims of non-violent crime and less than half (45% of civilian employees and 44% of sworn officers) give the same high rating to the FPD for arresting the people who committed those crimes.*

Preventing and reducing non-violent crimes								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	4%	10%	21%	31%	27%	7%	35%	34% ^{D--}
Civilian Employees	9%	14%	31%	22%	17%	7%	54%	24% ^{C--}

Arresting persons who committed property crimes.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	5%	14%	25%	32%	20%	5%	44%	25% ^{C--}
Civilian Employees	8%	12%	25%	27%	20%	7%	45%	27% ^{C--}

FINDING 1C. Traffic Accidents and Injuries. *There is a virtual consensus (83% of sworn officers and 86% of civilian employees) that the FPD has done a good or excellent job “dealing with traffic accidents and injuries (assuring that emergency aid is provided, roads are promptly cleared, and complete and useful incident reports are prepared.” And 81% of sworn officers and 72% of civilian employees gave the FPD high marks in “preventing citizens from being injured in traffic collisions.”*

Effectively dealing with traffic accidents and injuries (assuring that emergency aid is provided, roads are promptly cleared, and complete and useful incident reports are prepared)								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	25%	35%	23%	15%	1%	0%	83% ^A	1%
Civilian Employees	29%	39%	18%	7%	4%	4%	86% ^A	8%

Preventing citizens from being injured in traffic collisions								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	21%	34%	26%	16%	2%	1%	81% ^A	3%
Civilian Employees	20%	17%	35%	26%	0%	2%	72% ^{B+}	2%

FINDING 1C. Protecting Citizens Endangered by Non-Criminal Sources. About half of sworn officers (48%) and civilian employees (49%) believe the FPD is doing a good job protecting citizens and their property endangered or injured by floods, fires, and other non-criminal force.

Protecting citizens and their property endangered or injured by floods, fires, and other non-criminal force								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	7%	16%	25%	36%	9%	7%	48% ^C	16%
Civilian Employees	13%	18%	28%	35%	3%	5%	49% ^C	8%

FINDING 1D. Protecting Vulnerable Populations. About half of sworn officers (52%) and civilian employees (54%) believe the FPD is doing a good job protecting the homeless, mentally ill, children and, other vulnerable populations

Protecting the homeless, mentally ill, children and, other vulnerable populations								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	16%	30%	29%	12%	8%	52% ^{C+}	20%
Civilian Employees	7%	19%	28%	28%	17%	2%	54% ^{C+}	19%

FINDING 1F. Protecting Civil Liberties and Providing a Safe and Secure Environment. Half of sworn officers (51%) and 66% of Civilian Employees believe the FPD has done a good or excellent job “dealing with disturbances of the peace, public nuisances, and non-urgent citizen calls in a manner that upholds the civil liberties of all parties and provides citizens with a safe and secure environment.” Almost one in four sworn officers, however, believe the department has done a poor job in this area.

Dealing with disturbances of the peace, public nuisances, and non-urgent citizen calls in a manner that upholds the civil liberties of all parties and provides citizens with a safe and secure environment								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	8%	18%	25%	26%	14%	9%	51% ^{C+}	23%
Civilian Employees	12%	27%	27%	18%	8%	8%	66% ^B	16%

FINDING 1G. Collaborating with Other Organizations to Identify and Reduce the Causes of Crime. While 34% of civilian employees believe that FPD has done a good or excellent job “collaborating with other organizations to identify and reduce the causes of crime”, only 23% of sworn officers agree and just as many think that FPD has done a poor job in this area.

Collaborating with other organizations to identify and reduce the causes of crime.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	7%	16%	28%	26%	16%	7%	23% ^{C--}	23%
Civilian Employees	17%	17%	33%	15%	13%	4%	34% ^{C+}	17%

FINDING 1H. Earning Trust with the Community. Low ratings by employees of the trust level of various segments of the community (less than one-four rate the FPD as good or excellent) suggests that there is substantial room for improvement in this area.

Employing community policing strategies to earn legitimacy (trust) and more effectively accomplish objectives								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	7%	14%	23%	27%	17%	11%	21%	28%
Civilian Employees	17%	13%	38%	13%	13%	6%	30%	19%

Maintaining the trust and support of the community as a whole.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	18%	28%	30%	13%	5%	24%	18%
Civilian Employees	7%	16%	19%	37%	18%	4%	23%	22%

Maintaining trust and support of Hispanic citizens.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	8%	17%	29%	31%	10%	5%	25%	15%
Civilian Employees	13%	13%	9%	40%	19%	6%	26%	25%

Maintaining trust and support of African American citizens.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	7%	15%	23%	33%	13%	8%	22%	21%
Civilian Employees	13%	13%	6%	43%	19%	6%	26%	25%

FINDING 11. Creating a Sense of Security. While 45% of sworn officers and 54% of civilian employees give the FPD high marks for “providing an environment where people feel safe, secure, and well-protected in their homes, businesses, and public places”, nearly one-fourth of both groups (24% of sworn officers and 22% of civilian employees) say the FPD has done a poor job in this area. The negative view is supported by a recent Gallop Poll identifying Fresno as one of three cities (of 100 surveyed) where residents are least likely to feel safe.¹³

Providing an environment where people feel safe, secure, and well-protected in their homes, businesses, and public places.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	4%	11%	30%	31%	19%	5%	45%	24%
Civilian Employees	9%	7%	38%	25%	13%	9%	54%	22%

¹³ Results of a nationwide Gallop poll published April 30, 2015 found that less than 64% of adults living in each of three California communities—Fresno, Stockton-Lodi and Bakersfield—agree they always feel safe and secure, making these residents the least likely to feel safe among the 100 most populous U.S. metropolitan cities.

<http://www.gallup.com/poll/182969/fresno-california-residents-least-likely-feel-safe.aspx>

Providing current, credible, and accurate data to allow the public to assess the department's effectiveness.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	11%	21%	23%	23%	15%	6%	32%	21% ^C
Civilian Employees	15%	26%	26%	15%	13%	6%	41%	19% ^C

FINDING 1J. Responding to Non-Emergency Citizen Calls. *Almost half of civilian employees and 38% of civilian employees say the FPD has done a poor or very poor job “responding to citizen calls in a timely, respectful manner that results in citizen satisfaction.”*

Responding to citizen calls in a timely, respectful manner that results in citizen satisfaction

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	2%	9%	19%	25%	25%	19%	11%	44% ^{D--}
Civilian Employees	5%	12%	19%	25%	26%	12%	17%	38% ^D

Promptly responding to calls; promptly and politely returning phone messages; providing timely follow-up investigations; resolving citizen questions, problems and complaints; keeping crime victims informed; and being sensitive to the needs of business and property owners.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	3%	11%	30%	22%	18%	16%	14%	34% ^{D--}
Civilian Employees	9%	19%	17%	30%	11%	13%	28%	24% ^{C--}

Providing the training and oversight to assure that sworn officers always comply with the law and department policies.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	15%	26%	27%	21%	7%	4%	41%	11%
Civilian Employees	13%	27%	27%	15%	13%	4%	40%	17%

Providing training and oversight to assure that civilian employees always comply with the law and department policies.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	11%	19%	28%	30%	8%	4%	30%	12%
Civilian Employees	11%	19%	16%	19%	19%	15%	30%	34%

Providing training and oversight to assure that all employees adhere to high ethical and professional standards above and beyond legal minimum requirements.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	11%	18%	27%	26%	10%	8%	29%	18%
Civilian Employees	10%	20%	21%	21%	20%	8%	30%	28%

The FPD operates with honesty and openness and provides information to the public as often as possible without compromising privacy rights, confidentiality laws, and the integrity of investigations.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	13%	30%	19%	22%	11%	5%	62%^	16%^
Civilian Employees	20%	31%	16%	22%	5%	5%	67%^	10%^^

SECTION II: ORGANIZATIONAL EXCELLENCE

The first section of the report deals with the five elements of Organizational Excellence: 1) Culture, 2) Workforce Character, Competence and Commitment, 3) Workplace Policies and Practices and Employee Engagement and Satisfaction, 4) Quality of Leadership and Management, and 5) Level of Organizational Professionalization.

ORGANIZATIONAL CULTURE

The foundation of organizational excellence is its culture. An organizational culture is the product of the dominant beliefs (values) and behavioral norms that influence interactions and decisions within and on behalf of the organization. Culture can also be described as the overall feel or atmosphere of the organization

A pervasive professional policing culture promotes positive policing values and the agency's core operational and ethical principles in pursuit of its mission to protect and serve its community. A positive culture is both the cause of and product of the other four aspects of organizational excellence: 1) a quality workforce, 2) an inspiring and supportive workplace, 3) accountable and visionary leadership and 4) a high level of professionalization in the employment of state of the art technologies and policing strategies.

A professional policing culture creates a positive environment that instills a sense of purpose, pride and personal accountability in all sworn and civilian employees assuring their dedication to serving the public by legally, ethically, effectively and efficiently pursuing the agency's mission goals in a manner that enhances public trust and institutional credibility. A professional policing culture promotes top to bottom accountability deters unprofessional and discrediting misconduct.

A crucial indicator of culture is *employee morale* which is a reflection of the overall attitude of the employee base as a whole toward the organization. High morale is the result of positive feelings about the organization and its leaders. Positive morale is characterized by trust in the competence, accountability and integrity of leaders and fellow employees and general satisfaction with working conditions. Low morale, on the other hand, is characterized by distrust, cynicism and dissatisfaction.

In light of some high profile misconduct we were asked to pay particular close attention to the issue of culture to determine whether there are any systemic factors with may subject FPD to future resources-draining and reputation-damaging conduct. In fact, this survey reveals a significant number of serious and severe systemic factors resulting in low morale and high distrust and dissatisfaction creating a breeding ground for a wide range of potential difficulties.

Although many of the particular issues contributing to low morale and high distrust and dissatisfaction relate to workforce, workplace and leadership issues we raise them in the context of culture because they reveal ingrained practices and attitudes that negatively affect performance and render the department highly vulnerable to future problems.

While many of the issues arose in the context of giving the reasons for low morale (e.g., deep dissatisfaction with working conditions based on staffing levels and deployment of existing staff, a passionate conviction of a majority of sworn officers that the standards of accountability are inadequate and inconsistent and that the department has not been meeting its community policing goals because of what a vast majority of officers believe is a counterproductive emphasis on arrest statistics, and more), each of these and other sources of discontent and alienation are significant problems in themselves (irrespective of their impact on morale).

FINDING 2. FPD Has a Negative Organizational Culture. *The current culture the FPD is dominated by deep and widespread discontent, distrust, disconnection and that high standards of accountability and integrity are not consistently adhered to. This negative culture is hampering FPD's ability to meet all its mission goals, is a major factor*

impeding FPD's efforts to attract and retain a sufficient number of qualified sworn and civilian employees¹⁴, and makes the department vulnerable to costly and discrediting conduct.

FINDING 2A. Morale. *Low morale pervades the entire culture of FPD but is particularly intense in patrol division and civilian units. Two-thirds of sworn officers (68%) and more than half of civilian employees (52%) believe the morale problem presents a serious or severe threat to the ability of the FPD to perform its mission. Of that group, more than one-third (37% of sworn officers and 16% of civilian employees believe that low morale is a "severe problem presenting an imminent and major threat to performance or damage to the agency.*

Low morale¹⁵						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	37%	31%	24%	7%	2%	68% ^{D--*}
Civilian Employees	16%	36%	33%	14%	2%	52% ^{D--}

- Those who responded to the survey rejected attempts to downplay the scope of the morale problem: Three-quarters (75%) of civilian employees and nearly two-thirds (63%) of sworn officers disagreed with the statement that "low morale is a problem for only a small minority of people in my unit/division." Similarly, only one in four (26% of sworn, 23% of civilian) agreed that "Concerns for low morale are overblown."

Low morale is a problem for only a small minority of people in my unit/division.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Disagree / Disagree
Sworn Officers	8%	23%	25%	38%	7%	63% ^{D--*}
Civilian Employees	6%	14%	40%	35%	5%	75% ^{D--*}

Concerns about low morale are overblown. Everyone is responsible for their own happiness.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	9%	17%	34%	33%	7%	26%
Civilian Employees	8%	15%	32%	37%	8%	23%

- **Most FDP Employees Are Proud of Department.** *Despite all the negativity reported below, most employees (71% of sworn and 75% of civilian employees) are "proud to be a part of FPD."*

¹⁴ Although the City has indicated that funds are available to replenish the depleted sworn staff there are still about 100 openings but an inadequate number of qualified employees to fill those slots. In July, 2015, the City approved a proposal of Chief Dyer to pay current employees a bonus of \$1000 if they recruit a qualified officer to transfer to the FPD and a \$10,000 signing for a qualified officer coming from another department (a lateral hire), but as yet this has had no material impact. Comments in the survey and made during the organizational excellence training suggest that once potential recruits talk to current FPD officers who often share their discontent, man recruits decide FPD is not a good place to work.

¹⁵ The survey asked respondents to "Please indicate your opinion as to the whether the listed behaviors or attitudes are serious problems that should be addressed: A. Severe problem presenting an imminent and major threat to performance or damage to the agency. B. Serious problem presenting a significant threat to performance or damage to the agency. C. Somewhat serious presenting a possible threat to performance or damage to the agency. D. Minor problem. E. Not a problem at all

<i>I am proud to be a part of the FPD.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	33%	38%	13%	8%	8%	71% ^B
Civilian Employees	33%	42%	14%	0%	11%	75% ^B

Sample comments:

- *There is plenty at Fresno PD to be prideful about. Being proud about where you work and having high morale is very internal and is absolutely about personal choice! A person can choose to be positive and live their life in such a manner or they can choose to be negative and find fault in every place they look.*
- *This is a well payed job for someone with as little as a high school education and I think that gets lost in the negativity our job brings to the table at times. Our officers should be reminded of this.*

FINDING 2B Cynicism and Distrust. *The FPD culture is permeated with widespread cynicism and distrust. A substantial proportion of both sworn and unsworn employees expressed the belief that nothing good would come from this effort or their willingness to complete the survey. Comments revealed a common conviction that the leaders of FPD already know all they need to know but are unwilling to make the changes necessary to restore trust and morale.*

A strong indicator of cynicism and distrust is the low participation rate, particularly among staff officers (lieutenants and above). Presumably, most employees chose not to participate because they either thought it would be a waste of time as no positive consequences would come from participation (cynicism) or a belief that, despite pledges of confidentiality and no retaliation, there would be negative career ramifications to stating any criticism or dissatisfaction (distrust).

- **Cynicism.** Half of all employees (55% of sworn officers and 51% of civilian employees) said they were not confident that the survey would be used to make positive changes. What’s more, nearly half (48% of sworn, 45% of civilian) said they *don’t believe that leadership really cares what they think*.

<i>I am confident that leadership will use the results of this survey to make positive changes.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Disagree / Disagree
Sworn Officers	8%	29%	23%	32%	7%	55% ^{D--*}
Civilian Employees	8%	29%	40%	11%	12%	51% ^{D--*}

<i>I don't believe that leadership really cares about what I think.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	23%	25%	28%	19%	4%	48% ^{D--}
Civilian Employees	21%	24%	33%	10%	13%	45% ^{D--}

- **Distrust.** Despite explicit assurances from Chief Dyer and the Josephson Institute of confidentiality, only half of sworn officers (50%) and 55% of civilian employees who did complete the survey said they believed their

“responses would be kept confidential and that no effort would be made to connect responses to individuals.”¹⁶

<i>I am confident my responses will be kept confidential and no effort will be made to connect responses to individuals.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	17%	33%	21%	19%	10%	50% ^{D--}
Civilian Employees	19%	36%	28%	6%	11%	55% ^{D--}

Sample Comments:

- *Everyone taking this survey is afraid that the computer IP address will be used to identify who they are and they will be retaliated against for saying something negative*
- *I fully expect retaliation in some manner for filling out this survey.*
- *It’s too bad that I sound so negative in my answers, but the truth is the truth. I typed a long narrative but I don’t trust that Admin will not get their hands on this, so I deleted it, then couldn’t control myself and typed another one.*
- *More than one in five (22%) of Sworn Officers but only 14% of non-sworn employees agreed with the statement, “In my unit, there is a pervasive kill-the-messenger culture that causes many employees to conceal or distort negative information”*

FINDING 2C. Understaffing. *The FPD culture is dominated by a pervasive discontent concerning workload, leadership priorities and commitment to community policing objectives resulting from the impact of a widely acknowledged problem of inadequate staffing (especially in the patrol and all civilian units). If the culture and morale cannot be improved, it is likely that the understaffing problem will be intensified by attrition resulting from voluntary resignations and retirements.*¹⁷

- **Employees Considering Leaving.** Nearly one in five (19%) of both sworn and civilian employees said they are “seriously considering leaving the FPD to work for another law enforcement agency.”¹⁸ This is an unusually high number indicating a severe concern.

