



# Annual Employee Survey

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## Comparative Analysis 2010-2012

Support Services Bureau  
Information Systems & Analysis Division

# Methodology & Response Rates

An on-line survey was conducted of all employees for the purpose of collecting information to be used in the analysis of the agency's performance measures. This survey was approved by Sheriff Gualtieri and the Executive Staff. Utilizing the *Select Survey ASP* software, this survey was posted on SONET From February 6 – March 6, 2012.

There were a total of 876 respondents to this survey. Based on the filled position totals indicated in the position control report dated 03/05/12, the response rate for this survey was 34%. This is a 7% increase in the 27% response rate from 2010. The table below shows the percentage of respondents who indicated their job classification.

Please note that not all members responded to all questions.

Position	2010	2012	% Change
Sworn	59%	61%	+2%
Civilian	45%	39%	-6%

## Agency-Wide Rankings

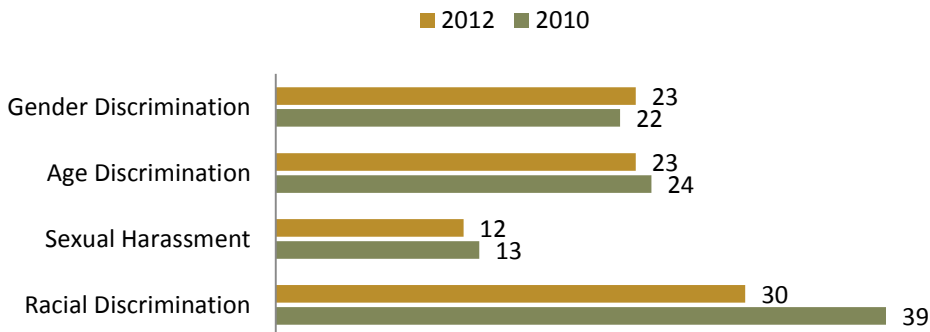
In this section of the survey, respondents were asked to rate their agreement to statements about issues and concerns that affect the entire agency such as salary and benefits, promotions, and discipline. The average agreement rating decreased by 1% from 51% in 2010 to 50% in 2012. *Increases or decreases which would be considered "negative" are highlighted in red. The "neutral" category is not included. Increases or decreases which would be considered "positive" are highlighted in blue. The "neutral" category is not included.*

AGENCY-WIDE ISSUES`	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	10	12	10	12	10	12	10	12	10	12
The salary package is fair and competitive.	5%	5%	30%	25%	27%	23%	27%	32%	10%	15%
The benefits package is fair and competitive.	10%	13%	54%	50%	21%	21%	13%	12%	3%	4%
PCSO is committed to employing & promoting individuals without regard to race, gender, or ethnicity.	14%	19%	43%	44%	25%	24%	10%	9%	7%	4%
The promotional system is fair and selects the most appropriate person for vacant positions.	6%	8%	23%	26%	33%	33%	22%	22%	16%	12%
The physical working conditions (cleanliness, ventilation, space, etc.) are very good.	10%	10%	43%	46%	20%	20%	20%	17%	7%	6%
Management works hard to eliminate safety problems.	14%	18%	55%	52%	21%	21%	7%	7%	3%	2%
The system of discipline at PCSO is fair.	9%	12%	36%	38%	29%	30%	15%	12%	10%	8%
If necessary, I would file a grievance and not fear retaliation from management.	8%	10%	26%	29%	27%	29%	23%	21%	16%	11%

# Discrimination Experiences

Respondents were asked if they had experienced or witnessed the listed types of discrimination during the past 12 months. The total number of members indicating that they had experienced or witnessed some form of discrimination decreased by 10%, from 98 in 2010 to 88 in 2012.

In addition, respondents were asked if they reported the incidents they experienced or witnessed and the number responding that they had reported decreased by 3% from 21% in 2010 to 18% in 2012. **(Note: This survey did not distinguish between those experiencing and those witnessing an alleged act. The numbers reflected below could include one incident with many witnesses.)**



As seen in the blue table below, the Detention & Corrections Bureau was the respondent location in the majority of the discrimination responses. The green table is a further breakdown of that bureau.

