

State of South Carolina Office of the Inspector General

VIA ELECTRONIC MAIL

October 19, 2017

The Honorable Wm. Weston J. Newton Chairman, House Legislative Oversight Committee 228 Blatt Building Columbia, South Carolina 29201

Re:

State Inspector General's (SIG) Response to the House Legislative Oversight Committee's Request for Additional SIG Analysis and Breakout of Climate-Leadership Survey Data at the South Carolina Department of Public Safety (SCDPS)

Dear Chairman Newton:

Thank you for the opportunity to present the SIG's report to the House Legislative Oversight Committee (Committee) on 10/16/2017. In response to the Committee's request for the SIG to provide additional analysis and breakout of information contained within the results of the SCDPS climate-leadership survey, I have enclosed the following documents:

- 1. Survey Results Breakout by Type (Summary Comparison spreadsheet)
- 2. DPS Employee Climate-Leadership Survey Results (All 824 respondents)
- 3. DPS Sworn Officers Survey Results (555 respondents)
- 4. DPS Non-Sworn Employees Survey Results (176 respondents)

The summary comparison spreadsheet contains three tabs which provide side by side comparison of the responses by each survey type (i.e., All/Sworn/Non-Sworn). Ninety-three (93) respondents chose not to identify their job category within SCDPS.

I am available to discuss the enclosed documents with you, the Committee members and legislative staff and provide any clarification at your convenience.

Sincerely

Brian D. Lamkin

State Inspector General

	DPS Employee Climate Survey Data	Str	ongly Disa	gree		Disagree			Agree		S	trongly Ag	ree		Neither	ſ		N/A			pped/Respondico	
	Dr3 Employee Climate Survey Data	All Staff	Sworn	Non- Sworn	All Staff	Sworn	Non- Sworn	All Staff	Sworn	Non- Sworn	All Staff	Sworn	Non- Sworn	All Staff	Sworn	Non- Sworn	All Staff	Sworn	Non- Sworn	All Staff	Sworn	Non- Sworn
	Agency Leadership		Owom																			
1	Q1 I have a high level of respect for the SCDPS's senior executives (i.e., Director, Division Directors, etc.).	24.21%	25.41%	17.05%	21.65%	24.86%	12.50%	24.57%	22.16%	31.82%	12.77%	10.27%	22.73%	16.67%	17.12%	15.91%	0.12%	0.18%	0.00%			
22	Q2 Direct communication (e.g., meetings, office visits) from the Director and senior executives helps me																					
	understand the SCDPS mission and strategy.	21.86%	24.73%	13.07%	23.20%	24.01%	17.61%	23.32%	21.84%	31.25%	8.30%	7.76%	10.80%	21.37%	20.04%	23.30%	1.95%	1.62%	3.98%			
23	Q3 The SCDPS's senior executives maintain high standards of honesty and integrity.	21.34%	23.06%	13.07%	17.80%	20.36%	10.23%	20.85%	18.02%	27.27%	11.22%	9.73%	17.05%	27.80%	27.93%	30.68%	0.98%	0.90%	1.70%			
24	Q4 I believe SCDPS executives set a positive example for the organization by adhering to applicable rules, regulations, and policies.	22.22%	22.88%	14.77%	21.00%	23.96%	15.34%	21.86%	19.64%	26.70%	10.87%	8.83%	19.32%	23.44%	24.14%	22.73%	0.61%	0.54%	1.14%			
25	Q5 Agency leadership demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.	18.90%	19.46%	13.07%	20.98%	21.80%	19.32%	27.20%	26.13%	30.11%	11.59%	10.09%	17.61%	20.98%	22.16%	19.32%	0.37%	0.36%	0.57%			
16			19.46%	13.07%		21.80%	19.32%		26.13%	30.11%	11.59%	10.09%	17.61%		22.16%	19.32%		0.36%	0.57%			+
	Q6 Employee morale is important to the SCDPS's senior executives (i.e., Director, Division Directors, etc.).	38.98%	42.16%	27.27%	24.48%	25.95%	19.32%	13.52%	10.81%	20.45%	8.53%	7.75%	12.45%	14.25%	13.15%	19.89%	0.24%	0.18%	0.57%			
7	Q7 I have trust and confidence in my agency leadership.	28.87%	32.07%	16.48%	22.29%	22.34%	22.16%	18.51%	17.48%	21.02%	10.11%	8.65%	16.48%	19.98%	19.28%	23.30%	0.24%	0.18%	0.57%			+
18	Q8 Considering everything, how satisfied are you with the SCDPS leadership and the status of the agency?	23.26%	26.49%	16.48%	24.36%	25.59%	19.32%	19.12%	17.66%	25.57%	8.65%	6.31%	16.48%	9.14%	9.19%	7.95%	0.12%	0.00%	0.57%	15.35%	14.77%	13.64%
	Division Leadership																					
29	Q9 The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.	14.39%	14.44%	12.50%	15.78%	18.05%	11.36%	33.08%	33.21%	34.66%	18.18%	15.52%	25.57%	18.18%	18.23%	15.91%	0.38%	0.54%	0.00%			
210	Q10 Employee morale is important to my Division leadership.	24.21%	24.68%	20.45%	20.93%	22.16%	18.18%	23.20%	24.68%	20.45%	15.13%	12.07%	23.30%	16.14%	16.04%	17.05%	0.38%	0.36%	0.57%			1
211	Q11 Division leadership has a positive impact on our Division performance.	17.40%	18.02%	13.64%	17.78%	19.46%	13.64%	25.73%	26.67%	25.57%	17.78%	14.95%	24.43%	21.06%	20.72%	22.16%	0.25%	0.18%	0.57%			1
212	Q12 How satisfied are you with the information you receive from your Division leadership on what is going on in																					
240	the DPS?	13.62%	14.23%	11.36%	18.28%	20.00%	15.91%	22.95%	22.52%	26.14%	11.73%	7.93%	22.73%	21.69%	23.42%	15.34%	0.50%	0.54%	0.57%	11.22%	11.35%	7.95%
213	Q13 Leaders in my Division encourage and consider alternative points of view and recommendations.	20.30%	22.34%	13.07%	16.65%	17.84%	15.91%	18.54%	17.12%	26.14%	11.22%	9.01%	17.05%	20.30%	20.36%	19.32%	0.38%	0.54%	0.00%	12.61%	12.79%	8.52%
214	Q14 Division leadership empowers and supports supervisors to perform their jobs.	21.82%	24.32%	13.64%	21.56%	22.70%	16.48%	22.70%	20.90%	28.98%	12.74%	10.09%	20.45%	20.05%	20.72%	19.32%	1.13%	1.26%	1.14%			
215	Q15 I have trust and confidence in my Division leadership.	19.92%	21.62%	14.20%	19.29%	20.36%	16.48%	25.98%	25.95%	23.30%	14.38%	11.53%	24.43%	20.18%	20.36%	21.02%	0.25%	0.18%	0.57%			\perp
	Supervisory Leadership																					
216	Q16 My supervisor provides guidance and instruction regarding expectations.	7.50%	7.57%	5.68%	5.30%	4.50%	8.52%	41.40%	42.70%	37.50%	34.93%	34.95%	34.66%	10.61%	9.91%	13.64%	0.26%	0.36%	0.00%			+
217	Q17 My supervisor provides the resources and support for me to do my job.	6.73%	6.85%	5.68%	9.44%	9.73%	9.66%	39.33%	41.26%	35.23%	32.73%	32.25%	31.82%	11.38%	9.37%	17.61%	0.39%	0.54%	0.00%			1
218	Q18 My supervisor leads by example.	6.73%	6.31%	7.39%	7.12%	6.85%	9.09%	28.33%	29.37%	23.86%	34.54%	35.14%	31.82%	14.62%	13.33%	19.89%	0.39%	0.54%	0.00%	8.28%	8.47%	7.95%
219	Q19 My supervisor is approachable.	5.56%	5.59%	4.55%	3.88%	4.32%	3.41%	31.95%	31.35%	34.09%	49.55%	50.45%	46.59%	8.67%	7.75%	11.36%	0.39%	0.54%	0.00%			1
220	Q20 My supervisor treats people fairly.	6.99%	6.49%	7.39%	5.95%	5.23%	9.66%	31.95%	32.07%	29.55%	44.11%	45.59%	40.34%	10.61%	10.27%	12.50%	0.39%	0.36%	0.57%			
221	Q21 My supervisor uses financial resources efficiently and effectively.	2.98%	2.88%	3.43%	3.76%	3.78%	4.00%	27.20%	25.05%	34.29%	25.13%	23.06%	32.00%	20.47%	21.80%	16.00%	20.47%	23.42%	10.29%			
222	Q22 My supervisor takes actions to hold others accountable.	4.02%	3.24%	5.71%	5.57%	5.59%	6.29%	38.47%	40.90%	30.29%	26.81%	26.31%	28.57%	16.71%	15.86%	20.00%	1.17%	1.26%	0.57%	7.25%	6.85%	8.57%
223	Q23 My supervisor makes sound judgments based upon common sense, practical experience, and applicable laws.	6.34%	6.49%	5.11%	5.95%	6.13%	6.82%	41.14%	41.98%	37.50%	35.45%	34.95%	37.50%	10.61%	10.09%	11.93%	0.52%	0.36%	1.14%			
224	Q24 My supervisor supports organizational change in a positive and productive manner.	4.01%	3.78%	3.98%	5.69%	6.49%	3.41%	35.96%	36.04%	34.09%	26.39%	24.32%	33.52%	20.05%	20.72%	19.89%	1.42%	1.44%	1.14%	6.47%	7.21%	3.98%
225	Q25 My supervisor clearly communicates ideas verbally and in writing.	4.53%	4.50%	3.98%	7.12%	5.77%	11.93%	41.27%	43.42%	34.66%	29.50%	27.93%	34.09%	11.51%	11.89%	10.80%	1.03%	1.08%	1.14%	5.05%	5.41%	3.41%
226	Q26 My supervisor listens to what others have to say.	5.83%	5.59%	5.71%	6.87%	7.21%	6.86%	41.97%	43.42%	36.00%	32.25%	30.99%	36.57%	11.92%	11.71%	13.14%	1.17%	1.08%	1.71%			
227	Q27 My supervisor proactively addresses issues or problems.	5.70%	5.23%	5.68%	11.01%	10.65%	13.07%	39.77%	42.06%	30.11%	28.37%	28.16%	30.68%	14.38%	13.18%	19.32%	0.78%	0.72%	1.14%			
228	Q28 My supervisor promotes and supports sharing job knowledge.	4.40%	3.78%	5.11%	5.43%	5.77%	5.11%	38.29%	37.84%	38.64%	34.67%	35.50%	33.52%	12.16%	11.89%	13.07%	0.65%	0.72%	0.57%	4.40%	4.50%	3.98%
229	Q29 My supervisor has sufficient technical skill necessary to perform the job or coach others with less skill.	6.87%	6.32%	7.39%	6.22%	5.23%	8.52%	39.64%	41.34%	35.23%	34.97%	34.12%	36.93%	11.14%	11.73%	10.80%	1.17%	1.26%	1.14%			
230	Q30 My supervisor acts with integrity, honesty, fairness, and empathy.	7.12%	6.31%	7.95%	4.66%	5.59%	2.84%	37.39%	38.38%	31.82%	39.59%	39.82%	42.05%	10.61%	9.37%	14.20%	0.65%	0.54%	1.14%			
231	Q31 My supervisor recognizes and appreciates employees who are doing a good job.	6.09%	5.23%	7.39%	5.83%	7.04%	2.84%	39.51%	40.07%	34.09%	36.01%	36.64%	36.36%	12.05%	10.65%	18.18%	0.52%	0.36%	1.14%			
232	Q32 My supervisor awards promotions in my work unit based on merit.	14.90%	14.08%	15.91%	11.79%	12.27%	11.36%	17.62%	17.69%	17.05%	15.80%	14.98%	17.61%	23.58%	24.01%	23.30%	16.32%	16.97%	14.77%			
			7.96%	6.82%	7.26%	7.41%	8.52%	38.00%	38.88%	33.52%	34.37%	33.82%	36.93%	11.93%	11.39%	13.64%	0.52%	0.54%	0.57%		ì	
33	Q33 I have trust and confidence in my supervisor as a leader.	7.91%																		ļ		_
	Q33 I have trust and confidence in my supervisor as a leader. Q34 My supervisor cares about me as a person. Q35 I have opportunities to voice my ideas about making work more efficient and/or to meet the public's needs	6.99%	7.96%	6.25%	6.73%	6.31%	9.09%	33.64%	35.32%	27.27%	37.65%	36.04%	43.18%	14.62%	14.77%	14.20%	0.39%	0.54%	0.57%			

	DRS Franciscos Cilmente Surrey Date	Str	ongly Disa	gree		Disagree			Agree		s	trongly Ag	ree		Neither			N/A			ped/ Respo	
	DPS Employee Climate Survey Data			Non-	AII	_	Non-	All	_	Non-	All	_	Non-	All		Non-	All	_	Non-	AII		Non-
		All Staff	Sworn	Sworn	Staff	Sworn	Sworn	Staff	Sworn	Sworn	Staff	Sworn	Sworn	Staff	Sworn	Sworn	Staff	Sworn	Sworn	Staff	Sworn	Sworn
	Work Environment																					
Q36	Q36 Morale at work is good.	40.16%	44.32%	27.84%	23.49%	24.14%	20.45%	17.98%	14.77%	26.70%	6.04%	4.68%	10.80%	12.20%	12.07%	13.64%	0.13%	0.00%	0.57%			
Q37	Q37 I have the technology needed (e.g. software, hardware, etc.) to get my job done.	20.31%	23.96%	9.66%	17.17%	19.28%	11.93%	34.86%	32.61%	39.20%	11.66%	8.65%	21.02%	15.99%	15.50%	18.18%	0.00%	0.00%	0.00%			
Q38	Q38 I have the tools needed to execute my administrative and reporting requirements.	9.84%	11.89%	2.84%	12.60%	15.14%	5.68%	50.00%	49.55%	50.57%	12.60%	9.55%	21.59%	13.91%	13.87%	14.77%	1.05%	0.00%	4.55%			
Q39	Q39 Employees report misconduct to the appropriate authorities.	5.39%	5.23%	5.11%	9.59%	9.21%	12.50%	41.39%	43.32%	32.95%	7.88%	7.04%	11.36%	29.96%	30.87%	28.41%	5.78%	4.33%	9.66%			
Q40	Q40 I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	12.99%	12.43%	13.64%	19.16%	20.36%	17.05%	31.23%	30.99%	32.39%	11.94%	11.17%	14.20%	22.44%	23.24%	19.32%	2.23%	1.80%	3.41%			
Q41	Q41 Employees are protected from health and safety hazards on the job.	9.71%	10.99%	6.25%	9.06%	9.73%	6.82%	46.98%	46.67%	47.73%	14.30%	12.07%	21.02%	18.37%	19.10%	17.05%	1.57%	1.44%	1.14%			
Q42	Q42 Access to information systems and confidential information is adequately controlled.	2.76%	2.52%	2.84%	4.20%	3.60%	5.68%	56.43%	57.30%	54.55%	19.95%	19.28%	22.73%	15.62%	16.40%	13.07%	1.05%	0.90%	1.14%			
	Integrity and Professionalism																					
Q43	Q43 The employees here are competent and know how to get the job done.	3.98%	4.50%	2.29%	10.88%	11.53%	9.14%	48.54%	49.19%	46.29%	14.46%	13.33%	18.29%	22.02%	21.26%	24.00%	0.13%	0.18%	0.00%			
Q44	Q44 The people in my Division conduct themselves in a professional manner.	1.99%	1.44%	2.84%	6.75%	5.59%	9.66%	58.28%	61.44%	48.30%	20.13%	19.46%	22.73%	12.58%	11.71%	16.48%	0.26%	0.36%	0.00%			
Q45	Q45 The people in my Division treat each other with respect and consideration.	3.05%	2.70%	3.43%	11.80%	12.07%	11.43%	49.87%	51.53%	45.71%	18.17%	16.76%	22.29%	16.98%	16.76%	17.14%	0.13%	0.18%	0.00%			
Q46	Q46 People in my Division are treated in a fair and consistent manner.	15.10%	16.40%	10.80%	20.79%	22.52%	15.91%	32.58%	32.43%	32.39%	14.30%	12.61%	19.32%	17.22%	16.04%	21.59%	0.00%	0.00%	0.00%			
Q47	Q47 Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across																				` <u> </u>	
	employees.	27.19%	28.88%	22.16%	23.74%	25.45%	17.61%	19.50%	19.68%	19.89%	8.22%	6.68%	13.07%	20.56%	18.95%	25.57%	0.80%	0.36%	1.70%			
Q48	Q48 In my work unit, steps are taken to deal with poor performance.	8.21%	8.11%	8.52%	16.56%	17.48%	14.77%	40.26%	42.52%	32.39%	10.33%	8.47%	16.48%	22.78%	22.70%	22.73%	1.85%	0.72%	5.11%			
	Job Satisfaction																					
Q49	Q49 Considering everything, how satisfied are you with your total compensation (e.g., salary, bonus, benefits,																					
	etc.)?	28.36%	26.13%	34.09%	32.22%	33.51%	28.41%	24.23%	24.32%	23.86%	4.39%	3.06%	9.09%	10.65%	12.79%	4.55%	0.13%	0.18%	0.00%		1	
Q50	Q50 How satisfied are you with the recognition you receive for doing a good job?	16.38%	16.76%	14.20%	20.51%	19.64%	22.73%	24.10%	22.88%	27.27%	11.85%	9.91%	17.61%	27.03%	30.63%	18.18%	0.13%	0.18%	0.00%			
Q51																						
	Q51 I have the opportunity to receive training that will improve my skills and enhance my career opportunities.	13.32%	14.95%	8.52%	21.84%	21.98%	22.16%	33.82%	33.33%	34.09%	11.32%	9.91%	14.77%	18.51%	19.28%	17.05%	1.20%	0.54%	3.41%		1	
Q52	Q52 I understand how my role(s) and responsibilities fit in the agency's mission.	1.73%	1.26%	2.84%	5.46%	6.31%	2.84%	59.39%	59.46%	59.09%	21.84%	20.36%	25.57%	11.58%	12.61%	9.66%	0.00%	0.00%	0.00%			
Q53	Q53 I am proud to work for the SCDPS.	7.60%	8.65%	4.00%	8.13%	8.83%	6.86%	36.93%	37.66%	35.43%	27.20%	25.41%	32.57%	19.33%	18.92%	20.57%	0.80%	0.54%	0.57%			
Q54	Q54 Considering everything, how satisfied are you with your job?	10.25%	12.25%	3.41%	20.77%	20.54%	21.59%	37.15%	36.04%	39.20%	17.18%	14.95%	25.00%	14.38%	15.86%	10.80%	0.27%	0.36%	0.00%			
	Administrative Inquiry Process																					
Q55	Q55 I understand the Office of Professional Responsibility/Administrative Inquiry Process.	13.24%	15.32%	5.11%	15.81%	17.48%	10.80%	42.16%	41.80%	43.75%	9.86%	8.83%	13.64%	17.43%	15.86%	22.73%	1.49%	0.72%	3.98%			
Q57	Q57 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to																					1
	disciplinary actions?	7.31%	8.11%	4.00%	5.14%	5.77%	3.43%	24.22%	26.85%	16.57%	24.90%	28.65%	12.57%	27.88%	24.32%	39.43%	10.55%	6.31%	24.00%		1	
Q58	Q58 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to																					
	disciplinary actions based on position held within the agency?	5.95%	5.59%	6.82%	6.22%	6.85%	4.55%	23.11%	25.59%	15.34%	27.70%	31.71%	15.34%	27.57%	24.50%	36.93%	9.46%	5.77%	21.02%		i	
Q59	Q59 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to the																					
	initiation of an inquiry that is based on position held within the agency, or "who you know?"	5.01%	5.05%	4.57%	5.95%	6.31%	5.14%	26.12%	27.57%	22.29%	30.45%	33.69%	20.00%	23.41%	21.80%	28.00%	9.07%	5.59%	20.00%		i	
Q60	OCO Do you agree or disagree that disparity exists within the Administrative Inquiry process as it marks in the																					
	Q60 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to the	5.28%	5.23%	E 119/	6.50%	7.22%	4.55%	23.00%	35.00%	16.48%	24.49%	28.16%	12.50%	29.77%	27.44%	27 500/	10.96%	6.86%	23.86%		i	
	length of time an inquiry is kept open based on position or job classification within the agency?	3.40%	5.23%	5.11%	0.50%	1.22%	4.55%	23.00%	25.09%	10.48%	24.4376	28.10%	12.50%	23.///	27.44%	37.50%	10.50%	0.80%	23.80%			

Q56 Results of closed administrative inquiries are communicated to you and your division on a periodic basis (e.g. quarterly) which provide a general synopsis of the allegation; whether or not the offense was sustained; the disciplinary action taken, if any; while providing anonymity to the identity of the affected employee.

 Responder Type
 No
 Yes
 N/A

 All Staff
 51.41%
 10.74%
 37.85%

 Sworn Staff
 57.30%
 11.53%
 31.89%

 Non-Sworn Staff
 34.09%
 8.52%
 57.95%

These are the 5 satisfaction questions.

These are the 3 morale questions.

		ı	Total So	CDPS Employees	(824)	I					Tota	I Sworn SCDPS	Employees (555)			1		Total Non-Sv	worn Profession	nal SCDPS Employ	yees (176)		
							Skipped/ responded as	Total						N/A	Skipped/Responded as							N/A	Skipped/Responded as	,
DPS Employee Climate Survey Data	strongly disagree	disagree	agree	strongly agree	neither	N/A	Optional Comments	Iotai	strongly disagree	disagree	neither	agree	strongly agree	N/A	Optional Comments	Total	strongly disagree	disagree	neither	agree	strongly agree	N/A	Optional Comments	Tota
Agency Leadership																							——	+
Q1 I have a high level of respect for the SCDPS's senior executives (i.e., Director, Division Directors, etc.).	24.21%	21.65%	24.57%	12.77%	16.67%	0.12%		100%	25.41%	24.86%	17.12%	22.16%	10.27%	0.18%		100%	17.05%	12.50%	15.91%	31.82%	22.73%	0.00%		100
Q2 Direct communication (e.g., meetings, office visits) from the Director and senior executives helps me understand the SCDPS mission and strategy.	21.86%	23.20%	23.32%	8.30%	21.37%	1.95%		100%	24.73%	24.01%	20.04%	21.84%	7.76%	1.62%		100%	13.07%	17.61%	23.30%	31.25%	10.80%	3.98%	1	100
Q3 The SCDPS's senior executives maintain high standards of honesty and integrity.	21.34%	17.80%	20.85%	11.22%	27.80%	0.98%		100%	23.06%	20.36%	27.93%	18.02%	9.73%	0.90%		100%	13.07%	10.23%	30.68%	27.27%	17.05%	1.70%		100
Q4 I believe SCDPS executives set a positive example for the organization by adhering to applicable rules,	22.22%	21.00%	21.86%	10.87%	23.44%	0.61%		100%	22.88%	23.96%	24.14%	19.64%	8.83%	0.54%		100%	14.77%	15.34%	22.73%	26,70%	19.32%	1.14%		100
regulations, and policies.																							t	+
Q5 Agency leadership demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.	18.90%	20.98%	27.20%	11.59%	20.98%	0.37%		100%	19.46%	21.80%	22.16%	26.13%	10.09%	0.36%		100%	13.07%	19.32%	19.32%	30.11%	17.61%	0.57%		100
Q6 Employee morale is important to the SCDPS's senior executives (i.e., Director, Division Directors, etc.).	38.98%	24.48%	13.52%	8.53%	14.25%	0.24%		100%	42.16%	25.95%	13.15%	10.81%	7.75%	0.18%		100%	27.27%	19.32%	19.89%	20.45%	12.45%	0.57%	Ì	100
27 I have trust and confidence in my agency leadership.	28.87%	22.29%	18.51%	10.11%	19.98%	0.24%		100%	32.07%	22.34%	19.28%	17.48%	8.65%	0.18%		100%	16.48%	22.16%	23.30%	21.02%	16.48%	0.57%		10
Q8 Considering everything, how satisfied are you with the SCDPS leadership and the status of the agency?	23.26%	24.36%	19.12%	8.65%	9.14%	0.12%	15.35%	100%	26.49%	25.59%	9.19%	17.66%	6.31%	0.00%	14.77%	100%	16.48%	19.32%	7.95%	25.57%	16.48%	0.57%	13.64%	100
88 Considering everything, how satisfied are you with the SCDPS leadership and the status of the agency?	24.95%	21.97%	21.12%	10.25%	19.20%	0.58%	1.92%	100%	27.03%	23.61%	19.13%	19.22%	8.67%	0.50%	1.85%	100%	16.41%	16.98%	20.39%	26.77%	16.62%	1.14%	1.71%	100
	24.7378	21.7778	21.12/0	10.2378	. 7.20/8	0.5078	1.7270	10073	27.0073	20.01.73			0.07,0	0.0076	1.00%	,00,0	.0.4170	.0.7070	10.0773	20.77.3	70.0270			+
ivision Leadership																								+
29 The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an	14.39%	15.78%	33.08%	18.18%	18.18%	0.38%		100%	14.44%	18.05%	18.23%	33.21%	15.52%	0.54%		100%	12.50%	11.36%	15.91%	34.66%	25.57%	0.00%		10
nstitutional priority.								20070																
10 Employee morale is important to my Division leadership.	24.21%	20.93%	23.20%	15.13%	16.14%	0.38%		100%	24.68%	22.16%	16.04%	24.68%	12.07%	0.36%		100%	20.45%	18.18%	17.05%	20.45%	23.30%	0.57%		100
11 Division leadership has a positive impact on our Division performance.	17.40%	17.78%	25.73%	17.78%	21.06%	0.25%		100%	18.02%	19.46%	20.72%	26.67%	14.95%	0.18%		100%	13.64%	13.64%	22.16%	25.57%	24.43%	0.57%		10
12 How satisfied are you with the information you receive from your Division leadership on what is going on the DPS?	13.62%	18.28%	22.95%	11.73%	21.69%	0.50%	11.22%	100%	14.23%	20.00%	23.42%	22.52%	7.93%	0.54%	11.35%	100%	11.36%	15.91%	15.34%	26.14%	22.73%	0.57%	7.95%	100
	20.30%	16.65%	18.54%	11.22%	20.30%	0.38%	12.61%	100%	22.34%	17.84%	20.36%	17.12%	9.01%	0.54%	12.79%	100%	13.07%	15.91%	19.32%	26.14%	17.05%	0.00%	8.52%	100
213 Leaders in my Division encourage and consider alternative points of view and recommendations.	20.30%	10.05%	10.34%	11.22%			12.01%								12.75%								6.32%	
14 Division leadership empowers and supports supervisors to perform their jobs.	21.82%	21.56%	22.70%	12.74%	20.05%	1.13%		100%	24.32%	22.70%	20.72%	20.90%	10.09%	1.26%		100%	13.64%	16.48%	19.32%	28.98%	20.45%	1.14%		100
115 I have trust and confidence in my Division leadership.	19.92%	19.29%	25.98%	14.38%	20.18%	0.25%		100%	21.62%	20.36%	20.36%	25.95%	11.53%	0.18%		100%	14.20%	16.48%	21.02%	23.30%	24.43%	0.57%		100
verall Satisfaction	18.81%	18.61%	24.60%	14.45%	19.66%	0.47%	3.40%	100%	19.95%	20.08%	19.98%	24.44%	11.59%	0.51%	3.45%	100%	14.12%	15.42%	18.59%	26.46%	22.57%	0.49%	2.35%	100
																								+-
upervisory Leadership	7.50%	5.30%	41.40%	34.93%	10.61%	0.26%		100%	7.57%	4.50%	9.91%	42.70%	34.95%	0.36%		100%	5.68%	8.52%	13.64%	37.50%	34.66%	0.00%	——	100
16 My supervisor provides guidance and instruction regarding expectations. 17 My supervisor provides the resources and support for me to do my job.	6.73%	9.44%	39.33%	32.73%	11.38%	0.39%		100%	6.85%	9.73%	9.37%	41.26%	32.25%	0.54%	 	100%	5.68%	9.66%	17.61%	35.23%	31.82%	0.00%		10
18 My supervisor leads by example.	6.73%	7.12%	28.33%	34.54%	14.62%	0.39%	8.28%	100%	6.31%	6.85%	13.33%	29.37%	35.14%	0.54%	8.47%	100%	7.39%	9.09%	19.89%	23.86%	31.82%	0.00%	7.95%	10
19 My supervisor is approachable.	5.56%	3.88%	31.95%	49.55%	8.67%	0.39%	-	100%	5.59%	4.32%	7.75%	31.35%	50.45%	0.54%		100%	4.55%	3.41%	11.36%	34.09%	46.59%	0.00%		10
20 My supervisor treats people fairly.	6.99%	5.95%	31.95%	44.11%	10.61%	0.39%		100%	6.49%	5.23%	10.27%	32.07%	45.59%	0.36%		100%	7.39%	9.66%	12.50%	29.55%	40.34%	0.57%		10
21 My supervisor uses financial resources efficiently and effectively.	2.98%	3.76%	27.20%	25.13%	20.47%	20.47%		100%	2.88%	3.78%	21.80%	25.05%	23.06%	23.42%		100%	3.43%	4.00%	16.00%	34.29%	32.00%	10.29%	ĺ	10
22 My supervisor takes actions to hold others accountable.	4.02%	5.57%	38.47%	26.81%	16.71%	1.17%	7.25%	100%	3.24%	5.59%	15.86%	40.90%	26.31%	1.26%	6.85%	100%	5.71%	6.29%	20.00%	30.29%	28.57%	0.57%	8.57%	10
(23 My supervisor makes sound judgments based upon common sense, practical experience, and applicable	6.34%	5.95%	41.14%	35.45%	10.61%	0.52%		100%	6.49%	6.13%	10.09%	41.98%	34.95%	0.36%		100%	5.11%	6.82%	11.93%	37.50%	37.50%	1.14%		10
124 My supervisor supports organizational change in a positive and productive manner.	4.01%	5.69%	35.96%	26.39%	20.05%	1.42%	6.47%	100%	3.78%	6.49%	20.72%	36.04%	24.32%	1.44%	7.21%	100%	3.98%	3.41%	19.89%	34.09%	33.52%	1.14%	3.98%	10
24 My supervisor supports organizational change in a positive and productive manner. 25 My supervisor clearly communicates ideas verbally and in writing.	4.53%	7.12%	41.27%	29.50%	11.51%	1.03%	5.05%	100%	4.50%	5.77%	11.89%	43.42%	27.93%	1.08%	5.41%	100%	3.98%	11.93%	10.80%	34.66%	34.09%	1.14%	3.41%	10
26 My supervisor listens to what others have to say.	5.83%	6.87%	41.97%	32.25%	11.92%	1.17%		100%	5.59%	7.21%	11.71%	43.42%	30.99%	1.08%		100%	5.71%	6.86%	13.14%	36.00%	36.57%	1.71%		10
27 My supervisor proactively addresses issues or problems.	5.70%	11.01%	39.77%	28.37%	14.38%	0.78%		100%	5.23%	10.65%	13.18%	42.06%	28.16%	0.72%		100%	5.68%	13.07%	19.32%	30.11%	30.68%	1.14%		10
28 My supervisor promotes and supports sharing job knowledge.	4.40%	5.43%	38.29%	34.67%	12.16%	0.65%	4.40%	100%	3.78%	5.77%	11.89%	37.84%	35.50%	0.72%	4.50%	100%	5.11%	5.11%	13.07%	38.64%	33.52%	0.57%	3.98%	10
29 My supervisor has sufficient technical skill necessary to perform the job or coach others with less skill.	6.87%	6.22%	39.64%	34.97%	11.14%	1.17%		100%	6.32%	5.23%	11.73%	41.34%	34.12%	1.26%		100%	7.39%	8.52%	10.80%	35.23%	36.93%	1.14%		10
30 My supervisor acts with integrity, honesty, fairness, and empathy.	7.12%	4.66%	37.39%	39.59%	10.61%	0.65%		100%	6.31%	5.59%	9.37%	38.38%	39.82%	0.54%		100%	7.95%	2.84%	14.20%	31.82%	42.05%	1.14%		10
31 My supervisor recognizes and appreciates employees who are doing a good job.	6.09%	5.83%	39.51%	36.01%	12.05%	0.52%		100%	5.23%	7.04%	10.65%	40.07%	36.64%	0.36%		100%	7.39%	2.84%	18.18%	34.09%	36.36%	1.14%		10
32 My supervisor awards promotions in my work unit based on merit.	14.90%	11.79%	17.62%	15.80%	23.58%	16.32%		100%	14.08%	12.27%	24.01%	17.69%	14.98%	16.97%		100%	15.91%	11.36%	23.30%	17.05%	17.61%	14.77%	<u> </u>	10
33 I have trust and confidence in my supervisor as a leader.	7.91%	7.26%	38.00%	34.37%	11.93%	0.52%		100%	7.96%	7.41%	11.39%	38.88%	33.82%	0.54%		100%	6.82%	8.52%	13.64%	33.52%	36.93%	0.57%		10
34 My supervisor cares about me as a person.	6.99%	6.73%	33.64%	37.65%	14.62%	0.39%		100%	7.03%	6.31%	14.77%	35.32%	36.04%	0.54%		100%	6.25%	9.09%	14.20%	27.27%	43.18%	0.00%		10
35 I have opportunities to voice my ideas about making work more efficient and/or to meet the public's seeks more effectively.	11.77%	13.20%	36.22%	24.58%	13.20%	1.03%		100%	13.15%	14.95%	12.61%	36.58%	21.80%	0.90%		100%	6.82%	7.95%	14.77%	36.36%	32.39%	1.70%	i	10
verall Satisfaction	6.65%	6.94%	35.95%	32.87%	13.54%	2.48%	1.57%	100%	6.42%	7.04%	13.12%	36.79%	32.34%	2.68%	1.62%	100%	6.40%	7.45%	15.41%	32.56%	34.86%	1.94%	1.39%	100

