

APPENDIX B – EMPLOYEE SURVEY INSTRUMENT

As part of its ongoing management and efficiency review of the Dallas Police Department Berkshire Advisors has developed an employee survey that it is asking all Police Department employees to complete. The purpose of this survey is to understand employee perceptions relating to a broad range of issues the study is addressing.

To access this survey on-line please go to www.berkshireadvisors.com/survey and type in the login and password as follows:

Login: dallas police

Password: survey

The survey will take between 25 and 30 minutes complete. (You can complete it during your work day.) You can answer most questions simply by “checking” the number that best represents your opinion. Please answer all questions openly and honestly. If a survey item doesn’t apply to you, please select option 6.

Individual responses to the survey will be kept strictly confidential. Only Berkshire Advisors consultants will see individual responses to the survey. Care will be taken to ensure that the identities of individual survey respondents cannot be inferred from the published survey results.

The survey should be completed by April 19, 2004.

Thank you for taking the time to complete this survey.

General Information

Is your position primarily managerial or supervisory? Yes _____ No _____

Are you a civilian Police Department employee? Yes _____ No _____

Are you a full-time employee of the Police Department? Yes _____ No _____

In what Police Department Bureau do you work? (If you are working on special assignment in a bureau other than the one to which you are assigned, please indicate the bureau to which you currently report to work each day.) Please select one of the following:

- 1) Office of the Chief of Police
- 2) Administrative Services Bureau
- 3) Special Services Bureau
- 4) Patrol Bureau
- 5) Homeland Security and Investigations Bureau
- 6) Support Services Bureau
- 7) Other

How long have you worked for the Dallas Police Department? Please circle one of the following:

- 1) Less than 1 year
- 2) 1 to 4 years
- 3) 5 to 9 years
- 4) 10 years or more

Please indicate which of the following best describes your race or ethnic background:

- 1) White
- 2) African-American
- 3) Hispanic
- 4) Asian American
- 5) Other

Organizational Climate

This group of questions relates to the organizational climate within the Dallas Police Department. Using a five-point scale where “1” means Strongly Disagree and “5” means Strongly Agree, please circle the number that best represents your opinion. If you have no opinion, please circle “6”.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
101	I am proud to say I work for the Dallas Police Department.	1	2	3	4	5	6
102	I am proud of the effort I put into my job.	1	2	3	4	5	6
103	Dallas Police Department employees have a strong work ethic	1	2	3	4	5	6
104	Police Department employees are dedicated to providing the citizens of Dallas with high quality police services.	1	2	3	4	5	6
105	My work is valued by my fellow Police Department employees.	1	2	3	4	5	6
106	My work is valued by my immediate supervisor.	1	2	3	4	5	6
107	My work is valued by mid-managers (Captains and Lieutenants) within my unit.	1	2	3	4	5	6
108	My work is valued by the Police Department's leadership (Chief level officers).	1	2	3	4	5	6
109	My work is valued by the City's leadership.	1	2	3	4	5	6
110	The work environment in the Dallas Police Department is supportive.	1	2	3	4	5	6
111	High ethical standards are exhibited by Police Department managers and leaders.	1	2	3	4	5	6
112	High ethical standards are exhibited by Police Department employees.	1	2	3	4	5	6
113	Police Department managers and supervisors treat subordinates with respect.	1	2	3	4	5	6
114	Police Department employees treat each other with respect.	1	2	3	4	5	6
115	City leaders respect the Police Department.	1	2	3	4	5	6
116	Police Department employees treat Dallas citizens with respect.	1	2	3	4	5	6
117	Civilian Police Department employees are treated with as much respect as sworn officers.	1	2	3	4	5	6
118	Employees strive to improve the Police Department's performance.	1	2	3	4	5	6
119	Employees can voice constructive criticism about Police Department management without fear of retribution.	1	2	3	4	5	6