<i>I am seriously considering leaving the FPD to work for another law enforcement agency.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	8%	11%	26%	40%	16%	19% ^{D--*}
Civilian Employees	5%	14%	22%	40%	20%	19% ^{D--*}

¹⁶ Survey results support comments made in oral interviews and in the narrative comments to the survey that attribute the low participation rate (about one-third of employees completed the survey) due to two mutually reinforcing beliefs: a) “participating in the survey is a waste of time since management already knows what’s wrong with the department and they are either unwilling or unable to make meaningful positive changes” and b) “anyone who criticizes or complains is either considered disloyal (i.e., not a team player) or a malcontent and the critic is likely to suffer negative career consequences.”

¹⁷ This issue is more comprehensively explored in the section dealing with Workforce” at pg. 30.

¹⁸ To help solve understaffing problems, FPD is offering a substantial bonus to officers at other departments to leave their current employer and join the FPD. In view of the high number of FPD officers considering going elsewhere, there is a significant risk that FPD’s efforts to “poach” officers from other departments could backfire if other departments increase their efforts to attract FPD officers who are dissatisfied.

- **Willingness to recommend FPD.** Less than half of all employees (41% of sworn, 46% of civilian) said they would “gladly recommend friends and relatives to work for FPD.”

<i>I would gladly recommend friends and relatives to work for FPD.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Disagree / Disagree
Sworn Officers	17%	24%	27%	25%	6%	31% ^{C--}
Civilian Employees	15%	31%	25%	14%	15%	29% ^{C--}

FINDING 2D. Compensation. *Dissatisfaction with compensation levels and policies is a major contributor to a negative culture and low morale at the FPD. When asked to identify the most significant reasons why people in their unit are unhappy or dissatisfied, 81% of civilian employees and 69% of sworn officers said that “failure to increase compensation as economy improved” and 70% of civilian and 65% of sworn officers identified, “reduction in compensation resulting from the economic downturn.”¹⁹*

Sample of comments:

- *Being underpaid causes low morale and a feeling of being unappreciated. Very sad that cost of living goes up but our pay stays stagnant and our take-home pay decreases. The department should take better care of their non-sworn employees*
- *Doing more work with less resources can only last so long before it has a negative effect on morale and pride*
- *Once the recession hit, the organizational culture shifted; there was no methodical and sensitive contraction to adjust to the fiscal constraints. Cuts across the board of the non-sworn to some 315+ personnel sent a very condemning message; “you matter not”. And, this trend unfortunately continued.*

FINDING 2E. Patrol Division. *The negative culture at FPD is fueled by a pervasive belief that the patrol division is demeaned and disrespected. More than half (57%) of all sworn officers (not only those currently serving in the patrol division) believe that “the patrol division has been demeaned by a belief among many employees that it is composed primarily of new officers or “losers” (folks who can't promote out, were disciplined, or were demoted). Nearly half (47%) of sworn officers agree that “other than when first employed as a sworn employee, patrol division assignments generally are used to punish or discipline officers.”*

<i>Whether true or not, the patrol division has been demeaned by a belief among many employees that it is composed primarily of new officers or “losers” (folks who can't promote out, were disciplined, or were demoted).</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	29%	28%	25%	14%	4%	57% ^{D--*}
Civilian Employees	4%	9%	21%	21%	45%	13% ^B

¹⁹ Recent news that the City had declared substantial cash bonuses to top city administrators including a \$20,000 payment to the Chief of Police highlighted and escalated feelings of unfairness and discontent as no comparable recognition of the sacrifices of employees.

Other than when first employed as a sworn employee, patrol division assignments generally are used to punish or discipline officers.

	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree
Sworn Officers	29%	18%	15%	15%	10%	13%	62% ^{D--*}
Civilian Employees	9%	0%	21%	24%	33%	12%	30% ^D

Sample Comments Concerning Patrol Discontent:

- *In our department patrol is treated as a punishment for those who get into trouble. As part of discipline officers are frequently reassigned from their unit and put back into patrol. This results in the department wide perception that patrol is the lowest place to be and the worst assignment in the department. This causes patrol to be looked down upon by staff members (generally speaking, with some rare exceptions), and therefore causes many of those officers in patrol to feel as if they are not cared about by staff.*
- *Stop the trend of allowing Patrol to become a stomping ground where officers who are in trouble or not effective end up with not much hope of moving on.*

FINDING 2F. Sense of Unity. *The vast majority of sworn officers (80%) and 63% of civilian employees disagree with the statement that, “There is a strong sense of unity (“all for one and one for all”) within the department as a whole” and nearly half (48%) of sworn officers and more than one-third of civilian employees (36%) give the FPD a poor grade in fostering a sense of unity. This negative finding is reinforced by the fact that about half (48%) of sworn officers and more than a third (36%) of civilian employees said that the FPD does a poor job of fostering “a sense of unity where all employees care about and look out for each other.”*

There is a strong sense of unity (“all for one and one for all”) within the department as a whole.

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Disagree / Disagree
Sworn Officers	2%	12%	28%	52%	5%	80% ^{D--*}
Civilian Employees	9%	16%	36%	27%	13%	63% ^{D--}

The organizational culture fosters a sense of unity where all employees care about and look out for each other.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	2%	7%	17%	25%	28%	20%	26%	48% ^{D--}
Civilian Employees	7%	7%	20%	30%	23%	13%	34%	36% ^D

Division level. There is a greater sense of unity at the unit/division level for sworn officers as 56% said that “there is a strong sense of unity (“all for one and one for all”) within my unit/division”. This is not the case for civilian employees as only 26% agreed with that statement.

There is a strong sense of unity (“all for one and one for all”) within my unit/division.

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	20%	36%	23%	16%	4%	56% ^{C+}
Civilian Employees	9%	17%	43%	17%	14%	26% ^D

Internal Competition. The sense of unity is being replaced by a more self-centered mindset as over half (51%) of civilian and 41% of sworn employees said that “there is a growing “every man/woman for him/herself” attitude within my unit/division.”

<i>There is a growing "every man/woman for him/herself" attitude within my unit/division.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	18%	23%	32%	24%	4%	41% ^D
Civilian Employees	11%	40%	28%	15%	6%	51% ^{D--}

FINDING 2G. Appreciation. Three-quarters of sworn officers (74%) and more than half (51%) of civilians identified “lack of appreciation for the importance of my unit’s contribution to mission effectiveness” as a significant factor creating low morale. Both sworn (71%) and civilian (62%) employees identified “lack of concern for, or attention to, the working conditions in my unit” as a significant contributor to low morale. Finally, less than half of employees (43% of sworn officers and 39% of civilian employees) believe their work is appreciated and valued by top leadership.

<i>I feel my work is appreciated and valued by top leadership.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Disagree / Disagree
Sworn Officers	11%	32%	26%	26%	5%	52% ^{D--}
Civilian Employees	11%	28%	25%	29%	8%	54% ^{D--}

- **Appreciated by Supervisor.** On the positive side, the vast majority of employees (75% sworn, 69% civilian) believe their work is appreciated and valued by their direct supervisor.

<i>I feel my work is appreciated and valued by my supervisor.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	29%	46%	11%	12%	2%	75% ^{B+}
Civilian Employees	23%	46%	23%	3%	5%	69% ^B

- **Appreciated by Public.** Most sworn officers (56%) but only about a third (37%) of civilian employees believe their work is appreciated by the community.

<i>I feel my work is appreciated and valued by the community as a whole.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	14%	42%	23%	18%	4%	56% ^{C+}
Civilian Employees	9%	28%	31%	23%	9%	37% ^D

Sample comments:

- *Civilian employees working hard for the sworn and it is not noticed or compensated. Most civilian employees here can barely pay their rent and do not complain but it would be nice to at least get a memo or something on administration day.*
- *I think there should be more done to recognize officers for their contributions and also to let them know that command staff is aware of their hardships and is actively working to address those concerns.*

- *Have leaders be more involved in what officers do and commend them for their work. Staff is always caught up in making their numbers but seem to forget who makes those numbers. Getting to know an officer and spreading the knowledge of staff member can often do tremendous things to a beat officer.*

FINDING 2H. Civilian Units. *Civilian employees are more intense and uniform than sworn officers in the belief that they are underappreciated, underpaid, overworked and inadequately equipped.*

- **Civilian Employees Believe They Are Ignored.** The responses of civilian employees as well as their written comments and the extremely low participation rate (24%) reveal a severe attitude of alienation. Civilians are adamant that they are ignored by the Chief and other staff officers and that they have not received their necessary and fair share of resources to upgrade, repair or replace needed equipment. The vast majority of civilian employees (80%) disagreed with the statement “Low morale is a problem for only a small minority of people in my unit/division.”

Sample Comments: A high percentage of civilian employees feel neglected, underappreciated and unheard.

- *Not that this opinion matters; as we non-sworn tend to work in darkness without communique from the top down beyond our immediate Supervisor/Manager.*
- *The department once shared information on a collaborative basis with extremely good relations between sworn and civilian managers at most all levels. Disagreements were acceptable as discussions were yielding positive outcomes. Managers often agreed in the needed outcome and would mediate in the differences to the approach that benefitted the organization.*
- *Ask the Chief when he last popped his head into Records, IB, Dispatch, and Business Office and said, “Have a nice day!”? Ask the DCs, the Captains, and the Lieutenants. How sad is it to show up, work hard and get no respect, no acknowledgement, no courtesy from, face it, fellow EMPLOYEES (Yes, officers, you are employees)?*
- *There needs to be an in-depth organizational assessment and where needed, sections and units overhauled so that (1) Strengths of existing resources identified, (2) Weaknesses in efficiency addressed, (3) Opportunities invested in, and (4) Threats to functional performance mitigated. But the challenge is; we don’t have the resource time - due to resource constraints - to work on this assessment. We are “simply getting by” as we wait for some great financial panacea to surface and provide the solutions that even the Chief himself cannot convince City Hall that is needed to shore up the Police Infrastructure.*
- *Non-sworn are not valued! Your question about when new funds become available officers should get pay raises...NON-SWORN HAVE NOT HAD PAY RAISES IN YEARS WHILE OFFICERS HAVE. Why doesn’t this questions include us!!!!!! Even this survey degrades us! And you wanted to know if we had confidence in “another” survey? Seems even the rest of the questions are about officers!*
- *Why did only one officer remember and produce a lovely bouquet of flowers to show appreciation for the Records Bureau for Administrative Professional’s Day? It brought some of the clerks to tears. They would have been happy with a “thank you.” I don’t know if dispatch, IB, etc. were even acknowledged. If you want people to trust, honor and respect “the thin blue line” then why don’t you start by showing the people you work with the same.*

FINDING 2I. Accountability. *An especially large proportion of sworn officers are intensely dissatisfied with what they believe is FPD’s forgiving culture created by leadership’s failure to consistently uphold high ethical and performance standards and to hold employees accountable for inadequate performance and improper conduct.*

It is difficult to assess the accuracy of the prevailing opinion that a philosophy of “second chances” has resulted in inappropriate tolerance of behavior and undue leniency but it is an indisputable fact that the overwhelming majority of officers believe this is the case and this perception is itself a fact that must be dealt with if the FPD is to restore its image and improve its effectiveness.

As is evident from the following data and written comments, there is a powerful and prevailing belief that the discipline system is erratic, especially as applied to sergeants and staff and officers assigned to special units. While a majority of sworn officers believe that certain officers should have been fired or demoted for conduct the perception is that instead of serious sanction errant officers were promoted or assigned to desirable special unit positions.

- More Than 90% of Officers Believe FPD Has Been Too Lenient re: Misconduct.** The survey asked sworn officers and civilian employees to identify the most significant reasons why people in their unit are unhappy or dissatisfied. Sworn officers were passionate and emphatic - 91% identified: *“Too lenient response to serious misconduct of some officers.”* More than half of sworn officers (56%) gave the department a grade of poor or very poor with respect to holding all employees accountable for substandard performance or misconduct through counseling, training, reassignment, suspension, or termination.²⁰

All employees, regardless of rank, are held accountable for substandard performance or misconduct through counseling, training, reassignment, suspension, or termination.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	6%	8%	12%	18%	29%	27%	26%	56% ^{D--*}
Civilian Employees	9%	9%	11%	33%	25%	13%	29%	38% ^D

- About One-Third of Both Sworn Officers and Civilian Employees Give the FPD a Poor Grade Re: Fostering Personal Accountability.** 30% of sworn officers and 29% of civilian employees think the FPD is doing a poor or very poor job of fostering *“personal accountability so that all employees accept responsibility to protect the public and the agency's credibility by preventing or reporting unlawful or unethical conduct.”*

The organizational culture fosters and demands personal accountability so that all employees accept responsibility to protect the public and the agency's credibility by preventing or reporting unlawful or unethical conduct.							
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Poor / Poor
Sworn Officers	5%	11%	24%	30%	17%	13%	30% ^D
Civilian Employees	9%	14%	22%	26%	19%	10%	29% ^D

- More than 90% of Officers Believe FPD Has Been Too Tolerant of Performance Deficiencies of Senior Staff.** The same proportion (91%) listed: *“failure to hold senior officers and supervisors (lieutenants and above) accountable for performance deficiencies”* as a major source of dissatisfaction and poor morale.
- More than 80% of officers Believe FPD Has Been Too Tolerant of Performance Deficiencies of First-Line Supervisors.** Most of sworn officers (84%) and a significant number (27%) of civilian employees identified

²⁰ The survey asked respondents to: “Give your most candid and fair rating of the performance of the Fresno Police Department with respect to each of the following leadership, organizational and management issues”.

“Failure to hold first-line supervisors accountable for performance deficiencies” as a major factor in producing low morale.

- **About One in Four Officers Believe Code of Silence Prevents Accountability for Misconduct.** The best protection against employee misconduct is a culture of personal accountability that makes it certain or at least probable that other employees will take steps to prevent or report any discrediting conduct of co-workers. In this regard the FPD culture should be fortified but the situation is not severe. Almost one in four (23%) sworn officers believe the Code of Silence is a severe or serious problem; 31% of sworn and 25% of civilians said it was no problem at all.

Code of silence preventing officers from being accountable and honest re: misconduct of other officers						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	13%	10%	22%	24%	31%	23% ^{C-}
Civilian Employees	14%	22%	20%	20%	25%	36% ^D

FINDING 2J. Risk of Future Misconduct. *The prevalent belief of officers that FPD disciplinary practices regarding some forms of officer misconduct are excessively lenient may result in additional instances of discrediting misconduct and further attrition of officers who believe the department is not upholding high standards of character.*

An ominous comment by a survey respondent: *“There are some serious things that still haven’t even come out yet.... stand back.”*

Sample of Comments re: Issues of Accountability. More than 100 FPD employees wrote comments on the issues of accountability and discipline. Some employees feel that employees, at every level of the organization, are not being held accountable. There is also a concern from some supervisors that if they try to hold their subordinates accountable, they will not get the backing or support from *their* supervisor. There is a major concern about how discipline is dispensed and that it is not consistent and that some employees are given too many chances, based on favoritism. Though the opinions were overwhelmingly negative some respondents were emphatic that there is no special problem in this area.

