



The Executive Summary should be interpreted within the context of the complete engagement report.

March 2019

BACKGROUND

Internal Audit informed the Aurora Police Department (APD) of our intention to conduct a culture survey in Public Safety Communications (PSC) as part of our 2019 audit plan. Due to the changes occurring in PSC, APD requested that we conduct a benchmarking survey in 2018 against which they will compare 2019 survey results to assess progress. The anonymous survey questions addressed the following categories:

- Leadership
- Motivation
- Teamwork
- Communication
- Decision Making
- Goals
- Controls

Public Safety Communications Culture Assessment

SCOPE

Our scope included all the PSC staff as of our survey date, October 18, 2018.

OBJECTIVE

Establish a benchmark baseline for the state of the culture in Public Safety Communications (PSC).

OBJECTIVE CONCLUSIONS

- From the Staff perspective, the perception is that the department operates in a benevolent-authoritative environment. Management uses rewards to encourage productivity but responsibility for all decisions reside at the top with little to no teamwork or communication.
- From the Supervisor/Management perspective, the perception leans more towards the consultative environment. Management may consult supervisors and supervisors do not feel responsible for accomplishing the organization's goals.

KEY RECOMMENDATIONS AND RESPONSE RECOMMENDATION HIGHLIGHTS

The Center is still in a transition period with the expected hiring of a permanent manager to occur in first quarter 2019. We believe that focusing on communication, teamwork, decision making, and trust (as shown in the Jamie Brower Communications Gap Analysis), will help the Center improve its culture. As these attributes build upon each other, it will be important for the Center to work progressively through each one.

RECOMMENDATION CONCLUSION

Management agrees with Internal Audit's assessment and will prepare for the follow up assessment.

View complete audit report: [Link](#)