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
120	Police Department employees are not inappropriately punished for making mistakes.	1	2	3	4	5	6
121	I feel free to express my opinions to my supervisor.	1	2	3	4	5	6
122	Decisions are made on a timely basis.	1	2	3	4	5	6
123	Problems and issues are dealt with in a timely manner.	1	2	3	4	5	6
124	Decision-making within the Department is appropriately inclusive.	1	2	3	4	5	6
125	The Dallas Police Department has well articulated values.	1	2	3	4	5	6
126	I am familiar with the values of the Dallas Police Department.	1	2	3	4	5	6
127	A sense of unity characterizes the Dallas Police Department as a whole.	1	2	3	4	5	6
128	A sense of unity characterizes the division within which I work.	1	2	3	4	5	6
129	I consider my immediate supervisor to be a role model	1	2	3	4	5	6
130	Police Department leaders (Chief level officers) effectively represent the Police Department to external community.	1	2	3	4	5	6

Leadership, Management, and Supervision

This group of questions relates to the Police Department's leadership, management, and supervisory practices. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please circle the number that best represents your opinion. If you have no opinion, please circle "6".

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
201	The Police Department benefits from strong, effective leadership.	1	2	3	4	5	6
202	Roles and responsibilities of Police Department leaders (Chief level officers) are clearly defined by the department.	1	2	3	4	5	6
203	Roles and responsibilities of mid-managers (Captains and Lieutenants) within the police department are clearly defined by the department.	1	2	3	4	5	6
204	Roles and responsibilities of first-line supervisors (Sergeants) within the police department are clearly defined by the department.	1	2	3	4	5	6
205	Police Department leaders (Chief level officers) have the authority to make decisions needed to improve the Police Department's performance.	1	2	3	4	5	6
206	Police Department leaders (Chief level officers) use the authority they have been granted to improve the Police Department's performance.	1	2	3	4	5	6
207	Police Department leaders (Chief level officers) are held accountable for the decisions they make.	1	2	3	4	5	6
208	Mid-managers (Captains and Lieutenants) within the Police Department have the authority to make decisions needed to improve the performance of the units they manage.	1	2	3	4	5	6
209	Mid-managers (Captains and Lieutenants) within the Police Department use the authority they have been granted to improve the performance of the units they manage.	1	2	3	4	5	6
210	Mid-managers (Captains and Lieutenants) within the Police Department are held accountable for the decisions they make.	1	2	3	4	5	6
211	First line supervisors (Sergeants) have the authority to make decisions needed to improve the performance of the employees they supervise.	1	2	3	4	5	6
212	First line supervisors (Sergeants) use the authority they have been granted to improve the performance of the employees they supervise.	1	2	3	4	5	6
213	First line supervisors (Sergeants) are held accountable for the decisions they make.	1	2	3	4	5	6

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
214	I am held accountable for my performance.	1	2	3	4	5	6
215	Police Department leaders (Chief level officers) maintain a visible presence throughout the Department.	1	2	3	4	5	6
216	High expectations for the performance of all employees have been established.	1	2	3	4	5	6
217	Managers and supervisors provide clear direction to their subordinates.	1	2	3	4	5	6
218	Department leaders (Chief level officers) work effectively together.	1	2	3	4	5	6
219	Mid-managers (Captains and Lieutenants) work together effective to achieve common objectives.	1	2	3	4	5	6
220	Police Department leaders (Chief level officers) have a strong understanding of day-to-day operations in the units they are responsible for leading.	1	2	3	4	5	6
221	Mid-managers (Captains and Lieutenants) have a strong understanding of day-to-day operations in the units they are responsible for managing.	1	2	3	4	5	6
222	I receive the supervision I need to effectively perform my job.	1	2	3	4	5	6
223	Managers and supervisors review the work of their subordinates on a timely basis.	1	2	3	4	5	6
224	Police Department managers and supervisors have the competence and experience to provide constructive feedback on performance of the employees reporting to them.	1	2	3	4	5	6
225	Police Department managers and supervisors view helping employees improve their job performance to be one of their primary responsibilities.	1	2	3	4	5	6
226	The manager or supervisor who evaluates my performance works with me on a regular and consistent basis.	1	2	3	4	5	6
227	I understand what is expected of me in my job.	1	2	3	4	5	6
228	Police Department managers and supervisors are willing to consider points of view that are different from their own.	1	2	3	4	5	6
229	Unit leaders are held accountable for the performance of their units.	1	2	3	4	5	6
230	Police Department employees at all levels are held accountable for their performance.	1	2	3	4	5	6