- *I believe that officers are being held accountable. Officers get fired, are placed on contracts, and suspended. What officers believe is the "rumor mill" which is less than true. Officers are not privileged to all the details of an IA investigation and the factors that resulted in the discipline or lack thereof.*
- *Deficiencies in performance are rarely addressed. Officers are allowed to do little work and rarely face any consequences. This causes more work for others thus creating low morale*
- *This Chief is the best I have ever worked for. However, his second, third, fourth chances for personnel who continually get in trouble is very disappointing. It is hard to tell personnel that you are held to a higher standard when the Chief gives known screw ups chance after chance after chance.*
- *Seems like those who do not deserve to wear our badge, and this uniform, are not fired, or demoted, but rather given the positions with weekends off, and day shifts. I think the time has long passed, where the Chief should fire those who are constantly our "problem children", and this includes staff members as well as sergeants.*
- *Recently, there has been a noticeable change in the way discipline is administered. Officers and supervisors are seeing that members are being held accountable to a greater degree.*

- *I believe in the Police Officers Code of Ethics: "I will keep my private life unsullied as an example to all". Our personal and private lives are BOTH used to gauge the level of trust the public should place in us. When we do not hold OURSELVES to that standard then what right do I have to demand the respect of the public.*
- *Officers in the department are far too comfortable, knowing very well that even perceived serious misconduct will not result in serious discipline. This has resulted in officers making poor decisions, on duty and off duty, knowing full well any possible discipline will be minimal.*
- *Although the Chief doesn't handle all discipline, I believe the internal discipline process works reasonably well. In the cases where the Chief presides, overall he does an excellent job!*
- *Hold officers accountable when policy is violated or crimes are committed. Treat everyone equal in their discipline process. Being arrested, for example DUI, used to include discipline that involved being removed from a special unit.*
- *This profession is one that most of us take great pride in. We all took an oath to be a better person than the average citizen. But when the Chief treats these serious offenders in such a lackadaisical manner and gives the perception to us all that he tolerates it, then it tarnishes the department and the entire profession. I don't think that Chief Dyer realizes this. I believe that he supports the philosophy of giving second (and third and fourth) chances, but he does not see the damage that it does to the department as a whole.*
- *Hold EVERYONE (with NO exceptions) accountable to the SAME standards of conduct, professionalism, integrity, etc.*
- *Inconsistencies in discipline is ridiculous. Some officers get beach time or paper for non-issues while others are covered by ridiculous excuses for much worse incidents.*
- *Hold people accountable. We have sworn officers and supervisors that have engaged in serious misconduct they should've been fired for, violations that betray the public's trust. Instead, they are given another chance. Some are even promoted or assigned to a special unit.*
- *I'm tired of being ashamed of where I work. When people ask, I hesitate to respond with the truth due to all the criminality, scandals, and immorality that has besieged our department. All I want is for people to be held accountable for their actions. This includes officers who cannot "keep their private life unsullied".*
- *If this Department continues to let little things (misdemeanors) occur and does not punish the member(s), this activity will turn into felonies! Members are no longer afraid or even nervous to flirt with misconduct because they know the Department is extremely soft on moral/character violations.*

FINDING 2K. Emphasis on Felony Arrest Data. *A very large proportion of sworn officers passionately and emphatically stated the view that their superiors placed so much emphasis on the number of felony arrests made by patrol officers that: i) they were unable to do real and constructive community-based policing work in alignment with the FPD's stated objectives, ii) many arrests were unproductive and unrelated to the FPD's mission, and iii) FPD's statistical claims re: effectiveness are untrue or distorted and have damaged internal trust and credibility.*

- **Emphasis on Arrests Distracts Efforts from Meaningful Outcomes.** More than half (52%) of sworn officers described the arrest emphasis as a quota system focusing on generating good statistics at the cost of producing meaningful community service outcomes. In a related question, 39% of sworn officers said their supervisor was more concerned with achieving good numbers than good policing results.

In my unit / division, superiors create a kind of quota system placing great emphasis on creating good statistics without focusing on meaningful outcomes (e.g., felony arrests and parole violations).

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	34%	18%	17%	24%	7%	52% ^{D--}

My supervisor is more concerned with achieving good numbers (e.g. Arrests, citations issued, productivity data) than good policing results.

	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree
Sworn Officers	28%	11%	9%	12%	18%	22%	48% ^D

- Most Officers Believe Overemphasis on Arrest Statistics is a Severe or Serious Problem.** Almost three-quarters (73%) of all sworn officers identified FPD’s emphasis on arrest statistics as a serious problem. More than half (57%) described the problem as a “Severe problem presenting an imminent and major threat to performance or damage to the agency” while the additional 21% identified this as a “serious problem presenting a significant threat to performance or damage to the agency.” civilian employees were somewhat less concerned but still 40% labeled the arrest data issue as a severe or serious problem.
- Most Officers Believe Overemphasis on Arrest Statistics Results in Unproductive Arrests and Manipulation of Data.** In related questions asking employees to rate the seriousness of various issues, a substantial majority of sworn officers (58%) expressed the belief that unproductive arrests (arrests that do not result in convictions or guilty pleas) is a serious or severe problem and 52% said that manipulation of data was severe or serious. These data suggest both effectiveness and credibility are damaged by this policy.

Overemphasis on statistics (e.g., number of arrests) rather than real and meaningful policy outcomes

	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	57%	21%	10%	7%	4%	73% ^{D--*}
Civilian Employees	21%	19%	23%	23%	15%	40% ^D

Number of arrests that do not result in convictions or guilty pleas

	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	34%	24%	20%	13%	8%	58% ^{D--}

Manipulation of data

	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	31%	21%	26%	12%	11%	52% ^{D--}
Civilian Employees	15%	16%	15%	29%	25%	31% ^{C--}

UPDATE ON POLICY RE: ARREST DATA

Prior to the completion of this report, we made Chief Dyer aware of the intensity and prevalence of concerns about the emphasis on felony arrest data as the primary measurement of effectiveness of patrol officers. In response, he issued a department-wide directive suspending the daily report forms and re-asserting his position that productivity should be measured by other community-relevant criteria and that the number of arrests should not be a major factor in evaluating the performance of patrol officers. This memo seemed to demonstrate that the Chief was and would be responsive to concerns expressed in the survey and a willingness to take positive and definitive actions. Since the collection of survey data and written comments, Embassy Consulting Services, LLC (a partner of the Josephson Institute) conducted organizational improvement training for all FPD employees. During some of those sessions the trainers discussed with attendees the issue of arrest data and the impact of the Chief's memo changing the policy to determine whether this action 1) solved the problem and 2) reduced cynicism about the value of the survey. The trainers reported to us that while some employees were encouraged the majority remained cynical on two grounds: 1) a belief that individual sergeants and lieutenants have been ignoring the Chief's mandate or interpreting it in a way that allowed them to still insist on arrest data after each shift and 2) a belief that as soon as arrest data goes down the FPD will return to the previous methods. In addition, some staff officers were upset that the change was made unilaterally by the Chief without discussion or input, that the new policy statement implicitly endorsed criticisms of officers who used arrest data as a measure of productivity and that the statement of policy provided no systematic alternative to measure productivity.

Sample Comments re: Arrest Data Policy:

- *Patrol officers are judged on the number of felony arrests they make and nothing else our focus has gone from taking care of the community to felony arrests and stats. We need to get back to what law enforcement is really about, taking care of the community. Stats absolutely have a place in an organization, but not when they only focus on arrests. If someone has a busy call/report night and makes no arrests that should be seen as just as important as someone who makes multiple felony arrests for warrants/probation parole violations*
- *Numbers provided by investigative and patrol support units to staff are knowingly adulterated and falsified on all levels as staff encourages and protects the deceitful practice by these units.*
- *Patrol officers are judged on the number of felony arrests they make and nothing else. The incessant push for stats over the past years has been so detrimental that it has adversely affected moral.*
- *In our department the productiveness of a patrol officer is measured by the number of arrests that officer makes. Nothing more. This drive for stats has fostered a mentality in patrol that the handling lower priority calls is not important. Consequently, citizens of Fresno wait for an officer to help them handle their particular problem while the officer assigned to their beat is out hunting for a felony stat to "feed the beast" and get arrests.*
- *The clearance rate for major crimes is at an all-time high but the filing rate with the DA office is low and there is no accountability for poor work which results in no filing.*
- *The stat game is ridiculous. Patrol is already spread thin, adding in being told you aren't working because you spent the whole shift handling calls for service and not making a felony arrest is ludicrous.*
- *Officers want to help the public but are told/directed to "go get stats." If an officer wants to go to a special unit, they better get stats and not worry about helping the public by taking cold paper calls. This causes a conflict and in turn that conflict drags people down and morale suffers.*

- *This organization has been about gathering stats and throwing people in jail for the past 14 years. That is how we try to control crime. Internally, that has been the clear directive. Externally, on the other hand, we speak of community oriented policing but the troops know the truth. This conflict is inherently wrong, confusing and created a very difficult environment in which to work.*
- *Arrests are considered more important than putting together a solid case with a conviction which leads to sub-par investigative work*
- *Enough with the stats! Stop pushing officers for stats and stop collecting stats! All you are doing is creating a stressful work environment for officers, causing officers to resent each other and pushing people to make arrests above all else.*

WORKFORCE EXCELLENCE

The second component of organizational excellence focuses on the workforce – the people who are tasked to pursue all aspects of the policing mission. A high performing policing agency recruits, hires, trains and develops a workforce:

- 1) Of the size, diversity and quality necessary to achieve its mission goals.
- 2) Composed of men and women of who:
 - a. Possess good character and ethical values manifested by qualities such as integrity, honesty, respect, accountability and compassion.
 - b. Possess and consistently demonstrate the knowledge, skills, abilities, social/emotional qualities and work ethic to perform all assigned tasks at a high level (proficiency).
 - c. Exemplify personal professionalism in the way they carry themselves, perform their responsibilities and conduct themselves on and off-duty in manner that brings credit to themselves, their co-workers and the department.

FINDING 3. Understaffing. *The FPD suffers from a severe and persistent problem of wholly inadequate staffing (especially in the patrol and all civilian units) that impedes and may prevent the FPD from successfully addressing the many serious and severe morale, servicing and integrity issues identified in this report.*²¹

Finding 3A. Overcoming Staffing Problems. *It is remarkable that despite the massive reduction in force and major wage concessions resulting from the city budget crisis commencing in 2008, the FPD has generally been able to provide adequate and, in some cases, excellent service.*²²

Finding 3B. Adequacy of Current Funding. *Though the City has authorized a significant re-building effort, especially with respect to sworn officers the current level of funding is clearly inadequate and it appears that inadequate attention has been given to assessing and meeting the staffing needs of the various civilian units.*²³

Finding 3C. Consequences of Understaffing. *In the face of inadequate staffing, it is improbable that even the most brilliant leadership and intelligent re-structuring efforts will be able to ameliorate the substantial array of deficiencies and personnel problems outlined in this report including low morale, a negative culture, overwork and behavioral problems that are undermining community service and subjecting the department to discrediting misconduct.*

Finding 3D. Compounding Factors. *Insufficient efforts to bring the officer corps back to full strength are compounded by morale, culture and related problems have impeded FPD's efforts to hire new and experienced officers with the character and commitment to meet the FPD's standards*

As discussed, the financially induced organizational changes have taken a great toll on department, morale, unity and its ability to effectively provide community-based policing. This has resulted in ongoing attrition, tolerance of conditions leading to personal misconduct, counterproductive emphasis on arrest statistics,

²¹ In 2009, the community was protected by just over 849 Sworn Officers supported by about 473 civilian employees. In 2015, the sworn force had shrunk below 700 sworn officers. In 2015, the City authorized bringing sworn force up to 737 (a goal not likely to be met until April 2016). This effort will leave the FPD 112 officers short of 2009 staffing level.

²² This is the result of extraordinary dedication of sworn and civilian employees who have undertaken a substantially heavier workload (often at significant personal sacrifice) for less pay, an unusually constructive union collaboration between Chief Dyer and FOA President Parks, and intelligent and creative management of resources by the FPD's leadership. These efforts, however, have simply stemmed the tide.

²³ We do not minimize the huge challenge this places on the City but the simple fact is that if it does not find a way to provide adequate resources to the FDP, there is a substantial risk that citizen service will deteriorate and incidents of misconduct will increase.

debilitating internal infighting and dissension among staff officers, and an inability to consistently provide quality service regarding non-emergency calls.

FINDING 3E. Impact on Morale, Behavior and Servicing. *Inadequate staffing has resulted in inconsistent and sometimes inadequate community service, wide and deep discontent, errors and lapses in judgment due to fatigue, forced overtime and an inability of a majority of employees to maintain a proper work life balance. This problem is a critical vulnerability. If it is not solved the effectiveness of FPD is likely to deteriorate and the City will be subjected to additional scandals and lawsuits.*²⁴

- **Overwork.** More than three-quarters of sworn (80%) and civilian (76%) employees identified “Insufficient staffing resulting in overwork” as a significant cause of low morale.
- **No Time Off.** A very large majority of sworn officers (84%) and two in four civilian employees (41%) identified the “inability to take time off to devote to family or other non-work pursuits as a significant cause of low morale.
- **Officers Paying Other Officers to Cover Their Shift.** Because of the shortage of personnel to fill all shifts and still allow officers adequate opportunities for time off, officers have to find and pay co-workers to cover their shift. This increases resentment of the FPD and fuels an “every man for himself” mindset that undermines a sense of unity.

Sample Comments:

- *Officers cannot get a day off without paying exorbitant fees to other officers to cover their shift.*
- *Every single day officers are responding to calls alone instead of waiting for backup, because when everyone in your sector is busy your backup is coming from across town. Hence, go to the call alone instead of waiting 20-30 minutes. We have gotten away with it so far, but one day an officer will be severely injured or killed because of this.*
- *Our department leaders come up with all of these wonderful ideas to make us better, i.e., ShotSpotter and body cameras just to name two. That’s great but here’s the problem: it is unrealistic to participate with all the extras because patrol is so short staffed. There just isn’t enough time for a patrol officer just to review a body camera video or even log onto ShotSpotter before the dispatcher is asking for units for calls.*

FINDING 3F. Deployment Strategies. *A large proportion of sworn officers (87%) were emphatic that “deployment decisions of existing resources that leave my unit understaffed” is a major source of discontent and dissatisfaction. The data and comments reveal an intense controversy relating to the creation of special units to deal with particular problems rather than using available personnel to bring patrol units to full strength.*²⁵

Sample Comments:

- *Executive Staff is completely out of touch with the reality of handling calls and the importance of staffing at the patrol level. When there is a problem, a special unit is created which impacts patrol and we are stuck*

²⁴ As eager as employees are to solve the understaffing problem only a tiny fraction (2% civilian and 5% sworn) agreed that “Staffing shortages are so urgent that the FPD should be willing to lower the qualification standards if necessary. We have to get the best we can get.”

²⁵ We have no opinion on the ultimate effectiveness of the deployment of staff in special units in terms of service to the community, but it is clear that the vast majority of officers do not support or believe in this strategy. This presents leadership with the burden of persuading officers or modifying the deployment strategy in the pursuit of improved morale and trust.

with damage control and trying to build a team of people who enjoy coming to work with minimal staff support.

FINDING 3G. Special Units. In addition to criticisms that the proliferation of special units has made the problem of understaffed patrol worse, many sworn officers expressed dissatisfaction with the fairness and effectiveness of policies and practices regarding the rotation in and out of special units and/or assignment back to patrol (widely viewed as a punishment).

- **LIMITATIONS ON ROTATION.** A major factor contributing to low morale among sworn officers (88%) is “Limitations on ability to rotate to other units (only 16% of civilian employees share this view) while 78% of sworn and 17% of civilian employees identified “limitations on ability to rotate work shifts” as a significant factor.

Sample comments:

- We need mandatory rotation for Officers /Sergeants from special units back into patrol. Stop the trend of allowing employees to gain special treatment and assignments based on a “who they know” type of reward, and more on how they perform.
- Rotate officers out of special units so the people on patrol have something to look forward to and to work toward. Some officers have been here 12 years and still can’t get any special units or day shift. If they don’t know the right people, they have less of a chance for being selected for the special units. Let’s implement a 3 yr. rotation. Everyone will be better rounded as officers/detectives and morale will improve greatly.

FINDING 3H. Work Ethic. Nearly half of sworn officers (47%) and more than one-third of civilian employees believe that a poor work ethic is a severe or serious problem that is negatively impacting service. Although it does not appear that the objective data supports this, quite a few employees believe there is at least a moderate problem in terms of persistent absences, tardiness or missing court dates.

Sample comments:

- If the public really knew how few patrol cops are out there they would be disturbed. If patrol was staffed half of those special units wouldn’t be needed and those assigned to patrol would not be so negative. I believe that if we had the labor to effectively do our job then morale would be greatly improved.
- I believe there is a huge disconnect between reality of patrol and what upper leadership expects. Patrol staffing levels are simply not realistic to handle the volume of calls for service. Keeping in mind that officer safety should always be top priority in any given situation.