			Total S	CDPS Employees	(824)		, , , , , , , , , , , , , , , , , , , ,				Tota	I Sworn SCDPS	Employees (555		1			1	Total Non-S	worn Professio	nal SCDPS Emplo	yees (176)		
							Skipped/responded as								Skipped/ Responded as								Skipped/ Responded as	
DPS Employee Climate Survey Data	strongly disagree	disagree	agree	strongly agree	neither	N/A	Optional Comments	Total	strongly disagree	disagree	neither	agree	strongly agree	N/A	Optional Comments	Total	strongly disagree	disagree	neither	agree	strongly agree	N/A	Optional Comments	Total
Work Environment																								
Q36 Morale at work is good.	40.16%	23.49%	17.98%	6.04%	12.20%	0.13%		100%	44.32%	24.14%	12.07%	14.77%	4.68%	0.00%		100%	27.84%	20.45%	13.64%	26.70%	10.80%	0.57%		100%
Q37 I have the technology needed (e.g. software, hardware, etc.) to get my job done.	20.31%	17.17%	34.86%	11.66%	15.99%	0.00%		100%	23.96%	19.28%	15.50%	32.61%	8.65%	0.00%		100%	9.66%	11.93%	18.18%	39.20%	21.02%	0.00%		100%
Q38 I have the tools needed to execute my administrative and reporting requirements.	9.84%	12.60%	50.00%	12.60%	13.91%	1.05%		100%	11.89%	15.14%	13.87%	49.55%	9.55%	0.00%		100%	2.84%	5.68%	14.77%	50.57%	21.59%	4.55%		100%
Q39 Employees report misconduct to the appropriate authorities.	5.39%	9.59%	41.39%	7.88%	29.96%	5.78%		100%	5.23%	9.21%	30.87%	43.32%	7.04%	4.33%		100%	5.11%	12.50%	28.41%	32.95%	11.36%	9.66%		100%
Q40 I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	12.99%	19.16%	31.23%	11.94%	22.44%	2.23%		100%	12.43%	20.36%	23.24%	30.99%	11.17%	1.80%		100%	13.64%	17.05%	19.32%	32.39%	14.20%	3.41%		100%
Q41 Employees are protected from health and safety hazards on the job.	9.71%	9.06%	46.98%	14.30%	18.37%	1.57%		100%	10.99%	9.73%	19.10%	46.67%	12.07%	1.44%		100%	6.25%	6.82%	17.05%	47.73%	21.02%	1.14%		100%
Q42 Access to information systems and confidential information is adequately controlled.	2.76%	4.20%	56.43%	19.95%	15.62%	1.05%		100%	2.52%	3.60%	16.40%	57.30%	19.28%	0.90%		100%	2.84%	5.68%	13.07%	54.55%	22.73%	1.14%		100%
Overall Satisfaction	14.45%	13.61%	39.84%	12.05%	18.36%	1.69%		100%	15.91%	14.49%	18.72%	39.32%	10.35%	1.21%	0.00%	100%	9.74%	11.44%	17.78%	40.58%	17.53%	2.92%	0.00%	100%
Integrity and Professionalism																								
Q43 Q43 The employees here are competent and know how to get the job done.	3.98%	10.88%	48.54%	14.46%	22.02%	0.13%	1	100%	4.50%	11.53%	21.26%	49.19%	13.33%	0.18%		100%	2.29%	9.14%	24.00%	46.29%	18.29%	0.00%		100%
Q44 The people in my Division conduct themselves in a professional manner.	1.99%	6.75%	58.28%	20.13%	12.58%	0.26%		100%	1.44%	5.59%	11.71%	61.44%	19.46%	0.36%		100%	2.84%	9.66%	16.48%	48.30%	22.73%	0.00%		100%
Q45 The people in my Division treat each other with respect and consideration.	3.05%	11.80%	49.87%	18.17%	16.98%	0.13%		100%	2.70%	12.07%	16.76%	51.53%	16.76%	0.18%		100%	3.43%	11.43%	17.14%	45.71%	22.29%	0.00%		100%
Q46 People in my Division are treated in a fair and consistent manner.	15.10%	20.79%	32.58%	14.30%	17.22%	0.00%		100%	16.40%	22.52%	16.04%	32.43%	12.61%	0.00%		100%	10.80%	15.91%	21.59%	32.39%	19.32%	0.00%		100%
Q47 Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.	27.19%	23.74%	19.50%	8.22%	20.56%	0.80%		100%	28.88%	25.45%	18.95%	19.68%	6.68%	0.36%		100%	22.16%	17.61%	25.57%	19.89%	13.07%	1.70%		100%
Q48 In my work unit, steps are taken to deal with poor performance.	8.21%	16.56%	40.26%	10.33%	22.78%	1.85%		100%	8.11%	17.48%	22.70%	42.52%	8.47%	0.72%		100%	8.52%	14.77%	22.73%	32.39%	16.48%	5.11%		100%
Overall Satisfaction	9.92%	15.09%	41.51%	14.27%	18.69%	0.53%		100%	10.34%	15.77%	17.90%	42.80%	12.89%	0.30%	0.00%	100%	8.34%	13.09%	21.25%	37.50%	18.70%	1.14%	0.00%	100%
Job Satisfaction																								
Q49 Q49 Considering everything, how satisfied are you with your total compensation (e.g., salary, bonus, benefits, etc.)?	28.36%	32.22%	24.23%	4.39%	10.65%	0.13%		100%	26.13%	33.51%	12.79%	24.32%	3.06%	0.18%		100%	34.09%	28.41%	4.55%	23.86%	9.09%	0.00%		100%
Q50 How satisfied are you with the recognition you receive for doing a good job?	16.38%	20.51%	24.10%	11.85%	27.03%	0.13%		100%	16.76%	19.64%	30.63%	22.88%	9.91%	0.18%		100%	14.20%	22.73%	18.18%	27.27%	17.61%	0.00%		100%
QS1 QS1 I have the opportunity to receive training that will improve my skills and enhance my career opportunities.	13.32%	21.84%	33.82%	11.32%	18.51%	1.20%		100%	14.95%	21.98%	19.28%	33.33%	9.91%	0.54%		100%	8.52%	22.16%	17.05%	34.09%	14.77%	3.41%		100%
Q52 I understand how my role(s) and responsibilities fit in the agency's mission.	1.73%	5.46%	59.39%	21.84%	11.58%	0.00%		100%	1.26%	6.31%	12.61%	59.46%	20.36%	0.00%		100%	2.84%	2.84%	9.66%	59.09%	25.57%	0.00%		100%
Q53 Q53 am proud to work for the SCDPS.	7.60%	8.13%	36.93%	27.20%	19.33%	0.80%		100%	8.65%	8.83%	18.92%	37.66%	25.41%	0.54%		100%	4.00%	6.86%	20.57%	35.43%	32.57%	0.57%		100%
Q54 Considering everything, how satisfied are you with your job?	10.25%	20.77%	37.15%	17.18%	14.38%	0.27%		100%	12.25%	20.54%	15.86%	36.04%	14.95%	0.36%		100%	3.41%	21.59%	10.80%	39.20%	25.00%	0.00%		100%
Overall Satisfaction	7.55%	11.81%	43.38%	20.12%	16.48%	0.67%		100%	13.33%	18.47%	18.35%	35.62%	13.93%	0.30%	0.00%	100%	11.18%	17.43%	13.47%	36.49%	20.77%	0.66%	0.00%	100%
Administrative Inquiry Process																								1
Q55 I understand the Office of Professional Responsibility/Administrative Inquiry Process.	13.24%	15.81%	42.16%	9.86%	17.43%	1.49%		100%	15.32%	17.48%	15.86%	41.80%	8.83%	0.72%		100%	5.11%	10.80%	22.73%	43.75%	13.64%	3.98%		100%
QS7 Do you agree or disagree that disparity exists within the Administrative inquiry process as it pertains to disciplinary actions?	7.31%	5.14%	24.22%	24.90%	27.88%	10.55%		100%	8.11%	5.77%	24.32%	26.85%	28.65%	6.31%		100%	4.00%	3.43%	39.43%	16.57%	12.57%	24.00%		100%
QS8 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to disciplinary actions based on position held within the agency?	5.95%	6.22%	23.11%	27.70%	27.57%	9.46%		100%	5.59%	6.85%	24.50%	25.59%	31.71%	5.77%		100%	6.82%	4.55%	36.93%	15.34%	15.34%	21.02%		100%
OS9 QS9 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to the initiation of an inquiry that is based on position held within the agency, or "who you know?" Os0 Q60 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to	5.01%	5.95%	26.12%	30.45%	23.41%	9.07%		100%	5.05%	6.31%	21.80%	27.57%	33.69%	5.59%		100%	4.57%	5.14%	28.00%	22.29%	20.00%	20.00%		100%
doo Qob Do you agree or disagree that disparity exists within the Administrative inquiry process as it pertains to the length of time an inquiry is kept open based on position or job classification within the agency?	5.28%	6.50%	23.00%	24.49%	29.77%	10.96%		100%	5.23%	7.22%	27.44%	25.09%	28.16%	6.86%		100%	5.11%	4.55%	37.50%	16.48%	12.50%	23.86%		1009
Overall Satisfaction	7.36%	7.92%	27.72%	23.48%	25.21%	8.31%		100%	7.86%	8.73%	22.78%	29.38%	26.21%	5.05%	0.00%	100%	5.12%	5.69%	32.92%	22.89%	14.81%	18.57%	0.00%	100%
Q56 Q56 Results of closed administrative inquiries are communicated to you and your division on a periodic basis (e.g. quarterly) which provide a general synopsis of the allegation; whether or not the offense was sustained;	No	51.41%	Yes	10.74%	N/A	37.85%		100%	No→	57.30%	Yes→	11.53%	N/A→	31.89%		101%	No→	34.09%	Yes→	8.52%	N/A→	57.95%		101%
the disciplinary action taken, if any; while providing anonymity to the identity of the affected employee.									<u> </u>				-0					·		•				

These are the 5 satisfaction questions.

These are the 3 morale questions.

4/6

| | | | | | To
responded as | - 11 | Employees (824) |
 | - | | responded as | | | 1 1
 | | 1 1 | Total Sworn | SCDPS Employee | es (555) | | |
 | | | - | | | - | | | Non-Sworn Profession
 | al SCDPS Emplo | rees (176) | - | |
 | |
|--|--|---|--|--|---|--|--
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--|--|---|---
---|--|--|--|--|----------------------------|--|--|--
--|--|---|--|
| DPS Employee Climate Survey Data Agency Leadership | strongly
disagree disagre | ree neither | agree agree | | Optional
Comments Total | strong
al disagr | gly
ree disagree | agree agre
 | gly
se neither | N/A | Optional
Comments Total | y disagr
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r | agree agre N/
 | Skipped/Responded as
Optional Comments | Total st | trongly disagree | disagree | neither | agree | strongly agree | N/A Options
 | Responded as
al Comments | Total disa | ongly
agree disagre | e neither | agree a | ongly
gree h | /A Optional | Responded as
I Comments | Total strongly disagr
 | ee disagree | neither | r agre | ee strong | gly agree N/A
 | Skipped/ Responded as
Optional Comments Total |
| 1 Q1 I have a high level of respect for the SCDPS's senior executives (i.e., Director, Division Directors, etc.). | 199 178 | 137 | 202 105 | ١. | 922 | 2 24.21 | 1% 21.65% | 24.57% 12.77
 | 7% 16.67% | 0.12% | 100% | | |
 | | | 25.41% | 24.86% | 17.12% | 22.16% | 10.27% | 0.18%
 | | 100% | 30 22 | 28 | 56 | 40 | | | 176 17.05%
 | 12.50% | 15.919 | % 31.8 | 12% 22. | 1.73% 0.00%
 | 100% |
| Q2 Direct communication (e.g., meetings, office visits) fro
the Director and senior executives helps me understand t
SCDPS mission and strategy. | m | | | | 0.2 | 21.86 | | 23.32% 8.30
 | | 1.95% | 100% | 141 134 | | 123 37 1
 | | 535 | 24.73% | 24.01% | 20.04% | 21.84% | 7.76% | 1.62%
 | | 100% | 23 31 | 41 | 55 | 19 | 7 | | 176 13.07%
 | 17.61% | 23.309 | % 31.2 | 15% 10. | 3.98%
 | 100% |
| 3 Q3 The SCDPS's senior executives maintain high standard
honesty and integrity. | 175 146 | 6 228 | 171 92 | 8 | 820 | 21.00 | | 20.85% 11.23
 | | 0.98% | 100% | 128 113 | 3 155 | 100 54 5
 | | 555 | 23.06% | 20.36% | 27.93% | 18.02% | 9.73% | 0.90%
 | | 100% | 23 18 | 54 | 48 | 30 | 3 | | 176 13.07%
 | 10.23% | 30.689 | % 27.2 | 17% 17. | 1.70%
 | 100% |
| 4 Q4 I believe SCDPS executives set a positive example for to
organization by adhering to applicable rules, regulations,
policies. | and 182 172 | 2 192 | 179 89 | 5 | 819 | 22.22 | 2% 21.00% | 21.86% 10.8
 | 7% 23.44% | 0.61% | 100% | 127 133 | 3 134 | 109 49 3
 | | 555 | 22.88% | 23.96% | 24.14% | 19.64% | 8.83% | 0.54%
 | | 100% | 26 27 | 40 | 47 | 34 | 2 | | 176 14.77%
 | 15.34% | 22.739 | % 26.7 | 10% 19. | 1.14%
 | 100% |
| 5 Q5 Agency leadership demonstrates that a commitment tethics, integrity, and compliance is an institutional priorit | y.
155 172 | 2 172 | 223 95 | 3 | 820 | 18.90 | 0% 20.98% | 27.20% 11.59
 | 9% 20.98% | 0.37% | 100% | 108 121 | 1 123 | 145 56 2
 | | 555 | 19.46% | 21.80% | 22.16% | 26.13% | 10.09% | 0.36%
 | | 100% | 23 34 | 34 | 53 | 31 | 1 | | 176 13.07%
 | 19.32% | 19.329 | % 30.1 | 1% 17 | 7.61% 0.57%
 | 100% |
| 6 Q6 Employee morale is important to the SCDPS's senior
executives (i.e., Director, Division Directors, etc.). | 320 201 | 1 117 | 111 70 | 2 | 821 | 1 38.98 | 3% 24.48% | 13.52% 8.53
 | % 14.25% | 0.24% | 100% | 234 144 | 4 73 | 60 43 1
 | | 555 | 42.16% | 25.95% | 13.15% | 10.81% | 7.75% | 0.18%
 | | 100% | 48 34 | 35 | 36 | 22 | 1 | | 176 27.27%
 | 19.32% | 19.899 | % 20.4 | 15% 12. | 1.45% 0.57%
 | 100% |
| 7 Q7 I have trust and confidence in my agency leadership. 8 Q8 Considering everything, how satisfied are you with the | 237 183 | 3 164 | 152 83 | 2 | 821 | 1 28.87 | 7% 22.29% | 18.51% 10.1
 | 1% 19.98% | 0.24% | 100% | 178 124 | 1 107 | 97 48 1
 | | 555 | 32.07% | 22.34% | 19.28% | 17.48% | 8.65% | 0.18%
 | | | 29 39 | | | 29 | 1 | | 176 16.48%
 | 22.16% | | | | 5.48% 0.57%
 | 100% |
| SCDPS leadership and the status of the agency? Overall Satisfaction | 191 200 | 0 75 | 157 71 | 1 | 126 821 | 23.26 | | 19.12% 8.65
21.12% 10.29
 | | | 15.35% 100%
1.92% 100% | | 2 51 | 98 35 0
 | 82 | 555 | 26.49% | 25.59% | 9.19% | 17.66% | 6.31%
8.67% |
 | | 100% | 29 34 | 14 | 45 | 29 | 1 | 24 | 176 16.48%
 | 19.32% | 7.95% | | | .62% 0.57%
 | 13.64% 100% |
 | | | | | |
 | | | | | | | |
 | | | | | | | | |
 | | | | |
 | |
| Division Leadership 9 Q9 The leadership in my Division demonstrates that a | | | | + | | - | |
 | | | | \vdash | + | -++
 | | + | | | | | | |
 | | | _ | + | _ | | | |
 | + | | | |
 | |
| Q9 The leadership in my Division demonstrates that a
commitment to ethics, integrity, and compliance is an
institutional priority. Q10 Employee morale is important to my Division leaders | 114 125 | 5 144 | 262 144 | 3 | 792 | 14.39 | |
 | | | 100% | 80 100 | | 184 86 3
 | | 554 | 14.44% | 18.05% | 18.23% | 33.21% | 15.52% | 0.54%
 | | 100% | 22 20 | _ | - | 45 | 0 | | 176 12.50%
 | 11.36% | 15.919 | | | i.57%
 | 100% |
| 10 Q10 Employee morale is important to my Division leaders | nip.
192 166 | 6 128 | 184 120 | 3 | 793 | 24.21 | 1% 20.93% | 23.20% 15.1
 | 16.14% | 0.38% | 100% | 137 123 | 3 89 | 137 67 2
 | | 555 | 24.68% | 22.16% | 16.04% | 24.68% | 12.07% | 0.36%
 | | 100% | 36 32 | 30 | 36 | 41 | 1 | | 176 20.45%
 | 18.18% | 17.059 | % 20.4 | 15% 23. | 1.30% 0.57%
 | 100% |
| 11 Q11 Division leadership has a positive impact on our Divis performance. | 138 141 | 1 167 | 204 141 | 2 | 793 | 17.40 | 17.78% | 25.73% 17.71
 | 21.06% | 0.25% | 100% | 100 108 | 3 115 | 148 83 1
 | | 555 | 18.02% | 19.46% | 20.72% | 26.67% | 14.95% | 0.18%
 | | 100% | 24 24 | 39 | 45 | 43 | 1 | | 176 13.64%
 | 13.64% | 22.169 | % 25.5 | 17% 24. | 1.43% 0.57%
 | 100% |
| 12 Q12 How satisfied are you with the information you recei
from your Division leadership on what is going on in the D | ve
iPS?
108 145 | 5 172 | 182 93 | 4 | 89 793 | 13.62 | 2% 18.28% | 22.95% 11.7
 | 3% 21.69% | 0.50% | 11.22% 100% | 79 111 | 1 130 | 125 44 3
 | 63 | 555 | 14.23% | 20.00% | 23.42% | 22.52% | 7.93% | 0.54% 1:
 | 1.35% | 100% | 20 28 | 27 | 46 | 40 | 1 : | 14 | 176 11.36%
 | 15.91% | 15.349 | % 26.1 | 4% 22. | 1.73% 0.57%
 | 7.95% 100% |
| 13 Q13 Leaders in my Division encourage and consider
alternative points of view and recommendations. | 161 132 | 2 161 | 147 89 | 3 | 100 793 | 20.30 | 16.65% | 18.54% 11.2
 | 20.30% | 0.38% | 12.61% 100% | 124 99 | 113 | 95 50 3
 | 71 | 555 | 22.34% | 17.84% | 20.36% | 17.12% | 9.01% | 0.54% 12
 | 2.79% | 100% | 23 28 | 34 | 46 | 30 | 0 : | 15 | 176 13.07%
 | 15.91% | 19.329 | % 26.1 | 4% 17. | 7.05% 0
 | 8.52% 100% |
| 14 Q14 Division leadership empowers and supports supervis
to perform their jobs. | ors 173 171 | 1 159 | 180 101 | . 9 | 793 | 21.82 | 2% 21.56% | 22.70% 12.74
 | 1% 20.05% | 1.13% | 100% | 135 126 | 5 115 | 116 56 7
 | | 555 | 24.32% | 22.70% | 20.72% | 20.90% | 10.09% | 1.26%
 | | 100% | 24 29 | 34 | 51 | 36 | 2 | | 176 13.64%
 | 16.48% | 19.329 | % 28.9 | 18% 20. | 0.45% 1.14%
 | 100% |
| 15 Q15 I have trust and confidence in my Division leadership | | | | | | 19.92 | 2% 19.29% | 25.98% 14.3
 | 3% 20.18% | 0.25% | 100% | 120 113 | 3 113 | 144 64 1
 | | 555 | 21.62% | 20.36% | 20.36% | 25.95% | |
 | | 100% | 25 29 | 37 | 41 | 43 | 1 | | 176 14.20%
 | 16.48% | 21.029 | % 23.3 | 10% 24. | 1.43% 0.57%
 | 100% |
| | | | | | | | |
 | | | | | |
 | | | | | 20.36% | 25.95% | 11.53% | 0.18%
 | | | | | | | | |
 | | | | |
 | |
| Overall Satisfaction | 150 155 | 3 160 | 206 114 | 2 | 793 | 3 | | ###### ###
 | | | 3.40% 100% | | | | | |
 | | | | 20.08% | | | |
 | | 100% | | - | - | - | | |
 | | | | | 57% 0.49%
 | |
Overall Satisfaction	130	3 160	206 114	2	793	3	
 | | | 3.40% 100% | | |
 | | | | | | | |
 | | | | | - | _ | | |
 | | | | | 57% 0.49%
 | |
| Supervisory Leadership | 130 | 3 160 | 206 114 | 2 | 793 | 18.81 | 18.619 |
 | 19.669 | % 0.47% | 3.40% 100% | | |
 | | | 19.95% | 20.08% | 19.98% | 24.44% | 11.59% | 0.51% 3.4
 | 45% 1 | 100% | | | | | | | 14.12%
 | 15.42% | 18.599 | % 26.4 | 6% 22.1 |
 | 2.35% 100% |
| Supervisory Leadership 16 Q16 My supervisor provides guidance and instruction regarding expectations. | 58 41 | 3 160 | 320 270 | 2 | 773 | 18.81 | 18.619 | 41.40% 34.9
 | 19.669
3% 10.61% | % 0.47%
i 0.26% | 100% | 42 25 | + + | 237 194 2
 | | 555 | 19.95%
7.57% | 20.08% | 19.98% | 24.44%
42.70% | 11.59%
34.95% | 0.51% 3.4
 | 45% 1 | 100% | 10 15 | 24 | 66 | 61 | 0 | | 14.12%
 | 15.42%
8.52% | 18.599 | % 26.4
% 37.5 | 6% 22.1 | 1.66% 0
 | 2.35% 100% |
| Supervisory Leadership Q16 My supervisor provides guidance and instruction regarding espectations. TO Q17 My supervisor provides the resources and support for me to do my job. | 58 41 r 52 73 | 82 | 320 270
304 253 | | 793 | 18.81 | 18.619 | 41.40% 34.9:
39.33% 32.7:
 | 19.669
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 | | 555 | 7.57%
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9.37% | 24.44%
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41.26% | 11.59% | 0.51% 3.·
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176 5.68%
176 5.68%
 | 15.42%
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9.66% | 13.649 | % 26.4
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 | 2.35% 100% |
| Supervisory Leadership 16 Q16 My supervisor provides guidance and instruction regarding expectations. 7 Q17 My supervisor provides the resources and support for me to do my job. Q18 My supervisor leads by example. | 52 73
52 55 | | 304 253
219 267 | 3 | 773
773
64 773 | 18.81
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3 6.73
3 6.73 | 1% 18.619
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39.33% 32.73
28.33% 34.54
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229 179 3
163 195 3
 | 47 | 555
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555 | 7.57%
6.85%
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13.33% | 24.44%
42.70%
41.26%
29.37% | 11.59%
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35.14% | 0.51% 3.·
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176 5.68%
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7.95% 100% |
| Supervisory Leadership 16 (Q16 My supervisor provides guidance and instruction regarding expectations. 10 (17 My supervisor provides the resources and support for me to do my job. 18 (Q18 My supervisor leads by example. 19 (Q18 My supervisor is approachable. | 52 73
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43 30 | 67 | 304 253
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| Supervisory Loadership 16 (316 Nr supervisor provides puldance and instruction regarding expectations. 17 (317 Nr supervisor provides the resources and support for me to do my job ruspervisor leads by example. 18 (316 Nr supervisor leads by example. 19 (310 Nr supervisor teads by example. 19 (310 Nr supervisor teads by example. 19 (310 Nr supervisor teads possible fairly. 20 (320 Nr supervisor treats people fairly. 20 (321 Nr supervisor user financial resource efficiently and | 52 73
52 55
43 30
54 46 | 67 | 304 253
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247 341 | 3 3 3 3 | 773
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64 773
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3 7.50
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| Supervisory Leadership 16 Q16 My supervisor provides guidance and instruction regarding expectations. 17 Q17 My supervisor provides the resources and support for mit to do my job. Q18 My supervisor leads by example. 19 Q18 My supervisor leads by example. 20 Q18 My supervisor is approachable. Q20 My supervisor treats people fairly. | 52 73
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19.659 | 6 0.47% 1 0.26% 1 0.39% 1 0.39% 1 0.39% 1 0.39% 1 0.39% 1 1.17% 1 0.52% 1 1.42% 1 1.17% 1 0.78% 1 0.65% 1 1.17% 1 0.65% 1 1.17% 1 0.52% 1 1.25% 1 0.39% 1 0.52% 1 16.32% | 100% 100% 100% 100% 100% 100% 100% 100% | 42 25 55 38 38 36 42 37 38 38 38 38 38 38 38 38 38 38 38 38 38 | 52 1 74 1 152 1 153 1 154 1 155 1 15 | 237 134 2 237 139 3 134 395 3 174 200 3 178 253 2 139 128 13 227 146 7 233 154 2 241 155 6 241 172 172 172 172 172 172 172 172 172 17 | 38 46 50 50 50 50 50 50 50 50 50 50 50 50 50 | 555
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							Total SCDPS	Employees ((824)										_	Total Swor	rn SCDPS Employ	ees (555)										Total Non-Sworn Pro	ofessional SCC	DPS Employees ((176)				
PS Employee Climate Survey Data	strongly disagree	disagree ne	ither agree	stron e agre		ptional naments Tot	stron tal disag		agree ag	gree a	ongly gree nei	ther N/A	Optional Comment	as I Is Total	y disag disagre e	gre neithe r	gly agree agre	Skipped/Responded a	Total	strongly disagree	e disagree	neither	agree	strongly agree	Skipped/ Responded as N/A Optional Comments	Total	strongly disagree	disagree neit	ther agree	strongly agree	N/A	Aipped/Responded as Optional Comments Total strong	ngly disagree	disagree	neither	agree	strongly agree	N/A	Skipped/ Respon Optional Comm
ork Environment				Ť			-																												$\overline{}$				
6 Morale at work is good.	306	179	93 137	7 46	5 1	76	2 40.1	6% 23.	.49% 17.5	.98% 6.	04% 12.	20% 0.13%		100%	246 13	4 67	82 26		555	44.32%	24.14%	12.07%	14.77%	4.68%	0.00%	100%	49	36 2	47	19	1	176 2	27.84%	20.45%	13.64%	26.70%	10.80%	0.57%	
7 I have the technology needed (e.g. software, hardware,							. 20.3	1% 17.	.17% 34.1	86% 11	.66% 15.	99% 0.00%		100%	133 10	7 86	181 48		555	23.96%	19.28%	15.50%	32.61%	8.65%	0.00%	100%	17	21 3	2 69	37	0	176	9.66%	11.93%	18.18%	39.20%	21.02%	0	
.) to get my job done. 8 I have the tools needed to execute my administrative	155	131	122 266	5 89	9 0	76	i3		_			-				+			_	-																			
d reporting requirements.	75	96 :	106 381	1 96	5 8	76	9.84	1% 12.	.60% 50.0	.00% 12	.60% 13.	91% 1.05%		100%	66 84	4 77	275 53		555	11.89%	15.14%	13.87%	49.55%	9.55%	0.00%	100%	5	10 2	6 89	38	8	176	2.84%	5.68%	14.77%	50.57%	21.59%	4.55%	
9 Employees report misconduct to the appropriate							5.39	9.5	59% 41.3	.39% 7.	88% 29.	96% 5.78%		100%	29 51	1 171	240 39	24	554	5.23%	9.21%	30.87%	43.32%	7.04%	4.33%	100%	9	22 5	0 58	20	17	176	5.11%	12.50%	28.41%	32.95%	11.36%	9.66%	
thorities. 0 I can disclose a suspected violation of any law, rule, or	41	73	28 315	5 60	9 44	76	1			_				_			-			-									4 67				-+						
ulation without fear of reprisal.	99	146	171 238	3 91	1 17	76	12.99	9% 19.	.16% 31.3	.23% 11	.94% 22.	44% 2.23%		100%	69 11	3 129	172 62	10	555	12.43%	20.36%	23.24%	30.99%	11.17%	1.80%	100%	24	30 3	4 57	25	6	176 1	13.64%	17.05%	19.32%	32.39%	14.20%	3.41%	
1 Employees are protected from health and safety							9.71	1% 9.0	06% 46.5	.98% 14	.30% 18.	37% 1.57%		100%	61 54	4 106	259 67	8	555	10.99%	9.73%	19.10%	46.67%	12.07%	1.44%	100%	11	12 3	0 84	37	2	176	6.25%	6.82%	17.05%	47.73%	21.02%	1.14%	
zards on the job. 2 Access to information systems and confidential	/4	69	140 358	3 10	9 12	76	M2								14 26		318 107	_	555	2.52%	3.60%	16 40%	57.30%	19.28%	0.90%	100%		10 2				176	2.84%	5.68%	13.07%	54 55%	22 73%	1.14%	
ormation is adequately controlled.	21	32	119 430	15	2 8	76	2.76				_	62% 1.05%	•	100%				5	222								3	10 2	3 96	40	2								
erall Satisfaction							14.4	5% 13.0	61% ###	9000 00	### 18.	36% 1.699	6	100%						15.91%	14.49%	18.72%	39.32%	10.35%	1.21% 0.00%	100%						9.	9.74%	11.44%	17.78%	40.58%	17.53%	2.92%	0.00%
	-		_			_	-	_				_		+		+				-						-							\rightarrow						
egrity and Professionalism 3 The employees here are competent and know how to	-			_			-	-				_	_	+		+			-	-										-			-						
the job done.	30	82 :	166 366	5 10	9 1	75	3.98	10.	.88% 48.5	.54% 14	.46% 22.	0.13%		100%	25 64	4 118	273 74	1	555	4.50%	11.53%	21.26%	49.19%	13.33%	0.18%	100%	4	16 4	2 81	32	0	175	2.29%	9.14%	24.00%	46.29%	18.29%	0	
The people in my Division conduct themselves in a							1.99	9% 6.7	75% 58.2	.28% 20	.13% 12.	58% 0.26%		100%	8 31	1 65	341 108	2	555	1.44%	5.59%	11.71%	61.44%	19.46%	0.36%	100%	5	17 2	9 85	40	0	176	2.84%	9.66%	16.48%	48.30%	22.73%	0	
essional manner. The people in my Division treat each other with respect	15	51	23 440	15	2 Z	75	13					-	.	+		+-+	286 93	.	+	+		+	H	H		+	6	20 3	n 80	39			+				+		1
consideration.	23	89	128 376	5 13	7 1	75	3.05	5% 11.	.80% 49.1	.87% 18	.17% 16.	98% 0.13%	•	100%	15 67	7 93	286 93	1	555	2.70%	12.07%	16.76%	51.53%	16.76%	0.18%	100%	6	20 3	80	39	0	175	3.43%	11.43%	17.14%	45.71%	22.29%	٥	
People in my Division are treated in a fair and consistent ner.	114	157	130 246				15.10	0% 20.	.79% 32.5	.58% 14	.30% 17.	22% 0.00%	:	100%	91 12	5 89	180 70		555	16.40%	22.52%	16.04%	32.43%	12.61%	0.00%	100%	19	28 3	8 57	34	0	176 1	10.80%	15.91%	21.59%	32.39%	19.32%	0	
ner. Personnel policies (e.g., performance appraisal,	114	15/	130 246	5 10	8 0	/5	15																										-		$\overline{}$				
motion, rewards) are applied consistently across							27.1	9% 23.	.74% 19.5	.50% 8.	22% 20.	56% 0.80%	:	100%	160 14	1 105	109 37	2	554	28.88%	25.45%	18.95%	19.68%	6.68%	0.36%	100%	39	31 4	5 35	23	3	176 2	22.16%	17.61%	25.57%	19.89%	13.07%	1.70%	
aloyees. In my work unit, steps are taken to deal with poor	205	179	155 147	7 62	2 6	75	i4						-	+	\vdash	+	++	_	+	1	1	1	1	1	 	1	\vdash		_	+			\rightarrow				1		1
formance.	62	125	172 304	75	3 14	75	8.21	1% 16.	.56% 40.2	.26% 10	.33% 22.	78% 1.85%		100%	45 97	7 126	236 47	4	555	8.11%	17.48%	22.70%	42.52%	8.47%	0.72%	100%	15	26 4	0 57	29	9	176	8.52%	14.77%	22.73%	32.39%	16.48%	5.11%	
all Satisfaction							9.92	2% 15.0	09% ###	****	### 18.	69% 0.539	6	100%						10.34%	15.77%	17.90%	42.80%	12.89%	0.30% 0.00%	100%						8.	8.34%	13.09%	21.25%	37.50%	18.70%	1.14%	0.009
atisfaction							_																										\rightarrow						
Considering everything, how satisfied are you with your compensation (e.g., salary, bonus, benefits, etc.)?							28.3	6% 32.	.22% 24.3	.23% 4.	39% 10.	65% 0.13%	:	100%	145 18	6 71	135 17	1	555	26.13%	33.51%	12.79%	24.32%	3.06%	0.18%	100%	60	50 :	B 42	16	0	176 3	34.09%	28.41%	4.55%	23.86%	9.09%		
	213	242	80 182	33	3 1	75	i1																																
How satisfied are you with the recognition you receive		154			. .	7.	16.3	8% 20.	.51% 24.:	.10% 11	.85% 27.	0.13%	:	100%	93 10	9 170	127 55	1	555	16.76%	19.64%	30.63%	22.88%	9.91%	0.18%	100%	25	40 3	2 48	31		176 1	14.20%	22.73%	18.18%	27.27%	17.61%	0	
oing a good job? I have the opportunity to receive training that will	123	134 .	103 181		, ,	/3								+		+				1													-+		\rightarrow				
ove my skills and enhance my career opportunities.							13.3	2% 21.	.84% 33.1	.82% 11	.32% 18.	51% 1.20%		100%	83 12	2 107	185 55	3	555	14.95%	21.98%	19.28%	33.33%	9.91%	0.54%	100%	15	39 3	0 60	26	6	176	8.52%	22.16%	17.05%	34.09%	14.77%	3.41%	
understand how my role(s) and responsibilities fit in	100	164	139 254	1 89	5 9	75	il									+				-													-+						
gency's mission.	13	41	87 446	5 16	4 0	75	1.73		46% 59.3	.39% 21	.84% 11.	58% 0.00%		100%	7 35	5 70	330 113	0	555	1.26%	6.31%	12.61%	59.46%	20.36%	0.00%	100%	5	5 1	7 104	45	0	176	2.84%	2.84%	9.66%	59.09%	25.57%	0	
am proud to work for the SCDPS.	57	61	145 277	7 20	4 6	75	7.60	9% 8.1	13% 36.9	.93% 27	.20% 19.	33% 0.80%		100%	48 49	9 105	209 141	3	555	8.65%	8.83%	18.92%	37.66%	25.41%	0.54%	100%	7	12 3	62	57	1	175	4.00%	6.86%	20.57%	35.43%	32.57%	0.57%	
onsidering everything, how satisfied are you with your	77	156	108 279	12	9 2	75	10.2	5% 20.	.77% 37.:	.15% 17	.18% 14.	38% 0.27%		100%	68 11	4 88	200 83	2	555	12.25%	20.54%	15.86%	36.04%	14.95%	0.36%	100%	6	38 1	9 69	44	0	176	3.41%	21.59%	10.80%	39.20%	25.00%	0	
Satisfaction	-"	130	273	*			7.55	% 11.	81% ###		### 16	48% 0.679	6	100%						13.33%	18.47%	18.35%	35.62%	13.93%	0.30% 0.00%	100%						11	1.18%	17.43%	13.47%	36 49%	20.77%	0.66%	0.0
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istrative Inquiry Process																																							
inderstand the Office of Professional insibility/Administrative Inquiry Process.	00	117	20 212			74	13.2	4% 15.	.81% 42.3	.16% 9.	86% 17.	43% 1.49%		100%	85 97	7 88	232 49	4	555	15.32%	17.48%	15.86%	41.80%	8.83%	0.72%	100%	9	19 4	0 77	24	7	176	5.11%	10.80%	22.73%	43.75%	13.64%	3.98%	
you agree or disagree that disparity exists within the	36	117	25 312	/:		/4								+		+				1													-+		\rightarrow				
strative Inquiry process as it pertains to disciplinary							7.31	1% 5.1	14% 24.	.22% 24	.90% 27.	88% 10.559	6	100%	45 32	2 135	149 159	35	555	8.11%	5.77%	24.32%	26.85%	28.65%	6.31%	100%	7	6 6	9 29	22	42	175	4.00%	3.43%	39.43%	16.57%	12.57%	24.00%	1
s? o you agree or disagree that disparity exists within the	54	38 :	179	18	4 78	73	19			-			-	+	\vdash	+	++	_	+	1	1	1	1	1	 	1	\vdash		_	+			\rightarrow				1		+
sistrative Inquiry process as it pertains to disciplinary							5.95		22% 23.:	.11% 27	.70% 27.	57% 9.46%	.	100%	21 ~	9 136	142 176		555	5.59%	6.85%	24.50%	25.59%	31.71%	5.77%	100%	12	8 6	s 27	27	37	176	6.82%	4.55%	36.93%	15.34%	15.34%	21.02%	1
s based on position held within the agency?			171				3.53	0.3	22% 25	.11% 27	.70% 27.	3/% 3.40%		100%	J. J.		141 170	-	323	3334	0.000	14.30%	23334	22.72.74	3.774	100%					- "	2,0	U.S.L.N	4.33%	30.33%	13.34%	13.34%	22.02.74	
to you agree or disagree that disparity exists within the	44	46	171	1 20	5 70	74	10									_																							
sistrative Inquiry process as it pertains to the initiation																																			Į.				
nquiry that is based on position held within the r, or "who you know?"							5.01	1% 5.5	95% 26.:	.12% 30	.45% 23.	41% 9.07%	•	100%	28 35	5 121	153 187	31	555	5.05%	6.31%	21.80%	27.57%	33.69%	5.59%	100%	8	9 4	9 39	35	35	175	4.57%	5.14%	28.00%	22.29%	20.00%	20.00%	
, or who you know.	37	44	173 193	3 22	5 67	73	19																												Į.				
you agree or disagree that disparity exists within the																																							
istrative Inquiry process as it pertains to the length of n inquiry is kept open based on position or job							5.28		50% 23.0	.00% 24	49% 29.	77% 10.969		100%	29 40		139 156	20	554	5.23%	7.22%	27.44%	25.09%	28.16%	6.86%	100%		8 6	6 29	22	42	176	5.11%	4.55%	37.50%	16.48%	12.50%	23.86%	
n inquiry is kept open based on position or job ication within the agency?							5.28	579 6.5	ou/s 23.0	.00% 24	A5% 29.	10.969	•	100%	29 46	152	130	~	334	5.23%	1.22%	27.44%	25.09%	20.10%	U-00/70	100%	,	. .	~ 29		42	1/0	3.41%	4.33%	37.30%	10.46%	12.30%	23.00%	1
	39	48	20 170	18	1 81	73	~							1	oxdot	\bot		_	4		1					1	\vdash			1									
Satisfaction				_			7.36	% 7.9	92% ###	****	### 25.:	21% 8.319	6	100%		\perp				7.86%	8.73%	22.78%	29.38%	26.21%	5.05% 0.00%	100%						5.	5.12%	5.69%	32.92%	22.89%	14.81%	18.57%	0.0
sults of closed administrative inquiries are inicated to you and your division on a periodic basis																														1			/		ļ				
parterly) which provide a general synopsis of the																				1										1			/		ļ				
ation; whether or not the offense was sustained; the	No→	383 Y	es→ 80	N/A	→ 282	74	IS No-	→ 51.	.41% Ye	'es→ 10	.74% N	/A→ 37.859	•	100%	No→ 31	8 Yes→	64 N/A->	177	559	No->	57.30%	Yes->	11.53%	N/A→	31.89%	101%	No->	60 Ye	s-> 15	N/A→	102	177	No->	34.09%	Yes->	8.52%	N/A→	57.95%	
plinary action taken, if any; while providing anonymity ie identity of the affected employee.																				1													/		ļ				