Human Resource Practices And Employee Performance Management

This group of questions relates to human resource practices and employee performance management. Using a five-point scale where “1” means Strongly Disagree and “5” means Strongly Agree, please circle the number that best represents your opinion. If you have no opinion, please circle “6”.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
301	The hiring process is fair.	1	2	3	4	5	6
302	Persons who are hired by the Police Department are competent.	1	2	3	4	5	6
303	The hiring process is timely.	1	2	3	4	5	6
304	Hiring decisions are made without regard to race or ethnic background.	1	2	3	4	5	6
305	The promotional process is fair.	1	2	3	4	5	6
306	The best candidates for promotion are selected.	1	2	3	4	5	6
307	The promotional process is timely.	1	2	3	4	5	6
308	The factors that are considered when making promotional decisions are clearly articulated.	1	2	3	4	5	6
309	Promotional decisions are made without regard to race or ethnic background.	1	2	3	4	5	6
310	Disciplinary processes are fair.	1	2	3	4	5	6

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
311	Discipline is consistently applied across Police Department bureaus, divisions and units.	1	2	3	4	5	6
312	Decisions relating to discipline are timely.	1	2	3	4	5	6
313	Decisions relating to discipline are made without regard to race or ethnic background.	1	2	3	4	5	6
314	Decisions relating to the transfer of employees from one unit to another are fair.	1	2	3	4	5	6
315	Decisions relating to the transfer of employees from one unit to another are timely.	1	2	3	4	5	6
316	The factors that are considered when making transfer decisions are clearly articulated.	1	2	3	4	5	6
317	Decisions relating to the transfer of employees from one unit to another are consistent across Police Department bureaus, divisions and units.	1	2	3	4	5	6
318	Decisions relating to the transfer of employees from one unit to another are made without regard to race or ethnic background.	1	2	3	4	5	6
319	The process for giving employees the opportunity to earn overtime is fair.	1	2	3	4	5	6
320	Requiring officers to maintain an acceptable level of performance as a condition of earning overtime is reasonable.	1	2	3	4	5	6
321	The process for giving employees the opportunity to earn overtime is consistently applied across the department.	1	2	3	4	5	6
322	The Internal Affairs investigations needed to support disciplinary decisions are fair.	1	2	3	4	5	6
323	The Internal Affairs investigations needed to support disciplinary procedures are timely.	1	2	3	4	5	6
324	The Internal Affairs investigations needed to support disciplinary procedures are not influenced by the race or ethnic background of the person being investigated.	1	2	3	4	5	6
325	The grievance process is fair.	1	2	3	4	5	6
326	The grievance process is timely.	1	2	3	4	5	6
327	The steps in the grievance process are well articulated.	1	2	3	4	5	6
328	Grievance decisions are made without regard to race or ethnic background.	1	2	3	4	5	6
329	The performance evaluation process is fair.	1	2	3	4	5	6
330	My performance evaluation is completed on a timely basis.	1	2	3	4	5	6
331	The performance evaluation process is not unduly cumbersome or time-consuming.	1	2	3	4	5	6
332	Police Department employees who are not meeting performance expectations receive the support they need to improve their performance.	1	2	3	4	5	6
333	Police Department employees who continually fail to meet performance expectations are encouraged to resign or are fired.	1	2	3	4	5	6
334	The process for firing employees who continually fail to meet performance expectations is not unduly cumbersome or time-consuming.	1	2	3	4	5	6
335	New employees receive the training they need to effectively perform their job duties.	1	2	3	4	5	6
336	Newly promoted managers and supervisors receive the training they need to perform effectively in their new roles.	1	2	3	4	5	6
337	Police Department employees receive the ongoing training they need to effectively perform their job duties.	1	2	3	4	5	6
338	The training I receive is reinforced by my immediate supervisor.	1	2	3	4	5	6
339	My job performance has improved as a result of the training I have received.	1	2	3	4	5	6
340	I have sufficient opportunities for career advancement.	1	2	3	4	5	6
341	Excellent performance is formally recognized.	1	2	3	4	5	6
342	The process for providing opportunities for off-duty employment is fair.	1	2	3	4	5	6