Bureau/Office	Bureau Total	Bureau/Office	Bureau Total
<b>Office of the Sheriff/Chief Deputy</b>		<b>Patrol Operations Bureau</b>	
Racial Discrimination	0	Racial Discrimination	7
Sexual Harrassment	0	Sexual Harrassment	2
Age Discrimination	0	Age Discrimination	6
Gender Discrimination	0	Gender Discrimination	5
<b>Detention &amp; Corrections Bureau</b>		<b>Support Services Bureau</b>	
Racial Discrimination	14	Racial Discrimination	2
Sexual Harrassment	5	Sexual Harrassment	1
Age Discrimination	7	Age Discrimination	1
Gender Discrimination	9	Gender Discrimination	2
<b>Investigative Operations Bureau</b>		<b>Inspections Bureau</b>	
Racial Discrimination	2	Racial Discrimination	0
Sexual Harrassment	2	Sexual Harrassment	1
Age Discrimination	6	Age Discrimination	0
Gender Discrimination	3	Gender Discrimination	0

<b>Detention &amp; Corrections Bureau</b>		<b>Bureau Total</b>
<b>North Division</b>		
Racial Discrimination		6
Sexual Harrassment		1
Age Discrimination		1
Gender Discrimination		3
<b>South Division</b>		
Racial Discrimination		4
Sexual Harrassment		1
Age Discrimination		1
Gender Discrimination		2
<b>Central Division</b>		
Racial Discrimination		3
Sexual Harrassment		1
Age Discrimination		2
Gender Discrimination		2
<b>Support Services Division</b>		
Racial Discrimination		0
Sexual Harrassment		0
Age Discrimination		1
Gender Discrimination		1

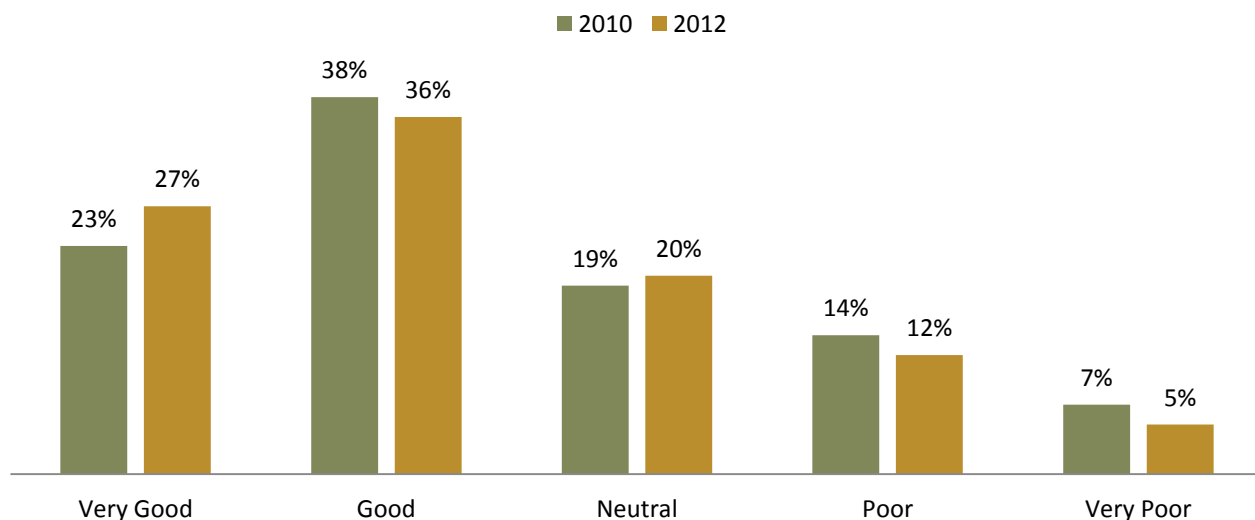
**Please note that while there were 88 respondents to this question, not all of them answered in regard to their assigned Bureau or Division. These tables are only reflective of the 75 who included their Bureau/Office assignment and the 29 assigned to DCB who included their assigned Division.**

# Agency Morale

Morale is calculated by adding the responses in the “strongly agree” and the “agree” categories in six specific areas: teamwork, work distribution, solicitation of ideas, career advancement, tools and resources, and communication. In 2010, the average percentage of respondents agreeing that morale was good or better was 61%. This percentage increased to 63% in 2012. *Increases or decreases which would be considered “negative” are highlighted in red. The “neutral” category is not included. Increases or decreases which would be considered “positive” are highlighted in blue. The “neutral” category is not included.*

MORALE COMPONENTS	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	10	12	10	12	10	12	10	12	10	12
Teamwork is encouraged.	33%	38%	45%	43%	12%	12%	8%	5%	2%	2%
Work assignments are distributed fairly.	24%	28%	41%	37%	17%	18%	13%	12%	5%	5%
Sufficient effort is made to get the ideas and opinions of members.	23%	27%	34%	33%	20%	22%	16%	13%	7%	5%
I have a clear path for career advancement.	14%	18%	23%	24%	30%	30%	19%	17%	14%	11%
I have the tools and resources to do my job effectively.	27%	30%	52%	48%	12%	14%	7%	7%	2%	1%
There is good communication between the various divisions/sections/units within my bureau.	18%	18%	31%	33%	23%	23%	19%	18%	10%	8%