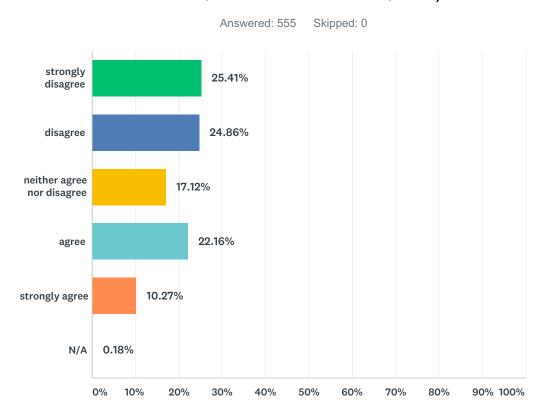
These are the 5 satisfaction questions.

These are the 3 morale questions.

4 1%

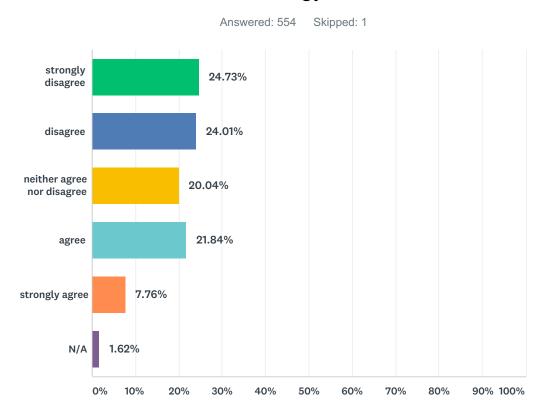
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Q1 I have a high level of respect for the SCDPS's senior executives (i.e., Director, Division Directors, etc.).



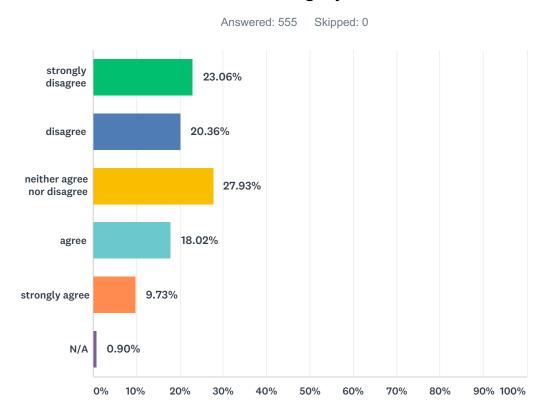
ANSWER CHOICES	RESPONSES	
strongly disagree	25.41%	141
disagree	24.86%	138
neither agree nor disagree	17.12%	95
agree	22.16%	123
strongly agree	10.27%	57
N/A	0.18%	1
TOTAL	5	555

Q2 Direct communication (e.g., meetings, office visits) from the Director and senior executives helps me understand the SCDPS mission and strategy.



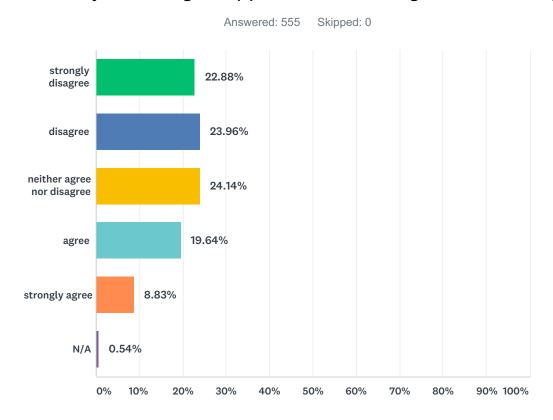
ANSWER CHOICES	RESPONSES	
strongly disagree	24.73%	137
disagree	24.01%	133
neither agree nor disagree	20.04%	111
agree	21.84%	121
strongly agree	7.76%	43
N/A	1.62%	9
TOTAL		554

Q3 The SCDPS's senior executives maintain high standards of honesty and integrity.



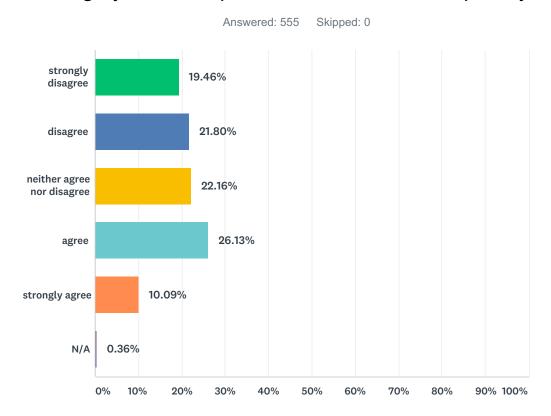
ANSWER CHOICES	RESPONSES	
strongly disagree	23.06%	128
disagree	20.36%	113
neither agree nor disagree	27.93%	155
agree	18.02%	100
strongly agree	9.73%	54
N/A	0.90%	5
TOTAL		555

Q4 I believe SCDPS executives set a positive example for the organization by adhering to applicable rules, regulations, and policies.



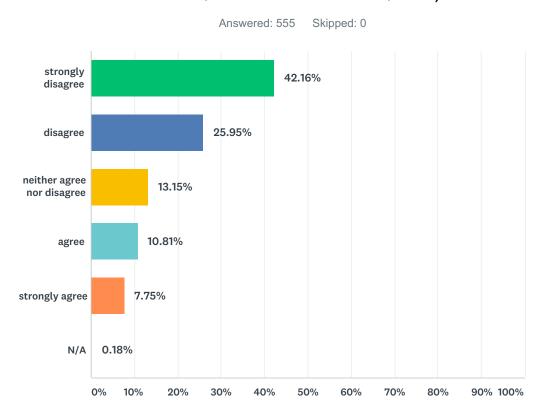
ANSWER CHOICES	RESPONSES	
strongly disagree	22.88%	127
disagree	23.96%	133
neither agree nor disagree	24.14%	134
agree	19.64%	109
strongly agree	8.83%	49
N/A	0.54%	3
TOTAL		555

Q5 Agency leadership demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.



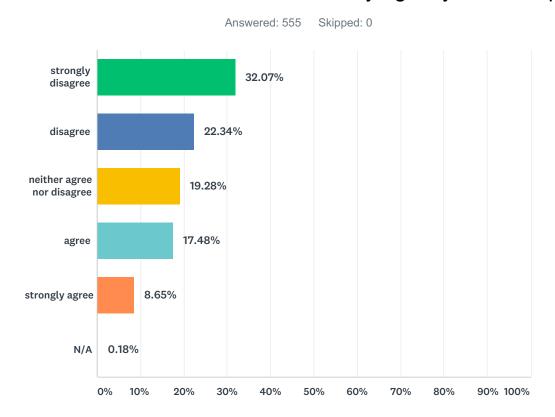
ANSWER CHOICES	RESPONSES	
strongly disagree	19.46%	108
disagree	21.80%	121
neither agree nor disagree	22.16%	123
agree	26.13%	145
strongly agree	10.09%	56
N/A	0.36%	2
TOTAL		555

Q6 Employee morale is important to the SCDPS's senior executives (i.e., Director, Division Directors, etc.).



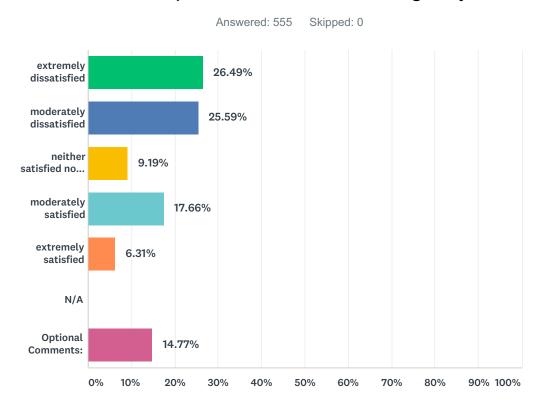
ANSWER CHOICES	RESPONSES	
strongly disagree	42.16% 23-	4
disagree	25.95% 14	4
neither agree nor disagree	13.15%	3
agree	10.81%	0
strongly agree	7.75% 4	3
N/A	0.18%	1
TOTAL	555	5

Q7 I have trust and confidence in my agency leadership.



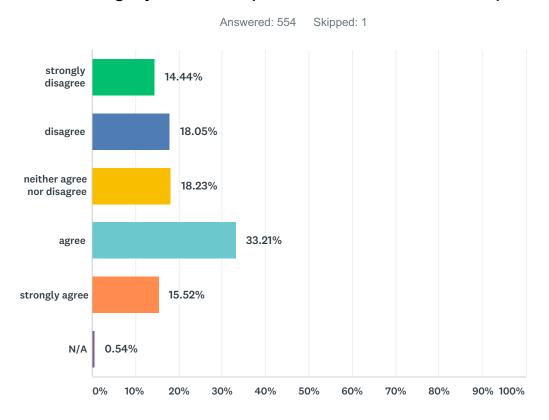
ANSWER CHOICES	RESPONSES	
strongly disagree	32.07%	178
disagree	22.34%	124
neither agree nor disagree	19.28%	107
agree	17.48%	97
strongly agree	8.65%	48
N/A	0.18%	1
TOTAL		555

Q8 Considering everything, how satisfied are you with the SCDPS leadership and the status of the agency?



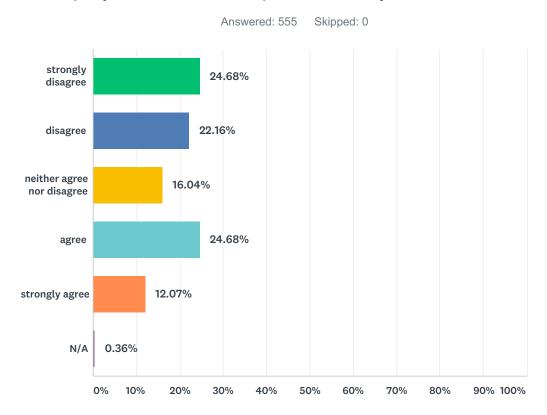
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	26.49%	147
moderately dissatisfied	25.59%	142
neither satisfied nor dissatisfied	9.19%	51
moderately satisfied	17.66%	98
extremely satisfied	6.31%	35
N/A	0.00%	0
Optional Comments:	14.77%	82
TOTAL		555

Q9 The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.



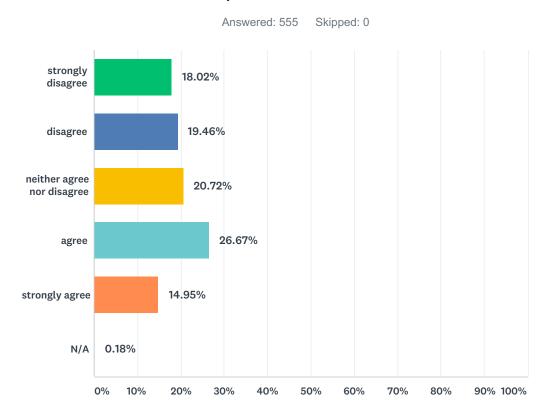
ANSWER CHOICES	RESPONSES	
strongly disagree	14.44% 8	0
disagree	18.05%	0
neither agree nor disagree	18.23% 10	1
agree	33.21% 18	4
strongly agree	15.52% 8	6
N/A	0.54%	3
TOTAL	55-	4

Q10 Employee morale is important to my Division leadership.



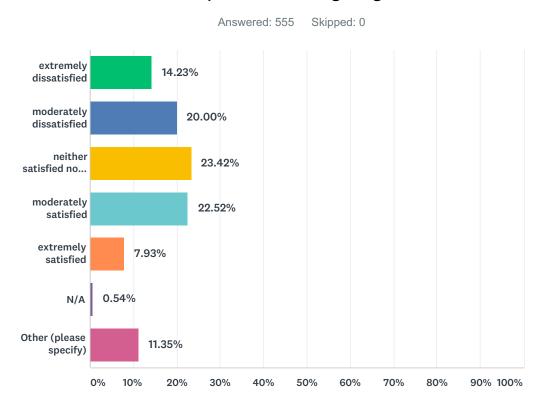
ANSWER CHOICES	RESPONSES	
strongly disagree	24.68%	137
disagree	22.16%	123
neither agree nor disagree	16.04%	89
agree	24.68%	137
strongly agree	12.07%	67
N/A	0.36%	2
TOTAL		555

Q11 Division leadership has a positive impact on our Division performance.



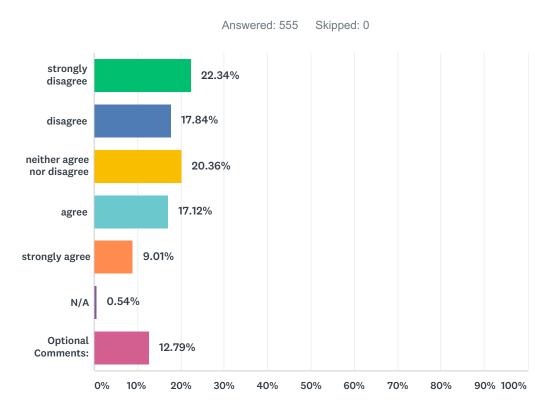
ANSWER CHOICES	RESPONSES	
strongly disagree	18.02%	100
disagree	19.46%	108
neither agree nor disagree	20.72%	115
agree	26.67%	148
strongly agree	14.95%	83
N/A	0.18%	1
TOTAL		555

Q12 How satisfied are you with the information you receive from your Division leadership on what is going on in the DPS?



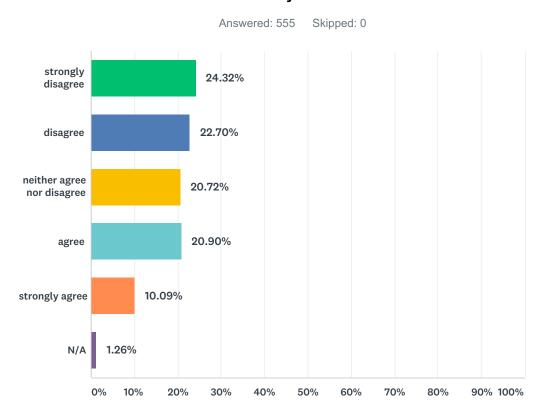
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	14.23%	79
moderately dissatisfied	20.00%	111
neither satisfied nor dissatisfied	23.42%	130
moderately satisfied	22.52%	125
extremely satisfied	7.93%	44
N/A	0.54%	3
Other (please specify)	11.35%	63
TOTAL		555

Q13 Leaders in my Division encourage and consider alternative points of view and recommendations.



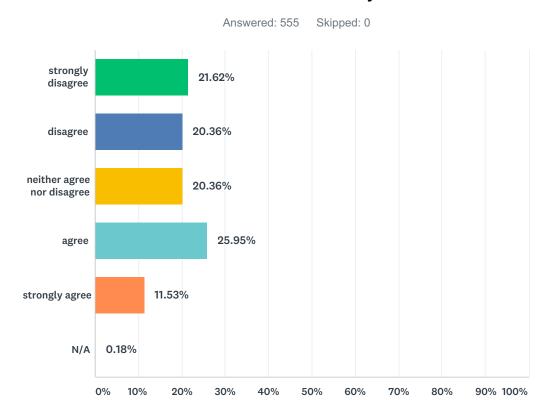
ANSWER CHOICES	RESPONSES	
strongly disagree	22.34%	124
disagree	17.84%	99
neither agree nor disagree	20.36%	113
agree	17.12%	95
strongly agree	9.01%	50
N/A	0.54%	3
Optional Comments:	12.79%	71
TOTAL		555

Q14 Division leadership empowers and supports supervisors to perform their jobs.



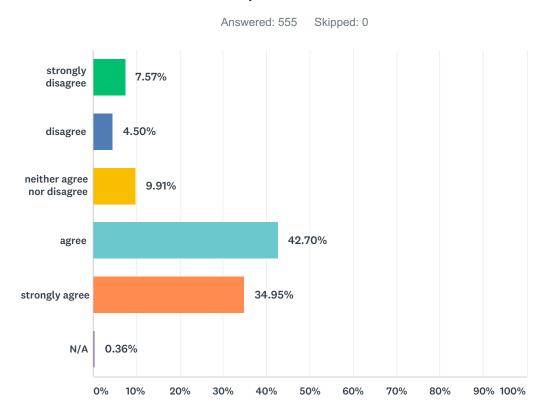
ANSWER CHOICES	RESPONSES	
strongly disagree	24.32%	135
disagree	22.70%	126
neither agree nor disagree	20.72%	115
agree	20.90%	116
strongly agree	10.09%	56
N/A	1.26%	7
TOTAL	ŧ	555

Q15 I have trust and confidence in my Division leadership.



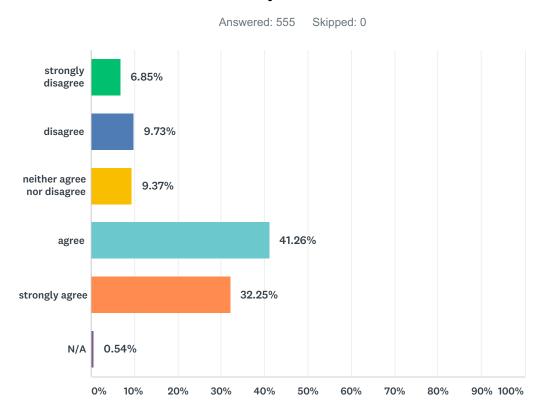
ANSWER CHOICES	RESPONSES	
strongly disagree	21.62%	120
disagree	20.36%	113
neither agree nor disagree	20.36%	113
agree	25.95%	144
strongly agree	11.53%	64
N/A	0.18%	1
TOTAL		555

Q16 My supervisor provides guidance and instruction regarding expectations.



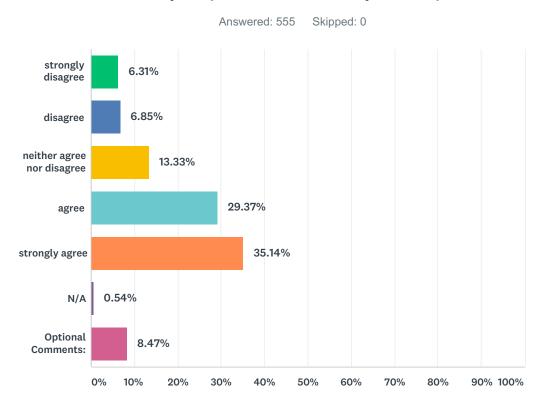
ANSWER CHOICES	RESPONSES
strongly disagree	7.57% 42
disagree	4.50% 25
neither agree nor disagree	9.91% 55
agree	42.70% 237
strongly agree	34.95% 194
N/A	0.36% 2
TOTAL	555

Q17 My supervisor provides the resources and support for me to do my job.



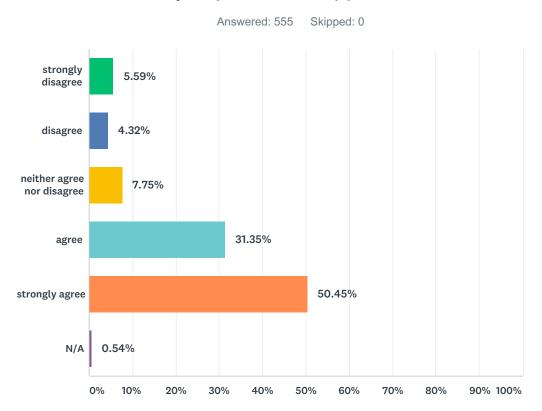
ANSWER CHOICES	RESPONSES	
strongly disagree	6.85%	8
disagree	9.73% 54	4
neither agree nor disagree	9.37% 52	2
agree	41.26% 229	9
strongly agree	32.25% 179	9
N/A	0.54%	3
TOTAL	555	5

Q18 My supervisor leads by example.



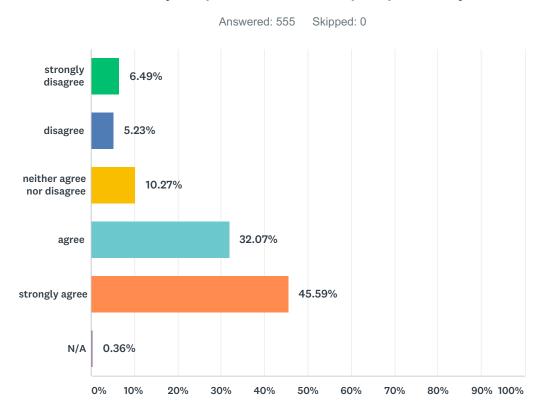
ANSWER CHOICES	RESPONSES	
strongly disagree	6.31%	35
disagree	6.85%	38
neither agree nor disagree	13.33%	74
agree	29.37%	163
strongly agree	35.14%	195
N/A	0.54%	3
Optional Comments:	8.47%	47
TOTAL	•	555

Q19 My supervisor is approachable.



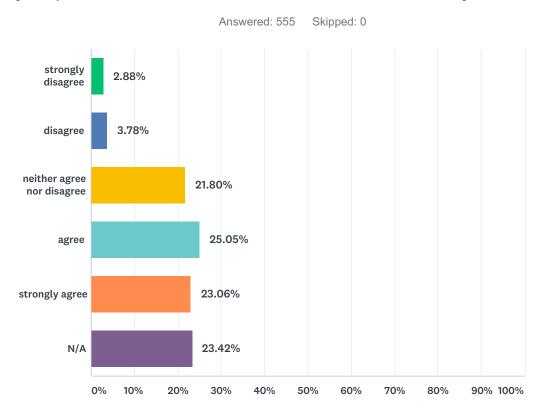
ANSWER CHOICES	RESPONSES	
strongly disagree	5.59%	31
disagree	4.32%	24
neither agree nor disagree	7.75%	43
agree	31.35%	174
strongly agree	50.45%	280
N/A	0.54%	3
TOTAL		555

Q20 My supervisor treats people fairly.



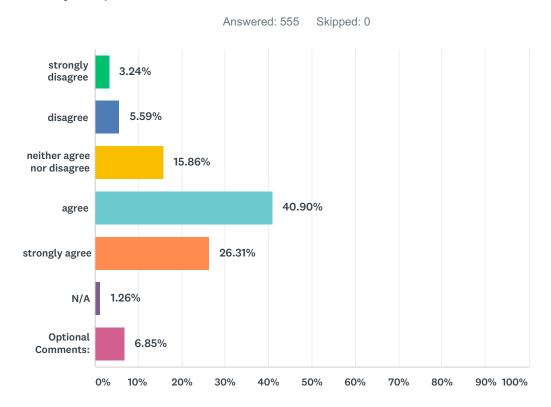
ANSWER CHOICES	RESPONSES	
strongly disagree	6.49%	36
disagree	5.23%	29
neither agree nor disagree	10.27%	57
agree	32.07%	178
strongly agree	45.59%	253
N/A	0.36%	2
TOTAL		555

Q21 My supervisor uses financial resources efficiently and effectively.



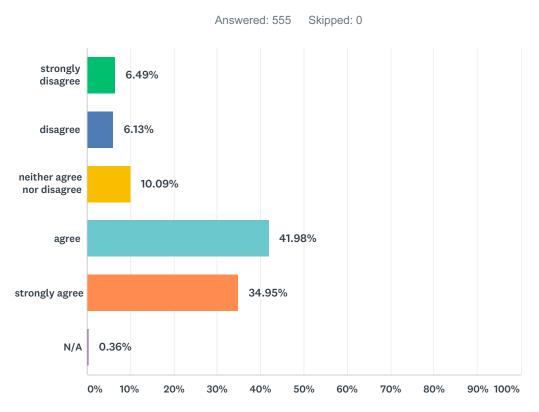
ANSWER CHOICES	RESPONSES	
strongly disagree	2.88%	16
disagree	3.78%	21
neither agree nor disagree	21.80%	121
agree	25.05%	139
strongly agree	23.06%	128
N/A	23.42%	130
TOTAL		555

Q22 My supervisor takes actions to hold others accountable.



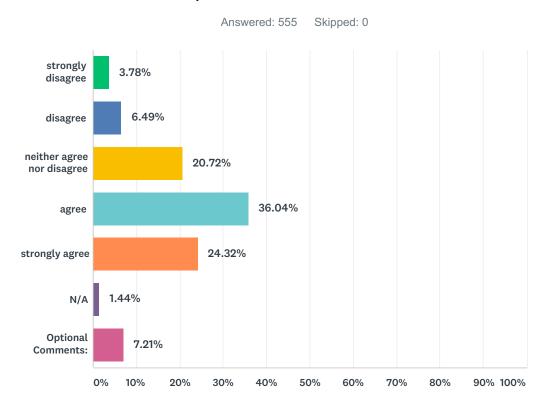
ANSWER CHOICES	RESPONSES	
strongly disagree	3.24%	18
disagree	5.59%	31
neither agree nor disagree	15.86%	88
agree	40.90%	227
strongly agree	26.31%	146
N/A	1.26%	7
Optional Comments:	6.85%	38
TOTAL		555

Q23 My supervisor makes sound judgments based upon common sense, practical experience, and applicable laws.