Communications

This group of questions relates to the Police Department's communications. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please circle the number that best represents your opinion. If you have no opinion, please circle "6".

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
401	Police Department priorities, goals and objectives are effectively communicated.	1	2	3	4	5	6
402	The information I need to perform my job is effectively communicated to me.	1	2	3	4	5	6
403	The communication of needed information within my unit or division is adequate.	1	2	3	4	5	6
404	The communication of needed information across organizational units is adequate.	1	2	3	4	5	6
405	The rationale for decisions directly affecting my unit are effectively communicated.	1	2	3	4	5	6
406	The rationale for budget and resource allocation decisions are effectively communicated.	1	2	3	4	5	6
407	The rationale for decisions relating to promotion are effectively communicated.	1	2	3	4	5	6
408	The rationale for decisions relating to the transfer of employees from one unit to another are effectively communicated.	1	2	3	4	5	6
409	Meetings are used effectively to support needed communication within the Police Department.	1	2	3	4	5	6
410	The time I spend in meetings is generally productive and worthwhile.	1	2	3	4	5	6

Organizational Structure

This group of questions relates to the Dallas Police Department's organizational structure. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please circle the number that best represents your opinion. If you have no opinion, please circle "6".

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
501	The number of managers and supervisors employed by the Police Department is not excessive.	1	2	3	4	5	6
502	Spans of control for first-line supervisors within my unit or division are reasonable.	1	2	3	4	5	6
503	Spans of control for managers (other than first-line supervisors) within my unit or division are reasonable.	1	2	3	4	5	6
504	The organization of functions within the Dallas Police Department facilitates effective operations.	1	2	3	4	5	6

Fiscal Management And Responsibility

This group of questions relates to issues relating to fiscal management and responsibility. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please circle the number that best represents your opinion. If you have no opinion, please circle "6".

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
601	The overall allocation of the Police Department's budget is consistent with the Department's overall priorities.	1	2	3	4	5	6
602	The allocation of overtime resources across organizational units reflects operational priorities.	1	2	3	4	5	6
603	The overall funding of the Police Department is adequate.	1	2	3	4	5	6

Operating Procedures And Practices

This group of questions relates to Police Department operating procedures and practices. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please circle the number that best represents your opinion. If you have no opinion, please circle "6".

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
701	I am familiar with the Police Department's General Orders and Standard Operating Procedures.	1	2	3	4	5	6
702	The Police Department's General Orders and Standard Operating Procedures guide my activities on a day-to-day basis.	1	2	3	4	5	6
703	The Police Department's General Orders and Standard Operating Procedures are updated in a timely manner.	1	2	3	4	5	6
704	Paperwork requirements within the Police Department are not excessive.	1	2	3	4	5	6
705	Sworn officers do not spend an excessive amount of time performing duties that could be delegated to appropriately trained civilians.	1	2	3	4	5	6
706	The number of civilian employees currently employed by the Police Department is sufficient to ensure effective operations.	1	2	3	4	5	6
707	The Department has a sufficient number of Spanish speaking employees to effectively serve the citizens of Dallas.	1	2	3	4	5	6

Strategic Planning

This group of questions relates to strategic planning within the Dallas Police Department. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please circle the number that best represents your opinion. If you have no opinion, please circle "6".