## Total Morale Ratings

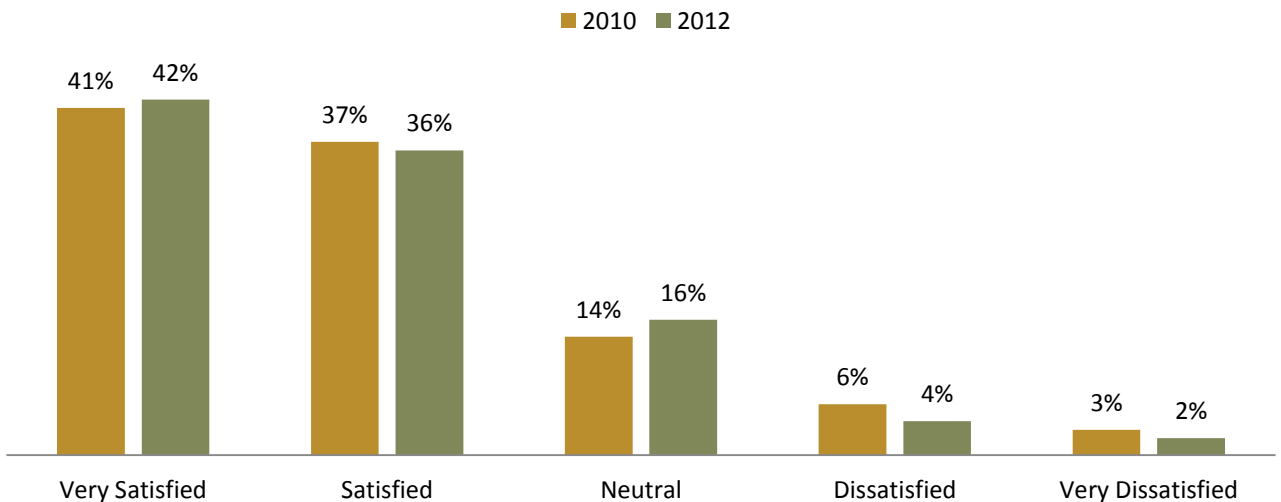


# Supervision

Respondents were asked to rate their immediate supervisors in the following 11 areas. The percentage of those satisfied with the performance of their supervisors increased slightly from 77% in 2010 to 78% in 2012. *Increases or decreases which would be considered "negative" are highlighted in red. The "neutral" category is not included. Increases or decreases which would be considered "positive" are highlighted in blue. The "neutral" category is not included.*

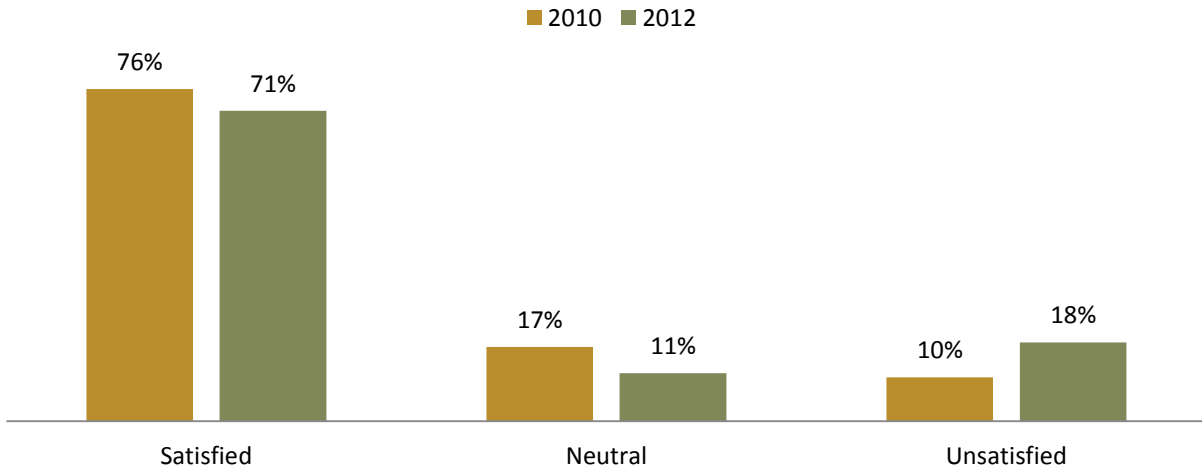
SUPERVISOR RATINGS	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	10	12	10	12	10	12	10	12	10	12
Shows impartiality	38%	39%	36%	35%	14%	16%	8%	7%	4%	3%
Gives me feedback and helps me improve my performance	40%	41%	36%	37%	14%	16%	7%	4%	2%	2%
Follows through on commitments	40%	42%	38%	36%	16%	16%	5%	4%	1%	2%
Is usually available	43%	45%	44%	42%	9%	10%	3%	2%	1%	1%
Tries to understand my point of view	41%	40%	36%	38%	14%	16%	7%	4%	3%	2%
Gives credit for a job well done	45%	46%	35%	33%	12%	14%	6%	4%	3%	3%
Encourages me to come up with new and better ideas	36%	38%	32%	30%	20%	25%	10%	6%	3%	1%
Communicates clearly	40%	40%	37%	39%	15%	14%	6%	4%	2%	3%
Demonstrates good planning and organizations skills	39%	39%	36%	37%	16%	17%	5%	4%	4%	3%
Demonstrates adequate knowledge of job/technology	44%	47%	38%	37%	13%	12%	3%	2%	2%	2%
Possesses good interpersonal skills	42%	43%	34%	35%	14%	15%	6%	4%	4%	3%