This is a particularly troublesome finding in view of the understaffing and overwork complaints – less people to do more and many of them are not working as hard as they should be.

Poor work ethic						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	20%	27%	34%	14%	5%	47% ^D
Civilian Employees	17%	19%	38%	22%	5%	36% ^{C--}

Persistent absences, tardiness or missing court dates						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	8%	9%	23%	32%	29%	17% ^B
Civilian Employees	10%	14%	8%	31%	37%	24% ^C

FINDING 4. MISCONDUCT OF SWORN OFFICERS. *A significant proportion of sworn officers identified a wide range of personal misconduct, including fabrication on official documents, benefit fraud, sexual misconduct, substance abuse and DUIs, as a serious problem at FPD.* ²⁶

In 2015 the credibility of the FPD with both the community and internal personnel was seriously damaged by a highly visible arrest of a deputy chief for drug-related offenses. This demoralizing event highlighted a strong and growing belief within the ranks of sworn officers that the FPD not upheld high standards of personal conduct and has been too permissive and lenient with the misconduct of individual officers including criminal acts, DUIs, domestic abuse, improper sexual activities, and more.

FINDING 4A. Fabrication. *Although 93% of sworn officers believe it is never proper to lie, deliberately mislead, or conceal information in warrant applications, written or oral reports, or courtroom testimony” and 95% said that “Lying on any official matter is always a serious offense, and there must always be a serious consequence,” more than one-third of sworn officers (35%) and 29% of civilian employees said that “fabrication or distortion in reporting, affidavits and testifying” is a serious problem. One in four sworn officers (24%) and civilian employees (25%) said the problem was severe “presenting an imminent and major threat to performance or damage to the agency.”*²⁷

<i>Even when thought necessary to achieve justice, it is never proper to lie, deliberately mislead, or conceal information in warrant applications, written or oral reports, or courtroom testimony.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	87%	6%	3%	4%	0%	93% ^A
Civilian Employees	73%	14%	2%	5%	7%	87% ^A

<i>Lying on any official matter is always a serious offense, and there must always be a serious consequence.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	85%	10%	3%	1%	0%	95% ^A
Civilian Employees	70%	17%	5%	2%	7%	87% ^A

<i>Fabrication or distortion in reporting, affidavits and testifying</i>						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	24%	11%	12%	29%	24%	35% ^{D--*}
Civilian Employees	25%	4%	11%	15%	45%	29% ^{D--}

²⁶ This data concerning the prevalence of certain forms of misconduct must be interpreted carefully. That a significant minority (often more than one in five) of sworn officers and civilian employees believe that the amount of misconduct has reached serious or severe levels is a genuine cause for concern and further inquiry, but it must be remembered that opinions of this sort are suggestive of, but not evidence of, the underlying fact.

²⁷ This finding justifies comprehensive investigation by the FPD but given the potential impact of this finding on past and future convictions, it is important to note that this, and similar findings, reflect a belief of a significant minority regarding the frequency of fabrication. Though this data justifies concern we believe it would be improper and misleading for anyone to use this hearsay opinion data to discredit any particular witness or evidence in a specific case.

Most officers are basically honest, but they may occasionally lie, deceive, or conceal a fact to assure justice is done.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Disagree/ Strongly Disagree
Sworn Officers	5%	14%	25%	47%	9%	72% ^B
Civilian Employees	4%	19%	16%	28%	33%	44% ^D

FINDING 4B. Abuse of Sick Time and Worker’s Compensation Benefits. More than two in five (43%) sworn officers and 35% of civilian employees said that abuse of sick and workers’ compensation benefits is a serious or severe problem. On a related question, 34% of sworn officers and 25% of civilians said, “abuse of workers’ compensation injury claims and sick time is a problem in my unit/division.”

Abuse of sick / workers comp benefits						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	21%	22%	24%	26%	7%	43% ^{D--}
Civilian Employees	19%	16%	23%	26%	16%	35% ^D

Abuse of workers’ compensation injury claims and sick time is a problem in my unit / division.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	16%	18%	15%	43%	9%	34% ^D
Civilian Employees	13%	13%	18%	32%	25%	26% ^{D+}

FINDING 4C. Sexual Misconduct. Sexual misconduct of officers is prevalent enough to create a significant vulnerability. More than one-fourth of civilian employees (27%) and 22% of sworn officers believe that sexual misconduct is a severe or serious problem at FPD.

Sexual misconduct of officers						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	13%	9%	13%	32%	34%	22% ^{D+}
Civilian Employees	17%	10%	15%	29%	29%	27% ^D

FINDING 4D. Substance Abuse and DUIs. More than one in five sworn and civilian employees (22% and 23% respectively) believe that off duty DUIs by officers is a severe or serious problem. A similar number of civilians (22%) believe alcohol or substance abuse are also problems at the FPD.²⁸

Off duty DUIs committed by officers						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	10%	12%	16%	38%	25%	22% ^{D+}
Civilian Employees	10%	13%	10%	35%	31%	23% ^{D+}

²⁸ Any kind of substance abuse problems are more problematical in officers in narcotics or vice units and any driving violations, including DUIs or reckless driving by officers assigned to the traffic unit undermine the credibility of the traffic division. Because of this many departments impose higher obligations and greater sanctions regarding certain forms of misconduct that could subject the department embarrassment and a loss of credibility. A number of FPD employees believe that stiffer penalties are justified in such cases to deter the conduct.

Alcohol or other substance abuse by officers						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	8%	7%	13%	40%	33%	15% ^C
Civilian Employees	14%	8%	14%	29%	35%	22% ^{C--}

FINDING 4E. Domestic Abuse. A substantial number of employees (sworn officers 20%, civilian employees 25%) said “domestic abuse committed by officers” is a severe or serious problem at the FPD.

Domestic abuse committed by officers						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	12%	8%	10%	37%	33%	20% ^{C--}
Civilian Employees	15%	10%	10%	38%	27%	25% ^{C--}

FINDING 4F. Racial and Gender Bias. Racial and gender bias affecting the public is a severe or serious problem according to 22% of civilian employees and 17% of sworn officers.

Improper racial or gender bias affecting public						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	11%	6%	7%	29%	47%	17% ^{C--}
Civilian Employees	12%	10%	8%	34%	36%	22% ^{C--}

FINDING 4G. Disrespect of Power. More than one-third of civilian employees and 21% of sworn officers believe that “arrogance, disrespect or abuse of power by patrol officers toward citizens” is a severe or serious problem.

Arrogance, disrespect or abuse of power by supervisory officers toward subordinates						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	14%	12%	18%	33%	24%	26% ^{D+}
Civilian Employees	19%	13%	21%	21%	26%	32% ^D

FINDING 4H. Department Policies. Nearly one in five sworn officers (19%) believe it is sometimes necessary to ignore or bend agency policies to accomplish our objectives. In contrast, less than 10% of civilian employees believe it is sometimes necessary to ignore or bend agency policies to accomplish their objectives, which is a substantial strength.

In my unit, it is sometimes necessary to ignore or bend agency policies to accomplish our objectives.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	5%	14%	22%	52%	7%	19% ^{D+}
Civilian Employees	3%	3%	12%	57%	24%	6% ^A

FINDING 4I: Recruiting and Hiring. More than one in four sworn and civilian employees (27%) believe the department is doing a poor job of attracting and retaining “employees of high character, commitment and competence.” In addition, nearly one-third of sworn officers and 28% of civilians believe that background checks have been inadequate resulting in officers being hired who should have been screened out.

<i>The organizational culture attracts and retains employees of high character, commitment, and competence.</i>							
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Poor / Poor
Sworn Officers	2%	13%	21%	37%	16%	11%	27% ^{C--}
Civilian Employees	7%	10%	25%	31%	20%	7%	27% ^{C--}

<i>Background investigations aren't thorough, resulting in officers being hired who should have been screened out.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	15%	17%	27%	27%	14%	32% ^D
Civilian Employees	11%	17%	13%	22%	37%	28% ^{D+}

<i>The FPD effectively recruits and develops a workforce composed of competent, service-oriented employees dedicated to protecting and serving the community.</i>								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	6%	15%	22%	30%	20%	7%	43%	27% ^{C--}
Civilian Employees	10%	12%	29%	33%	5%	10%	51%	15% ^B

FINDING 4J. Diversity Efforts. Most employees (64% civilian and 57% sworn) believe the FPD diversity efforts have been effective in creating a workforce that represents the community, but there is a major split of opinion as to the impact of FPD efforts to achieve greater diversity. Half of sworn officers (49%) and 44% of civilian employees believe these efforts have resulted in the hiring of persons of doubtful qualifications and has negatively affected performance (51% disagree). The majority of civilian employees think the FPD's diversity efforts have been positive (64%).

<i>The FPD effectively recruits and develops a workforce composed of diverse employees who represent the community we serve.</i>								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	9%	21%	27%	27%	12%	5%	57% [^]	17% ^{B--}
Civilian Employees	19%	11%	34%	25%	9%	2%	64% [^]	11% ^{B+}

<i>Recruiting the best candidates possible who are representative of the community in ethnicity and gender to achieve diversity goals without compromising standards</i>								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	4%	14%	19%	32%	19%	12%	37%	31% ^{D+}
Civilian Employees	15%	21%	25%	23%	15%	2%	61%	17% ^B

In my unit / division, FPD efforts to achieve greater diversity has resulted in the hiring of persons of doubtful qualifications and has negatively affected performance.

	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Disagree - Very Strongly Disagree
Sworn Officers	16%	12%	21%	25%	13%	14%	49% ^D	52%
Civilian Employees	12%	8%	14%	26%	24%	16%	34% ^D	66%

FINDING 4K. Use of Force. *Nearly one in five (18%) of the sworn officers and 24% of civilian employees that improper use of force is a severe or serious issue at FPD.*²⁹

Improper use of force

	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	10%	8%	15%	36%	32%	18% ^{C--}
Civilian Employees	16%	8%	10%	38%	28%	24% ^D

FINDING 4L. Fear of Criticism. *A troubling result of an escalating cynical, if not hostile, media and public perception of violent police-citizen encounters is that 38% of sworn officers and 32% of civilian employees believe that “officers failing to do what they should do because of fear of criticism, discipline or lawsuits” is a severe or serious problem. Another 25% of sworn officers and 14% of civilians believe it is a somewhat serious problem. Only 12% of sworn officers say it is not a problem. On a related question almost half of the sworn officers (48%) agreed with the statement: “In today’s environment, many officers make decisions based on fear of reprimand or to avoid risk of personal or career injury rather than on what is the right thing to do.”*

Officers failing to do what they should do because of fear of criticism, discipline or lawsuits

	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	17%	21%	25%	25%	12%	38% ^{D--}
Civilian Employees	16%	16%	14%	24%	29%	32% ^{D+}

In today’s environment, many officers make decisions based on fear of reprimand or to avoid risk of personal or career injury rather than on what is the right thing to do.

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	20%	28%	24%	19%	8%	48% ^{D--}
Civilian Employees	5%	14%	16%	14%	50%	19% ^{C--}

FINDING 4M. Physical Fitness. *Nearly three-quarters (74% of sworn and 70% of civilian employees) believe that patrol officers who are seriously overweight or otherwise out of condition present a danger to citizens, themselves, and other officers. In addition, one-third of all FPD employees believe a lack of physical fitness of some patrol officers is a serious*

²⁹ The FPD has in recent years taken significant steps to monitor and reduce instances of unnecessary or improper use of force by officers that appear to have had some success. This issue has received a tremendous amount of national attention in the past few years and sensitized the policing community and the public to the possibility. It has become the major factor in legitimacy. Among other things, the FPD has begun to require patrol officers to wear body cameras. Whether instances of improper use of force have or are increasing, the changing perceptions about use of force by police officers imposes on all policing organizations a duty to enhance training and monitoring of all use of force.

or severe problem. The vast majority of sworn officers (72%) and a substantial majority of civilian employees (59%) said they would support a reasonable ongoing fitness requirement, at least for patrol officers.

Patrol officers who are seriously overweight or otherwise out of condition present a danger to citizens, themselves, and other officers						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	41%	33%	14%	8%	5%	74%
Civilian Employees	24%	46%	12%	5%	14%	70%

Lack of physical fitness of some patrol officers						
	Severe	Serious	Somewhat Serious	Minor	Not a Problem	Severe / Serious
Sworn Officers	18%	15%	32%	29%	7%	33% ^{D+}
Civilian Employees	13%	19%	31%	26%	11%	32% ^{D+}

I would support a reasonable ongoing fitness requirement, at least for patrol officers.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	44%	28%	12%	10%	6%	72%
Civilian Employees	16%	43%	17%	9%	16%	59%

Sample comments concerning misconduct and how to prevent it.

- *Some employees feel that the department needs to take a tougher stance regarding discipline*
- *Hold people accountable. If employees do the right thing because they are afraid of getting caught, at least they are doing the right thing. Be consistent in the way discipline is applied.*
- *EVERY OFFICER/ employee should be enrolled in an "ETHICS" class. We all need to be reminded of what is right/ wrong and the consequences, including public trust, every so often*
- *Address the small stuff. Don't let misdemeanor activity go unpunished (I did not say "go unaddressed," I said "go unpunished"). If this Department continues to let little things (misdemeanors) occur and does not punish the member(s), this activity will turn into felonies! This has been occurring for the last 10-14 years here. Members are no longer afraid or even nervous to flirt with misconduct because they know the Department is extremely soft on moral/character violations*
- *Perhaps FPD should have a diverse interview panel when interviewing prospective employees. Also accountability and consequences for inappropriate behavior toward public should be enforced. It should also be stressed that we are public servants, here to serve in our best and most indiscriminate way possible*
- *We have SERIOUS problems with our PTO/Recruit process. The need to bolster our numbers is important, but not at the point where we lower standards to push recruits through that have no business being officers in the first place. We are too lenient on substandard and deficient Recruits and continue to push them through. This will cause this cycle of trouble to continue. I'd rather have 10 less cops on my shift knowing that these are all good men/women that I can trust rather than 30 cops of which 20 I have to follow and second guess*
- *Further screening of new hires, better IA's of known "dirty birds" who always seem to slide away unscathed, not promoting officers to rank/important investigative positions who screw up/engage in risky behavior*
- *A slap on the wrist does not deter bad behavior. When was the last time a sergeant or staff officer has been demoted? When does a staff officer's immediate supervisor work side-by-side with their subordinate to*

honestly evaluate their performance? It seems that the higher that someone promotes the more exempt they are from poor work performance

- *Hold people accountable. Stop being so lenient and giving so many chances. People feel like they can do anything because nothing is going to happen to them*

WORKPLACE EXCELLENCE

The third element of organizational excellence focuses on the workplace itself, the extent to which working conditions and policies and practices generate employee engagement, satisfaction and pride. Effective policing agencies create and sustain a positive workplace environment governed by sensible, and coherent policies, procedures and practices that:

- 1) Generate and sustain high employee morale.³⁰
- 2) Assure that all employees feel valued and are appropriately acknowledged for their contributions with compensation and other forms of recognition.
- 3) Assure that all personnel actions (including trusted promotion and discipline processes) are fair and reflect integrity, honesty, responsibility, compassion, and respect for the individual and for rules and regulations of the agency.
- 4) Promote and protect each employee’s physical and emotional well-being.
- 5) Require managers to provide regular feedback and mentoring to encourage and empower employees to pursue personal and professional growth so they can advance in their careers and become more valuable to the agency.
- 6) Hold all employees of all ranks accountable by acknowledging and rewarding exceptional performance and mentoring, counseling, re-training or removing those whose performance is inadequate.
- 7) Encourage open communication so that all employees are willing to innovate, respectfully disagree, make suggestions and take actions to improve their jobs and the agency’s performance without fear of retaliation.
- 8) Enhance employee engagement by inviting their input concerning decisions that affect their jobs and by keeping them informed about important agency-wide issues and, particularly, matters that will directly affect the way they do their jobs.

FINDING 5. Workplace Excellence. *FPD’s scores on almost all of elements of workplace excellence reflect serious problems. A substantial majority of sworn officers and civilian employees’ express dissatisfaction with many workplace policies and practices, overall working conditions and compensation. These sources of dissatisfaction are both causes and effects of low morale, trust, and standards of accountability; recruiting and retention difficulties, and performance shortcomings.*

FINDING 5A. The Majority of Employees Express Pride in Being Part of FPD. *More than 70% of both sworn officers and civilian employees say they are proud to be part of the FPD and 68% of sworn officers and 71% of civilian employees say they would gladly recommend friends and relatives to work for FPD.*

<i>I am proud to be a part of the FPD.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	33%	38%	13%	8%	8%	71% ^B
Civilian Employees	33%	42%	14%	0%	11%	75% ^B

³⁰This aspect of organizational excellence has been discussed in previous sections of this report.