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
801	I am familiar with the Police Department's overall direction for the future.	1	2	3	4	5	6
802	I understand the Police Department's overall direction for the future.	1	2	3	4	5	6
803	I am familiar with the goals and objectives articulated in the Dallas Police Department's strategic plan.	1	2	3	4	5	6
804	I am familiar with the strategies articulated in the Dallas Police Department's strategic plan.	1	2	3	4	5	6
805	I understand the role my unit plays in achieving Police Department priorities, goals and objectives.	1	2	3	4	5	6
806	I understand how my job contributes to achieving Police Department priorities, goals and objectives.	1	2	3	4	5	6
807	Priorities, goals and objectives do not change dramatically over the course of a year.	1	2	3	4	5	6

Vehicles, Equipment, Technology, And Facilities

This group of questions asks you to consider the Police Department's vehicles, equipment, technology, and facilities. Using a five-point scale where "1" means Strongly Disagree and "5" means Strongly Agree, please circle the number that best represents your opinion. If you have no opinion, please circle "6".

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	No Opinion
Vehicles							
901	I have sufficient access to the vehicles I need to effectively perform my job responsibilities.	1	2	3	4	5	6
902	I have access to the vehicles I need to safely perform my job responsibilities.	1	2	3	4	5	6
903	The Police Department vehicles I use are well maintained.	1	2	3	4	5	6
Equipment (Other Than Computers)							
904	I have access to the equipment I need to effectively perform my job responsibilities.	1	2	3	4	5	6
905	I have access to the equipment I need to safely perform my job responsibilities.	1	2	3	4	5	6
906	The equipment I use is well maintained.	1	2	3	4	5	6
Buildings							
907	My work area is conducive to productive work activity.	1	2	3	4	5	6
908	My work area is appropriately secure.	1	2	3	4	5	6
909	Police Department buildings are appropriately located.	1	2	3	4	5	6
910	Police Department buildings are clean.	1	2	3	4	5	6
911	Police Department buildings are well-maintained.	1	2	3	4	5	6
Radio System							
912	Police Department employees in the field are able to communicate with each other when needed.	1	2	3	4	5	6
913	Police Department employees in the field are able to communicate with counterparts from other police agencies when needed.	1	2	3	4	5	6
914	I have sufficient access to portable radios to effectively perform my job responsibilities.	1	2	3	4	5	6
915	I have sufficient access to portable radios to safely perform my job responsibilities.	1	2	3	4	5	6
916	Police Department employees in the field are able to communicate with the dispatch center from all areas of the City.	1	2	3	4	5	6
Technology							
917	The Police Department makes effective use of technology to enhance performance.	1	2	3	4	5	6
918	The Police Department makes effective use of technology to reduce paperwork requirements.	1	2	3	4	5	6
919	Needed technology is implemented in a timely manner.	1	2	3	4	5	6
920	I have sufficient access to computers to effectively perform my job responsibilities.	1	2	3	4	5	6
921	Appropriate training is provided on how to make effective use of available technology.	1	2	3	4	5	6
922	The Police Department's technology infrastructure is well maintained.	1	2	3	4	5	6

Police Department Support Services

This group of questions asks you to consider how satisfied you are with the quality of service you have received from police department support units *over the past several months*. Using a five-point scale where “1” means Very Dissatisfied and “5” means Very Satisfied, please circle the number that best represents your opinion of the service you have received. If you have no opinion or have not received service from the unit, please circle “6”.