## Agency-Wide Supervision Satisfaction



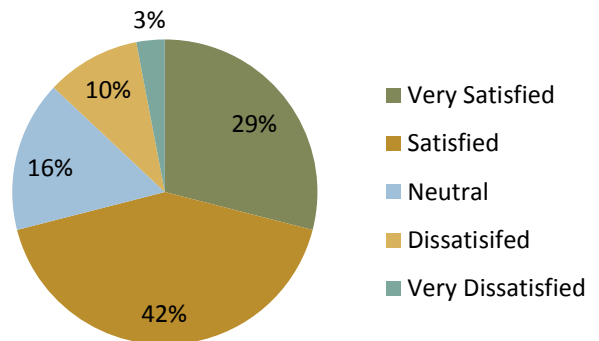
# Supporting Materials

In both 2010 and 2012 respondents were asked to rate the supporting materials (tools, supplies, office equipment, furniture, etc.) provided to them. The satisfaction rating decreased by 5% from 2010 to 2012 and the percentage of those dissatisfied increased by 8%.



## Evaluations & Training

Members were asked to rate the Sheriff's Office on various aspects of evaluations and training. The average percentage of respondents who agreed or strongly agreed with the statements listed in the table below increased by 1% from 70% in 2010 to 71% in 2012. *Increases or decreases which would be considered "negative" are highlighted in red. The "neutral" category is not included. Increases or decreases which would be considered "positive" are highlighted in blue. The "neutral" category is not included.*



Training and Evaluations	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	10	12	10	12	10	12	10	12	10	12
My job makes good use of my skill and abilities.	27%	32%	49%	44%	13%	13%	8%	9%	4%	2%
I feel my performance is fairly evaluated.	23%	31%	49%	44%	15%	15%	9%	7%	4%	3%
I have received the training I need to do my job efficiently and effectively.	27%	33%	56%	50%	11%	10%	4%	5%	2%	2%
There are opportunities for me to cross-train and learn new skills.	17%	19%	30%	31%	23%	26%	20%	18%	10%	6%

# Intra-Agency Communication

Members were asked to rate the Sheriff's Office on various aspects of internal communication. The average percentage of respondents who agreed or strongly agreed with the statements listed in the table below increased from 55% in 2010 to 63% in 2012. *Increases or decreases which would be considered "negative" are highlighted in red. The "neutral" category is not included. Increases or decreases which would be considered "positive" are highlighted in blue. The "neutral" category is not included.*

Communication Topics	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	10	12	10	12	10	12	10	12	10	12
Overall, internal communication within the agency is good.	12%	17%	45%	46%	22%	22%	16%	12%	4%	3%
PCSO clearly communicates its goals and strategies.	15%	20%	46%	49%	26%	22%	10%	7%	3%	2%
Management does a good job of communicating with agency members.	13%	18%	42%	45%	23%	22%	16%	12%	6%	3%
My knowledge of PCSO and its accomplishments is better than it was a year ago.	15%	19%	34%	39%	36%	31%	12%	9%	4%	2%
There are opportunities available to me to express my ideas to upper management.	14%	19%	39%	42%	26%	25%	14%	9%	7%	5%

## Communication Satisfaction