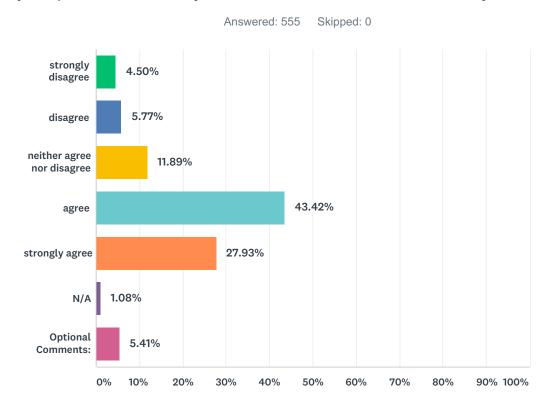
ANSWER CHOICES	RESPONSES	
strongly disagree	6.49%	36
disagree	6.13%	34
neither agree nor disagree	10.09%	56
agree	41.98%	233
strongly agree	34.95%	194
N/A	0.36%	2
TOTAL		555

Q24 My supervisor supports organizational change in a positive and productive manner.



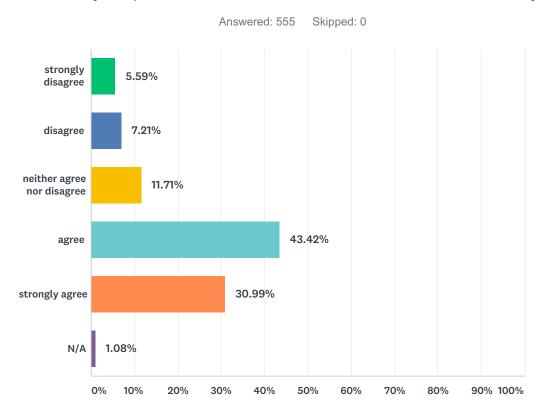
ANSWER CHOICES	RESPONSES	
strongly disagree	3.78%	21
disagree	6.49%	36
neither agree nor disagree	20.72%	115
agree	36.04%	200
strongly agree	24.32%	135
N/A	1.44%	8
Optional Comments:	7.21%	40
TOTAL		555

Q25 My supervisor clearly communicates ideas verbally and in writing.



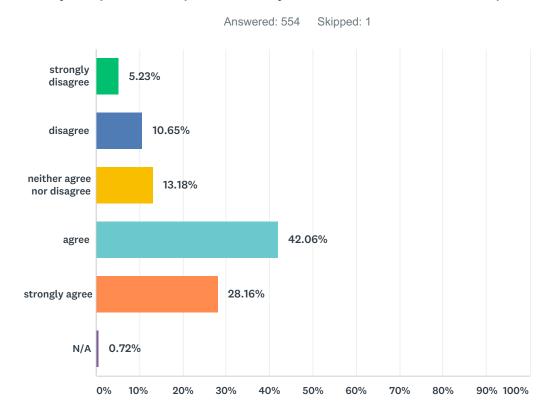
ANSWER CHOICES	RESPONSES	
strongly disagree	4.50%	25
disagree	5.77%	32
neither agree nor disagree	11.89%	66
agree	43.42%	241
strongly agree	27.93%	155
N/A	1.08%	6
Optional Comments:	5.41%	30
TOTAL		555

Q26 My supervisor listens to what others have to say.



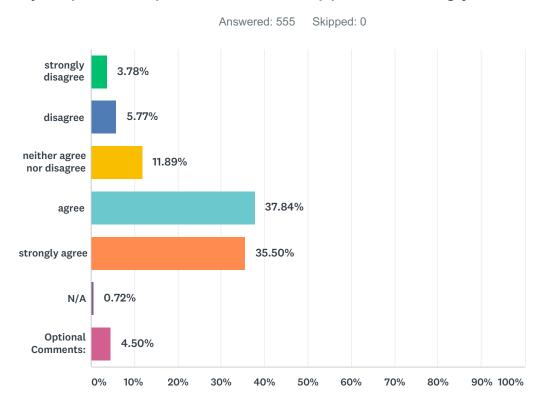
ANSWER CHOICES	RESPONSES	
strongly disagree	5.59%	31
disagree	7.21%	40
neither agree nor disagree	11.71%	65
agree	43.42%	241
strongly agree	30.99%	172
N/A	1.08%	6
TOTAL		555

Q27 My supervisor proactively addresses issues or problems.



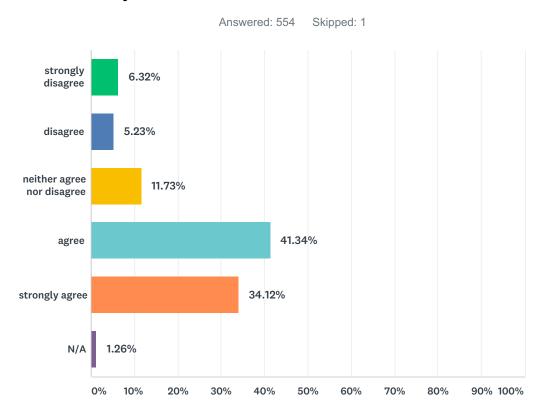
ANSWER CHOICES	RESPONSES
strongly disagree	5.23% 29
disagree	10.65% 59
neither agree nor disagree	13.18% 73
agree	42.06% 233
strongly agree	28.16% 156
N/A	0.72% 4
TOTAL	554

Q28 My supervisor promotes and supports sharing job knowledge.



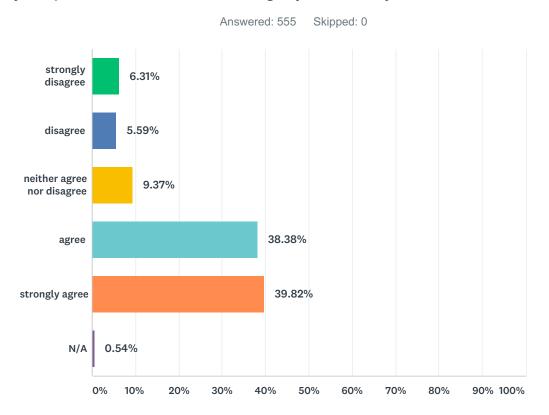
ANSWER CHOICES	RESPONSES	
strongly disagree	3.78%	21
disagree	5.77%	32
neither agree nor disagree	11.89%	66
agree	37.84%	210
strongly agree	35.50%	197
N/A	0.72%	4
Optional Comments:	4.50%	25
TOTAL		555

Q29 My supervisor has sufficient technical skill necessary to perform the job or coach others with less skill.



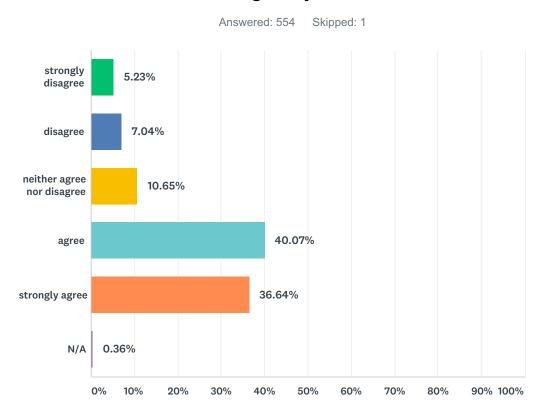
ANSWER CHOICES	RESPONSES	
strongly disagree	6.32%	35
disagree	5.23%	29
neither agree nor disagree	11.73%	65
agree	41.34%	229
strongly agree	34.12%	189
N/A	1.26%	7
TOTAL		554

Q30 My supervisor acts with integrity, honesty, fairness, and empathy.



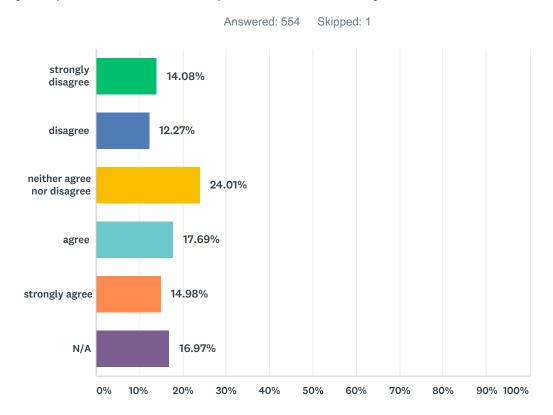
ANSWER CHOICES	RESPONSES	
strongly disagree	6.31%	35
disagree	5.59%	31
neither agree nor disagree	9.37%	52
agree	38.38%	213
strongly agree	39.82%	221
N/A	0.54%	3
TOTAL		555

Q31 My supervisor recognizes and appreciates employees who are doing a good job.



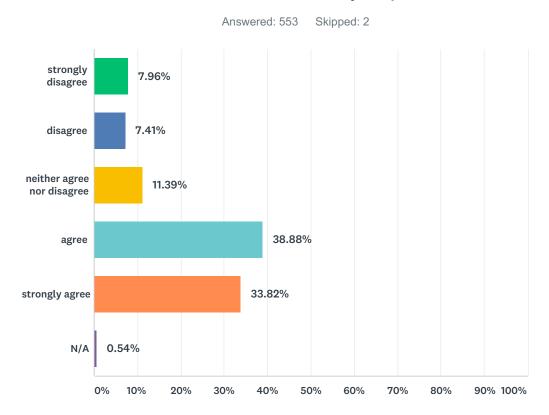
ANSWER CHOICES	RESPONSES	
strongly disagree	5.23%	29
disagree	7.04%	39
neither agree nor disagree	10.65%	59
agree	40.07%	222
strongly agree	36.64%	203
N/A	0.36%	2
TOTAL		554

Q32 My supervisor awards promotions in my work unit based on merit.



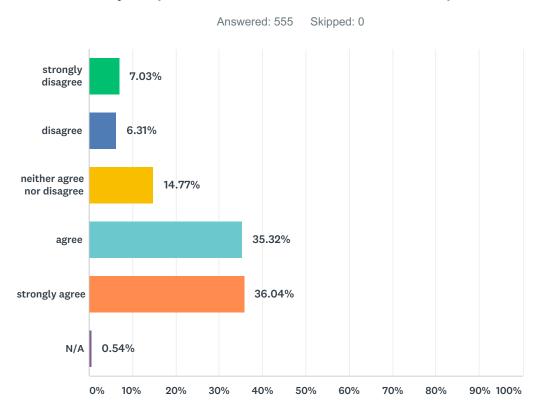
ANSWER CHOICES	RESPONSES	
strongly disagree	14.08%	78
disagree	12.27%	68
neither agree nor disagree	24.01%	133
agree	17.69%	98
strongly agree	14.98%	83
N/A	16.97%	94
TOTAL		554

Q33 I have trust and confidence in my supervisor as a leader.



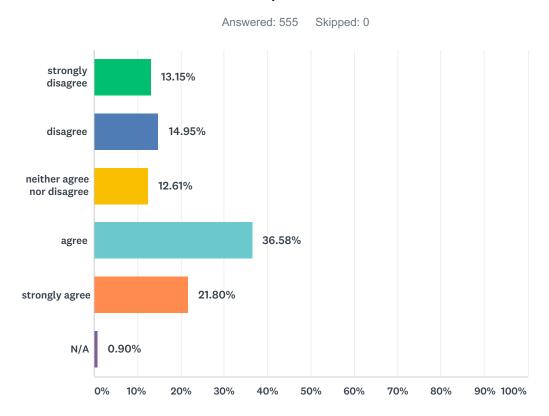
ANSWER CHOICES	RESPONSES	
strongly disagree	7.96%	44
disagree	7.41%	41
neither agree nor disagree	11.39%	63
agree	38.88%	215
strongly agree	33.82%	187
N/A	0.54%	3
TOTAL		553

Q34 My supervisor cares about me as a person.



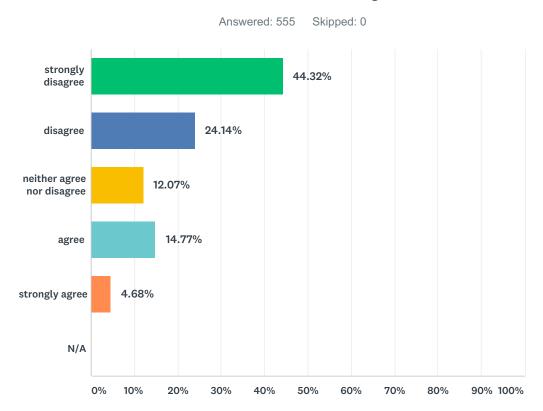
ANSWER CHOICES	RESPONSES	
strongly disagree	7.03%	39
disagree	6.31%	35
neither agree nor disagree	14.77%	82
agree	35.32%	196
strongly agree	36.04%	200
N/A	0.54%	3
TOTAL		555

Q35 I have opportunities to voice my ideas about making work more efficient and/or to meet the public's needs more effectively.



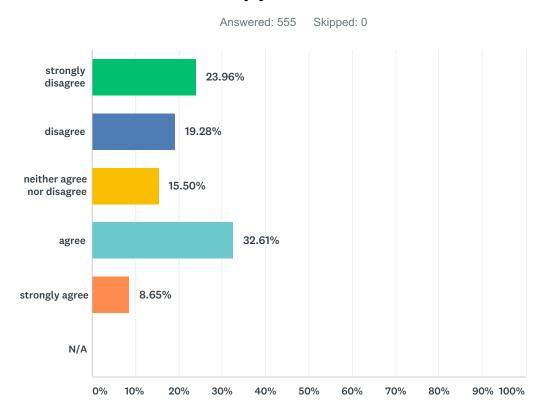
ANSWER CHOICES	RESPONSES	
strongly disagree	13.15%	73
disagree	14.95%	83
neither agree nor disagree	12.61%	70
agree	36.58%	203
strongly agree	21.80%	121
N/A	0.90%	5
TOTAL		555

Q36 Morale at work is good.



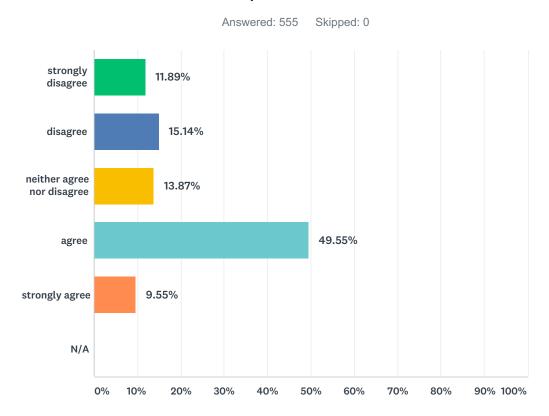
ANSWER CHOICES	RESPONSES
strongly disagree	44.32% 246
disagree	24.14% 134
neither agree nor disagree	12.07% 67
agree	14.77% 82
strongly agree	4.68% 26
N/A	0.00%
TOTAL	555

Q37 I have the technology needed (e.g. software, hardware, ect.) to get my job done.



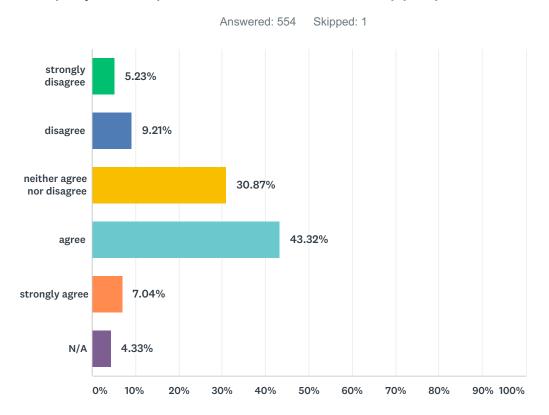
ANSWER CHOICES	RESPONSES	
strongly disagree	23.96% 1	133
disagree	19.28%	107
neither agree nor disagree	15.50%	86
agree	32.61% 1	181
strongly agree	8.65%	48
N/A	0.00%	0
TOTAL	5	555

Q38 I have the tools needed to execute my administrative and reporting requirements.



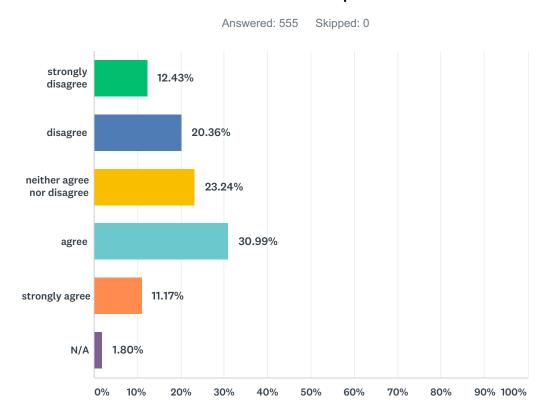
ANSWER CHOICES	RESPONSES
strongly disagree	11.89% 66
disagree	15.14% 84
neither agree nor disagree	13.87% 77
agree	49.55% 275
strongly agree	9.55% 53
N/A	0.00% 0
TOTAL	555

Q39 Employees report misconduct to the appropriate authorities.



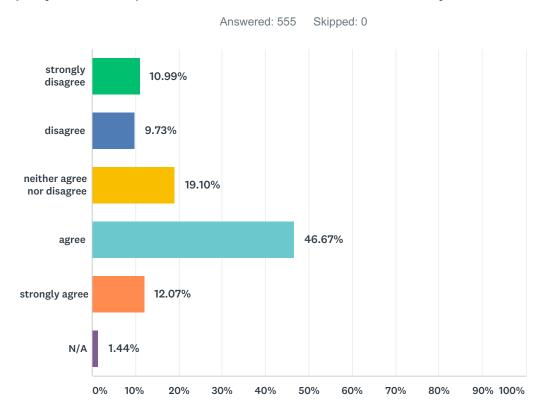
ANSWER CHOICES	RESPONSES	
strongly disagree	5.23%	29
disagree	9.21%	51
neither agree nor disagree	30.87%	171
agree	43.32%	240
strongly agree	7.04%	39
N/A	4.33%	24
TOTAL		554

Q40 I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.



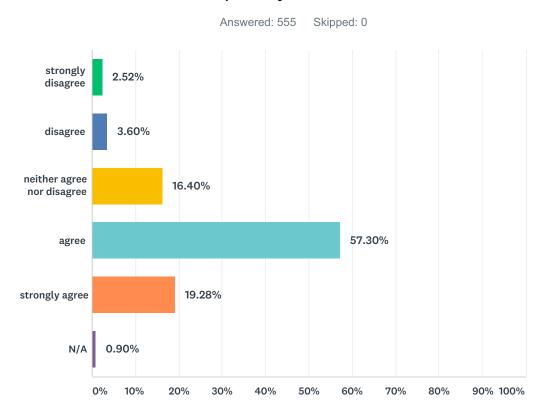
ANSWER CHOICES	RESPONSES
strongly disagree	12.43% 69
disagree	20.36% 113
neither agree nor disagree	23.24% 129
agree	30.99% 172
strongly agree	11.17% 62
N/A	1.80% 10
TOTAL	555

Q41 Employees are protected from health and safety hazards on the job.



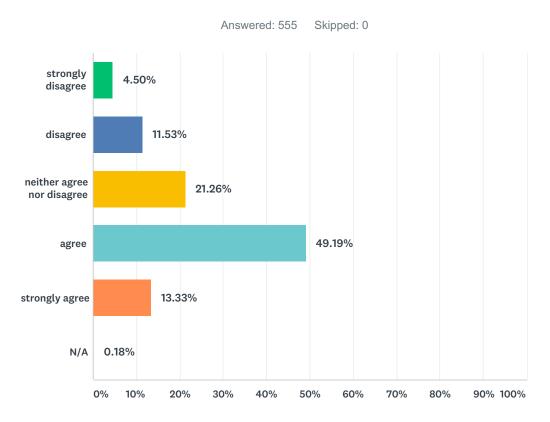
ANSWER CHOICES	RESPONSES	
strongly disagree	10.99%	61
disagree	9.73%	54
neither agree nor disagree	19.10%	106
agree	46.67%	259
strongly agree	12.07%	67
N/A	1.44%	8
TOTAL		555

Q42 Access to information systems and confidential information is adequately controlled.



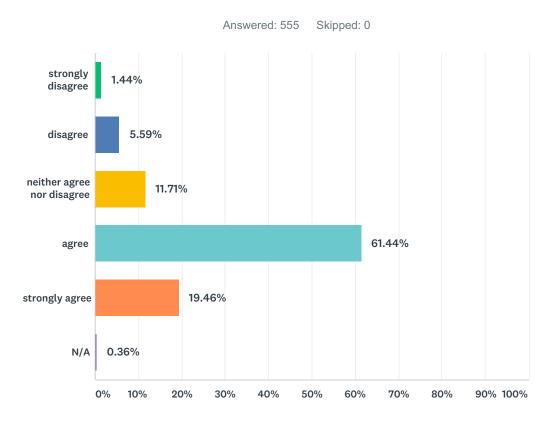
ANSWER CHOICES	RESPONSES	
strongly disagree	2.52%	4
disagree	3.60%	0
neither agree nor disagree	16.40% 9	1
agree	57.30% 318	8
strongly agree	19.28% 10	7
N/A	0.90%	5
TOTAL	555	5

Q43 The employees here are competent and know how to get the job done.



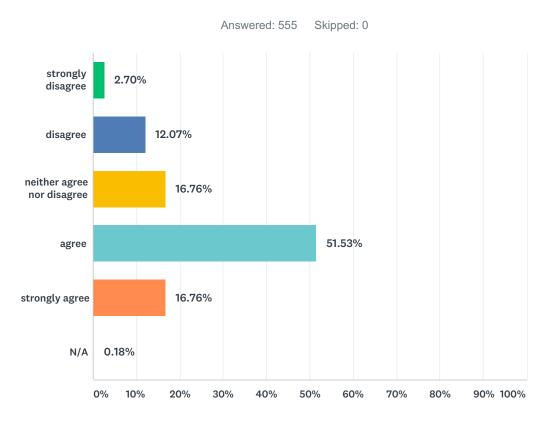
ANSWER CHOICES	RESPONSES	
strongly disagree	4.50%	25
disagree	11.53%	64
neither agree nor disagree	21.26%	118
agree	49.19%	273
strongly agree	13.33%	74
N/A	0.18%	1
TOTAL		555

Q44 The people in my Division conduct themselves in a professional manner.



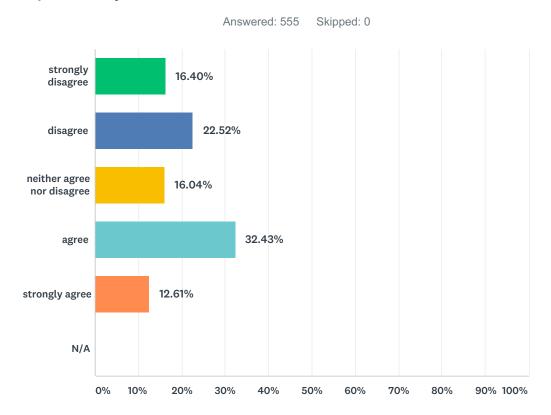
ANSWER CHOICES	RESPONSES	
strongly disagree	1.44%	8
disagree	5.59%	31
neither agree nor disagree	11.71%	65
agree	61.44%	341
strongly agree	19.46%	108
N/A	0.36%	2
TOTAL		555

Q45 The people in my Division treat each other with respect and consideration.



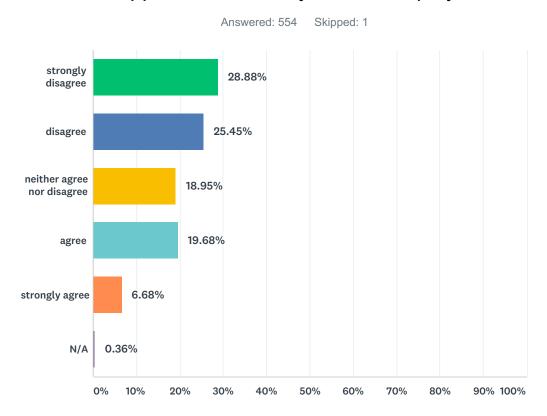
ANSWER CHOICES	RESPONSES	
strongly disagree	2.70%	15
disagree	12.07%	67
neither agree nor disagree	16.76%	93
agree	51.53%	286
strongly agree	16.76%	93
N/A	0.18%	1
TOTAL		555

Q46 People in my Division are treated in a fair and consistent manner.



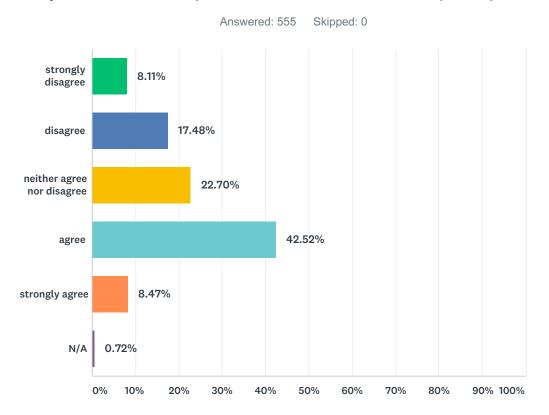
ANSWER CHOICES	RESPONSES
strongly disagree	16.40% 91
disagree	22.52% 125
neither agree nor disagree	16.04% 89
agree	32.43% 180
strongly agree	12.61% 70
N/A	0.00%
TOTAL	555

Q47 Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.



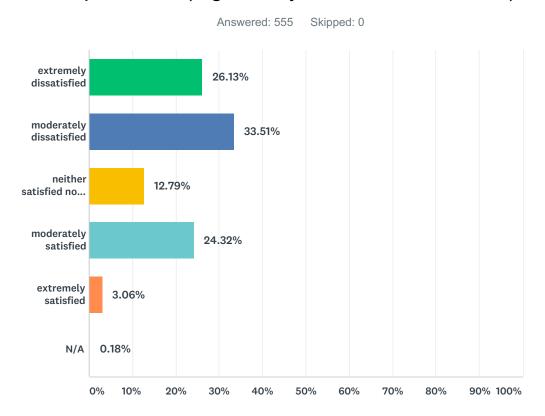
ANSWER CHOICES	RESPONSES	
strongly disagree	28.88%	160
disagree	25.45%	141
neither agree nor disagree	18.95%	105
agree	19.68%	109
strongly agree	6.68%	37
N/A	0.36%	2
TOTAL		554

Q48 In my work unit, steps are taken to deal with poor performance.



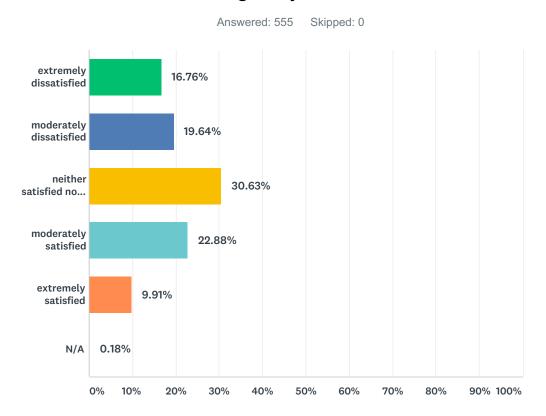
ANSWER CHOICES	RESPONSES	
strongly disagree	8.11%	5
disagree	17.48%	7
neither agree nor disagree	22.70% 120	6
agree	42.52% 236	6
strongly agree	8.47%	7
N/A	0.72%	4
TOTAL	55	5

Q49 Considering everything, how satisfied are you with your total compensation (e.g., salary, bonus, benefits, etc.)?



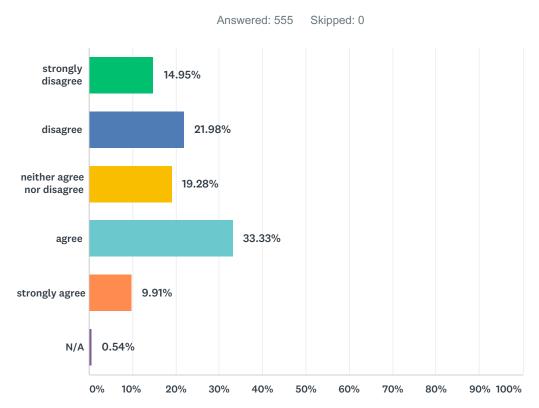
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	26.13%	145
moderately dissatisfied	33.51%	186
neither satisfied nor dissatisfied	12.79%	71
moderately satisfied	24.32%	135
extremely satisfied	3.06%	17
N/A	0.18%	1
TOTAL		555

Q50 How satisfied are you with the recognition you receive for doing a good job?



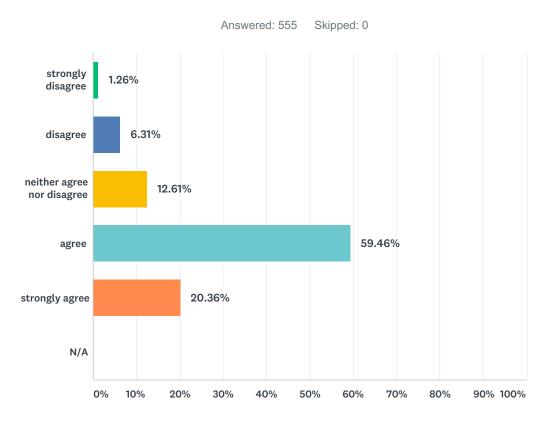
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	16.76%	93
moderately dissatisfied	19.64%	109
neither satisfied nor dissatisfied	30.63%	170
moderately satisfied	22.88%	127
extremely satisfied	9.91%	55
N/A	0.18%	1
TOTAL		555

Q51 I have the opportunity to receive training that will improve my skills and enhance my career opportunities.



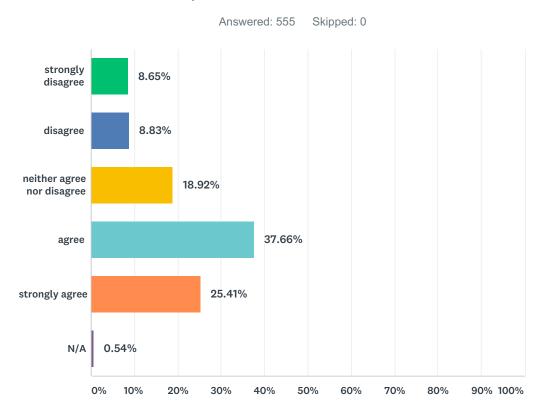
ANSWER CHOICES	RESPONSES	
strongly disagree	14.95%	83
disagree	21.98%	122
neither agree nor disagree	19.28%	107
agree	33.33%	185
strongly agree	9.91%	55
N/A	0.54%	3
TOTAL	5	555

Q52 I understand how my role(s) and responsibilities fit in the agency's mission.



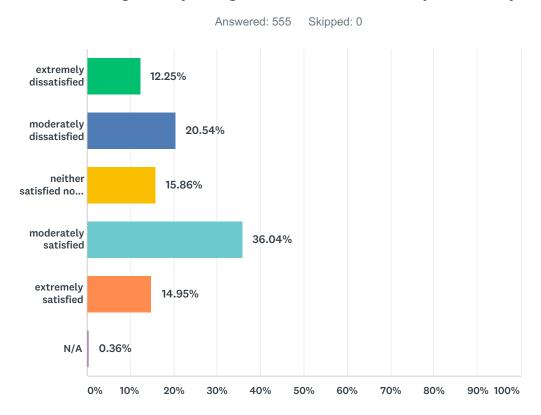
ANSWER CHOICES	RESPONSES	
strongly disagree	1.26%	7
disagree	6.31%	35
neither agree nor disagree	12.61%	70
agree	59.46%	330
strongly agree	20.36%	113
N/A	0.00%	0
TOTAL		555

Q53 I am proud to work for the SCDPS.



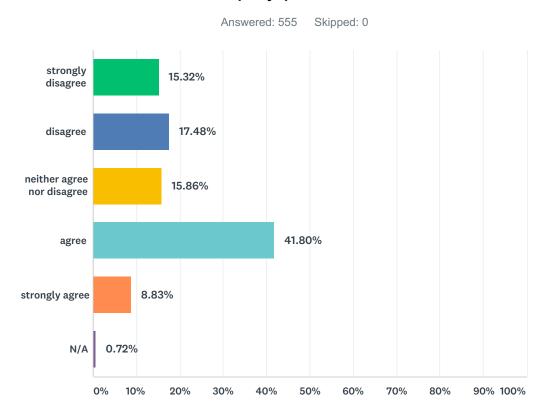
ANSWER CHOICES	RESPONSES
strongly disagree	8.65% 48
disagree	8.83%
neither agree nor disagree	18.92% 105
agree	37.66% 209
strongly agree	25.41% 141
N/A	0.54%
TOTAL	555

Q54 Considering everything, how satisfied are you with your job?