		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	No Opinion
Personnel And Development							
1001	1) Timeliness of assistance	1	2	3	4	5	6
1002	2) Quality of assistance	1	2	3	4	5	6
1003	3) Competence of employees	1	2	3	4	5	6
1004	4) Friendliness of employees	1	2	3	4	5	6
Financial And Contract Management							
1005	1) Timeliness of assistance	1	2	3	4	5	6
1006	2) Quality of assistance	1	2	3	4	5	6
1007	3) Competence of employees	1	2	3	4	5	6
1008	4) Friendliness of employees	1	2	3	4	5	6
Police Technology And Technical Support							
1009	1) Timeliness of assistance	1	2	3	4	5	6
1010	2) Quality of assistance	1	2	3	4	5	6
1011	3) Competence of employees	1	2	3	4	5	6
1012	4) Friendliness of employees	1	2	3	4	5	6
Planning And Crime Analysis							
1013	1) Timeliness of assistance	1	2	3	4	5	6
1014	2) Quality of assistance	1	2	3	4	5	6
1015	3) Competence of employees	1	2	3	4	5	6
1016	4) Friendliness of employees	1	2	3	4	5	6
Quartermaster							
1017	1) Timeliness of assistance	1	2	3	4	5	6
1018	2) Quality of assistance	1	2	3	4	5	6
1019	3) Competence of employees	1	2	3	4	5	6
1020	4) Friendliness of employees	1	2	3	4	5	6
Fleet Asset							
1021	1) Timeliness of assistance	1	2	3	4	5	6
1022	2) Quality of assistance	1	2	3	4	5	6
1023	3) Competence of employees	1	2	3	4	5	6
1024	4) Friendliness of employees	1	2	3	4	5	6
Communications – Dispatch							
1025	1) Timeliness of assistance	1	2	3	4	5	6
1026	2) Quality of assistance	1	2	3	4	5	6
1027	3) Competence of employees	1	2	3	4	5	6
1028	4) Friendliness of employees	1	2	3	4	5	6

		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	No Opinion
Communications – Direct Entry							
1029	1) Timeliness of assistance	1	2	3	4	5	6
1030	2) Quality of assistance	1	2	3	4	5	6
1031	3) Competence of employees	1	2	3	4	5	6
1032	4) Friendliness of employees	1	2	3	4	5	6
Crime Scene Response							
1033	1) Timeliness of assistance	1	2	3	4	5	6
1034	2) Quality of assistance	1	2	3	4	5	6
1035	3) Competence of employees	1	2	3	4	5	6
1036	4) Friendliness of employees	1	2	3	4	5	6
Detention Services							
1037	1) Timeliness of assistance	1	2	3	4	5	6
1038	2) Quality of assistance	1	2	3	4	5	6
1039	3) Competence of employees	1	2	3	4	5	6
1040	4) Friendliness of employees	1	2	3	4	5	6
Records							
1041	1) Timeliness of assistance	1	2	3	4	5	6
1042	2) Quality of assistance	1	2	3	4	5	6
1043	3) Competence of employees	1	2	3	4	5	6
1044	4) Friendliness of employees	1	2	3	4	5	6
Legal Services							
1045	1) Timeliness of assistance	1	2	3	4	5	6
1046	2) Quality of assistance	1	2	3	4	5	6
1047	3) Competence of employees	1	2	3	4	5	6
1048	4) Friendliness of employees	1	2	3	4	5	6
Property							
1049	1) Timeliness of assistance	1	2	3	4	5	6
1050	2) Quality of assistance	1	2	3	4	5	6
1051	3) Competence of employees	1	2	3	4	5	6
1052	4) Friendliness of employees	1	2	3	4	5	6
Auto Pound							
1053	1) Timeliness of assistance	1	2	3	4	5	6
1054	2) Quality of assistance	1	2	3	4	5	6
1055	3) Competence of employees	1	2	3	4	5	6
1056	4) Friendliness of employees	1	2	3	4	5	6
Facilities Management							
1057	1) Timeliness of assistance	1	2	3	4	5	6
1058	2) Quality of assistance	1	2	3	4	5	6
1059	3) Competence of employees	1	2	3	4	5	6
1060	4) Friendliness of employees	1	2	3	4	5	6