<i>I would gladly recommend friends and relatives to work for FPD.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	17%	24%	27%	25%	6%	68% ^{B--}
Civilian Employees	15%	31%	25%	14%	15%	71% ^B

Still, 40% of sworn officers and 25% of civilian employees said the FPD has done a poor job of fostering a sense of purpose and pride in the agency and its mission.

<i>The organizational culture fosters a sense of purpose and pride in the agency and its mission.</i>								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	2%	11%	20%	26%	29%	12%	33%	41% ^{D--}
Civilian Employees	11%	11%	23%	32%	18%	7%	45%	25% ^{C--}

FINDING 5B. Job Satisfaction. *Less than one-fourth (23% of both sworn officers and civilian employees believe working conditions and job satisfaction have improved significantly since they joined the FPD and as was previously reported 19% of both sworn officers and civilian employees are seriously thinking of leaving the FPD to work for another law enforcement agency.*

<i>Since I joined the FPD, working conditions and job satisfaction have improved significantly.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Disagree/ Strongly Disagree
Sworn Officers	6%	17%	32%	37%	9%	69% ^D
Civilian Employees	5%	18%	31%	35%	11%	66% ^D

FINDING 5C. Compensation. *A majority of both sworn officers and civilian employees believe they are underappreciated and under-compensated and are resentful that the City and FPD has failed to adjust compensation or properly acknowledge major sacrifices throughout the Department as the economy revived. Many employees feel exploited or betrayed.*

- FAILURE TO INCREASE COMPENSATION.** When asked to identify the most significant reasons why people in their unit are unhappy or dissatisfied, 81% of civilian employees and 69% of sworn officers said that “failure to increase compensation as economy improved” and 70% of civilian and 65% of sworn officers identified, “reduction in compensation resulting from the economic downturn.”

<i>To the extent that officers or employees in your unit are unhappy or dissatisfied with working conditions, please indicate which of the following possible reasons you believe are significant factors.</i>	
<i>(% of surveyed FPD who list item as a significant factor)</i>	
SWORN OFFICERS	
<i>Reduction in compensation resulting from the economic downturn.</i>	82%
<i>Failure to increase compensation as economy improved</i>	59%
<i>Insufficient staffing resulting in overwork</i>	52%
<i>Inability to take time off to devote to family or other non-work pursuit</i>	48%
<i>Deployment decisions of existing resources that leave my unit understaffed</i>	47%

<i>Lack of appreciation for the importance of my unit's contribution to mission effectiveness</i>	47%
<i>Lack of concern for, or attention to, the working conditions in my unit.</i>	44%
<i>Limitations on ability to promote.</i>	41%
<i>Limitations on ability to rotate to other units</i>	40%
<i>Limitations on ability to rotate work shifts</i>	37%
<i>Too lenient response to serious misconduct of some officers</i>	35%
<i>Failure to hold senior officers and supervisors (lieutenants and above) accountable for performance deficiencies.</i>	17%
CIVILIAN EMPLOYEES	
<i>Inability to take time off to devote to family or other non-work pursuits</i>	81%
<i>Reduction in compensation resulting from the economic downturn.</i>	76%
<i>Too lenient response to serious misconduct of some officers</i>	70%
<i>Limitations on ability to promote.</i>	62%
<i>Limitations on ability to rotate work shifts</i>	51%
<i>Failure to increase compensation as economy improved.</i>	41%
<i>Failure to hold first-line supervisors accountable for performance deficiencies.</i>	41%
<i>Lack of concern for, or attention to, the working conditions in my unit.</i>	41%
<i>Limitations on ability to rotate to other units</i>	27%
<i>Deployment decisions of existing resources that leave my unit understaffed.</i>	25%
<i>Insufficient staffing resulting in overwork</i>	19%
<i>Lack of appreciation for the importance of my unit's contribution to mission effectiveness.</i>	17%
<i>Failure to hold senior officers and supervisors (lieutenants and above) accountable for performance deficiencies.</i>	17%
<i>Failure to hold line employees accountable for performance deficiencies</i>	16%

Sample of comments:

- *Better compensation for civilian employees such as records clerks, especially when the same pay rate can be attained at an "easier", "less stressful" and less difficult to pass background check job*
- *Increase the pay scale in Records for non-sworn clerical staff (including Police Data Transcribers) and have step increases that do not stop after three years. Being underpaid causes low morale and a feeling of being unappreciated. Very sad that cost of living goes up but our pay stays stagnant and our take-home pay decreases. The department should take better care of their non-sworn employees*
- *I feel we should be better compensated to keep civilian employees happy in their jobs. Most are very dedicated to the department and their jobs*
- *Increase salaries to a competitive level, attract more candidates and hire to our approved capacity. Doing more work with less resources can only last so long before it has a negative effect on morale and pride*
- *Once the recession hit, the organizational culture shifted; there was no methodical and sensitive contraction to adjust to the fiscal constraints. Cuts across the board of the non-sworn to some 315+ personnel sent a very condemning message; "you matter not". And, this trend unfortunately continued.*

- *The average age of our non-sworn “civilian” community is about 61 years of age. Yet, many cannot afford to retire; due to their incomes which are lower than their County or Clovis counter parts; so, they persist with perceived un-appreciation; despite encroaching personal medical challenges.*

Each of the charts below concern matters that affect the workplace and job satisfaction. Special attention should be directed to issues where negative opinions exceed 25%

FINDING 5D. Policies and Practices. *Almost half of sworn officers (46%) and a third of civilian employees (30%) give the FPD a poor grade with respect to trust generated by operational and personnel policies and practices.*

Operational and personnel policies and practices (including hiring, training, promotions, discipline, deployment, and compensation) are implemented in a manner that inspires trust.							
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Poor / Poor
Sworn Officers	3%	11%	15%	24%	28%	18%	46% ^{D--}
Civilian Employees	7%	7%	25%	32%	23%	7%	30% ^D

Sample Comments:

- *We have plenty of policies and procedures, but they are only enforced when convenient. Supervisors do not have the authority to uphold policies and are frequently undermined by their superiors when the person is in good graces with the Chief and/or the act of holding people accountable will negatively impact the image of the Department or others in the chain of command.*
- *Consistent application of policy leaves little room for confusion and allows for clear expectations. If a policy isn't going to be enforced, then eliminate it. The political spinning of information, propaganda, and actions that conflict with statements all negatively impact trust.*

FINDING 5E. Caring for Employee Well-Being. *Half of sworn officers (50%) and one-third of civilian employees (33%) said that the FPD has done a poor or very poor job of demonstrating that, “management cares about and seeks to protect the physical and emotional well-being of employees and supports a reasonable work/life balance.”*

Management cares about and seeks to protect the physical and emotional well-being of employees and supports a reasonable work/life balance.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	5%	8%	16%	21%	28%	22%	29%	50% ^{D--*}
Civilian Employees	7%	10%	22%	27%	25%	8%	39%	33% ^D

FINDING 5F. Open Communication. *Nearly half of sworn officers (47%) do not believe that FPD leaders and managers have effectively encouraged open communication and created an environment where employees believe they can respectfully disagree and make suggestions without fear of retaliation (29% of civilian employees have the same opinion). More than one in five sworn officers said there is a pervasive kill-the-messenger culture in their unit that causes many employees to conceal or distort negative information (only 13% of civilian employees agree with this).*

Leaders and managers encourage open communication where employees believe they can respectfully disagree and make suggestions without fear of retaliation.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	3%	10%	15%	24%	21%	26%	28%	47% ^D
Civilian Employees	10%	10%	12%	38%	17%	12%	32%	29% ^{C--}

In my unit, there is a pervasive kill-the-messenger culture that causes many employees to conceal or distort negative information.

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	9%	13%	24%	45%	8%	22% ^{C--}
Civilian Employees	3%	10%	17%	47%	22%	13% ^B

FINDING 5G. A Substantial Number of Sworn Officers Admit They Withheld Negative Information from a Superior to Avoid A "Kill The Messenger" Response.

In the past 12 months I have withheld negative information from a superior to avoid a "kill the messenger" response.

	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	9%	7%	14%	62%	8%	16% ^{C--}
Civilian Employees	5%	3%	8%	59%	24%	8% ^A

FINDING 5H. Promotions. Nearly 40% of sworn officers and 28% of civilian employees believe that management consistently makes assignment and promotion decisions based on merit and experience. About one-fourth of sworn officers and civilian employees do not believe that staff members and supervisors treat employees fairly, with honesty, respect, and dignity.”

In my unit / division, management consistently makes assignment and promotion decisions based on merit and experience.

	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Disagree - Very Strongly Disagree
Sworn Officers	10%	16%	20%	18%	13%	24%	46%	55% ^{D--}
Civilian Employees	10%	14%	20%	28%	16%	12%	44%	56% ^{D+}

Staff members and supervisors treat employees fairly, with honesty, respect, and dignity; they do not demean, embarrass, or act condescendingly towards employees.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Very Poor / Poor
Sworn Officers	8%	22%	16%	28%	14%	12%	46%	26% ^{D+}
Civilian Employees	14%	15%	17%	27%	19%	8%	46%	27% ^{D+}

FINDING 5I. Feedback and Support for Employee Development.

Supervisors provide subordinates with regular feedback concerning their performance.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Very Poor / Poor
Sworn Officers	7%	18%	24%	26%	16%	9%	49%	25% ^{D+}
Civilian Employees	8%	13%	25%	23%	21%	10%	46%	31% ^D

When employees demonstrate a desire to be promoted, supervisors do all they can to encourage them, counsel them on perceived weakness, encourage them to gain experience in various assignments, and ensure that they have every opportunity to promote.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	9%	18%	22%	24%	17%	11%	49%	28% ^{D+}
Civilian Employees	9%	15%	15%	28%	24%	9%	39%	33% ^D

The organizational culture promotes professionalism so that all employees are expected to continually improve their skills and performance and find new and better ways to perform their jobs.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Very Poor / Poor
Sworn Officers	4%	11%	18%	30%	27%	9%	33%	36% ^D
Civilian Employees	8%	12%	15%	24%	29%	12%	35%	41% ^{D--}

FINDING 5J. Providing Needed Equipment. 63% of sworn officers say that the department has provided them with equipment “needed to ensure their safety, keep the community safe, and provide the community with the most effective and efficient service available.” Only 42% of civilian employees agree with this statement.

The FPD provides employees with equipment needed to ensure their safety, keep the community safe, and provide the community with the most effective and efficient service available.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	15%	27%	21%	23%	9%	5%	63% ^{^^}	14% ^{B+}
Civilian Employees	16%	12%	16%	33%	16%	7%	44% [*]	23% ^C

LEADERSHIP AND MANAGEMENT EXCELLENCE

The fourth element of organizational excellence focuses on the quality of leadership and management. A policing organization with effective leadership. The effectiveness of leadership can be measured by the extent to which the leader or manager generates or inspires trust in his or her integrity and competence, pride in the organization and the job, commitment to lawfully and ethically pursuing the department's mission goals and strategic objectives, commitment to excellence and continuous professional development and a workplace and a workplace characterized by high morale and a sense of unity. Good leaders also demonstrate personal accountability and hold their subordinates accountable to high standards of performance and integrity.

FINDING 6. City and Police Department Leaders Challenges. *Data and written comments revealing the persistence and ongoing negative impact of understaffing, high levels of employee cynicism, dissatisfaction and distrust resulting in low morale and a deteriorating sense of unity, concerns about the amount and handling of officer misconduct, pervasive fear of retaliation suppressing open communication, and a tradition of non-inclusive decision making present political and police department leaders with an urgent and daunting challenge.*

Data and comments presented in previous sections of this report document the issues described above including lack of confidence that leadership will keep responses confidential or make positive changes and the belief that leadership doesn't really care what employees think. Many are the result of extrinsic factors such as the economically driven reduction in force and the necessity for compensation concessions and some are the result of leadership actions or inactions. Either way, it will require concerted and strategic leadership to restore the agency to full effectiveness. The data and the comments below identifies some additional issues and information that should be addressed.

Sample comments:

- *I believe the only reason we have maintained the level of trust and cooperation with the public is due firstly to the hard work and dedication of the majority of the great officers who are interacting day in and day out with the citizens of Fresno. Secondly, I believe Chief Dyer's biggest strength is communicating with the public and conveying his sincere desire for the department and the good citizens to test each other and work side by side.*
- *The current levels of pride, trust, and morale are a product of the current "leadership" and the demonstrated philosophies (oppose to what is professed), which have been solidified over a period spanning well over a decade. Change will take time and must start at the top and move down the chain of command. People in leadership positions must have the courage to embrace the need for improvement, take responsibility, and accept areas of their own deficiency. Unfortunately, I have serious doubt that top executive staff can place their egos aside to effect the much needed change.*
- *We will have no real change until we have a leadership change at the top. No one dares say this or speak their mind lest they suffer consequences. No one believes this survey is confidential either.*
- *[Our leaders need to] listen to complaints regarding supervisors more. It appears that no matter what is complained about there is an attitude that they never make mistakes and all decisions that they make are correct. Nothing is ever done with complaints. Having upper management actually talk to the employees and do something about complaints would help morale.*

FINDING 6A. FPD Management Is Out of Touch. *More than half of sworn officers (55%) believe that their supervisors don't fully understand their day to day policing challenges. The number of officers who believe this is important because it suggests that implementing a policy to regularly demonstrate to line officers that their supervisors do know what they face could be highly constructive.*

FPD management is out of touch with modern day policing challenges.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	23%	32%	23%	16%	5%	55% ^{D--}
Civilian Employees	3%	8%	37%	28%	25%	11% ^{B+}

Patrol supervisors (sergeants and lieutenants) should be required to work (or closely observe) a patrol beat assignment at least twice a year.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	29%	28%	17%	14%	11%	57%
Civilian Employees	30%	25%	13%	0%	33%	55%

Sample comments:

- *There is the feeling in this agency, that staff does not care. More importantly, staff doesn't, "know." The reason they don't know (and by virtue don't care) is that they aren't in the field or in briefings to monitor. Some staff officers haven't been in the field for a decade.*
- *Staff is out of touch with the realities of policing. They are quick to criticize the use of profanity or force when they have not worked the streets in many, many years. Their lack of working the streets has diminished their street sense which helps them understand why and officer did what he did on a certain call.*
- *Chief Dyer should work a patrol shift now and then. He needs to come to briefings occasionally, even if only a few of times a year, and speak with his patrol officers.*
- *The administration, all the way to the Chief, are completely out of touch with the mood and morale of the department.*
- *Staff should be in more briefings and open with their personnel. I can't remember the last time I have seen a staff officer in a midnight shift briefing.*
- *Many decisions on how we do things, what we were and what kind of equipment we use are being made by people that haven't done our job either in many years or ever. Leadership is out of touch!*
- *Staff are out of touch with the amount of paperwork, policy requirements, and time it takes to complete various calls for service. There is a huge discrepancy in the expectation of workload and the pace of work in patrol compared to other units in our dept.*
- *There are several "senior" officers that have no idea what they are doing out on the streets and make no effort whatsoever to actually respond to a hot call or tackle a serious issue. You can easily find out who these officers are because they are the only ones logging off on time while everyone stays over multiple times a work week trying to get caught up.*
- *Staff needs to get out and patrol. Do half of them even know if their uniforms fit? Can they find their belts? Batons? Radios? Do they remember how to escort an unruly person off a property? Patrol needs to see that the staff REMEMBERS WHAT IT'S LIKE TO BE FRONTLINE.*

FINDING 6B. Inclusive Decision Making Process. More than half of sworn officers (58%) and 55% of civilian employees said “ability to achieve our mission would improve if management more effectively communicated its reasons for certain policies and gave employees a reasonable chance to give their opinions and offer alternatives.” Nearly half of sworn officers (48%) and more than a third (37%) of civilian employees said that the FPD has done a poor job of engaging employees by inviting their input at least in decisions that affect their jobs.