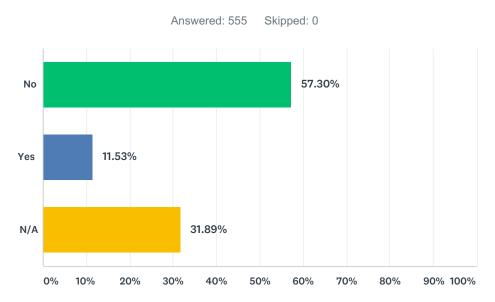
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	12.25%	68
moderately dissatisfied	20.54%	114
neither satisfied nor dissatisfied	15.86%	88
moderately satisfied	36.04%	200
extremely satisfied	14.95%	83
N/A	0.36%	2
TOTAL		555

Q55 I understand the Office of Professional Responsibility/Administrative Inquiry process.



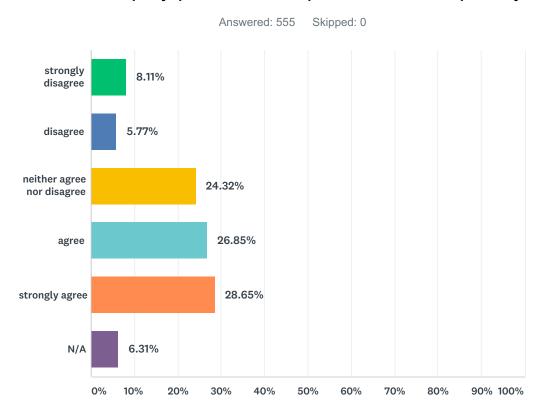
ANSWER CHOICES	RESPONSES	
strongly disagree	15.32%	85
disagree	17.48%	97
neither agree nor disagree	15.86%	88
agree	41.80%	232
strongly agree	8.83%	49
N/A	0.72%	4
TOTAL		555

Q56 Results of closed administrative inquiries are communicated to you and your division on a periodic basis (e.g. quarterly) which provide a general synopsis of the allegation; whether or not the offense was sustained; the disciplinary action taken, if any; while providing anonymity to the identity of the affected employee.



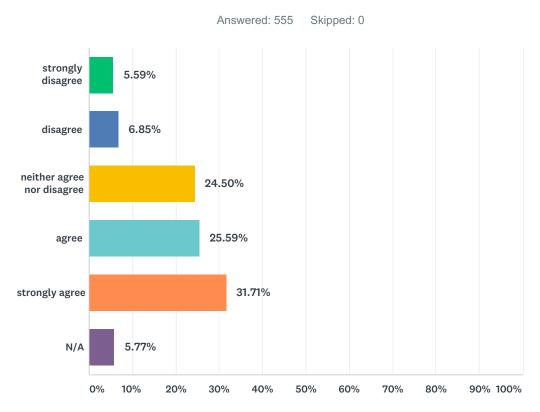
ANSWER CHOICES	RESPONSES	
No	57.30%	318
Yes	11.53%	64
N/A	31.89%	177
Total Respondents: 555		

Q57 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to disciplinary actions?



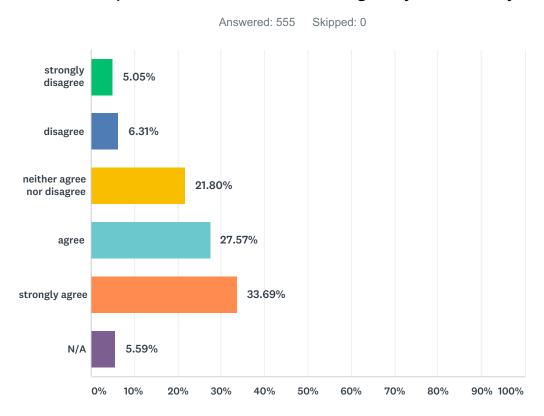
ANSWER CHOICES	RESPONSES	
strongly disagree	8.11%	45
disagree	5.77%	32
neither agree nor disagree	24.32%	135
agree	26.85%	149
strongly agree	28.65%	159
N/A	6.31%	35
TOTAL		555

Q58 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to disciplinary actions based on position held within the agency?



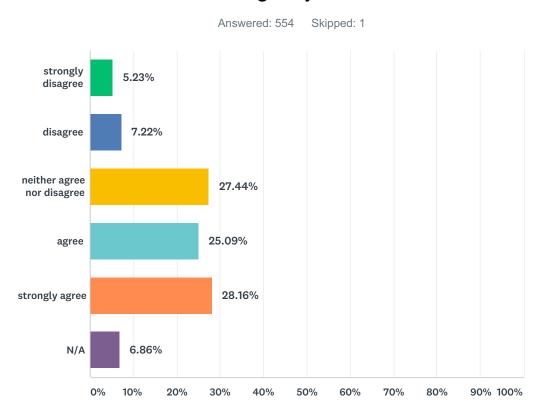
ANSWER CHOICES	RESPONSES	
strongly disagree	5.59%	31
disagree	6.85%	38
neither agree nor disagree	24.50% 1	136
agree	25.59% 1	142
strongly agree	31.71%	176
N/A	5.77%	32
TOTAL	5	555

Q59 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to the initiation of an inquiry that is based on position held within the agency, or "who you know?"



ANSWER CHOICES	RESPONSES	
strongly disagree	5.05% 2	8.
disagree	6.31%	5
neither agree nor disagree	21.80% 12	:1
agree	27.57% 15	3
strongly agree	33.69% 18	7
N/A	5.59% 3	1
TOTAL	55	5

Q60 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to the length of time an inquiry is kept open based on position or job classification within the agency?



ANSWER CHOICES	RESPONSES	
strongly disagree	5.23%	29
disagree	7.22%	40
neither agree nor disagree	27.44%	152
agree	25.09%	139
strongly agree	28.16%	156
N/A	6.86%	38
TOTAL		554

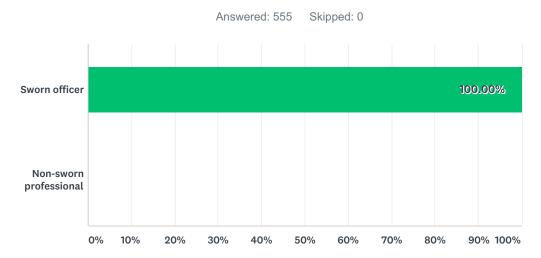
Q61 Please indicate any obstacle(s) that inhibit the hiring process to fill vacant positions.

Answered: 539 Skipped: 16

Q62 Please indicate area(s) that seem to most negatively affect the retention of employees.

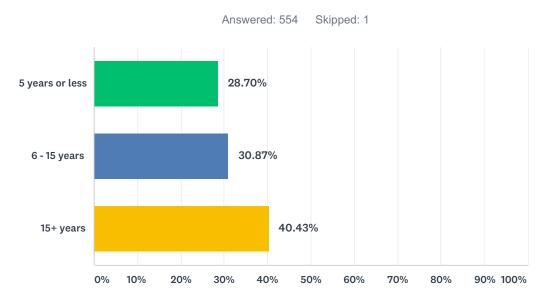
Answered: 541 Skipped: 14

Q63 Type of SCDPS employee:



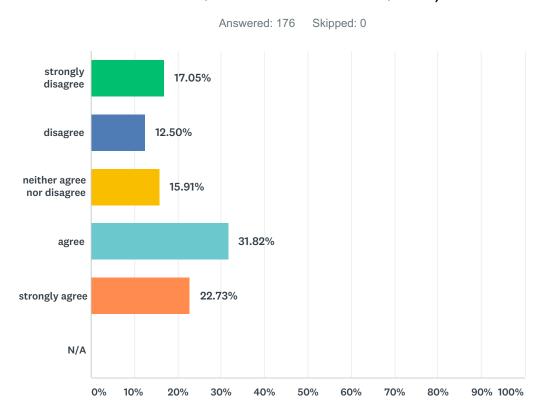
ANSWER CHOICES	RESPONSES	
Sworn officer	100.00%	555
Non-sworn professional	0.00%	0
TOTAL		555

Q64 Years of employment with SCDPS:



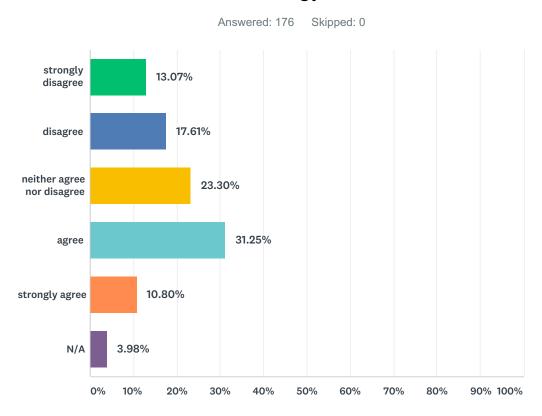
ANSWER CHOICES	RESPONSES	
5 years or less	28.70%	159
6 - 15 years	30.87%	171
15+ years	40.43%	224
TOTAL		554

Q1 I have a high level of respect for the SCDPS's senior executives (i.e., Director, Division Directors, etc.).



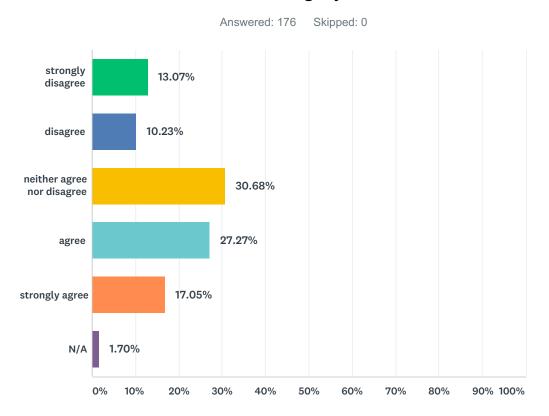
ANSWER CHOICES	RESPONSES	
strongly disagree	17.05%	30
disagree	12.50%	22
neither agree nor disagree	15.91%	28
agree	31.82%	56
strongly agree	22.73%	40
N/A	0.00%	0
TOTAL		176

Q2 Direct communication (e.g., meetings, office visits) from the Director and senior executives helps me understand the SCDPS mission and strategy.



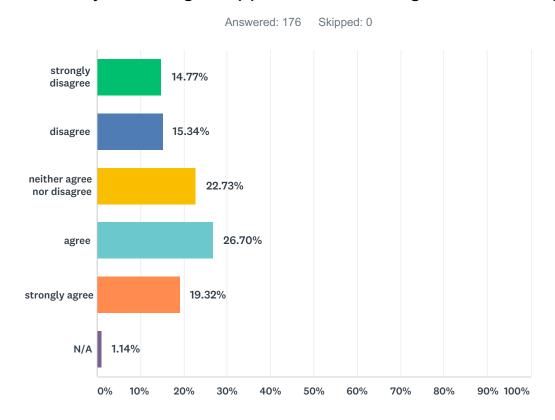
ANSWER CHOICES	RESPONSES	
strongly disagree	13.07%	23
disagree	17.61%	31
neither agree nor disagree	23.30%	41
agree	31.25%	55
strongly agree	10.80%	19
N/A	3.98%	7
TOTAL	1	176

Q3 The SCDPS's senior executives maintain high standards of honesty and integrity.



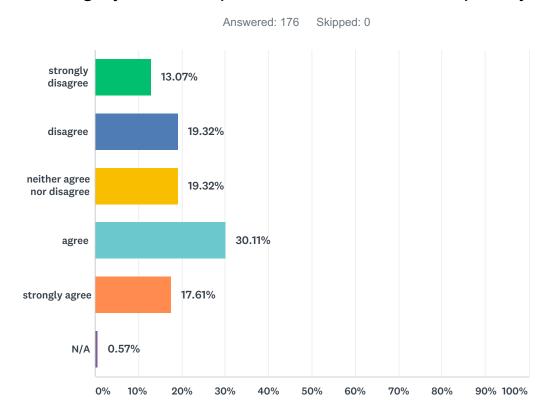
ANSWER CHOICES	RESPONSES
strongly disagree	13.07% 23
disagree	10.23% 18
neither agree nor disagree	30.68% 54
agree	27.27% 48
strongly agree	17.05% 30
N/A	1.70% 3
TOTAL	176

Q4 I believe SCDPS executives set a positive example for the organization by adhering to applicable rules, regulations, and policies.



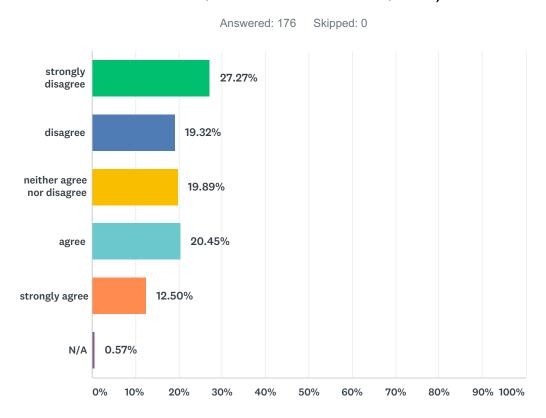
ANSWER CHOICES	RESPONSES
strongly disagree	14.77% 26
disagree	15.34% 27
neither agree nor disagree	22.73% 40
agree	26.70% 47
strongly agree	19.32% 34
N/A	1.14% 2
TOTAL	176

Q5 Agency leadership demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.



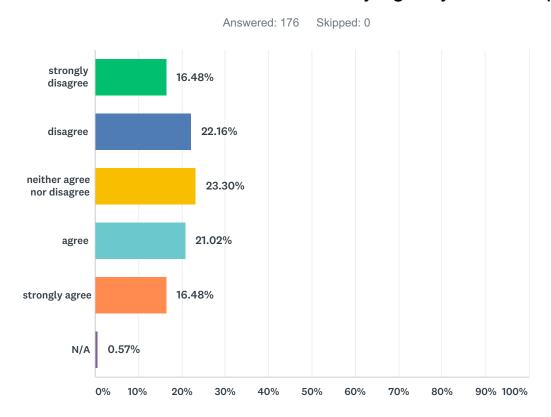
ANSWER CHOICES	RESPONSES
strongly disagree	13.07% 23
disagree	19.32% 34
neither agree nor disagree	19.32% 34
agree	30.11% 53
strongly agree	17.61% 31
N/A	0.57% 1
TOTAL	176

Q6 Employee morale is important to the SCDPS's senior executives (i.e., Director, Division Directors, etc.).



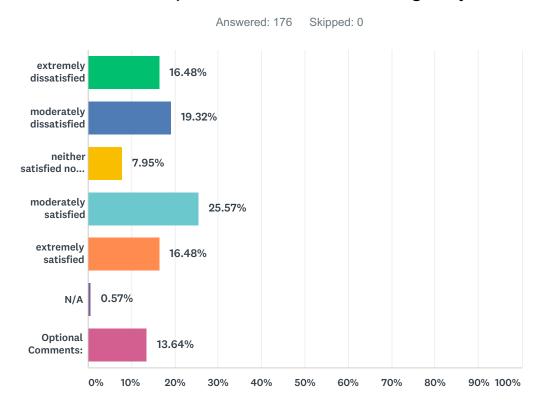
ANSWER CHOICES	RESPONSES	
strongly disagree	27.27%	48
disagree	19.32%	34
neither agree nor disagree	19.89%	35
agree	20.45%	36
strongly agree	12.50%	22
N/A	0.57%	1
TOTAL	17	76

Q7 I have trust and confidence in my agency leadership.



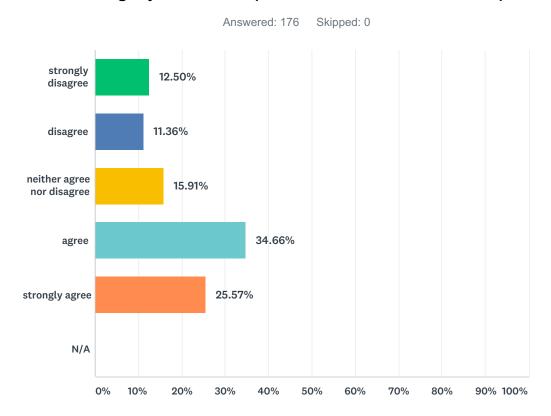
ANSWER CHOICES	RESPONSES	
strongly disagree	16.48%	29
disagree	22.16%	39
neither agree nor disagree	23.30%	41
agree	21.02%	37
strongly agree	16.48%	29
N/A	0.57%	1
TOTAL		176

Q8 Considering everything, how satisfied are you with the SCDPS leadership and the status of the agency?



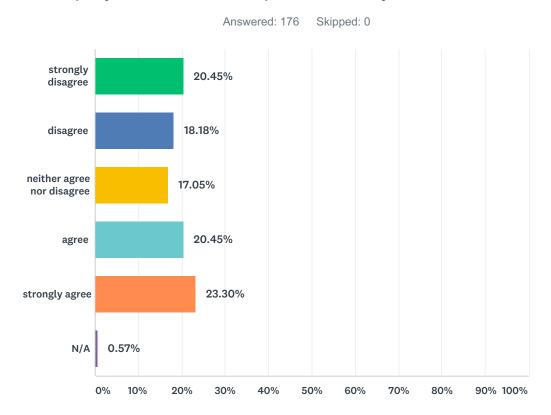
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	16.48%	29
moderately dissatisfied	19.32%	34
neither satisfied nor dissatisfied	7.95%	14
moderately satisfied	25.57%	45
extremely satisfied	16.48%	29
N/A	0.57%	1
Optional Comments:	13.64%	24
TOTAL		176

Q9 The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.



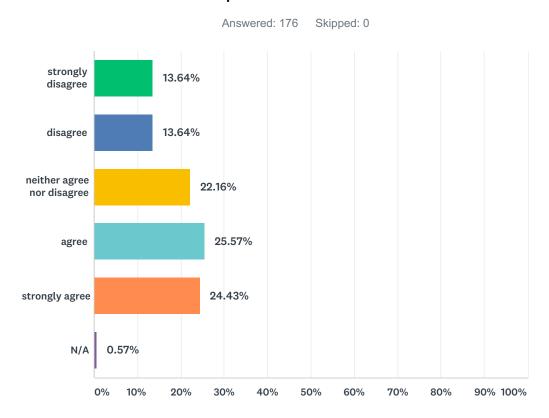
ANSWER CHOICES	RESPONSES	
strongly disagree	12.50%	22
disagree	11.36%	20
neither agree nor disagree	15.91%	28
agree	34.66%	61
strongly agree	25.57%	45
N/A	0.00%	0
TOTAL	1	176

Q10 Employee morale is important to my Division leadership.



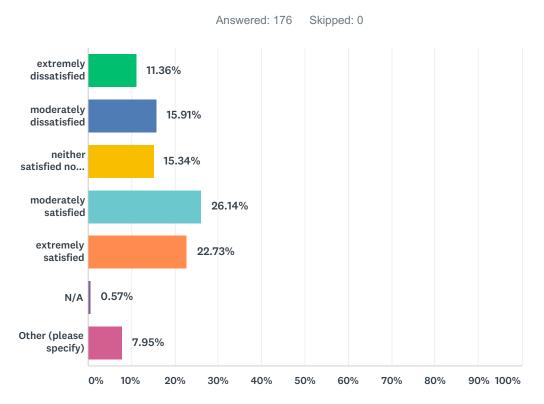
ANSWER CHOICES	RESPONSES
strongly disagree	20.45%
disagree	18.18% 32
neither agree nor disagree	17.05% 30
agree	20.45% 36
strongly agree	23.30% 4
N/A	0.57%
TOTAL	176

Q11 Division leadership has a positive impact on our Division performance.



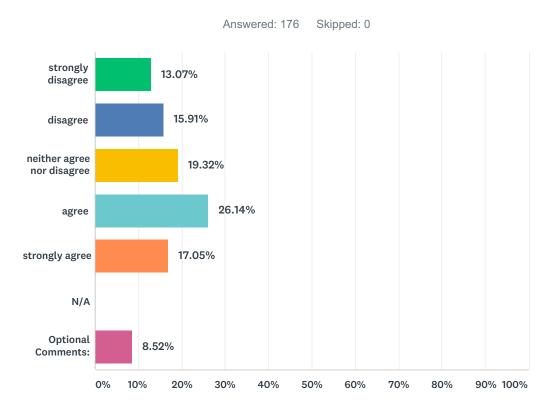
ANSWER CHOICES	RESPONSES	
strongly disagree	13.64%	24
disagree	13.64%	24
neither agree nor disagree	22.16%	39
agree	25.57%	45
strongly agree	24.43%	43
N/A	0.57%	1
TOTAL	1	176

Q12 How satisfied are you with the information you receive from your Division leadership on what is going on in the DPS?



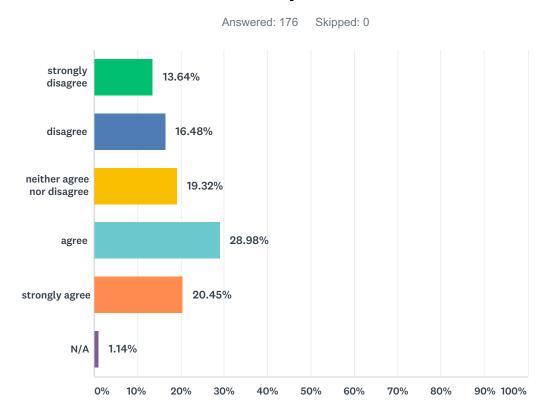
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	11.36%	20
moderately dissatisfied	15.91%	28
neither satisfied nor dissatisfied	15.34%	27
moderately satisfied	26.14%	46
extremely satisfied	22.73%	40
N/A	0.57%	1
Other (please specify)	7.95%	14
TOTAL		176

Q13 Leaders in my Division encourage and consider alternative points of view and recommendations.



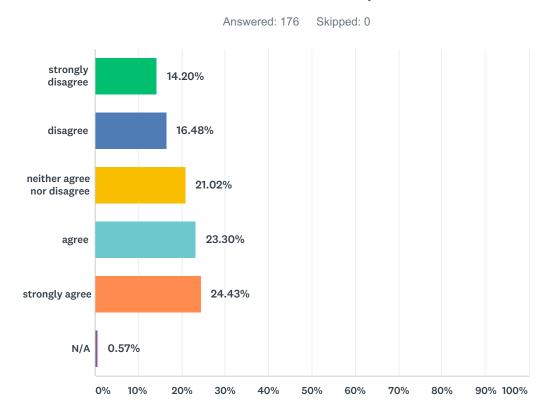
ANSWER CHOICES	RESPONSES	
strongly disagree	13.07%	23
disagree	15.91%	28
neither agree nor disagree	19.32%	34
agree	26.14%	46
strongly agree	17.05%	30
N/A	0.00%	0
Optional Comments:	8.52%	15
TOTAL		176

Q14 Division leadership empowers and supports supervisors to perform their jobs.



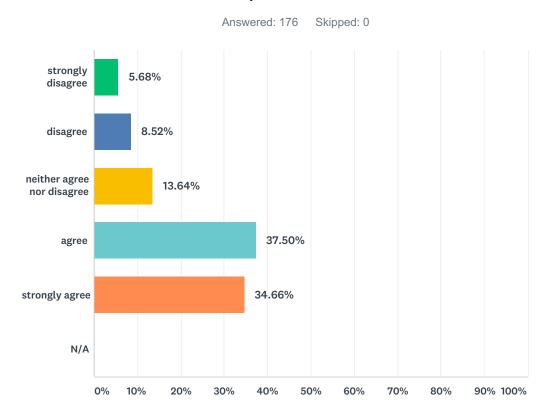
ANSWER CHOICES	RESPONSES	
strongly disagree	13.64%	24
disagree	16.48%	29
neither agree nor disagree	19.32%	34
agree	28.98%	51
strongly agree	20.45%	36
N/A	1.14%	2
TOTAL	1	176

Q15 I have trust and confidence in my Division leadership.



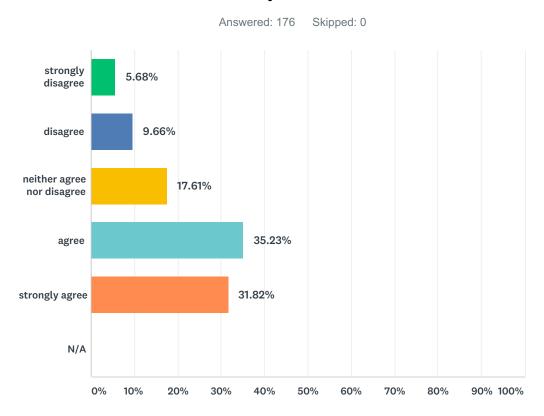
ANSWER CHOICES	RESPONSES	
strongly disagree	14.20%	5
disagree	16.48%	9
neither agree nor disagree	21.02%	7
agree	23.30% 4	1
strongly agree	24.43%	3
N/A	0.57%	1
TOTAL	170	6

Q16 My supervisor provides guidance and instruction regarding expectations.



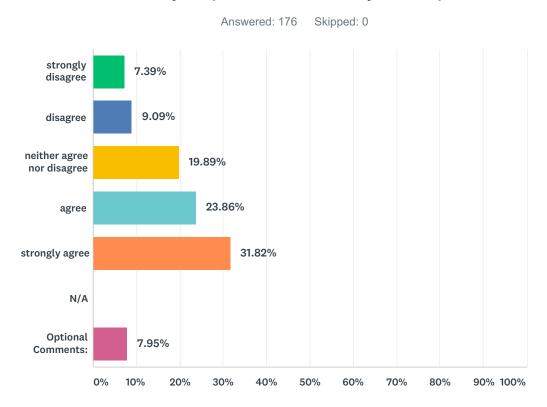
ANSWER CHOICES	RESPONSES	
strongly disagree	5.68%	10
disagree	8.52%	15
neither agree nor disagree	13.64%	24
agree	37.50%	66
strongly agree	34.66%	61
N/A	0.00%	0
TOTAL	1	76

Q17 My supervisor provides the resources and support for me to do my job.



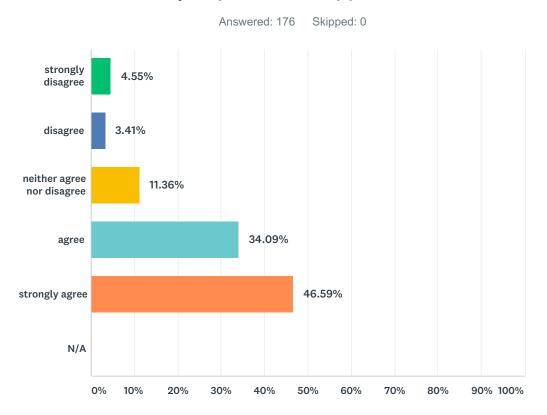
ANSWER CHOICES	RESPONSES
strongly disagree	5.68% 10
disagree	9.66% 17
neither agree nor disagree	17.61% 31
agree	35.23% 62
strongly agree	31.82% 56
N/A	0.00%
TOTAL	176

Q18 My supervisor leads by example.



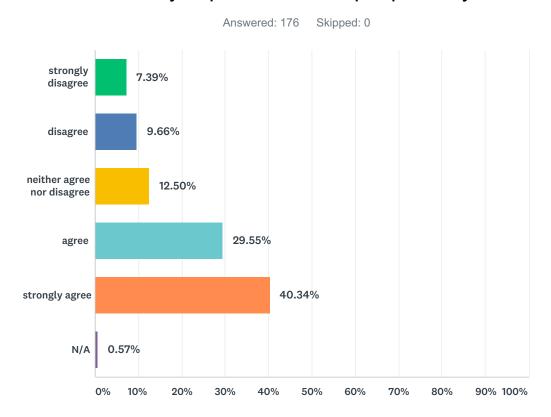
ANSWER CHOICES	RESPONSES	
strongly disagree	7.39%	13
disagree	9.09%	16
neither agree nor disagree	19.89%	35
agree	23.86%	42
strongly agree	31.82%	56
N/A	0.00%	0
Optional Comments:	7.95%	14
TOTAL		176

Q19 My supervisor is approachable.



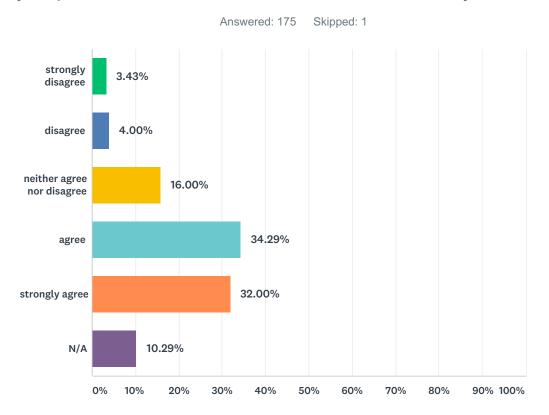
ANSWER CHOICES	RESPONSES	
strongly disagree	4.55%	8
disagree	3.41%	6
neither agree nor disagree	11.36%	20
agree	34.09%	60
strongly agree	46.59%	82
N/A	0.00%	0
TOTAL	17	76

Q20 My supervisor treats people fairly.



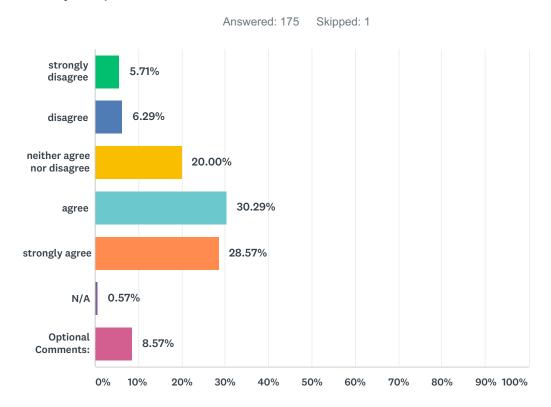
ANSWER CHOICES	RESPONSES	
strongly disagree	7.39%	13
disagree	9.66%	17
neither agree nor disagree	12.50%	22
agree	29.55%	52
strongly agree	40.34%	71
N/A	0.57%	1
TOTAL		176

Q21 My supervisor uses financial resources efficiently and effectively.



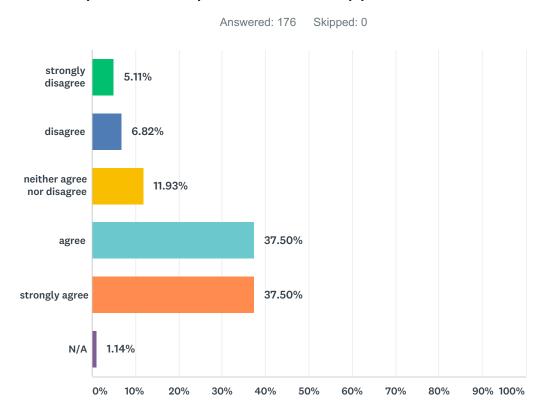
ANSWER CHOICES	RESPONSES	
strongly disagree	3.43%	6
disagree	4.00%	7
neither agree nor disagree	16.00%	28
agree	34.29%	60
strongly agree	32.00%	56
N/A	10.29%	18
TOTAL		175

Q22 My supervisor takes actions to hold others accountable.



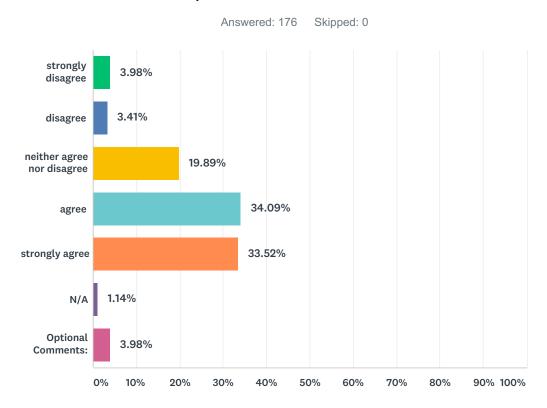
ANSWER CHOICES	RESPONSES	
strongly disagree	5.71%	10
disagree	6.29%	11
neither agree nor disagree	20.00%	35
agree	30.29%	53
strongly agree	28.57%	50
N/A	0.57%	1
Optional Comments:	8.57%	15
TOTAL		175

Q23 My supervisor makes sound judgments based upon common sense, practical experience, and applicable laws.



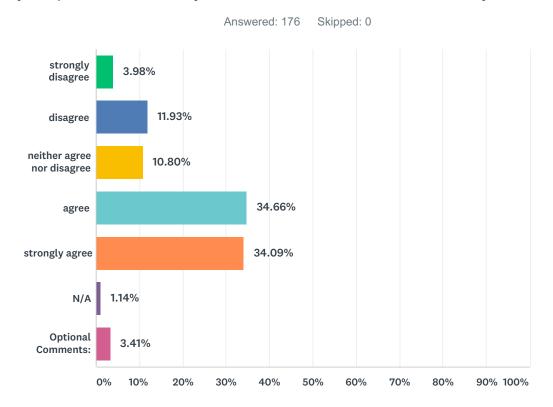
ANSWER CHOICES	RESPONSES	
strongly disagree	5.11%	9
disagree	6.82%	12
neither agree nor disagree	11.93%	21
agree	37.50%	66
strongly agree	37.50%	66
N/A	1.14%	2
TOTAL		176

Q24 My supervisor supports organizational change in a positive and productive manner.



