

Internal Audit Report



**Public Safety Communications
Culture Survey Follow-Up**



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Auditor's Conclusion

July 14, 2020

Internal Audit has completed the Public Safety Communications (PSC or Dispatch) Culture Survey. We conducted this engagement as a follow-up to our survey completed in 2018 and as part of our 2019 audit plan.

To reassess the culture, Internal Audit:

- Issued the culture survey to all PSC staff through the Internal Audit Survey Monkey account.
- Conducted related research.
- Evaluated and summarized the survey results.

It is our conclusion—based on the follow-up survey results in comparison to the baseline results—that the division can benefit from focusing on recognition of staff, professional training and development, staff involvement in decision making, goal setting, and problem solving. The division can also make strides in providing consistent feedback that holds staff accountable to their performance at work. We have provided a list of recommendations at the end of this report, as well as a recommended implementation timeline.



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Internal Audit Manager

Audit Profile

Audit Team

Manager: Wayne Sommer, CPA, CGMA

Lead: Sheree Van Buren, CIA

Background

In 2018, Internal Audit conducted a baseline survey to provide Management with an understanding of the state of the culture within the Public Safety Communications division. The division had undergone significant operational changes and had experienced significant turnover in division leadership. Internal Audit recommended PSC Management focus on communication, teamwork, decision making, and trust to move the division toward a Participative system of management.¹

Scope

Our scope included all Public Safety Communications staff as of our survey date, February 3, 2020².

¹ Internal Audit modeled our survey after Rensis Likert's Four Systems of Management. Likert studied people, group dynamics, values, and management styles, developing his theory on the systems of management. We discuss survey development further in the next section. <https://www.pocketbook.co.uk/blog/tag/likerts-four-management-systems/>

² The survey was active February 3, 2020 – February 14, 2020.

The Culture: Background and Survey

Corporate culture refers to the shared values, attitudes, standards, and beliefs that characterize members of an organization and define its nature.

Culture resides in the perception of employees. If employees believe the culture is x, y, or z, that's what it is, and they will act accordingly.³ What is typically called a "toxic culture" is most often a confused culture. Culture becomes confusing when different aspects of your organization communicate conflicting messages. For example, onboarding information for employees does not match guidance given in management training; or, leaders' behaviors do not match expected employee behaviors.

When executive teams fail to see their culture holistically and fail to identify the primary drivers of their desired culture, the result is a patchwork approach that does more harm than good.⁴

To assess the culture within a department or division, Internal Audit employs a survey based on Rensis Likert's Four Systems of Management.⁵ (See graphic below.) The questions are designed to capture staff's perceptions along a sliding scale about various aspects of department culture.

The survey questions fall within the following categories and offer opportunities for elaboration.

- Leadership
- Motivation
- Teamwork
- Communication / Interaction
- Decision Making
- Goal Setting
- Control
- Team Work
- Core 4 and Other Matters (These questions were not part of Likert's original work; some were borrowed from Gallup's Employee Engagement Survey.)

³ <https://iaonline.theiia.org/2019/Pages/Auditing-Culture-History-and-Principles.aspx>

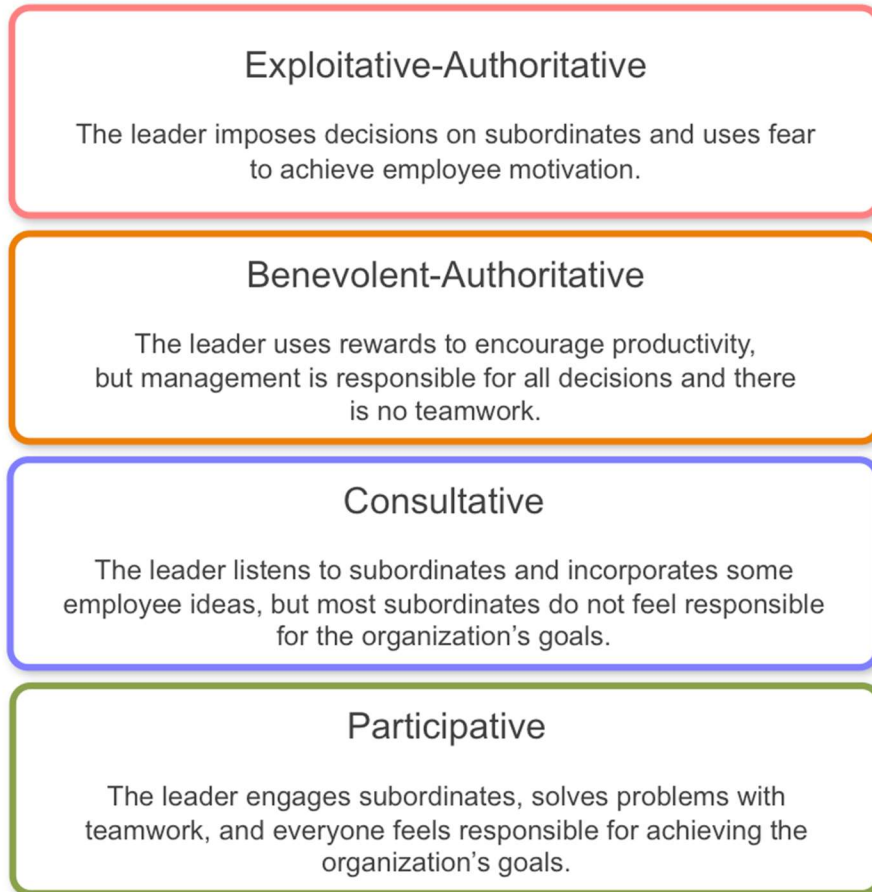
⁴ <https://www.gallup.com/workplace/232682/culture-paper-2018.aspx> Gallup's Approach to Culture. Building a Culture that Drives performance.