Our ability to achieve our mission would improve if management more effectively communicated its reasons for certain policies and gave employees a reasonable chance to give their opinions and offer alternatives.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	26%	32%	22%	11%	8%	58%
Civilian Employees	17%	38%	20%	8%	17%	55%

Leaders and managers promote employee engagement by inviting input concerning decisions that affect their jobs.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	3%	8%	17%	23%	28%	20%	38%	48% ^{D--}
Civilian Employees	9%	4%	23%	28%	25%	12%	36%	37% ^D

The data and comments suggest that the quality of decisions, the amount of buy-in and overall engagement and morale could be substantially enhanced by adopting a management philosophy that includes a more inclusive decision making process.

Sample comments:

- I have heard several staff officers in various ranks express frustration they have little to no voice: their views are dismissed, and there is a lack of information / shared strategy etc.
- More weight should be given to the line level troops ideas. It should be the bottom up, rather than the top down.
- The Chief, although I respect the vision that he has had over the years, surrounds himself with his bobble head yes men who tell him what he wants to hear. Chief and staff need to talk directly to line level officers and LISTEN to what they have to say. There is a significant division between officers and sergeants, and staff, which creates an “us versus them” mentality.
- Have open dialogue and act on concerns. Positive communication between Staff and officers is the key to improving morale and trust
- Have staff actually talk with officers. Staff thinks they have all the answers and many times officers could help make things better and work more efficiently. Many things just change without anyone checking to see what thoughts are idea’s officers may have.
- Get input from others, not just staff members. It is a belief that the staff filters the information to the Chief to make themselves look better or more in control.
- [The Chief] does not share command responsibility well and that has created a command staff that hesitates to give him feedback he needs but may not want to hear.

FINDING 6C. Advocating and Modeling the Department’s Values. About one third of sworn officers and nearly half of civilian employees say their leaders consistently articulate, advocate, enforce, and model the agency’s stated values (yet one-third of sworn officers gave their leaders a poor rating).

Leaders and managers consistently articulate, advocate, enforce, and model the agency’s stated values.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Very Poor / Poor
Sworn Officers	3%	14%	19%	26%	23%	15%	36%	38% ^D
Civilian Employees	5%	10%	31%	33%	16%	5%	46%	21% ^{C--}

FINDING 6D. Leading by Example. Most sworn officers (62%) and civilian employees (52%) believe that their managers do not consistently lead by example.

With rare exceptions, FPD management leads by example and earns the respect of the line level sworn employees.								
	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Disagree - Very Strongly Disagree
Sworn Officers	4%	11%		26%	14%	22%	38%	62% ^{D--*}
Civilian Employees	4%	12%	33%	35%	8%	8%	49%	51% ^{D--}

FINDING 6E. Supporters and Detractors. Chief Dyer is a charismatic powerful leader who evokes strong feelings of both deep admiration and enmity. He tends to make decisions without much input or discussion of others. Many employees are intimidated and unwilling to say anything that might be interpreted as critical or resistant while others wish he was more present and visible in their unit. Almost one-third of sworn officers (31%) and 30% of civilian employees believe “the Chief has been doing all that he can. The major problems at FPD are beyond the Chief’s power or authority to correct.” On the other hand, 59% of sworn officers and 46% of civilian employees disagree with this statement.

The Chief has been doing all that he can. The major problems at FPD are beyond the Chief’s power or authority to correct.						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	13%	18%	23%	36%	11%	31%
Civilian Employees	12%	18%	29%	17%	23%	30%

Sample comments:

- I believe Chief Dyer wants what is best for his officers, department, and city.
- If Chief Dyer were to retire or step down the members feel that there is no one person competent to lead the organization.
- The Chief is an excellent leader. His rapport with the community is incredible and has saved the department from issues that have seriously damaged other agencies in recent years. He honestly and sincerely cares about his officers and that shows.

- *The only way for the FPD to improve pride, trust and morale is for the Chief of Police to retire; 14 years as a police chief is far past the normal tenure of a police chief. It is time for a change and then and only then will there be a chance for the Fresno Police Department to recover and rebuild to an agency that the community of Fresno deserves.*
- *The Chief is very much involved in every decision and does very little delegating. Staff has grown accustomed to not taking the lead on important decisions made around here. The Chief has acknowledged his need to loosen up on the reins and let staff take on more, and has made the commitment more than once to do this. He also promised to do succession planning, and to send staff to more leadership training. It never happened. This is probably why nobody cares about filling out this survey as it's seen as just another exercise with a promise for change that won't occur. A good start to improve morale would be for Chief to come to patrol briefings now and then*
- *Bring back "Chat with the Chief", come into briefings, or have some other way to stay in contact with officers from time to time. I do believe the Chief cares, but I feel that he does not receive accurate feedback and higher level staff who may be out of touch.*
- *The Chief is a legend in the community. He's done really good things in the department over his career. However, he's been the Chief for 15 plus years. That's a really long time. His beliefs, for better or worse, are significantly layered throughout the entire department.*
- *The Chief does not want to admit it or does not want to let the power of being the Police Chief go, but he is the problem.*
- *The staff need to adopt the Chief's vision. If the Chief truly wants to focus on community based policing and rebuilding the trust of our community, then he needs to hold his subordinates accountable. His vision is not reaching the line level. Why? Because someone between him and the line level has a different vision of what a patrol officer is supposed to do and guidance from above be damned, he is going to make sure that his vision is the one followed out, not the Chief's.*
- *This Chief is the best I have ever worked for. However, his second, third, fourth chances for personnel who continually get in trouble is very disappointing. It is hard to tell personnel that you are held to a higher standard when the Chief gives known screw ups chance after chance after chance.*
- *Chief Dyer needs to resign. This department needs new command staff everywhere and changes in ALL levels of management. This Chief has created this ugly monster and is encouraged and enabled by the lower staff levels as they do not have the courage of their convictions to challenge him.*
- *Chief Dyer is the only management figure (top brass) that displays strong and effective leadership to officers. The other DCs, Captains and most Lts. don't get out front of the officers. We have promoted people who lack strong leadership skills or who are afraid to get out and lead.*

FINDING 6F. Confidence in Leadership. *A majority of sworn officers (69%) and nearly half of civilian employees (45%) said that dissension within the top leadership of the FPD has damaged the credibility of leadership.³¹*

³¹ The FPD has experienced an extraordinary amount of leadership disruption. Several years ago there were five deputy chiefs, an appropriate number for a department of FPD's size. Now there are two. Some statements made in written comments and interviews described the leadership environment as dysfunctional. The problem of re-staffing command leadership has been complicated by state laws which have been interpreted so as to preclude making full background checks on current officers as a prerequisite to being promoted to command level positions. Though we think the legislature could be persuaded to amend the law given past experience and the vital importance of assuring the integrity and good judgment of police executives, this limitation could prevent the department from reducing the risk of future scandal.

<i>Rumored instability and political infighting at the top have diminished confidence in leadership.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	39%	30%	15%	6%	9%	69% ^{D--*}
Civilian Employees	14%	31%	20%	9%	25%	45% ^{D-}

<i>Reduction of five deputy chiefs to two has resulted in a more efficient and effective chain of command structure.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	14%	20%	19%	15%	32%	34%
Civilian Employees	5%	15%	12%	8%	60%	20%

<i>The department would function better if two or more deputy or assistant chiefs were added to share leadership responsibility.</i>						
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion	Strongly Agree / Agree
Sworn Officers	7%	11%	18%	36%	28%	18%
Civilian Employees	3%	9%	17%	14%	57%	12%

Sample comments:

- *With all the infighting, lawsuits and complaints among our leaders it's amazing we function at all, let alone at the generally high level.*
- *There is clearly a lack of cohesion in the executive management team. Management as a whole is divided; (several ranks; not just the Deputy Chiefs).*

PROFESSIONALIZATION

Professionalization is the fifth element of organizational excellence. While professionalism relates to the demeanor and conduct of individuals, professionalization concerns the organization’s commitment to ongoing professionalization in order to improve every element of its operations with respect to every aspect of its mission goals. The objective of professionalization is the pursuit of state-of-the-art in policing performance. This requires:

- 1) Identification and adaptation of state-of-the-art enforcement and investigation strategies to emerging issues and social trends that have or could affect the quality of life in the community (e.g., impact of social media on cyberbullying, fraud, and enticements relating to sexual offenses; identity theft, secret audio and video recordings).
- 2) Staying current with research and technological advances to develop or discover new and innovative ways to better achieve the agency’s goals and objectives (e.g., best practices, software, equipment technologies, detection, and enforcement strategies).
- 3) Making prudent, informed, cost effective and community sensitive decisions as whether and how to use a new or innovative method of improving performance (e.g., data based information gathering and analytical techniques such as crime mapping, hotspot analysis, etc.) or broader theories of achieving the multi-dimensional mission goals (e.g., community policing, problem-oriented policing, predictive policing, information-based policing and other scientifically sound theories of professionalization).

FINDING 7. Committed to Professionalization. *More than half of both sworn officers and civilian employees (56%) said the FPD has done a good job identifying and adopting “new strategies and technologies to respond to emerging social trends (e.g., social media, internet crimes, etc.) that affect the safety or well-being of the community.” Similarly, more than half said their “Leaders make prudent, informed, cost effective, and community sensitive decisions as whether and how to use a new methods and technologies (e.g., crime mapping, hot spot analysis, etc.) and policing strategies to better achieve mission goals (e.g., community policing, problem-oriented policing, predictive policing). Only slightly less (42%) gave the FPD high marks for demonstrating “commitment to ongoing professionalization so that the agency represents the ‘state-of-the-art’ in policing performance.”*

Leaders identify and adopt new strategies and technologies to respond to emerging social trends (e.g., social media, internet crimes, etc.) that affect the safety or well-being of the community.								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	28%	22%	31%	9%	5%	56% ^B	14%
Civilian Employees	14%	23%	19%	30%	9%	5%	56% ^B	14%

Leaders make prudent, informed, cost effective, and community sensitive decisions as whether and how to use a new methods and technologies (e.g., crime mapping, hot spot analysis, etc.) and policing strategies to better achieve mission goals (e.g., community policing, problem-oriented policing, predictive policing).								
	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	26%	19%	30%	14%	6%	51% ^{B--}	20%
Civilian Employees	12%	20%	20%	37%	6%	4%	52% ^{B--}	10%

Leaders and managers demonstrate a commitment to ongoing professionalization so that the agency represents the 'state-of-the-art' in policing performance.

	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	16%	20%	30%	19%	8%	42% ^{C+}	27%
Civilian Employees	9%	11%	22%	38%	11%	9%	42% ^{C+}	20%

APPENDIX

#1-5 - DEMOGRAPHICS

Gender	Male	Female
Sworn Officers	92%	8%
Civilian Employees	32%	68%

Rank / Position	Clerical / Admin. / Civilian Line Level	Civilian Supervisor / Manager	Police Patrol - Line Level	Sergeant	Lieutenant & Higher
Sworn Officers	0%	0%	71%	23%	6%
Civilian Employees	66%	32%	2%	0%	0%

Years with FPD	Twenty or More	Ten - Nineteen	Five - Nine	Two - Four	Less than Two
Sworn Officers	34%	47%	12%	1%	6%
Civilian Employees	34%	34%	9%	8%	14%

Unit / Division / Bureau	Patrol - Sector Officer	Special Unit - Nonpatrol	Investigation - Street Violence	Traffic	Special Unit - Patrol
Sworn Officers	40%	21%	9%	9%	8%
Civilian Employees	2%	0%	2%	0%	2%
	Investigation - District	Investigation - Family Justice	Communications	Crime Scene Investigation	Records / Information Services
Sworn Officers	6%	5%	0%	0%	0%
Civilian Employees	2%	2%	27%	16%	32%

#6 - PRIDE, MORALE, & TRUST

Indicate whether you agree or disagree with the following statements.

- (5) Strongly Agree
- (4) Agree
- (3) Disagree
- (2) Disagree Strongly
- (1) No Opinion

<i>I am confident that leadership will use the results of this survey to make positive changes.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	8%	29%	23%	32%	7%	37%
Civilian Employees	8%	29%	40%	11%	12%	37%

<i>I am confident my responses will be kept confidential and no effort will be made to connect responses to individuals.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	17%	33%	21%	19%	10%	50%
Civilian Employees	19%	36%	28%	6%	11%	55%

<i>I don't believe that leadership really cares about what I think.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	23%	25%	28%	19%	4%	48%
Civilian Employees	21%	24%	33%	10%	13%	45%

<i>Since I joined the FPD, performance in reducing crime, collisions, and serving the community have improved significantly.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	11%	38%	27%	17%	6%	49%
Civilian Employees	6%	42%	23%	15%	14%	48%

<i>Since I joined the FPD, working conditions and job satisfaction have improved significantly.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	6%	17%	32%	37%	9%	23%
Civilian Employees	5%	18%	31%	35%	11%	23%

<i>I feel my work is appreciated and valued by the community as a whole.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	14%	42%	23%	18%	4%	56%
Civilian Employees	9%	28%	31%	23%	9%	37%

<i>I feel my work is appreciated and valued by my supervisor.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	29%	46%	11%	12%	2%	75%
Civilian Employees	23%	46%	23%	3%	5%	69%

<i>I feel my work is appreciated and valued by top leadership.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	11%	32%	26%	26%	5%	43%
Civilian Employees	11%	28%	25%	29%	8%	39%

<i>I am proud to be a part of the FPD.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	33%	38%	13%	8%	8%	71%
Civilian Employees	33%	42%	14%	0%	11%	75%

<i>I would gladly recommend friends and relatives to work for FPD.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	17%	24%	27%	25%	6%	41%
Civilian Employees	15%	31%	25%	14%	15%	46%

<i>I am seriously considering leaving the FPD to work for another law enforcement agency.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	8%	11%	26%	40%	16%	19%
Civilian Employees	5%	14%	22%	40%	20%	19%

<i>I am seriously considering leaving the FPD to work in another field.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	9%	9%	27%	40%	15%	18%
Civilian Employees	11%	11%	22%	38%	19%	22%

<i>Low morale is a problem for only a small minority of people in my unit/division.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	8%	23%	25%	38%	7%	31%
Civilian Employees	6%	14%	40%	35%	5%	20%

Concerns about low morale are overblown. Everyone is responsible for their own happiness.	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	9%	17%	34%	33%	7%	26%
Civilian Employees	8%	15%	32%	37%	8%	23%

FPD management is greatly concerned about the safety of line patrol officers.	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	17%	32%	28%	20%	3%	49%
Civilian Employees	31%	31%	15%	6%	17%	62%

FPD management is out of touch with modern day policing challenges.	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	23%	32%	23%	16%	5%	55%
Civilian Employees	3%	8%	37%	28%	25%	11%

Patrol supervisors (sergeants and lieutenants) should be required to work (or closely observe) a patrol beat assignment at least twice a year.	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	29%	28%	17%	14%	11%	57%
Civilian Employees	30%	25%	13%	0%	33%	55%

There is a strong sense of unity ("all for one and one for all") within the department as a whole.	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	2%	12%	28%	52%	5%	14%
Civilian Employees	9%	16%	36%	27%	13%	25%

There is a strong sense of unity ("all for one and one for all") within my unit/division.	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	20%	36%	23%	16%	4%	56%
Civilian Employees	9%	17%	43%	17%	14%	26%

There is a growing "every man/woman for him/herself" attitude within my unit/division.	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	18%	23%	32%	24%	4%	41%
Civilian Employees	11%	40%	28%	15%	6%	51%

<i>Rumored instability and political infighting at the top have diminished confidence in leadership.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	39%	30%	15%	6%	9%	69%
Civilian Employees	14%	31%	20%	9%	25%	45%

<i>Reduction of five deputy chiefs to two has resulted in a more efficient and effective chain of command structure.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	14%	20%	19%	15%	32%	34%
Civilian Employees	5%	15%	12%	8%	60%	20%

<i>The department would function better if two or more deputy or assistant chiefs were added to share leadership responsibility.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	7%	11%	18%	36%	28%	18%
Civilian Employees	3%	9%	17%	14%	57%	12%

<i>The Chief has been doing all that he can. The major problems at FPD are beyond the Chief's power or authority to correct.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	13%	18%	23%	36%	11%	31%
Civilian Employees	12%	18%	29%	17%	23%	30%

#7 - WORKING CONDITIONS

To the extent that officers or employees in your unit are unhappy or dissatisfied with working conditions, please indicate which of the following possible reasons are significant factors.

Reduction in compensation resulting from the economic downturn.

Sworn Officers	82%
Civilian Employees	76%

Failure to increase compensation as economy improved.