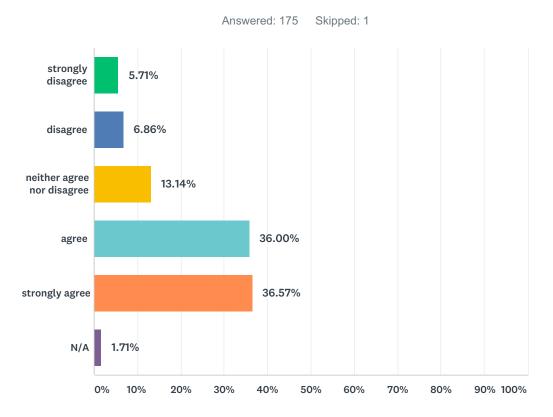
ANSWER CHOICES	RESPONSES	
strongly disagree	3.98%	7
disagree	3.41%	6
neither agree nor disagree	19.89%	35
agree	34.09%	60
strongly agree	33.52%	59
N/A	1.14%	2
Optional Comments:	3.98%	7
TOTAL		176

Q25 My supervisor clearly communicates ideas verbally and in writing.



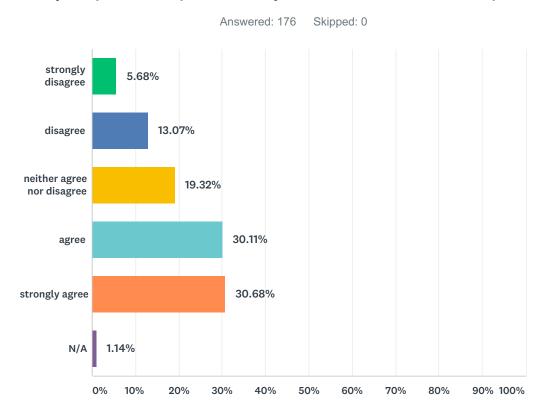
ANSWER CHOICES	RESPONSES	
strongly disagree	3.98%	7
disagree	11.93%	21
neither agree nor disagree	10.80%	19
agree	34.66%	61
strongly agree	34.09%	60
N/A	1.14%	2
Optional Comments:	3.41%	6
TOTAL		176

Q26 My supervisor listens to what others have to say.



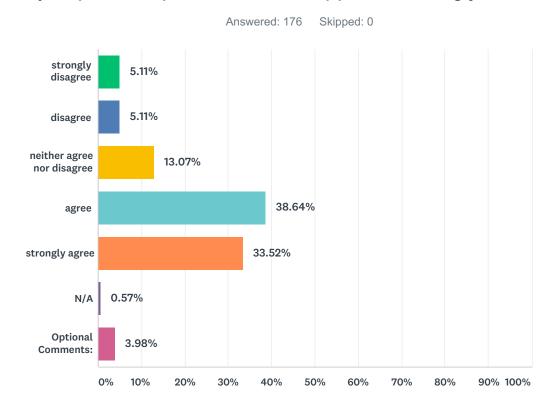
ANSWER CHOICES	RESPONSES	
strongly disagree	5.71%	10
disagree	6.86%	12
neither agree nor disagree	13.14%	23
agree	36.00%	63
strongly agree	36.57%	64
N/A	1.71%	3
TOTAL		175

Q27 My supervisor proactively addresses issues or problems.



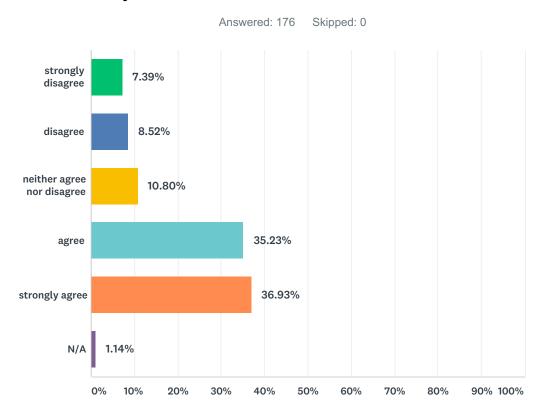
ANSWER CHOICES	RESPONSES	
strongly disagree	5.68%	10
disagree	13.07%	23
neither agree nor disagree	19.32%	34
agree	30.11%	53
strongly agree	30.68%	54
N/A	1.14%	2
TOTAL		176

Q28 My supervisor promotes and supports sharing job knowledge.



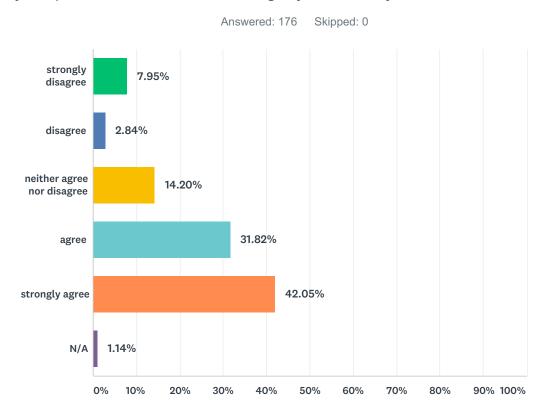
ANSWER CHOICES	RESPONSES	
strongly disagree	5.11%	9
disagree	5.11%	9
neither agree nor disagree	13.07%	23
agree	38.64%	68
strongly agree	33.52%	59
N/A	0.57%	1
Optional Comments:	3.98%	7
TOTAL		176

Q29 My supervisor has sufficient technical skill necessary to perform the job or coach others with less skill.



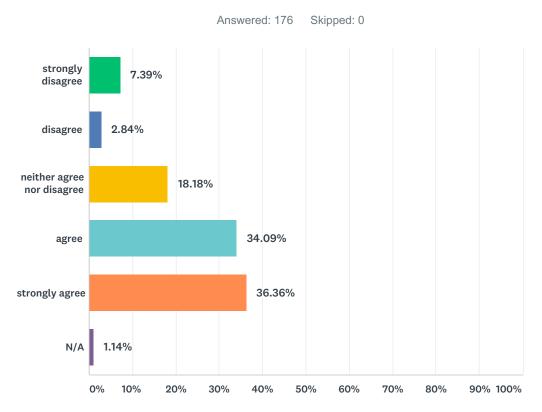
ANSWER CHOICES	RESPONSES	
strongly disagree	7.39%	13
disagree	8.52%	15
neither agree nor disagree	10.80%	19
agree	35.23%	62
strongly agree	36.93%	65
N/A	1.14%	2
TOTAL		176

Q30 My supervisor acts with integrity, honesty, fairness, and empathy.



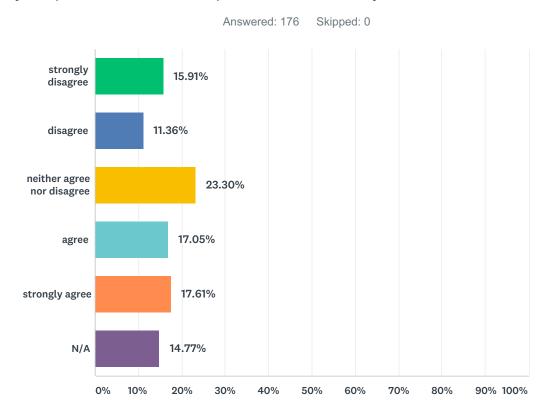
ANSWER CHOICES	RESPONSES	
strongly disagree	7.95%	14
disagree	2.84%	5
neither agree nor disagree	14.20%	25
agree	31.82%	56
strongly agree	42.05%	74
N/A	1.14%	2
TOTAL		176

Q31 My supervisor recognizes and appreciates employees who are doing a good job.



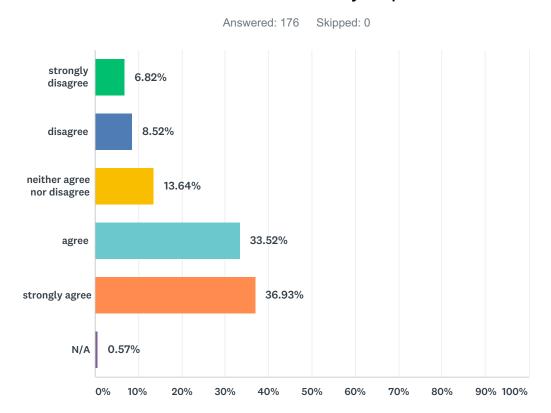
ANSWER CHOICES	RESPONSES	
strongly disagree	7.39%	13
disagree	2.84%	5
neither agree nor disagree	18.18%	32
agree	34.09%	60
strongly agree	36.36%	64
N/A	1.14%	2
TOTAL		176

Q32 My supervisor awards promotions in my work unit based on merit.



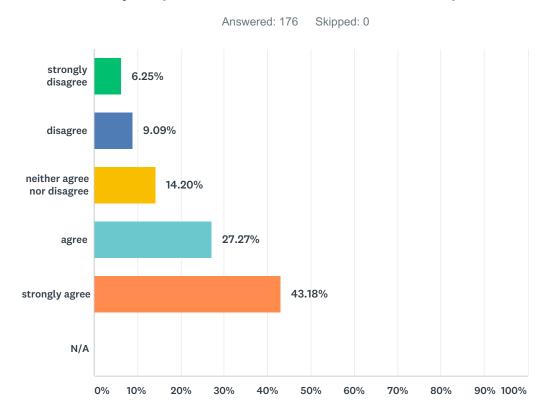
ANSWER CHOICES	RESPONSES
strongly disagree	15.91% 28
disagree	11.36% 20
neither agree nor disagree	23.30% 41
agree	17.05% 30
strongly agree	17.61% 31
N/A	14.77% 26
TOTAL	176

Q33 I have trust and confidence in my supervisor as a leader.



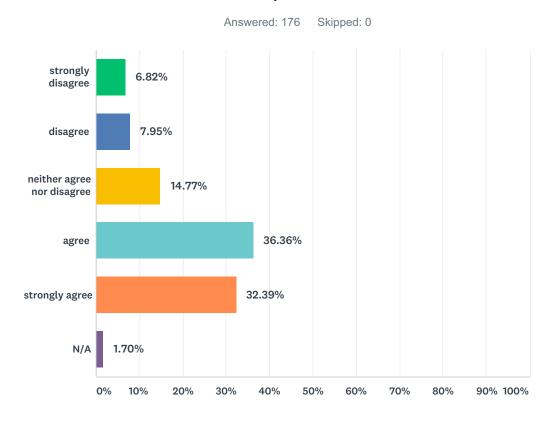
ANSWER CHOICES	RESPONSES	
strongly disagree	6.82%	2
disagree	8.52%	5
neither agree nor disagree	13.64%	4
agree	33.52%	9
strongly agree	36.93%	5
N/A	0.57%	1
TOTAL	170	6

Q34 My supervisor cares about me as a person.



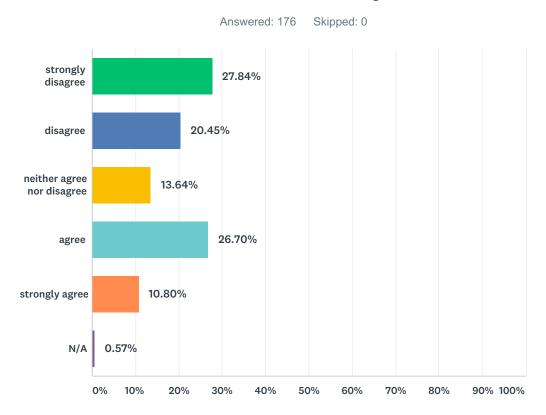
ANSWER CHOICES	RESPONSES
strongly disagree	6.25% 11
disagree	9.09% 16
neither agree nor disagree	14.20% 25
agree	27.27% 48
strongly agree	43.18% 76
N/A	0.00%
TOTAL	176

Q35 I have opportunities to voice my ideas about making work more efficient and/or to meet the public's needs more effectively.



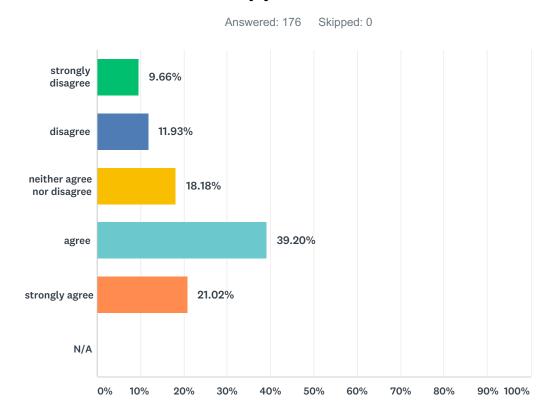
ANSWER CHOICES	RESPONSES	
strongly disagree	6.82%	12
disagree	7.95%	14
neither agree nor disagree	14.77%	26
agree	36.36%	64
strongly agree	32.39%	57
N/A	1.70%	3
TOTAL	17	76

Q36 Morale at work is good.



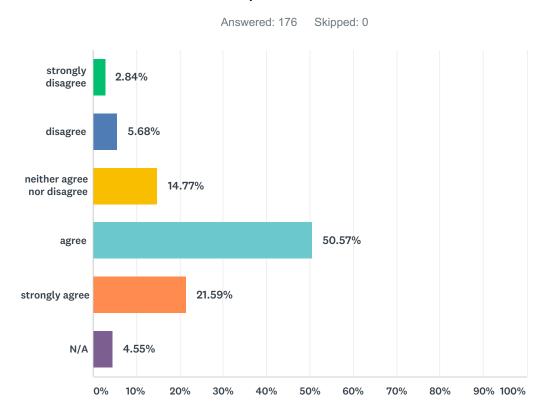
ANSWER CHOICES	RESPONSES	
strongly disagree	27.84%	49
disagree	20.45%	36
neither agree nor disagree	13.64%	24
agree	26.70%	47
strongly agree	10.80%	19
N/A	0.57%	1
TOTAL		176

Q37 I have the technology needed (e.g. software, hardware, ect.) to get my job done.



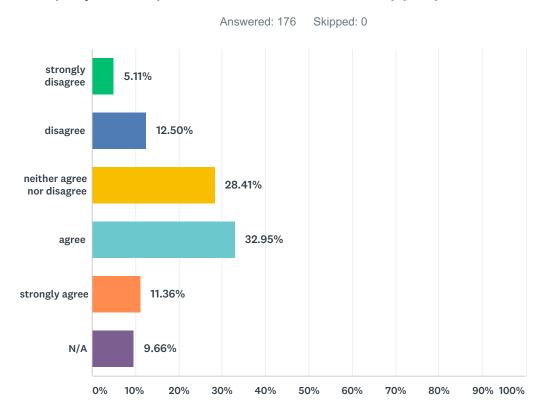
ANSWER CHOICES	RESPONSES	
strongly disagree	9.66%	17
disagree	11.93%	21
neither agree nor disagree	18.18%	32
agree	39.20%	69
strongly agree	21.02%	37
N/A	0.00%	0
TOTAL	1	176

Q38 I have the tools needed to execute my administrative and reporting requirements.



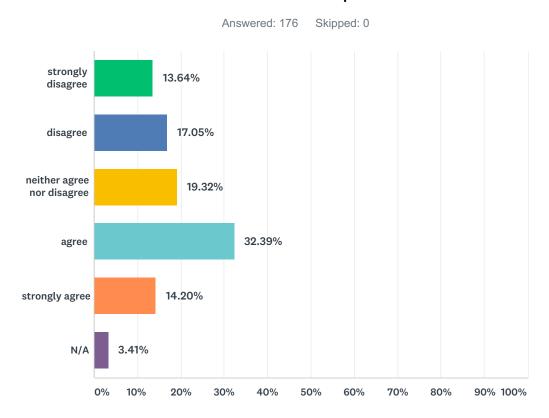
ANSWER CHOICES	RESPONSES	
strongly disagree	2.84%	5
disagree	5.68%)
neither agree nor disagree	14.77%	3
agree	50.57%)
strongly agree	21.59% 38	3
N/A	4.55%	3
TOTAL	176	3

Q39 Employees report misconduct to the appropriate authorities.



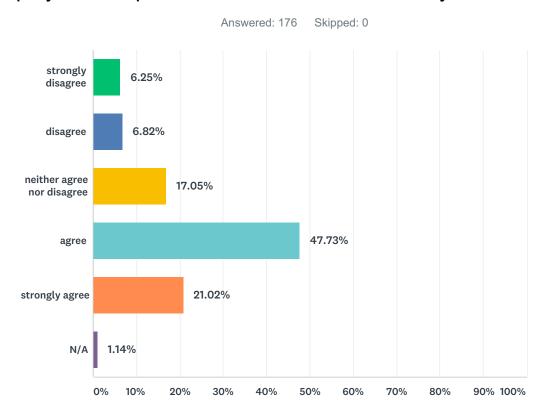
ANSWER CHOICES	RESPONSES	
strongly disagree	5.11%	9
disagree	12.50%	22
neither agree nor disagree	28.41%	50
agree	32.95%	58
strongly agree	11.36%	20
N/A	9.66%	17
TOTAL		176

Q40 I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.



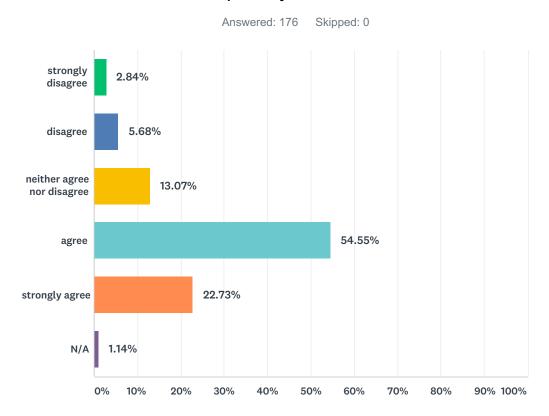
ANSWER CHOICES	RESPONSES	
strongly disagree	13.64% 24	ļ
disagree	17.05% 30)
neither agree nor disagree	19.32% 34	ļ
agree	32.39% 57	,
strongly agree	14.20% 25	5
N/A	3.41%	;
TOTAL	176	ò

Q41 Employees are protected from health and safety hazards on the job.



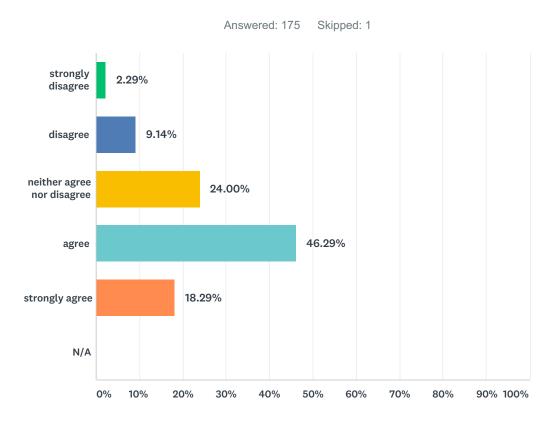
ANSWER CHOICES	RESPONSES	
strongly disagree	6.25%	11
disagree	6.82%	12
neither agree nor disagree	17.05%	30
agree	47.73%	84
strongly agree	21.02%	37
N/A	1.14%	2
TOTAL		176

Q42 Access to information systems and confidential information is adequately controlled.



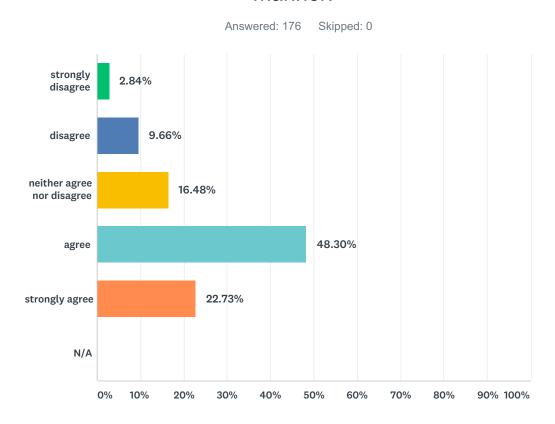
ANSWER CHOICES	RESPONSES	
strongly disagree	2.84%	5
disagree	5.68%	10
neither agree nor disagree	13.07%	23
agree	54.55%	96
strongly agree	22.73%	40
N/A	1.14%	2
TOTAL	1	176

Q43 The employees here are competent and know how to get the job done.



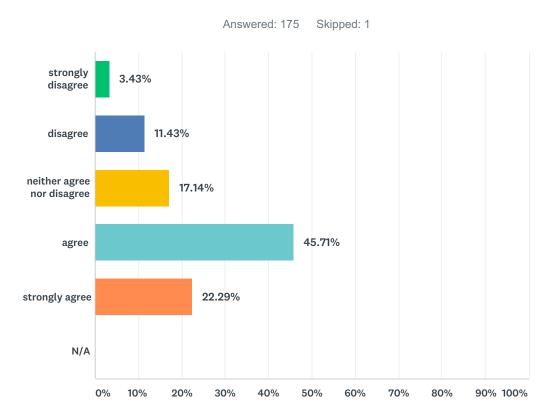
ANSWER CHOICES	RESPONSES
strongly disagree	2.29% 4
disagree	9.14%
neither agree nor disagree	24.00% 42
agree	46.29% 81
strongly agree	18.29% 32
N/A	0.00%
TOTAL	175

Q44 The people in my Division conduct themselves in a professional manner.



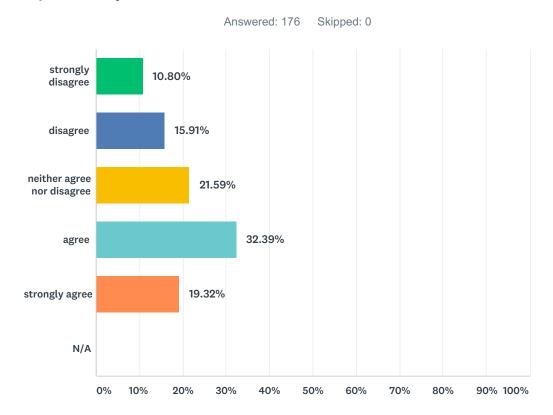
ANSWER CHOICES	RESPONSES	
strongly disagree	2.84%	5
disagree	9.66%	17
neither agree nor disagree	16.48%	29
agree	48.30%	85
strongly agree	22.73%	40
N/A	0.00%	0
TOTAL	11	76

Q45 The people in my Division treat each other with respect and consideration.



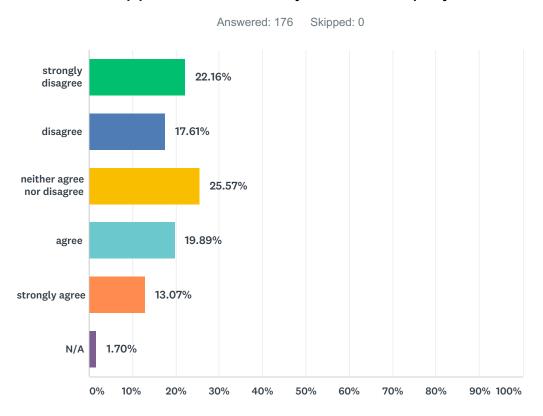
ANSWER CHOICES	RESPONSES
strongly disagree	3.43%
disagree	11.43% 20
neither agree nor disagree	17.14% 30
agree	45.71% 80
strongly agree	22.29% 39
N/A	0.00%
TOTAL	175

Q46 People in my Division are treated in a fair and consistent manner.



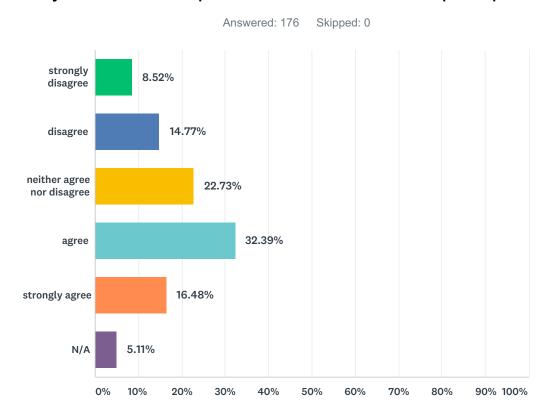
ANSWER CHOICES	RESPONSES	
strongly disagree	10.80%	19
disagree	15.91%	28
neither agree nor disagree	21.59%	38
agree	32.39%	57
strongly agree	19.32%	34
N/A	0.00%	0
TOTAL		176

Q47 Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.



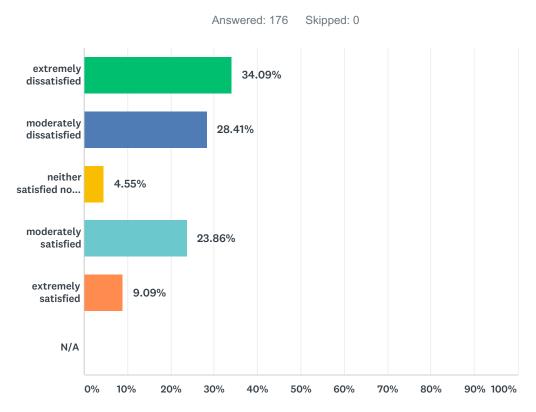
ANSWER CHOICES	RESPONSES
strongly disagree	22.16%
disagree	17.61% 31
neither agree nor disagree	25.57% 45
agree	19.89%
strongly agree	13.07%
N/A	1.70%
TOTAL	176

Q48 In my work unit, steps are taken to deal with poor performance.



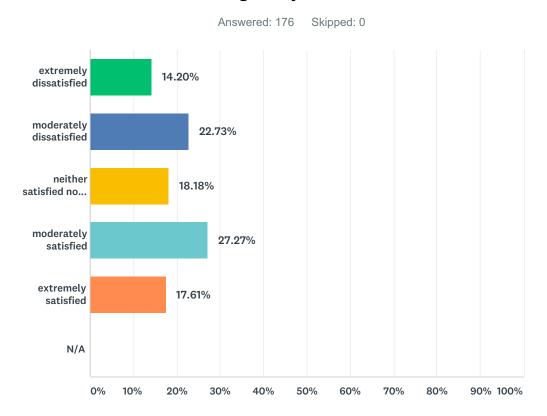
ANSWER CHOICES	RESPONSES	
strongly disagree	8.52%	15
disagree	14.77%	26
neither agree nor disagree	22.73%	40
agree	32.39%	57
strongly agree	16.48%	29
N/A	5.11%	9
TOTAL		176

Q49 Considering everything, how satisfied are you with your total compensation (e.g., salary, bonus, benefits, etc.)?



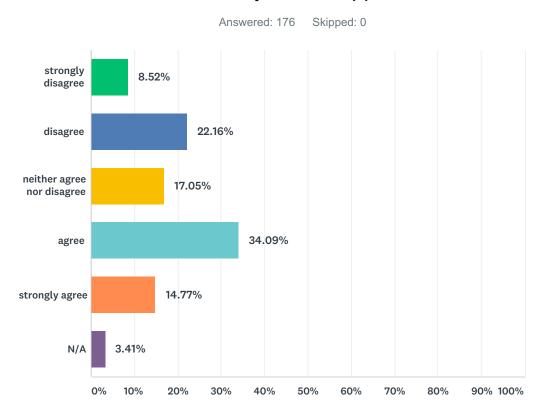
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	34.09%	60
moderately dissatisfied	28.41%	50
neither satisfied nor dissatisfied	4.55%	8
moderately satisfied	23.86%	42
extremely satisfied	9.09%	16
N/A	0.00%	0
TOTAL		176

Q50 How satisfied are you with the recognition you receive for doing a good job?



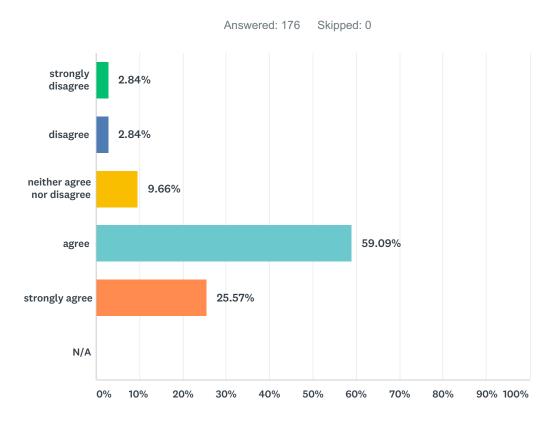
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	14.20%	25
moderately dissatisfied	22.73%	40
neither satisfied nor dissatisfied	18.18%	32
moderately satisfied	27.27%	18
extremely satisfied	17.61%	31
N/A	0.00%	0
TOTAL	17	7 6

Q51 I have the opportunity to receive training that will improve my skills and enhance my career opportunities.



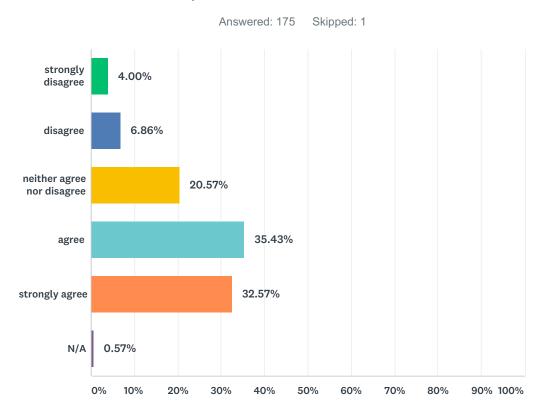
ANSWER CHOICES	RESPONSES	
strongly disagree	8.52%	15
disagree	22.16%	39
neither agree nor disagree	17.05%	30
agree	34.09%	60
strongly agree	14.77%	26
N/A	3.41%	6
TOTAL	17	' 6

Q52 I understand how my role(s) and responsibilities fit in the agency's mission.



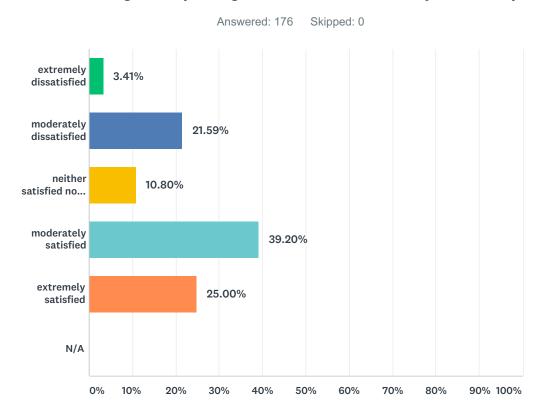
ANSWER CHOICES	RESPONSES
strongly disagree	2.84%
disagree	2.84%
neither agree nor disagree	9.66% 17
agree	59.09% 104
strongly agree	25.57% 45
N/A	0.00%
TOTAL	176

Q53 I am proud to work for the SCDPS.



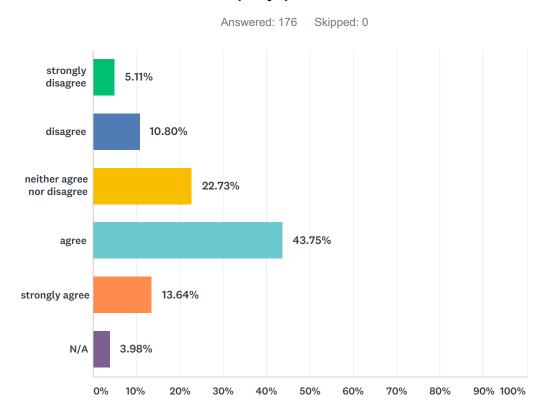
ANSWER CHOICES	RESPONSES	
strongly disagree	4.00%	7
disagree	6.86%	12
neither agree nor disagree	20.57%	36
agree	35.43%	62
strongly agree	32.57%	57
N/A	0.57%	1
TOTAL		175

Q54 Considering everything, how satisfied are you with your job?



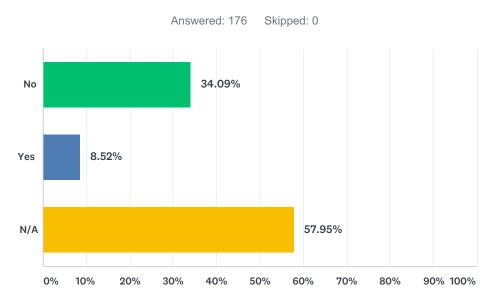
ANSWER CHOICES	RESPONSES	
extremely dissatisfied	3.41%	6
moderately dissatisfied	21.59%	38
neither satisfied nor dissatisfied	10.80%	19
moderately satisfied	39.20%	69
extremely satisfied	25.00%	44
N/A	0.00%	0
TOTAL		176

Q55 I understand the Office of Professional Responsibility/Administrative Inquiry process.



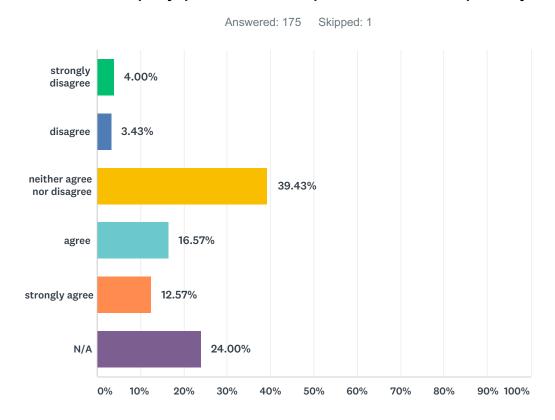
ANSWER CHOICES	RESPONSES	
strongly disagree	5.11%	9
disagree	10.80%	19
neither agree nor disagree	22.73%	40
agree	43.75%	77
strongly agree	13.64%	24
N/A	3.98%	7
TOTAL		176

Q56 Results of closed administrative inquiries are communicated to you and your division on a periodic basis (e.g. quarterly) which provide a general synopsis of the allegation; whether or not the offense was sustained; the disciplinary action taken, if any; while providing anonymity to the identity of the affected employee.



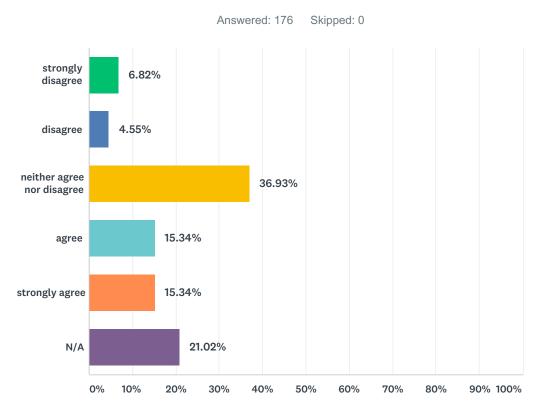
ANSWER CHOICES	RESPONSES	
No	34.09%	60
Yes	8.52%	15
N/A	57.95%	102
Total Respondents: 176		

Q57 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to disciplinary actions?



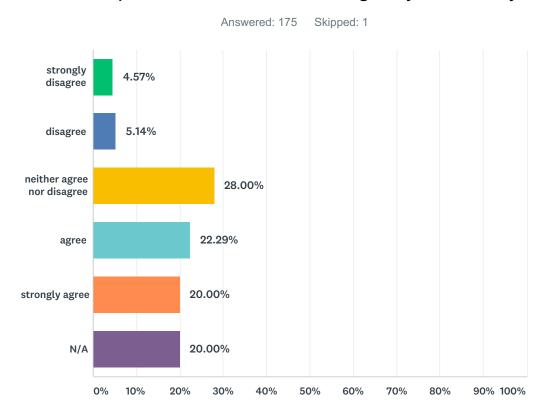
ANSWER CHOICES	RESPONSES	
strongly disagree	4.00%	7
disagree	3.43%	6
neither agree nor disagree	39.43%	9
agree	16.57%	29
strongly agree	12.57%	2
N/A	24.00%	12
TOTAL	17	5

Q58 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to disciplinary actions based on position held within the agency?



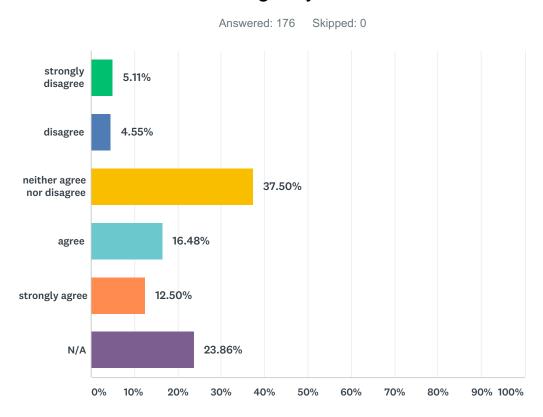
ANSWER CHOICES	RESPONSES	
strongly disagree	6.82%	2
disagree	4.55%	8
neither agree nor disagree	36.93%	5
agree	15.34%	7
strongly agree	15.34%	7
N/A	21.02%	7
TOTAL	176	3

Q59 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to the initiation of an inquiry that is based on position held within the agency, or "who you know?"



ANSWER CHOICES	RESPONSES	
strongly disagree	4.57%	8
disagree	5.14%	9
neither agree nor disagree	28.00% 4	19
agree	22.29%	39
strongly agree	20.00% 3	35
N/A	20.00%	35
TOTAL	17	5

Q60 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to the length of time an inquiry is kept open based on position or job classification within the agency?



ANSWER CHOICES	RESPONSES	
strongly disagree	5.11%	9
disagree	4.55%	8
neither agree nor disagree	37.50%	66
agree	16.48%	29
strongly agree	12.50%	22
N/A	23.86%	42
TOTAL		176

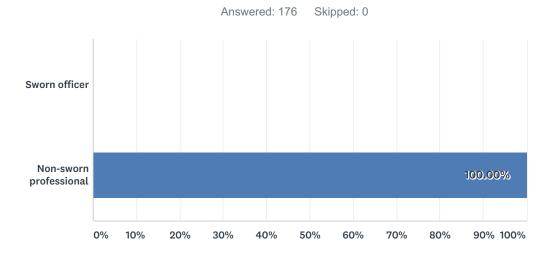
Q61 Please indicate any obstacle(s) that inhibit the hiring process to fill vacant positions.

Answered: 171 Skipped: 5

Q62 Please indicate area(s) that seem to most negatively affect the retention of employees.

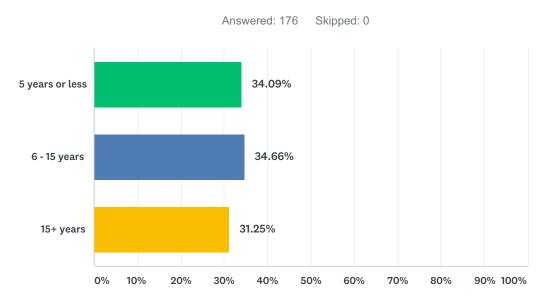
Answered: 172 Skipped: 4

Q63 Type of SCDPS employee:



ANSWER CHOICES	RESPONSES	
Sworn officer	0.00%	0
Non-sworn professional	100.00%	176
TOTAL		176

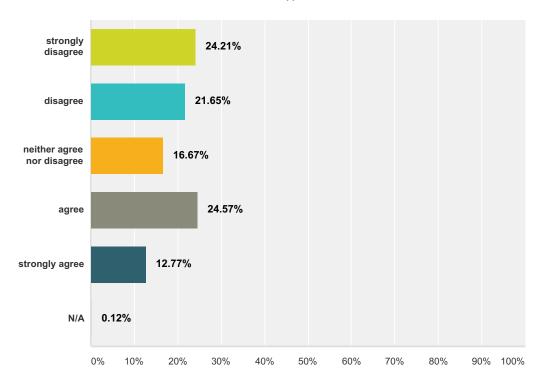
Q64 Years of employment with SCDPS:



ANSWER CHOICES	RESPONSES	
5 years or less	34.09%	60
6 - 15 years	34.66%	61
15+ years	31.25%	55
TOTAL		176

Q1 I have a high level of respect for the SCDPS's senior executives (i.e., Director, Division Directors, etc.).

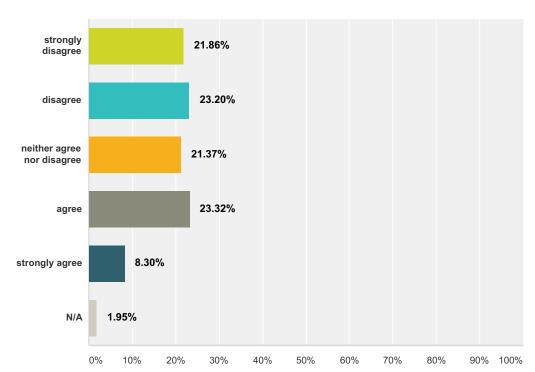
Answered: 822 Skipped: 2



Answer Choices	Responses	
strongly disagree	24.21%	199
disagree	21.65%	178
neither agree nor disagree	16.67%	137
agree	24.57%	202
strongly agree	12.77%	105
N/A	0.12%	1
Total		822

Q2 Direct communication (e.g., meetings, office visits) from the Director and senior executives helps me understand the SCDPS mission and strategy.

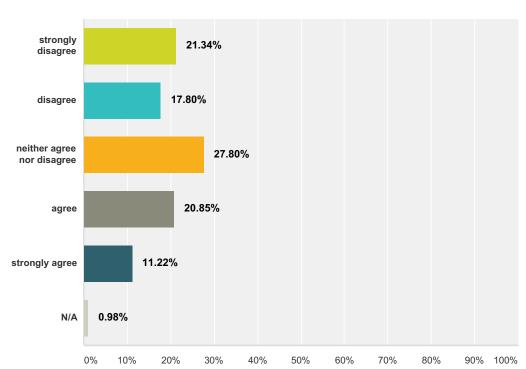




Answer Choices	Responses	
strongly disagree	21.86%	179
disagree	23.20%	190
neither agree nor disagree	21.37%	175
agree	23.32%	191
strongly agree	8.30%	68
N/A	1.95%	16
Total		819

Q3 The SCDPS's senior executives maintain high standards of honesty and integrity.

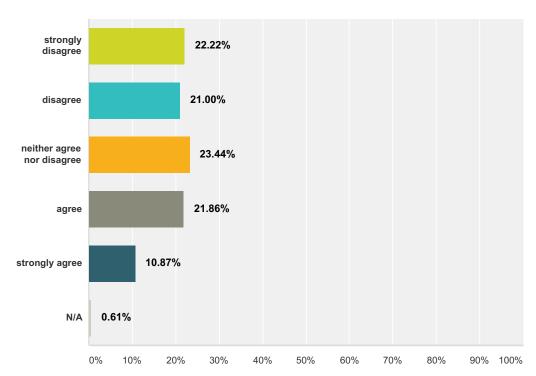




Answer Choices	Responses
strongly disagree	21.34% 175
disagree	17.80% 146
neither agree nor disagree	27.80% 228
agree	20.85% 171
strongly agree	11.22% 92
N/A	0.98%
Total	820

Q4 I believe SCDPS executives set a positive example for the organization by adhering to applicable rules, regulations, and policies.

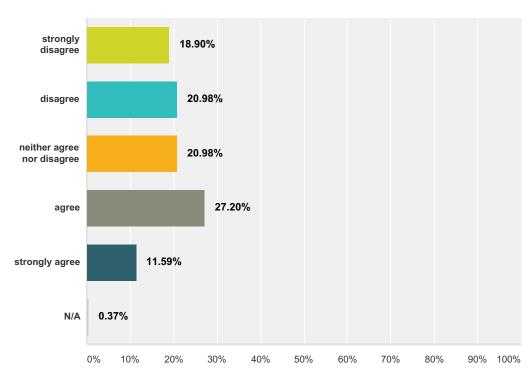
Answered: 819 Skipped: 5



Answer Choices	Responses	
strongly disagree	22.22%	182
disagree	21.00%	172
neither agree nor disagree	23.44%	192
agree	21.86%	179
strongly agree	10.87%	89
N/A	0.61%	5
Total		819

Q5 Agency leadership demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.

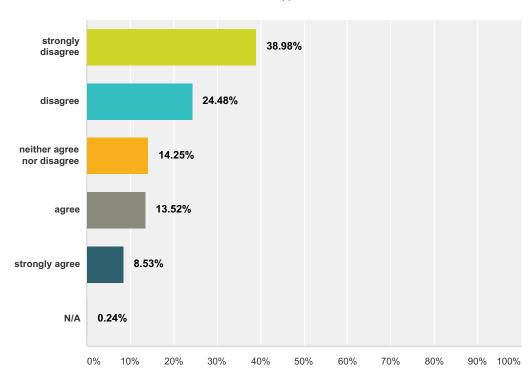




Answer Choices	Responses	
strongly disagree	18.90%	155
disagree	20.98%	172
neither agree nor disagree	20.98%	172
agree	27.20%	223
strongly agree	11.59%	95
N/A	0.37%	3
Total		820

Q6 Employee morale is important to the SCDPS's senior executives (i.e., Director, Division Directors, etc.).

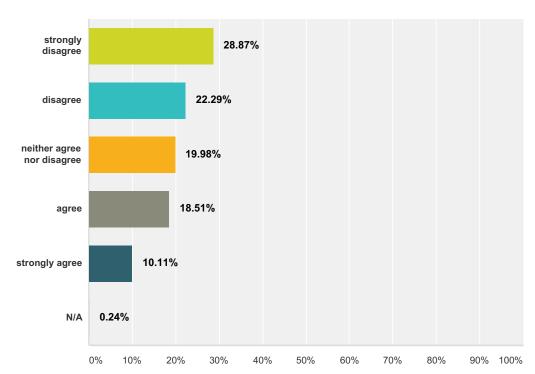
Answered: 821 Skipped: 3



Answer Choices	Responses	
strongly disagree	38.98%	320
disagree	24.48%	201
neither agree nor disagree	14.25%	117
agree	13.52%	111
strongly agree	8.53%	70
N/A	0.24%	2
Total		821

Q7 I have trust and confidence in my agency leadership.

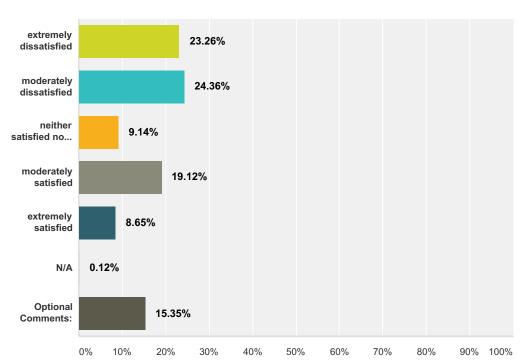
Answered: 821 Skipped: 3



Answer Choices	Responses	
strongly disagree	28.87%	237
disagree	22.29%	183
neither agree nor disagree	19.98%	164
agree	18.51%	152
strongly agree	10.11%	83
N/A	0.24%	2
Total		821

Q8 Considering everything, how satisfied are you with the SCDPS leadership and the status of the agency?

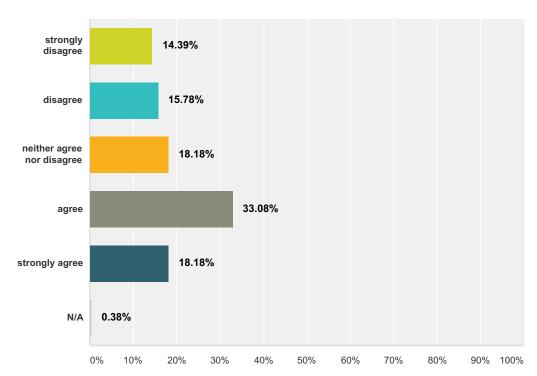
Answered: 821 Skipped: 3



Answer Choices	Responses	
extremely dissatisfied	23.26%	191
moderately dissatisfied	24.36%	200
neither satisfied nor dissatisfied	9.14%	75
moderately satisfied	19.12%	157
extremely satisfied	8.65%	71
N/A	0.12%	1
Optional Comments:	15.35%	126
Total		821

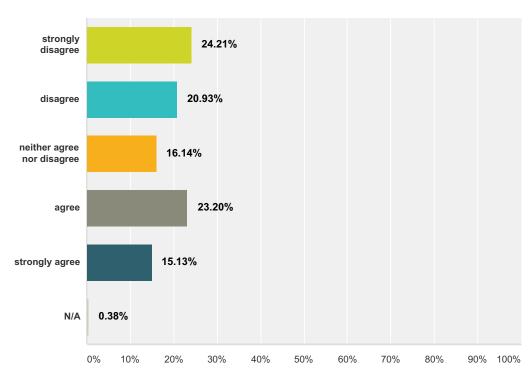
Q9 The leadership in my Division demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.

Answered: 792 Skipped: 32



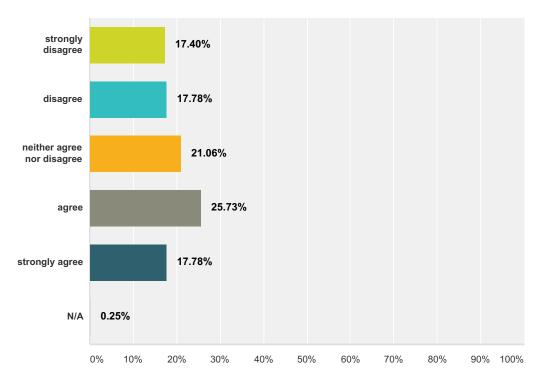
Answer Choices	Responses	
strongly disagree	14.39 % 11	14
disagree	15.78% 12	25
neither agree nor disagree	18.18% 14	44
agree	33.08% 26	62
strongly agree	18.18% 14	44
N/A	0.38%	3
Total	79	92

Q10 Employee morale is important to my Division leadership.



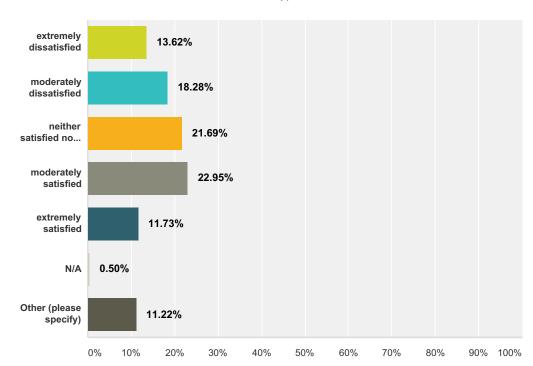
Answer Choices	Responses
strongly disagree	24.21% 192
disagree	20.93% 166
neither agree nor disagree	16.14% 128
agree	23.20% 184
strongly agree	15.13% 120
N/A	0.38%
Total	793

Q11 Division leadership has a positive impact on our Division performance.



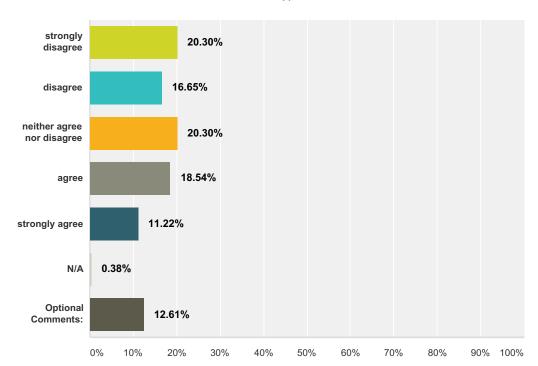
Answer Choices	Responses	
strongly disagree	17.40%	138
disagree	17.78%	141
neither agree nor disagree	21.06%	167
agree	25.73%	204
strongly agree	17.78%	141
N/A	0.25%	2
Total		793

Q12 How satisfied are you with the information you receive from your Division leadership on what is going on in the DPS?



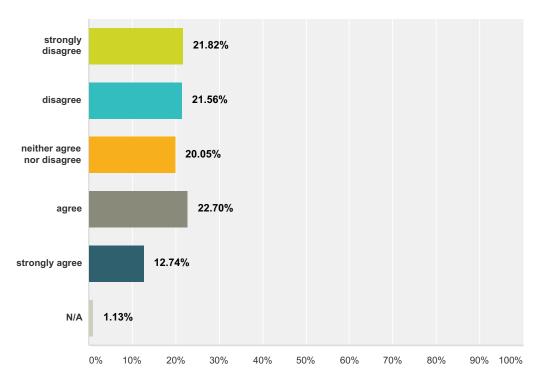
Answer Choices	Responses	
extremely dissatisfied	13.62%	108
moderately dissatisfied	18.28%	145
neither satisfied nor dissatisfied	21.69%	172
moderately satisfied	22.95%	182
extremely satisfied	11.73%	93
N/A	0.50%	4
Other (please specify)	11.22%	89
Total		793

Q13 Leaders in my Division encourage and consider alternative points of view and recommendations.



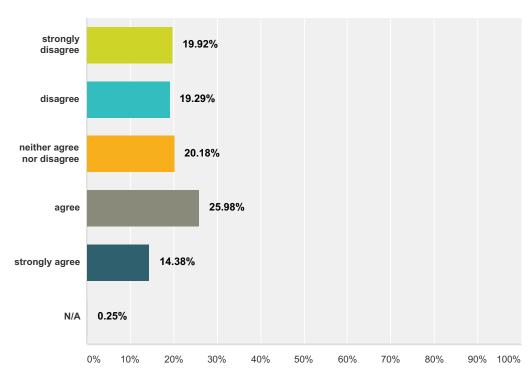
Answer Choices	Responses	
strongly disagree	20.30%	161
disagree	16.65%	132
neither agree nor disagree	20.30%	161
agree	18.54%	147
strongly agree	11.22%	89
N/A	0.38%	3
Optional Comments:	12.61%	100
Total		793

Q14 Division leadership empowers and supports supervisors to perform their jobs.



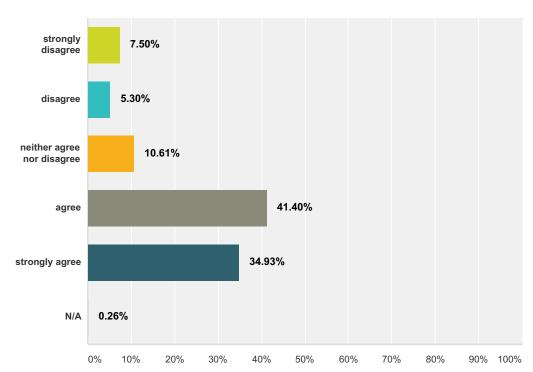
Answer Choices	Responses	
strongly disagree	21.82%	173
disagree	21.56%	171
neither agree nor disagree	20.05%	159
agree	22.70%	180
strongly agree	12.74%	101
N/A	1.13%	9
Total		793

Q15 I have trust and confidence in my Division leadership.



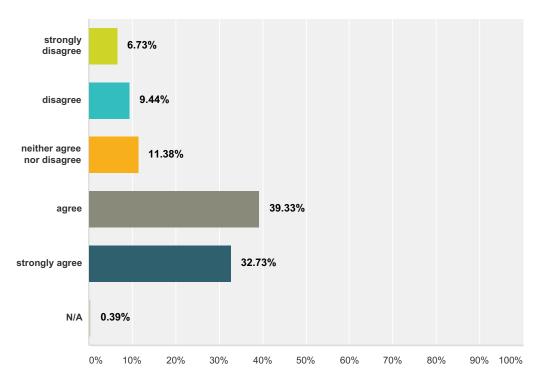
Answer Choices	Responses	
strongly disagree	19.92%	158
disagree	19.29%	153
neither agree nor disagree	20.18%	160
agree	25.98%	206
strongly agree	14.38%	114
N/A	0.25%	2
Total		793

Q16 My supervisor provides guidance and instruction regarding expectations.



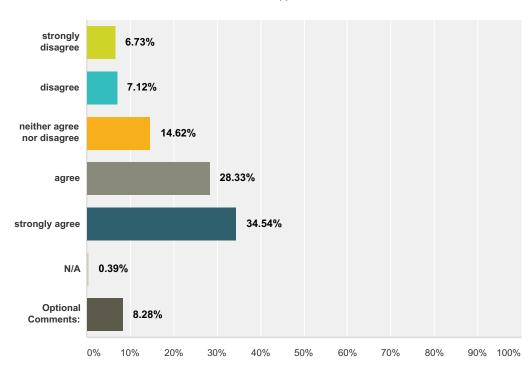
Answer Choices	Responses	
strongly disagree	7.50%	58
disagree	5.30%	41
neither agree nor disagree	10.61%	82
agree	41.40%	320
strongly agree	34.93%	270
N/A	0.26%	2
Total		773

Q17 My supervisor provides the resources and support for me to do my job.



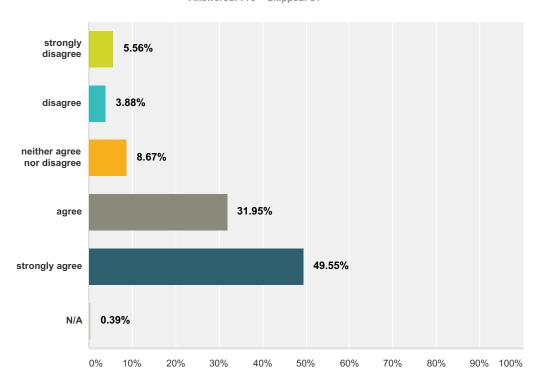
Answer Choices	Responses
strongly disagree	6.73% 52
disagree	9.44%
neither agree nor disagree	11.38% 88
agree	39.33% 30 ⁴
strongly agree	32.73% 253
N/A	0.39%
Total	773

Q18 My supervisor leads by example.



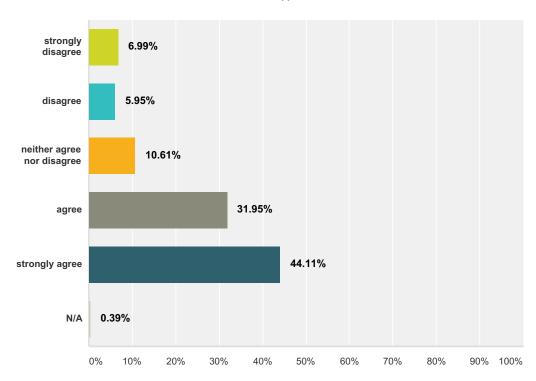
Answer Choices	Responses
strongly disagree	6.73% 52
disagree	7.12% 55
neither agree nor disagree	14.62% 113
agree	28.33% 219
strongly agree	34.54% 267
N/A	0.39%
Optional Comments:	8.28% 64
Total	773

Q19 My supervisor is approachable.



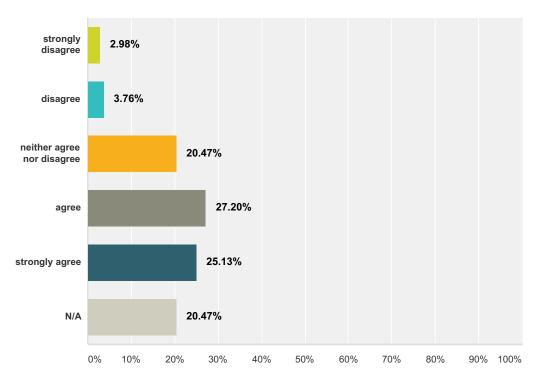
Answer Choices	Responses
strongly disagree	5.56% 43
disagree	3.88% 30
neither agree nor disagree	8.67% 67
agree	31.95% 247
strongly agree	49.55% 383
N/A	0.39% 3
Total	773

Q20 My supervisor treats people fairly.



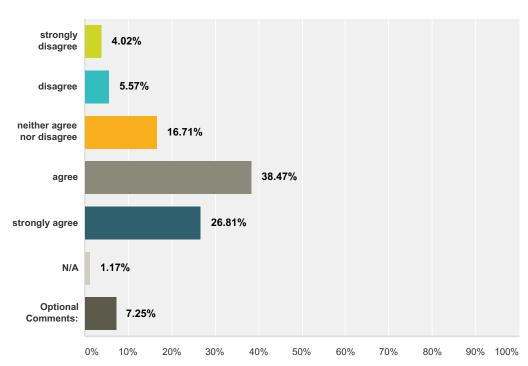
Answer Choices	Responses	
strongly disagree	6.99%	54
disagree	5.95%	46
neither agree nor disagree	10.61%	82
agree	31.95%	247
strongly agree	44.11%	341
N/A	0.39%	3
Total		773

Q21 My supervisor uses financial resources efficiently and effectively.



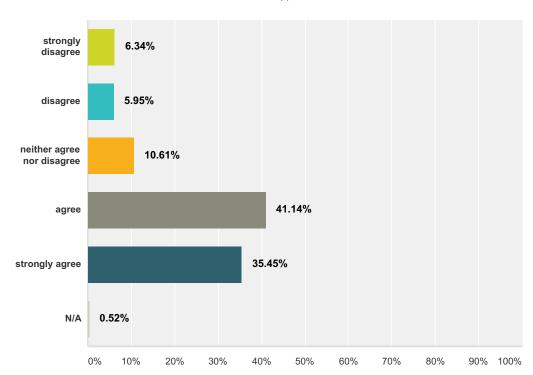
Answer Choices	Responses	
strongly disagree	2.98%	23
disagree	3.76%	29
neither agree nor disagree	20.47%	158
agree	27.20%	210
strongly agree	25.13%	194
N/A	20.47%	158
Total		772

Q22 My supervisor takes actions to hold others accountable.



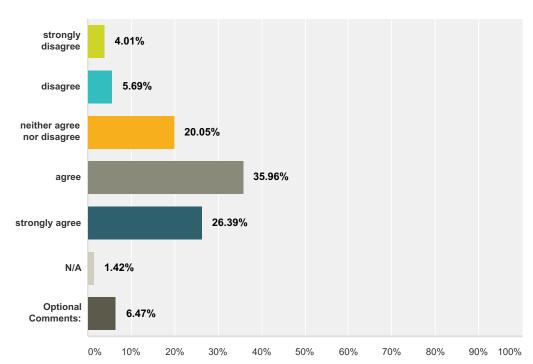
Answer Choices	Responses	
strongly disagree	4.02%	31
disagree	5.57%	43
neither agree nor disagree	16.71%	129
agree	38.47%	297
strongly agree	26.81%	207
N/A	1.17%	9
Optional Comments:	7.25%	56
Total		772

Q23 My supervisor makes sound judgments based upon common sense, practical experience, and applicable laws.



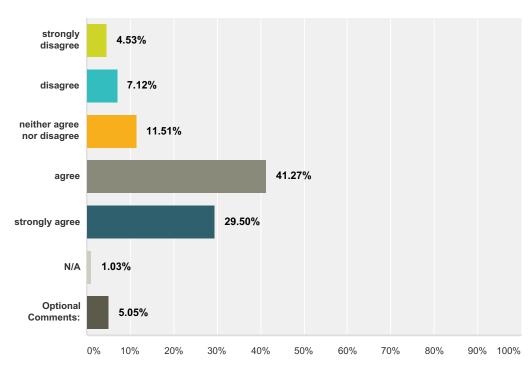
Answer Choices	Responses	
strongly disagree	6.34%	49
disagree	5.95%	46
neither agree nor disagree	10.61%	82
agree	41.14%	318
strongly agree	35.45%	274
N/A	0.52%	4
Total		773

Q24 My supervisor supports organizational change in a positive and productive manner.



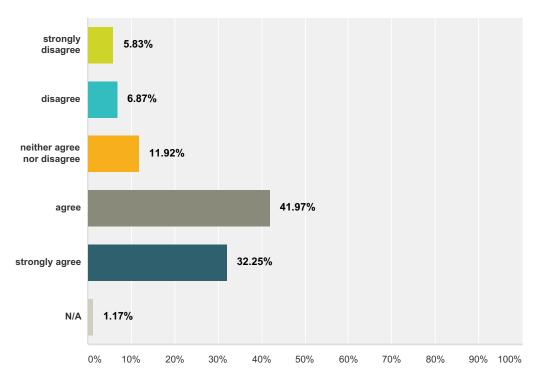
Answer Choices	Responses	
strongly disagree	4.01%	31
disagree	5.69%	44
neither agree nor disagree	20.05%	155
agree	35.96%	278
strongly agree	26.39%	204
N/A	1.42%	11
Optional Comments:	6.47%	50
Total		773

Q25 My supervisor clearly communicates ideas verbally and in writing.



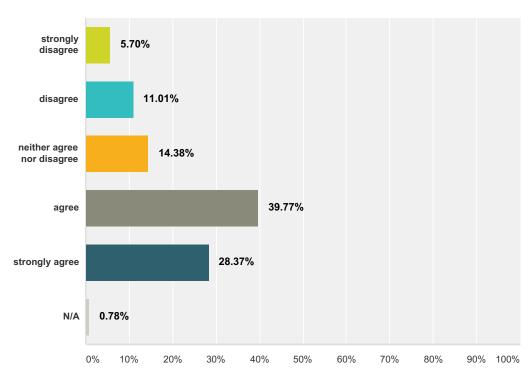
Answer Choices	Responses	
strongly disagree	4.53%	35
disagree	7.12%	55
neither agree nor disagree	11.51%	89
agree	41.27%	319
strongly agree	29.50%	228
N/A	1.03%	8
Optional Comments:	5.05%	39
Total		773

Q26 My supervisor listens to what others have to say.



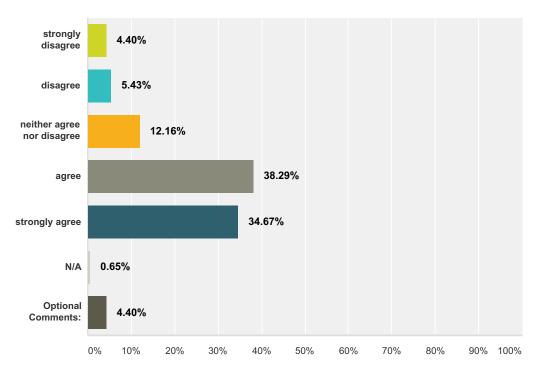
Answer Choices	Responses	
strongly disagree	5.83%	45
disagree	6.87%	53
neither agree nor disagree	11.92%	92
agree	41.97%	324
strongly agree	32.25%	249
N/A	1.17%	9
Total		772

Q27 My supervisor proactively addresses issues or problems.