Sworn Officers	59%
Civilian Employees	41%

Insufficient staffing resulting in overwork.

Sworn Officers	52%
Civilian Employees	19%

Inability to take time off to devote to family or other non-work pursuits.

Sworn Officers	48%
Civilian Employees	81%

Deployment decisions of existing resources that leave my unit understaffed.

Sworn Officers	47%
Civilian Employees	25%

Lack of appreciation for the importance of my unit's contribution to mission effectiveness.

Sworn Officers	47%
Civilian Employees	17%

Lack of concern for, or attention to, the working conditions in my unit.

Sworn Officers	44%
Civilian Employees	41%

Limitations on ability to promote.

Sworn Officers	41%
Civilian Employees	62%

Limitations on ability to rotate to other units.

Sworn Officers	40%
Civilian Employees	27%

<i>Limitations on ability to rotate work shifts.</i>	
Sworn Officers	37%
Civilian Employees	51%

<i>Too lenient response to serious misconduct of some officers.</i>	
Sworn Officers	35%
Civilian Employees	70%

<i>Failure to hold line employees accountable for performance deficiencies.</i>	
Sworn Officers	31%
Civilian Employees	16%

<i>Failure to hold first-line supervisors accountable for performance deficiencies.</i>	
Sworn Officers	20%
Civilian Employees	41%

<i>Failure to hold senior officers and supervisors (lieutenants and above) accountable for performance deficiencies.</i>	
Sworn Officers	17%
Civilian Employees	17%

#8 - MISCONDUCT

Despite impressive performance data in 2014 (including reductions in violent crime, auto injuries, & use of force complaints), the FPD has suffered bad publicity based on prominent instances of improper conduct. What is your opinion?

A. The incidences are normal for a department of our size and do not indicate any significant problem.

Sworn Officers	48%
Civilian Employees	43%

B. The nature and number of incidences are troubling, but they have not caused serious harm to public trust.

Sworn Officers	23%
Civilian Employees	21%

C. The nature and number of incidences are troubling and they have caused serious harm to public trust. There is nothing more the department can do to prevent such misconduct.

Sworn Officers	17%
Civilian Employees	17%

D. The nature and number of incidences are troubling and they have caused serious harm to public trust. There are things the department can and should do to prevent such misconduct.

Sworn Officers	13%
Civilian Employees	19%

#9 - DISCIPLINE

As to the specific discipline cases you know about, what is your overall opinion as to the outcome?

A. The discipline administered was fair and appropriate.

Sworn Officers	35%
Civilian Employees	15%

B. I might have been more lenient in some cases, but the results were reasonable.

Sworn Officers	26%
Civilian Employees	71%

C. I might have been stricter in some cases, but the results were reasonable.

Sworn Officers	16%
Civilian Employees	2%

D. Overall, the results were too harsh and have damaged morale.

Sworn Officers	14%
Civilian Employees	8%

E. Overall, the results were too lenient and have damaged morale.

Sworn Officers	5%
Civilian Employees	2%

F. I don't really know enough to have a responsible opinion.

Sworn Officers	5%
Civilian Employees	15%

#10 - PERFORMANCE

Please give your most candid and fair rating of the performance of the Fresno Police Department with respect to each of the following objectives.

- A – Excellent
- B+ – Very Good
- B – Good
- C – Adequate
- D – Poor
- F – Very Poor

<i>Preventing citizens from becoming victims of violent crime.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	9%	21%	32%	28%	9%	2%	62%	11%
Civilian Employees	14%	25%	23%	29%	5%	4%	62%	9%

<i>Preventing citizens from being injured in traffic collisions</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	21%	34%	26%	16%	2%	1%	81%	3%
Civilian Employees	20%	17%	35%	26%	0%	2%	72%	2%

<i>Preventing and reducing non-violent crimes</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	4%	10%	21%	31%	27%	7%	35%	34%
Civilian Employees	9%	14%	31%	22%	17%	7%	54%	24%

<i>Arresting persons who committed violent crimes.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	24%	30%	25%	16%	3%	2%	79%	5%
Civilian Employees	20%	37%	25%	15%	0%	2%	82%	2%

<i>Arresting persons who committed property crimes.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	5%	14%	25%	32%	20%	5%	44%	25%
Civilian Employees	8%	12%	25%	27%	20%	7%	45%	27%

<i>Providing prosecutor with sufficient evidence to secure convictions of persons arrested</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	11%	18%	25%	21%	15%	9%	54%	24%
Civilian Employees	18%	29%	24%	24%	2%	2%	71%	4%

<i>Protecting citizens and their property endangered or injured by floods, fires, and other non-criminal force</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	7%	16%	25%	36%	9%	7%	48%	16%
Civilian Employees	13%	18%	28%	35%	3%	5%	59%	8%

<i>Protecting the homeless, mentally ill, children and, other vulnerable populations</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	6%	16%	30%	29%	12%	8%	52%	20%
Civilian Employees	7%	19%	28%	28%	17%	2%	54%	19%

<i>Effectively dealing with traffic accidents and injuries (assuring that emergency aid is provided, roads are promptly cleared, and complete and useful incident reports are prepared)</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	25%	35%	23%	15%	1%	0%	83%	1%
Civilian Employees	29%	39%	18%	7%	4%	4%	86%	8%

<i>Dealing with disturbances of the peace, public nuisances, and non-urgent citizen calls in a manner that upholds the civil liberties of all parties and provides citizens with a safe and secure environment</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good / Excellent	Poor / Very Poor
Sworn Officers	8%	18%	25%	26%	14%	9%	51%	23%
Civilian Employees	12%	27%	27%	18%	8%	8%	66%	16%

<i>Collaborating with other organizations to identify and reduce the causes of crime.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	7%	16%	28%	26%	16%	7%	51%	23%
Civilian Employees	17%	17%	33%	15%	13%	4%	67%	17%

<i>Employing community policing strategies to earn legitimacy (trust) and more effectively accomplish objectives</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	7%	14%	23%	27%	17%	11%	44%	28%
Civilian Employees	17%	13%	38%	13%	13%	6%	68%	19%

<i>Providing an environment where people feel safe, secure, and well-protected in their homes, businesses, and public places</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	4%	11%	30%	31%	19%	5%	45%	24%
Civilian Employees	9%	7%	38%	25%	13%	9%	54%	22%

<i>Responding to citizen calls in a timely, respectful manner that results in citizen satisfaction</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	2%	9%	19%	25%	25%	19%	30%	44%
Civilian Employees	5%	12%	19%	25%	26%	12%	36%	38%

<i>Safeguarding the civil liberties and rights of all citizens</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	15%	25%	23%	25%	7%	5%	63%	12%
Civilian Employees	13%	20%	35%	22%	7%	4%	68%	11%

<i>Providing equal service and protection to all segments of the community</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	18%	22%	26%	19%	10%	6%	66%	16%
Civilian Employees	18%	25%	30%	11%	13%	4%	73%	17%

<i>Providing current, credible, and accurate data to allow the public to assess the department's effectiveness.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	11%	21%	23%	23%	15%	6%	55%	21%
Civilian Employees	15%	26%	26%	15%	13%	6%	67%	19%

<i>Providing the training and oversight to assure that sworn officers always comply with the law and department policies.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	15%	26%	27%	21%	7%	4%	68%	11%
Civilian Employees	13%	27%	27%	15%	13%	4%	67%	17%

<i>Providing training and oversight to assure that civilian employees always comply with the law and department policies.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	11%	19%	28%	30%	8%	4%	58%	12%
Civilian Employees	11%	19%	16%	19%	19%	15%	46%	34%

<i>Providing training and oversight to assure that all employees adhere to high ethical and professional standards above and beyond legal minimum requirements.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	11%	18%	27%	26%	10%	8%	56%	18%
Civilian Employees	10%	20%	21%	21%	20%	8%	51%	28%

<i>Implementing policies and strategies that effectively and efficiently achieve objectives without causing unintended consequences or incurring undue costs.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	7%	17%	29%	31%	13%	3%	53%	16%
Civilian Employees	13%	25%	21%	25%	10%	6%	59%	16%

<i>Promptly responding to calls; promptly and politely returning phone messages; providing timely follow-up investigations; resolving citizen questions, problems and complaints; keeping crime victims informed; and being sensitive to the needs of business and property owners.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	3%	11%	30%	22%	18%	16%	44%	34%
Civilian Employees	9%	19%	17%	30%	11%	13%	45%	24%

<i>Recruiting the best candidates possible who are representative of the community in ethnicity and gender to achieve diversity goals without compromising standards.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	4%	14%	19%	32%	19%	12%	37%	31%
Civilian Employees	15%	21%	25%	23%	15%	2%	61%	17%

<i>Maintaining the trust and support of the community as a whole.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	18%	28%	30%	13%	5%	52%	18%
Civilian Employees	7%	16%	19%	37%	18%	4%	42%	22%

<i>Maintaining trust and support of Hispanic citizens.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	8%	17%	29%	31%	10%	5%	54%	15%
Civilian Employees	13%	13%	9%	40%	19%	6%	35%	25%

<i>Maintaining trust and support of African American citizens.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	7%	15%	23%	33%	13%	8%	45%	21%
Civilian Employees	13%	13%	6%	43%	19%	6%	32%	25%

<i>Maintaining trust and support among sworn officers.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	5%	10%	23%	21%	27%	13%	38%	40%
Civilian Employees	7%	18%	18%	47%	4%	7%	43%	11%

<i>Maintaining trust and support among civilian employees.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	5%	12%	30%	30%	16%	7%	47%	23%
Civilian Employees	5%	5%	24%	39%	20%	7%	34%	27%

<i>Assuring that officers and civilian employees treat all citizens professionally, with respect, dignity, compassion, fairness, empathy, and courtesy; officers and civilian employees are not condescending, disrespectful, rude, or unapproachable during citizen contacts, regardless of how the officers are treated.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	10%	26%	28%	25%	8%	3%	64%	11%
Civilian Employees	16%	21%	32%	26%	2%	4%	69%	6%

<i>While handling complaints, calls, concerns, inquires, etc. from citizens.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	19%	28%	28%	16%	3%	53%	19%
Civilian Employees	12%	20%	34%	22%	5%	7%	66%	12%

#11 - LEADERSHIP, ORGANIZATIONAL, & MANAGEMENT ISSUES

Please give your most candid and fair rating of the performance of the Fresno Police Department with respect to each of the following leadership, organizational and management issues.

- A – Excellent
- B+ – Very Good
- B – Good
- C – Adequate
- D – Poor
- F – Very Poor

<i>Leaders and managers consistently articulate, advocate, enforce, and model the agency’s stated values.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	3%	14%	19%	26%	23%	15%	36%	38%
Civilian Employees	5%	10%	31%	33%	16%	5%	46%	21%

<i>Operational and personnel policies and practices (including hiring, training, promotions, discipline, deployment, and compensation) are implemented in a manner that inspires trust.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	3%	11%	15%	24%	28%	18%	29%	46%
Civilian Employees	7%	7%	25%	32%	23%	7%	39%	30%

<i>The organizational culture fosters a sense of unity where all employees care about and look out for each other.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	2%	7%	17%	25%	28%	20%	26%	48%
Civilian Employees	7%	7%	20%	30%	23%	13%	34%	36%

<i>The organizational culture fosters a sense of purpose and pride in the agency and its mission.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	2%	11%	20%	26%	29%	12%	33%	41%
Civilian Employees	11%	11%	23%	32%	18%	7%	45%	25%

<i>The organizational culture is intolerant of minimal effort, substandard performance, and corner cutting.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	2%	8%	13%	25%	30%	21%	23%	51%
Civilian Employees	7%	7%	23%	26%	25%	12%	37%	37%

<i>The organizational culture attracts and retains employees of high character, commitment, and competence.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	2%	13%	21%	37%	16%	11%	36%	27%
Civilian Employees	7%	10%	25%	31%	20%	7%	42%	27%

<i>The organizational culture promotes professionalism so that all employees are expected to continually improve their skills and performance and find new and better ways to perform their jobs.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	4%	11%	18%	30%	27%	9%	33%	36%
Civilian Employees	8%	12%	15%	24%	29%	12%	35%	41%

<i>The organizational culture fosters and demands personal accountability so that all employees accept responsibility to protect the public and the agency's credibility by preventing or reporting unlawful or unethical conduct.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	5%	11%	24%	30%	17%	13%	40%	30%
Civilian Employees	9%	14%	22%	26%	19%	10%	45%	29%

<i>The FPD effectively recruits and develops a workforce composed of diverse employees who represent the community we serve.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	9%	21%	27%	27%	12%	5%	57%	17%
Civilian Employees	19%	11%	34%	25%	9%	2%	64%	11%

<i>The FPD effectively recruits and develops a workforce composed of competent, service-oriented employees dedicated to protecting and serving the community.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	15%	22%	30%	20%	7%	43%	27%
Civilian Employees	10%	12%	29%	33%	5%	10%	51%	15%

<i>Management cares about and seeks to protect the physical and emotional well-being of employees and supports a reasonable work/life balance.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	5%	8%	16%	21%	28%	22%	29%	50%
Civilian Employees	7%	10%	22%	27%	25%	8%	39%	33%

<i>Supervisors provide subordinates with regular feedback concerning their performance.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	7%	18%	24%	26%	16%	9%	49%	25%
Civilian Employees	8%	13%	25%	23%	21%	10%	46%	31%

<i>Staff members and supervisors treat employees fairly, with honesty, respect, and dignity; they do not demean, embarrass, or act condescendingly towards employees.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	8%	22%	16%	28%	14%	12%	46%	26%
Civilian Employees	14%	15%	17%	27%	19%	8%	46%	27%

<i>When employees demonstrate a desire to be promoted, supervisors do all they can to encourage them, counsel them on perceived weakness, encourage them to gain experience in various assignments, and ensure that they have every opportunity to promote.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	9%	18%	22%	24%	17%	11%	49%	28%
Civilian Employees	9%	15%	15%	28%	24%	9%	39%	33%

<i>The FPD provides employees with equipment needed to ensure their safety, keep the community safe, and provide the community with the most effective and efficient service available.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	15%	27%	21%	23%	9%	5%	63%	14%
Civilian Employees	16%	12%	16%	33%	16%	7%	44%	23%

<i>All employees, regardless of rank, are held accountable for substandard performance or misconduct through counseling, training, reassignment, suspension, or termination.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	8%	12%	18%	29%	27%	26%	56%
Civilian Employees	9%	9%	11%	33%	25%	13%	29%	38%

<i>Leaders and managers encourage open communication where employees believe they can respectfully disagree and make suggestions without fear of retaliation.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	3%	10%	15%	24%	21%	26%	28%	47%
Civilian Employees	10%	10%	12%	38%	17%	12%	32%	29%

<i>Leaders and managers promote employee engagement by inviting input concerning decisions that affect their jobs.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	3%	8%	17%	23%	28%	20%	28%	48%
Civilian Employees	9%	4%	23%	28%	25%	12%	36%	37%

<i>Managers and leaders generate trust and confidence in their vision, integrity, intentions, and judgment and motivate employees to work as team to achieve mission outcomes.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	3%	10%	22%	21%	31%	13%	35%	44%
Civilian Employees	8%	7%	20%	34%	20%	10%	35%	30%

<i>Leaders and managers demonstrate a commitment to ongoing professionalization so that the agency represents the 'state-of-the-art' in policing performance.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	16%	20%	30%	19%	8%	42%	27%
Civilian Employees	9%	11%	22%	38%	11%	9%	42%	20%

<i>Leaders identify and adopt new strategies and technologies to respond to emerging social trends (e.g., social media, internet crimes, etc.) that affect the safety or well-being of the community.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	28%	22%	31%	9%	5%	56%	14%
Civilian Employees	14%	23%	19%	30%	9%	5%	56%	14%

<i>Leaders make prudent, informed, cost effective, and community sensitive decisions as whether and how to use a new methods and technologies (e.g., crime mapping, hot spot analysis, etc.) and policing strategies to better achieve mission goals (e.g., community policing, problem-oriented policing, predictive policing).</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	6%	26%	19%	30%	14%	6%	51%	20%
Civilian Employees	12%	20%	20%	37%	6%	4%	52%	10%

<i>The FPD operates with honesty and openness and provides information to the public as often as possible without compromising privacy rights, confidentiality laws, and the integrity of investigations.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Good - Excellent	Poor / Very Poor
Sworn Officers	13%	30%	19%	22%	11%	5%	62%	16%
Civilian Employees	20%	31%	16%	22%	5%	5%	67%	10%

Indicate whether you agree or disagree with each of the following statements.