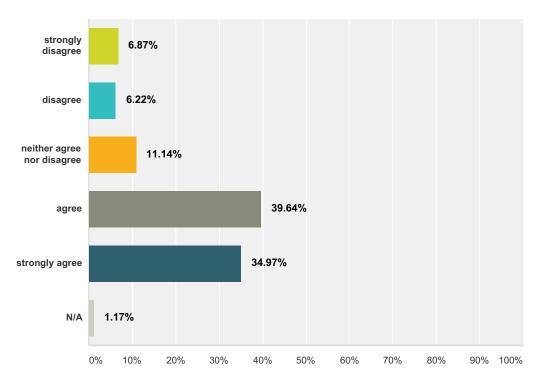
Answer Choices	Responses	
strongly disagree	5.70%	44
disagree	11.01%	85
neither agree nor disagree	14.38%	111
agree	39.77%	307
strongly agree	28.37%	219
N/A	0.78%	6
Total		772

Q28 My supervisor promotes and supports sharing job knowledge.



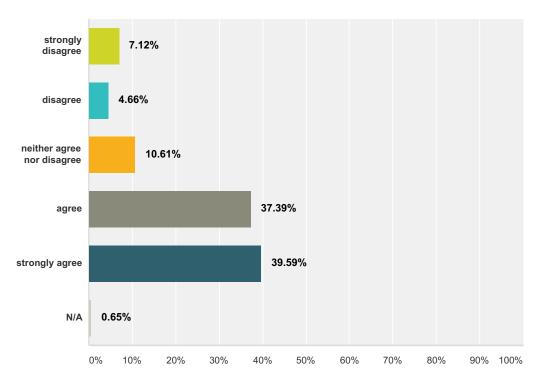
Answer Choices	Responses	
strongly disagree	4.40%	34
disagree	5.43%	42
neither agree nor disagree	12.16%	94
agree	38.29%	296
strongly agree	34.67%	268
N/A	0.65%	5
Optional Comments:	4.40%	34
Total		773

Q29 My supervisor has sufficient technical skill necessary to perform the job or coach others with less skill.



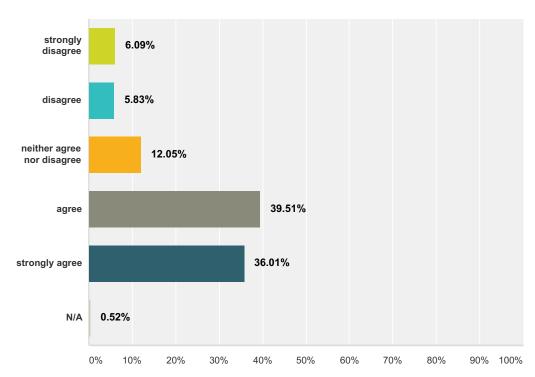
Answer Choices	Responses	
strongly disagree	6.87%	53
disagree	6.22%	48
neither agree nor disagree	11.14%	86
agree	39.64%	306
strongly agree	34.97%	270
N/A	1.17%	9
Total		772

Q30 My supervisor acts with integrity, honesty, fairness, and empathy.



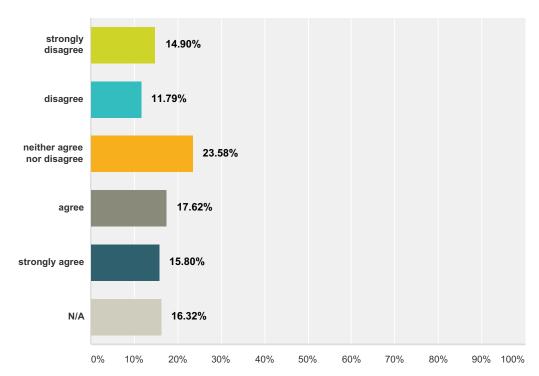
Answer Choices	Responses	
strongly disagree	7.12% 5	55
disagree	4.66% 3	36
neither agree nor disagree	10.61%	32
agree	37.39% 28	39
strongly agree	39.59% 30)6
N/A	0.65%	5
Total	77.	73

Q31 My supervisor recognizes and appreciates employees who are doing a good job.



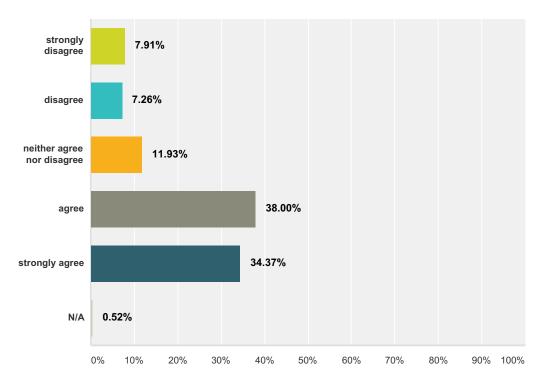
Answer Choices	Responses	
strongly disagree	6.09%	47
disagree	5.83%	45
neither agree nor disagree	12.05%	93
agree	39.51%	305
strongly agree	36.01%	278
N/A	0.52%	4
Total		772

Q32 My supervisor awards promotions in my work unit based on merit.



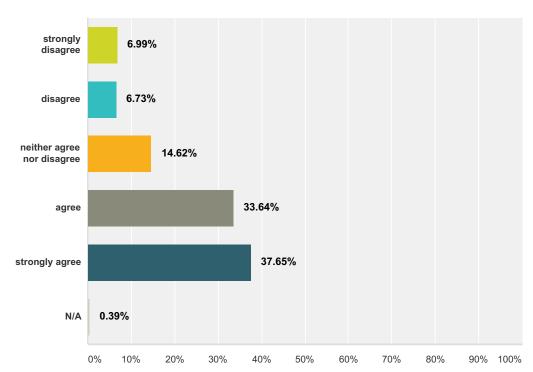
Answer Choices	Responses	
strongly disagree	14.90%	115
disagree	11.79%	91
neither agree nor disagree	23.58%	182
agree	17.62%	136
strongly agree	15.80%	122
N/A	16.32%	126
Total		772

Q33 I have trust and confidence in my supervisor as a leader.



Answer Choices	Responses	
strongly disagree	7.91%	61
disagree	7.26%	56
neither agree nor disagree	11.93%	92
agree	38.00%	293
strongly agree	34.37%	265
N/A	0.52%	4
Total		771

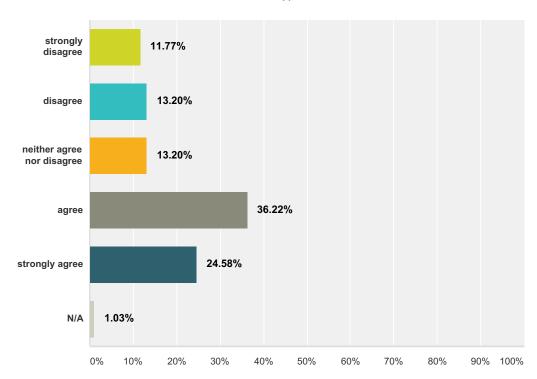
Q34 My supervisor cares about me as a person.



Answer Choices	Responses	
strongly disagree	6.99%	54
disagree	6.73%	52
neither agree nor disagree	14.62%	113
agree	33.64%	260
strongly agree	37.65%	291
N/A	0.39%	3
Total		773

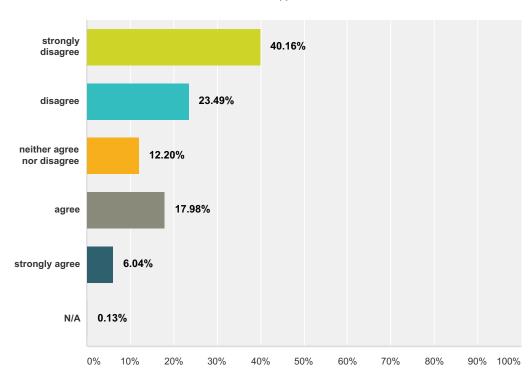
Q35 I have opportunities to voice my ideas about making work more efficient and/or to meet the public's needs more effectively.

Answered: 773 Skipped: 51



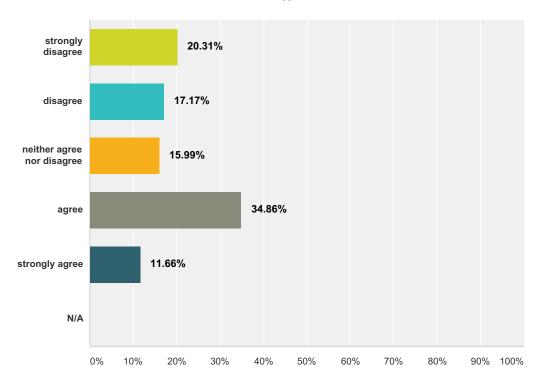
Answer Choices	Responses	
strongly disagree	11.77%	91
disagree	13.20%	102
neither agree nor disagree	13.20%	102
agree	36.22%	280
strongly agree	24.58%	190
N/A	1.03%	8
Total		773

Q36 Morale at work is good.



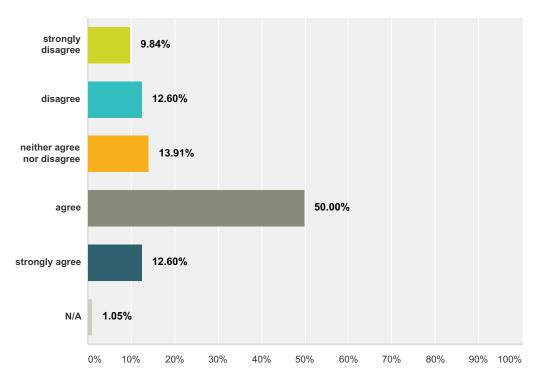
Answer Choices	Responses	
strongly disagree	40.16%	306
disagree	23.49%	179
neither agree nor disagree	12.20%	93
agree	17.98%	137
strongly agree	6.04%	46
N/A	0.13%	1
Total		762

Q37 I have the technology needed (e.g. software, hardware, ect.) to get my job done.



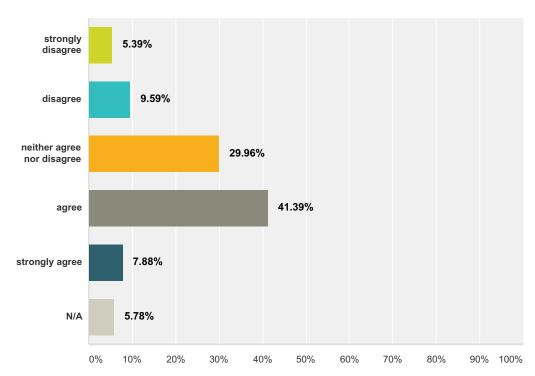
nswer Choices	Responses	
strongly disagree	20.31%	155
disagree	17.17%	131
neither agree nor disagree	15.99%	122
agree	34.86%	266
strongly agree	11.66%	89
N/A	0.00%	0
otal		763

Q38 I have the tools needed to execute my administrative and reporting requirements.



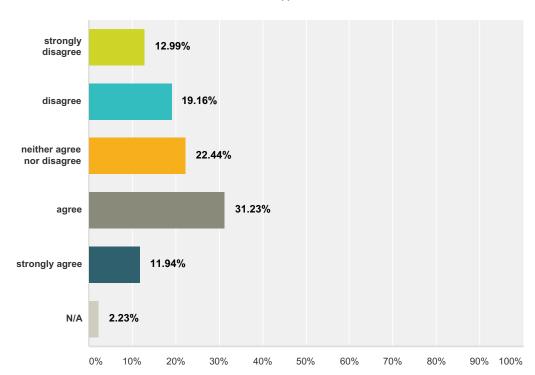
Answer Choices	Responses
strongly disagree	9.84% 75
disagree	12.60% 96
neither agree nor disagree	13.91%
agree	50.00% 381
strongly agree	12.60% 96
N/A	1.05%
Total	762

Q39 Employees report misconduct to the appropriate authorities.



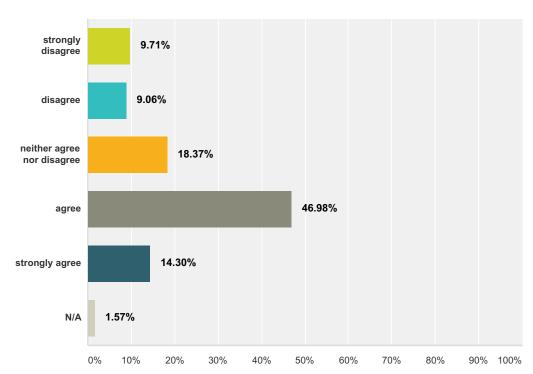
Answer Choices	Responses	
strongly disagree	5.39%	41
disagree	9.59%	73
neither agree nor disagree	29.96%	228
agree	41.39%	315
strongly agree	7.88%	60
N/A	5.78%	44
Total		761

Q40 I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.



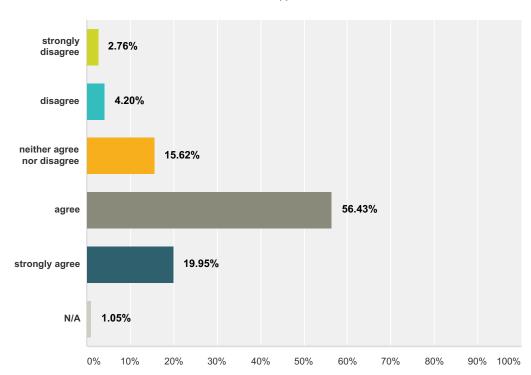
Answer Choices	Responses	
strongly disagree	12.99%	99
disagree	19.16%	146
neither agree nor disagree	22.44%	171
agree	31.23%	238
strongly agree	11.94%	91
N/A	2.23%	17
Total		762

Q41 Employees are protected from health and safety hazards on the job.



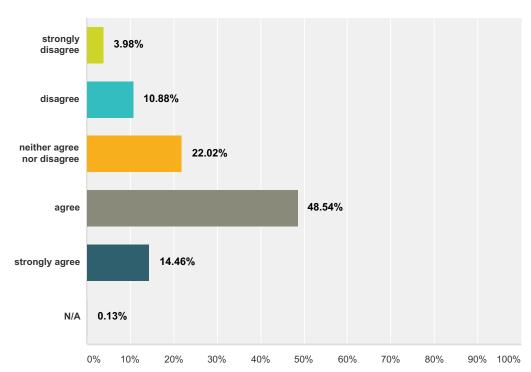
Answer Choices	Responses
strongly disagree	9.71%
disagree	9.06% 69
neither agree nor disagree	18.37% 140
agree	46.98% 358
strongly agree	14.30% 109
N/A	1.57% 12
Total	762

Q42 Access to information systems and confidential information is adequately controlled.



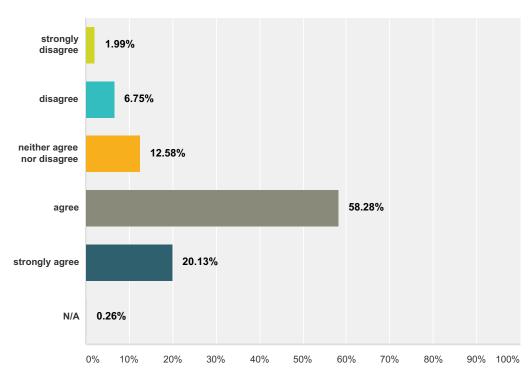
Answer Choices	Responses	
strongly disagree	2.76%	21
disagree	4.20%	32
neither agree nor disagree	15.62%	119
agree	56.43%	430
strongly agree	19.95%	152
N/A	1.05%	8
Total		762

Q43 The employees here are competent and know how to get the job done.



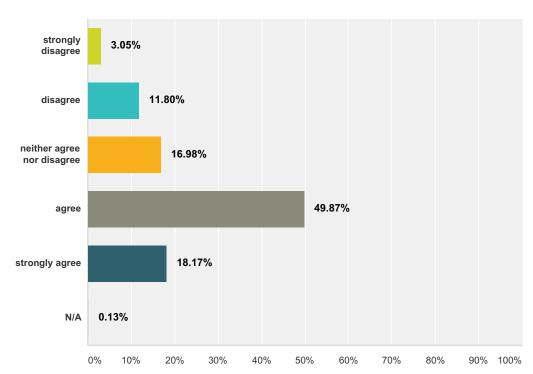
Answer Choices	Responses	
strongly disagree	3.98%	30
disagree	10.88%	82
neither agree nor disagree	22.02%	166
agree	48.54%	366
strongly agree	14.46%	109
N/A	0.13%	1
Total		754

Q44 The people in my Division conduct themselves in a professional manner.



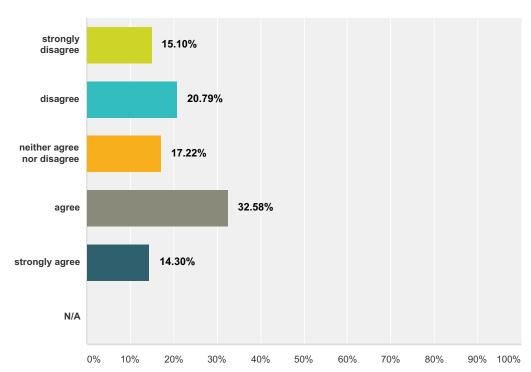
Answer Choices	Responses	
strongly disagree	1.99%	15
disagree	6.75%	51
neither agree nor disagree	12.58%	95
agree	58.28%	440
strongly agree	20.13%	152
N/A	0.26%	2
Total		755

Q45 The people in my Division treat each other with respect and consideration.



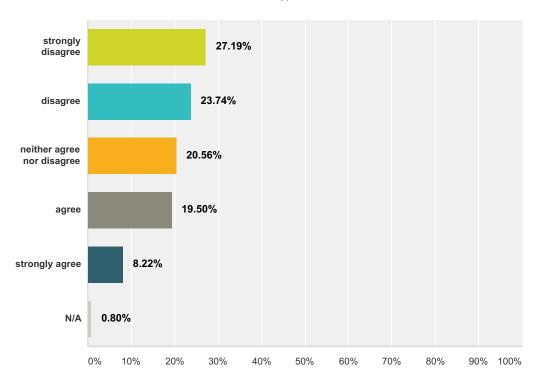
Answer Choices	Responses
strongly disagree	3.05% 23
disagree	11.80%
neither agree nor disagree	16.98% 128
agree	49.87% 376
strongly agree	18.17% 137
N/A	0.13%
Total	754

Q46 People in my Division are treated in a fair and consistent manner.



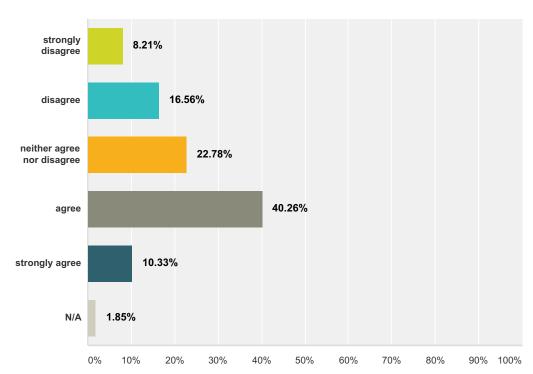
Answer Choices	Responses	
strongly disagree	15.10%	114
disagree	20.79%	157
neither agree nor disagree	17.22%	130
agree	32.58%	246
strongly agree	14.30%	108
N/A	0.00%	0
Total		755

Q47 Personnel policies (e.g., performance appraisal, promotion, rewards) are applied consistently across employees.



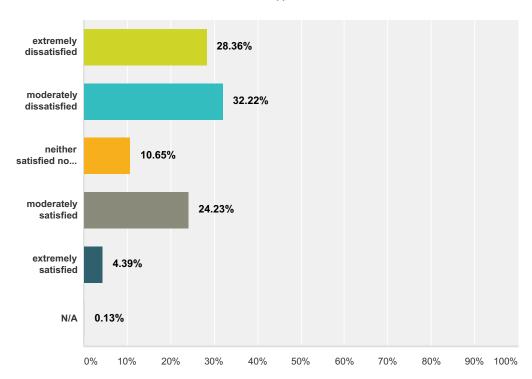
Answer Choices	Responses	
strongly disagree	27.19%	205
disagree	23.74%	179
neither agree nor disagree	20.56%	155
agree	19.50%	147
strongly agree	8.22%	62
N/A	0.80%	6
Total		754

Q48 In my work unit, steps are taken to deal with poor performance.



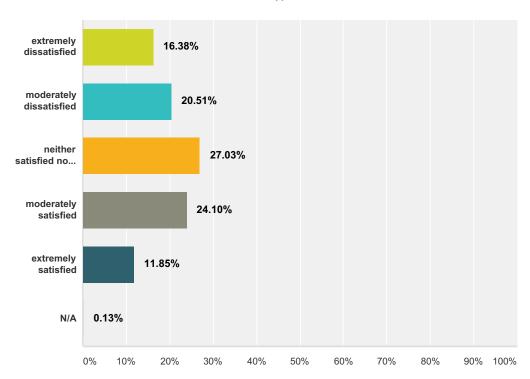
Answer Choices	Responses	
strongly disagree	8.21%	62
disagree	16.56%	125
neither agree nor disagree	22.78%	172
agree	40.26%	304
strongly agree	10.33%	78
N/A	1.85%	14
Total		755

Q49 Considering everything, how satisfied are you with your total compensation (e.g., salary, bonus, benefits, etc.)?



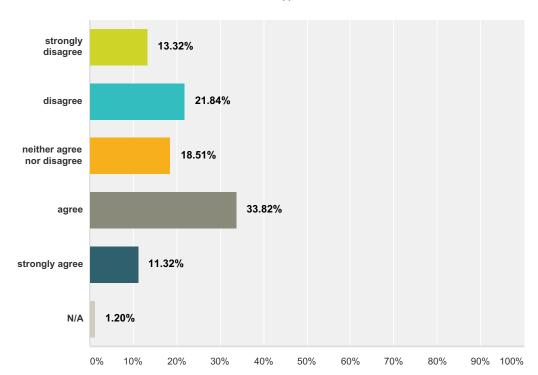
Answer Choices	Responses	
extremely dissatisfied	28.36%	213
moderately dissatisfied	32.22%	242
neither satisfied nor dissatisfied	10.65%	80
moderately satisfied	24.23%	182
extremely satisfied	4.39%	33
N/A	0.13%	1
Total		751

Q50 How satisfied are you with the recognition you receive for doing a good job?



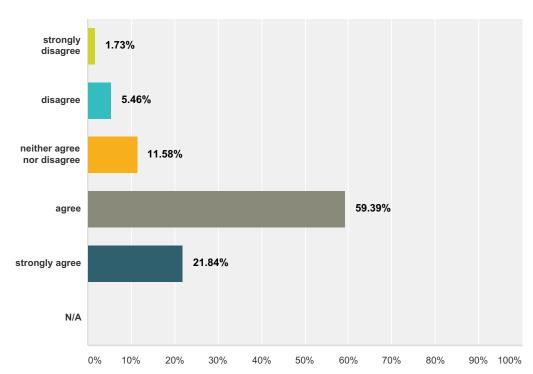
Answer Choices	Responses	
extremely dissatisfied	16.38%	123
moderately dissatisfied	20.51%	154
neither satisfied nor dissatisfied	27.03%	203
moderately satisfied	24.10%	181
extremely satisfied	11.85%	89
N/A	0.13%	1
Total		751

Q51 I have the opportunity to receive training that will improve my skills and enhance my career opportunities.



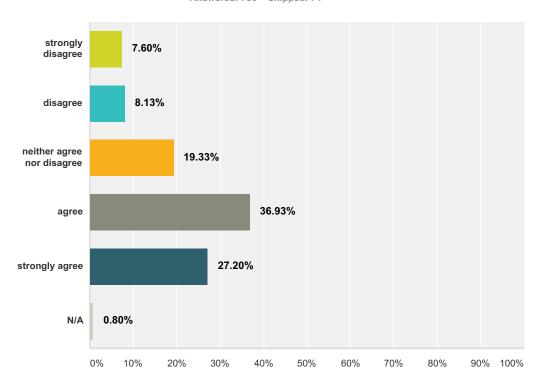
Answer Choices	Responses	
strongly disagree	13.32%	100
disagree	21.84%	164
neither agree nor disagree	18.51%	139
agree	33.82%	254
strongly agree	11.32%	85
N/A	1.20%	9
Total		751

Q52 I understand how my role(s) and responsibilities fit in the agency's mission.



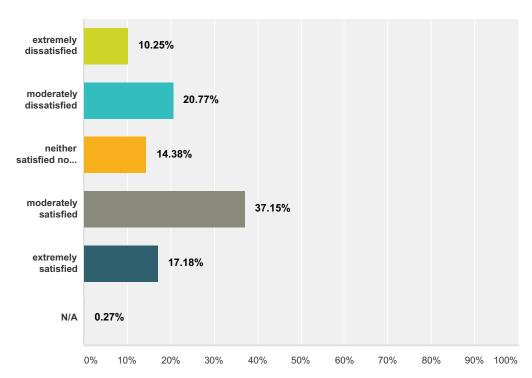
Answer Choices	Responses	
strongly disagree	1.73%	13
disagree	5.46%	41
neither agree nor disagree	11.58%	87
agree	59.39%	446
strongly agree	21.84%	164
N/A	0.00%	0
Total		751

Q53 I am proud to work for the SCDPS.



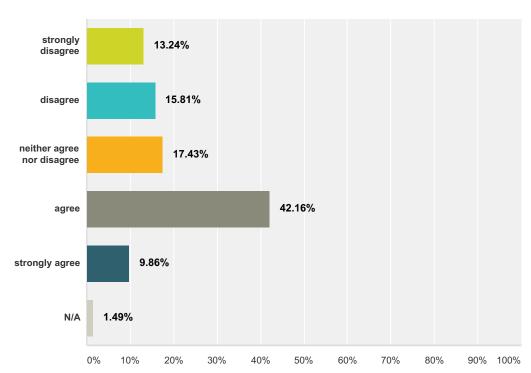
Answer Choices	Responses	
strongly disagree	7.60%	57
disagree	8.13%	61
neither agree nor disagree	19.33%	145
agree	36.93%	277
strongly agree	27.20%	204
N/A	0.80%	6
Total		750

Q54 Considering everything, how satisfied are you with your job?



Answer Choices	Responses	
extremely dissatisfied	10.25%	77
moderately dissatisfied	20.77%	156
neither satisfied nor dissatisfied	14.38%	108
moderately satisfied	37.15%	279
extremely satisfied	17.18%	129
N/A	0.27%	2
Total		751

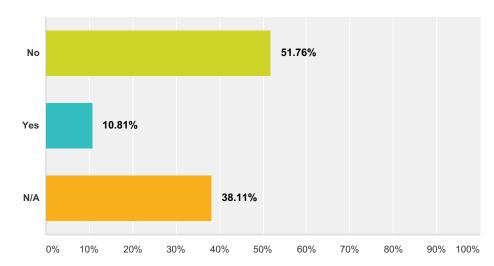
Q55 I understand the Office of Professional Responsibility/Administrative Inquiry process.



Answer Choices	Responses	
strongly disagree	13.24%	98
disagree	15.81%	117
neither agree nor disagree	17.43%	129
agree	42.16%	312
strongly agree	9.86%	73
N/A	1.49%	11
Total		740

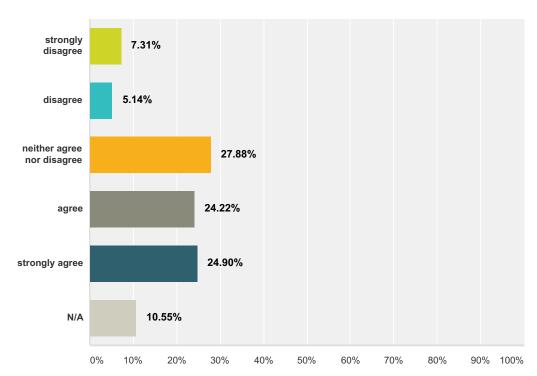
Q56 Results of closed administrative inquiries are communicated to you and your division on a periodic basis (e.g. quarterly) which provide a general synopsis of the allegation; whether or not the offense was sustained; the disciplinary action taken, if any; while providing anonymity to the identity of the affected employee.





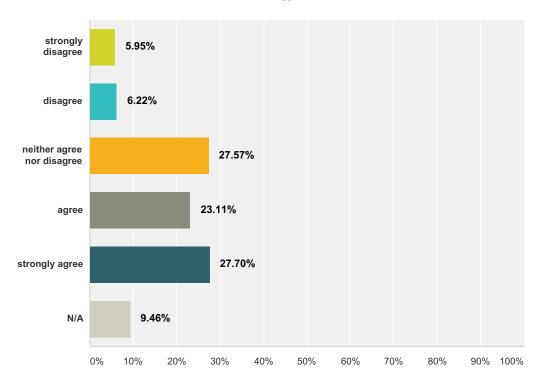
Answer Choices	Responses
No	51.76% 383
Yes	10.81%
N/A	38.11% 282
Total Respondents: 740	

Q57 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to disciplinary actions?



Answer Choices	Responses	
strongly disagree	7.31%	54
disagree	5.14%	38
neither agree nor disagree	27.88%	206
agree	24.22%	179
strongly agree	24.90%	184
N/A	10.55%	78
Total		739

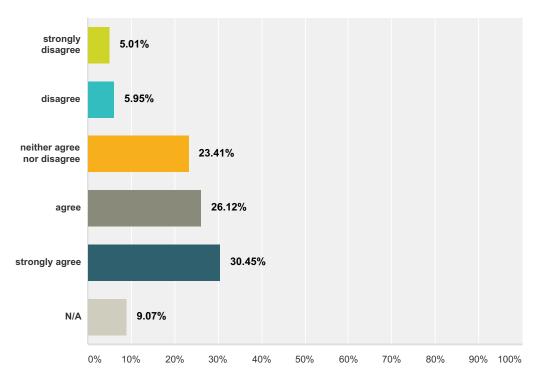
Q58 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to disciplinary actions based on position held within the agency?



Answer Choices	Responses	
strongly disagree	5.95%	44
disagree	6.22%	46
neither agree nor disagree	27.57%	204
agree	23.11%	171
strongly agree	27.70%	205
N/A	9.46%	70
Total		740

Q59 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to the initiation of an inquiry that is based on position held within the agency, or "who you know?"

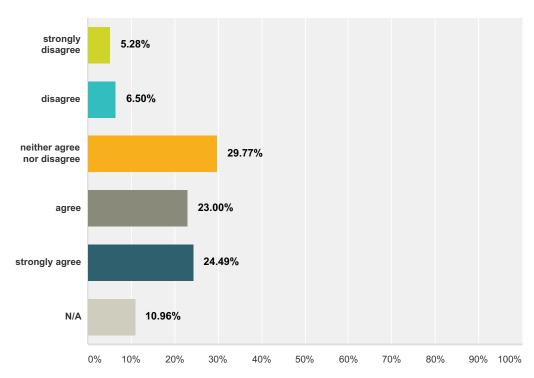




Answer Choices	Responses
strongly disagree	5.01% 37
disagree	5.95% 44
neither agree nor disagree	23.41% 173
agree	26.12% 193
strongly agree	30.45 % 225
N/A	9.07% 67
Total	739

Q60 Do you agree or disagree that disparity exists within the Administrative Inquiry process as it pertains to the length of time an inquiry is kept open based on position or job classification within the agency?



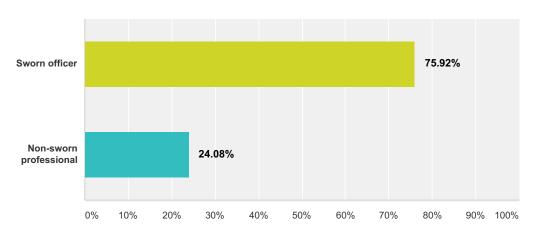


Answer Choices	Responses	
strongly disagree	5.28%	39
disagree	6.50%	48
neither agree nor disagree	29.77%	220
agree	23.00%	170
strongly agree	24.49%	181
N/A	10.96%	81
Total		739

Q61 Please indicate any obstacle(s) that inhibit the hiring process to fill vacant positions.

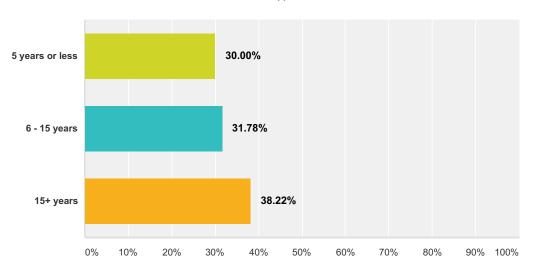
Q62 Please indicate area(s) that seem to most negatively affect the retention of employees.

Q63 Type of SCDPS employee:



Answer Choices	Responses	
Sworn officer	75.92%	555
Non-sworn professional	24.08%	176
Total		731

Q64 Years of employment with SCDPS:



Answer Choices	Responses	
5 years or less	30.00%	219
6 - 15 years	31.78%	232
15+ years	38.22%	279
Total		730