- A – Very Strongly Agree
- B+ – Strongly Agree
- B – Agree
- C – Disagree
- D – Strongly Disagree
- F – Very Strongly Disagree

<i>The overall impact of the DROP program has been detrimental to morale and performance.</i>	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Strongly Disagree / Very Strongly Disagree
Sworn Officers	14%	7%	7%	17%	18%	36%	28%	54%
Civilian Employees	4%	6%	13%	25%	10%	42%	23%	52%

<i>As new funds become available to the FPD, top priority should be placed on raising the compensation of current officers rather than hiring new ones to fulfill staffing needs.</i>	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Strongly Disagree / Very Strongly Disagree
Sworn Officers	20%	15%	24%	26%	8%	7%	59%	15%
Civilian Employees	8%	6%	31%	27%	21%	8%	45%	29%

<i>With rare exceptions, FPD management leads by example and earns the respect of the line level sworn employees.</i>	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Strongly Disagree / Very Strongly Disagree
Sworn Officers	4%	11%	23%	26%	14%	22%	38%	36%
Civilian Employees	4%	12%	33%	35%	8%	8%	49%	16%

<i>In my unit/division, management consistently makes assignment and promotion decisions based on merit and experience.</i>	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Strongly Disagree / Very Strongly Disagree
Sworn Officers	10%	16%	20%	18%	13%	24%	46%	37%
Civilian Employees	10%	14%	20%	28%	16%	12%	44%	28%

<i>In my unit / division, FPD efforts to achieve greater diversity has resulted in the hiring of persons of doubtful qualifications and has negatively affected performance.</i>	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Strongly Disagree / Very Strongly Disagree
Sworn Officers	16%	12%	21%	25%	13%	14%	49%	27%
Civilian Employees	12%	8%	14%	26%	24%	16%	34%	40%

<i>My supervisor is more concerned with achieving good numbers (e.g. arrests, citations issued, productivity data) than good policing results.</i>	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Strongly Disagree / Very Strongly Disagree
Sworn Officers	28%	11%	9%	12%	18%	22%	48%	40%
Civilian Employees	8%	4%	18%	34%	28%	8%	30%	36%

<i>Other than when first employed as a sworn employee, patrol division assignments generally are used to punish or discipline officers.</i>	Very Strongly Agree	Strongly Agree	Agree	Disagree	Strongly Disagree	Very Strongly Disagree	Agree - Very Strongly Agree	Strongly Disagree / Very Strongly Disagree
Sworn Officers	29%	18%	15%	15%	10%	13%	62%	23%
Civilian Employees	9%	0%	21%	24%	33%	12%	30%	45%

#12 - CONDUCT & ATTITUDES

Indicate whether you agree or disagree with the following statements.

- (5) Strongly Agree
- (4) Agree
- (3) Disagree
- (2) Disagree Strongly
- (1) No Opinion

<i>In my unit / division, superiors create a kind of quota system placing great emphasis on creating good statistics without focusing on meaningful outcomes (e.g., felony arrests and parole violations).</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	34%	18%	17%	24%	7%	52%
Civilian Employees	11%	14%	12%	21%	42%	25%

<i>Whether true or not, the patrol division has been demeaned by a belief among many employees that it is composed primarily of new officers or "losers" (folks who can't promote out, were disciplined, or were demoted).</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	29%	28%	25%	14%	4%	57%
Civilian Employees	4%	9%	21%	21%	45%	13%

<i>I would very much like to be transferred or promoted to another unit / division.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	16%	16%	16%	40%	11%	32%
Civilian Employees	16%	7%	19%	29%	29%	23%

<i>In the past 12 months a supervisor has lied to me or misled me about something significant.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	13%	11%	13%	53%	10%	24%
Civilian Employees	14%	10%	29%	25%	22%	28%

<i>In the past 12 months a supervisor has treated me with disrespect.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	13%	15%	10%	53%	8%	28%
Civilian Employees	12%	18%	20%	35%	15%	30%

<i>In the past 12 months I have lied to or misled an officer within the department about something significant.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	2%	3%	8%	76%	11%	5%
Civilian Employees	3%	0%	10%	67%	19%	3%

<i>In the past 12 months I have withheld negative information from a superior to avoid a "kill the messenger" response.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	9%	7%	14%	62%	8%	16%
Civilian Employees	5%	3%	8%	59%	24%	8%

<i>In my unit, there is a pervasive kill-the-messenger culture that causes many employees to conceal or distort negative information.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	9%	13%	24%	45%	8%	22%
Civilian Employees	3%	10%	17%	47%	22%	13%

<i>In my unit, it is sometimes necessary to ignore or bend agency policies to accomplish our objectives.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	5%	14%	22%	52%	7%	19%
Civilian Employees	3%	3%	12%	57%	24%	6%

<i>Most officers are basically honest, but they may occasionally lie, deceive, or conceal a fact to assure justice is done.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	5%	14%	25%	47%	9%	19%
Civilian Employees	4%	19%	16%	28%	33%	23%

<i>Abuse of workers' compensation injury claims and sick time is a problem in my unit / division.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	16%	18%	15%	43%	9%	34%
Civilian Employees	13%	13%	18%	32%	25%	26%

<i>In today's environment, many officers make decisions based on fear of reprimand or to avoid risk of personal or career injury rather than on what is the right thing to do.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	20%	28%	24%	19%	8%	48%
Civilian Employees	5%	14%	16%	14%	50%	19%

<i>In today's world, a person must lie or cheat at least occasionally to succeed.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	4%	6%	15%	67%	9%	10%
Civilian Employees	2%	3%	14%	55%	26%	5%

<i>Staffing shortages are so urgent that the FPD should be willing to lower the qualification standards if necessary. We have to get the best we can get.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	3%	3%	10%	74%	11%	6%
Civilian Employees	2%	0%	16%	64%	18%	2%

<i>Background investigations aren't thorough enough, resulting in officers being hired who should have been screened out.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	15%	17%	27%	27%	14%	32%
Civilian Employees	11%	17%	13%	22%	37%	28%

<i>Our ability to achieve our mission would improve if management more effectively communicated its reasons for certain policies and gave employees a reasonable chance to give their opinions and offer alternatives.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	26%	32%	22%	11%	8%	58%
Civilian Employees	17%	38%	20%	8%	17%	55%

<i>Patrol officers who are seriously overweight or otherwise out of condition present a danger to citizens, themselves, and other officers.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	41%	33%	14%	8%	5%	74%
Civilian Employees	24%	46%	12%	5%	14%	70%

<i>I would support a reasonable ongoing fitness requirement, at least for patrol officers.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	44%	28%	12%	10%	6%	72%
Civilian Employees	16%	43%	17%	9%	16%	59%

<i>Even when thought necessary to achieve justice, it is never proper to lie, deliberately mislead, or conceal information in warrant applications, written or oral reports, or courtroom testimony.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	87%	6%	3%	4%	0%	93%
Civilian Employees	73%	14%	2%	5%	7%	87%

<i>Lying on any official matter is always a serious offense, and there must always be a serious consequence.</i>	(5) Strongly Agree	(4) Agree	(3) Disagree	(2) Strongly Disagree	(1) No Opinion	Strongly Agree / Agree
Sworn Officers	85%	10%	3%	1%	0%	95%
Civilian Employees	70%	17%	5%	2%	7%	87%

#13 - BEHAVIOR

Please indicate your opinion as to the whether the listed behaviors or attitudes are serious problems that should be addressed.

(5) Severe problem presenting an imminent and major threat to performance or damage to the agency.

(4) Serious problem presenting a significant threat to performance or damage to the agency.

(3) Somewhat serious presenting a possible threat to performance or damage to the agency.

(2) Minor problem

(1) Not a problem at all

The survey reveals a substantial number of conditions and attitudes that reveal the department is has deep and dangerous problems.

Low Morale. For example, 37% of Sworn Officers and 16% of Civilian Employees believe that low morale is a “severe problem presenting an imminent and major threat to performance or damage to the agency. Another 31% of sworn and 36% of civilians describe the problem as serious enough to presenting a significant threat to performance or damage to the agency. Thus, two-thirds (68%) of sworn and more than half (52%) of Civilian Employees believe the morale problem presents a major threat to the ability of the FPD to perform its mission.

Low morale	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	37%	31%	24%	7%	2%	68%
Civilian Employees	16%	36%	33%	14%	2%	52%

Poor work ethic	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	20%	27%	34%	14%	5%	47%
Civilian Employees	17%	19%	38%	22%	5%	36%

Fabrication or distortion in reporting, affidavits and testifying	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	24%	11%	12%	29%	24%	35%
Civilian Employees	25%	4%	11%	15%	45%	29%

Abuse of sick/workers comp benefits	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	21%	22%	24%	26%	7%	43%
Civilian Employees	19%	16%	23%	26%	16%	35%

<i>Manipulation of data and crime statistics by the way crimes are categorized</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	31%	21%	26%	12%	11%	52%
Civilian Employees	15%	16%	15%	29%	25%	31%

<i>Number of arrests that do not result in convictions or guilty pleas</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	34%	24%	20%	13%	8%	58%
Civilian Employees	13%	17%	27%	21%	23%	30%

<i>Overemphasis on statistics (e.g., number of arrests) rather than real and meaningful policy outcomes</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	57%	21%	10%	7%	4%	73%
Civilian Employees	21%	19%	23%	23%	15%	40%

<i>Code of silence preventing officers from being accountable and honest re: misconduct of other officers</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	13%	10%	22%	24%	31%	23%
Civilian Employees	14%	22%	20%	20%	25%	36%

<i>Arrogance, disrespect or abuse of power by patrol officers toward citizens</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	13%	8%	16%	37%	27%	21%
Civilian Employees	15%	19%	12%	23%	31%	34%

<i>Arrogance, disrespect or abuse of power by supervisory officers toward subordinates</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	14%	12%	18%	33%	24%	26%
Civilian Employees	19%	13%	21%	21%	26%	32%

<i>Gender bias within the agency</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) No Problem	Severe / Serious
Sworn Officers	15%	11%	12%	11%	51%	26%
Civilian Employees	13%	4%	9%	34%	40%	17%

<i>Racial bias within the agency</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	14%	13%	10%	15%	49%	27%
Civilian Employees	11%	4%	9%	28%	48%	15%

<i>Alcohol or other substance abuse by officers</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	8%	7%	13%	40%	33%	15%
Civilian Employees	14%	8%	14%	29%	35%	22%

<i>Off duty DUIs committed by officers</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	10%	12%	16%	38%	25%	22%
Civilian Employees	10%	13%	10%	35%	31%	23%

<i>Domestic abuse committed by officers</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	12%	8%	10%	37%	33%	20%
Civilian Employees	15%	10%	10%	38%	27%	25%

<i>Improper use of force</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	10%	8%	15%	36%	32%	18%
Civilian Employees	16%	8%	10%	38%	28%	24%

<i>Sexual misconduct of officers</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	13%	9%	13%	32%	34%	22%
Civilian Employees	17%	10%	15%	29%	29%	27%

<i>Improper racial or gender bias affecting public</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	11%	6%	7%	29%	47%	17%
Civilian Employees	12%	10%	8%	34%	36%	22%

<i>Officers failing to do what they should do because of fear of criticism, discipline or lawsuits</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	17%	21%	25%	25%	12%	38%
Civilian Employees	16%	16%	14%	24%	29%	32%

<i>Persistent absences, tardiness or missing court dates</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	8%	9%	23%	32%	29%	17%
Civilian Employees	10%	14%	8%	31%	37%	24%

<i>Lack of physical fitness of some patrol officers</i>	(5) Severe	(4) Serious	(3) Somewhat Serious	(2) Minor	(1) Not a Problem	Severe / Serious
Sworn Officers	18%	15%	32%	29%	7%	33%
Civilian Employees	13%	19%	31%	26%	11%	32%

<i>The organizational culture fosters a sense of unity where all employees care about and look out for each other.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	2%	7%	17%	25%	28%	20%	9%	48%
Civilian Employees	7%	7%	20%	30%	23%	13%	14%	36%

<i>The organizational culture fosters a sense of purpose and pride in the agency and its mission.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	2%	11%	20%	26%	29%	12%	13%	41%
Civilian Employees	11%	11%	23%	32%	18%	7%	22%	25%

<i>The organizational culture is intolerant of minimal effort, substandard performance, and corner cutting.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	2%	8%	13%	25%	30%	21%	10%	51%
Civilian Employees	7%	7%	23%	26%	25%	12%	14%	37%

<i>The organizational culture attracts and retains employees of high character, commitment, and competence.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	2%	13%	21%	37%	16%	11%	15%	27%
Civilian Employees	7%	10%	25%	31%	20%	7%	17%	27%

<i>The organizational culture promotes professionalism so that all employees are expected to continually improve their skills and performance and find new and better ways to perform their jobs.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	4%	11%	18%	30%	27%	9%	15%	36%
Civilian Employees	8%	12%	15%	24%	29%	12%	20%	41%

<i>The organizational culture fosters and demands personal accountability so that all employees accept responsibility to protect the public and the agency's credibility by preventing or reporting unlawful or unethical conduct.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	5%	11%	24%	30%	17%	13%	16%	30%
Civilian Employees	9%	14%	22%	26%	19%	10%	23%	29%

<i>The FPD effectively recruits and develops a workforce composed of diverse employees who represent the community we serve.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	9%	21%	27%	27%	12%	5%	30%	17%
Civilian Employees	19%	11%	34%	25%	9%	2%	30%	11%

<i>The FPD effectively recruits and develops a workforce composed of competent, service-oriented employees dedicated to protecting and serving the community.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	6%	15%	22%	30%	20%	7%	21%	27%
Civilian Employees	10%	12%	29%	33%	5%	10%	22%	15%

<i>Management cares about and seeks to protect the physical and emotional well-being of employees and supports a reasonable work/life balance.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	5%	8%	16%	21%	28%	22%	13%	50%
Civilian Employees	7%	10%	22%	27%	25%	8%	17%	33%

<i>Supervisors provide subordinates with regular feedback concerning their performance.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	7%	18%	24%	26%	16%	9%	25%	25%
Civilian Employees	8%	13%	25%	23%	21%	10%	21%	31%

<i>Staff members and supervisors treat employees fairly, with honesty, respect, and dignity; they do not demean, embarrass, or act condescendingly towards employees.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	8%	22%	16%	28%	14%	12%	30%	26%
Civilian Employees	14%	15%	17%	27%	19%	8%	29%	27%

<i>When employees demonstrate a desire to be promoted, supervisors do all they can to encourage them, counsel them on perceived weakness, encourage them to gain experience in various assignments, and ensure that they have every opportunity to promote.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	9%	18%	22%	24%	17%	11%	27%	28%
Civilian Employees	9%	15%	15%	28%	24%	9%	24%	33%

<i>The FPD provides employees with equipment needed to ensure their safety, keep the community safe, and provide the community with the most effective and efficient service available.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	15%	27%	21%	23%	9%	5%	42%	14%
Civilian Employees	16%	12%	16%	33%	16%	7%	28%	23%

<i>All employees, regardless of rank, are held accountable for substandard performance or misconduct through counseling, training, reassignment, suspension, or termination.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	6%	8%	12%	18%	29%	27%	14%	56%
Civilian Employees	9%	9%	11%	33%	25%	13%	18%	38%

<i>Leaders and managers encourage open communication where employees believe they can respectfully disagree and make suggestions without fear of retaliation.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	3%	10%	15%	24%	21%	26%	13%	47%
Civilian Employees	10%	10%	12%	38%	17%	12%	20%	29%

<i>Leaders and managers promote employee engagement by inviting input concerning decisions that affect their jobs.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	3%	8%	17%	23%	28%	20%	11%	48%
Civilian Employees	9%	4%	23%	28%	25%	12%	13%	37%

<i>Managers and leaders generate trust and confidence in their vision, integrity, intentions, and judgment and motivate employees to work as team to achieve mission outcomes.</i>	Excellent	Very Good	Good	Adequate	Poor	Very Poor	Very Good / Excellent	Very Poor / Poor
Sworn Officers	3%	10%	22%	21%	31%	13%	13%	44%
Civilian Employees	8%	7%	20%	34%	20%	10%	15%	30%