⁵ <https://www.pocketbook.co.uk/blog/tag/likerts-four-management-systems/>; The survey was also adapted from work performed by the Commonwealth Centers for High-Performance Organizations (CCHPO).

Likert advocated for the Participative management system. "Participative management is based on trust and confidence in employees. Goals are determined collectively and form a basis for motivation and rewards. This fosters a collective sense of responsibility for meeting company goals and incentivizes collaborative teamwork and open communication."⁶ These attributes contribute to staff having positive attitudes and producing quality work.

The Four Systems of Management

Rensis Likert



We issued the survey to 75 Public Safety Communications (PSC/Dispatch) staff and received 64 complete responses, a completion rate of 85%. It must be emphasized that the survey results and comments reflect staff's perceptions. Survey respondents were provided opportunities to provide comments or further explanations to their answers. When we identified more than one similar comment, we summarized them in relevant sections of our analysis below.

⁶ Ibid.
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To assess differing perspectives based on staff classification, we issued a Staff survey (49 responses, 77% of all survey respondents) and a Supervisor and management survey (15 responses, 23% of all survey respondents).

Classification	Total	Completed Survey by Classification	Percentage Complete by Classification
Staff	60	49	82%
Supervisors+	15	15	100%
Total	75	64	

Perception is not reality, but, admittedly, perception can become a person’s reality (there is a difference) because perception has a potent influence on how we look at reality.⁷

By identifying and addressing staff perceptions and misperceptions, PSC can take steps to establish a culture that can improve its effectiveness and increase employee satisfaction and engagement. Our analysis of the survey results follows. The Appendix includes the complete survey scores from both survey years and Auditor’s conclusions.

Our Analysis of the Survey Results

Internal Audit uses these terms throughout the report as defined below:

- Executive Management: Deputy City Management and above
- Supervisors/Management: Supervisors and up (but not including Executive Management)
- Staff: Non-supervisor staff, front-line dispatchers and call takers

Healthy organizations have several common cultural characteristics⁸.

- (1) *Positive tone at the top:* Executive Management works to define the organization’s values and proactively emphasizes and models those values, ensuring strategies are consistent with the values, and holding management accountable to executing their duties within the organization’s risk appetite.
- (2) *Clear communication:* Management reinforces the values and culture through clear communication of expectations across the organization. Methods include formal communications, day-to-day interactions, and meetings with employees.

⁷ <https://www.psychologytoday.com/us/blog/the-power-prime/201908/perception-is-not-reality>

⁸ Auditing Culture Practice Guide, International Professional Practices Framework, The Institute of Internal Auditors Global, November 2019, page 5

- (3) *Open dialogue:* Management actively gathers and listens to feedback. All levels are open to constructive criticism and problem solving. Methods for obtaining information from second- and third-line functions include inputs from well-received and acknowledged employee suggestion/question programs, ethics hotlines, open door policies, employee events and meetings, and more.
- (4) *Employee engagement:* All employees (to the extent possible) are engaged in objective setting and strategy discussions. In larger organizations this may be accomplished through two primary methods: input into setting their own personal goals and objectives; and understanding of how those individual goals and objectives align with the overall organization's strategy and objectives. When employees are engaged in objective setting it improves the probability that they are supportive of the objectives and strategies.
- (5) *Incentives aligned with core values:* All employees' compensation, variable compensation, promotions, and other talent management are governed by a clear understanding of the organization's core values and its risk appetite.

These characteristics contribute to a positive and open culture.

It is important to reiterate that this was a reassessment of the PSC culture. In our opinion, there were no significant improvements in staffs' perceptions. A concerted and focused effort on the provided recommendations may support an increase in scores.

Content throughout the report borrowed from external research is in italics and, when in the body of the text, indented. These references are also footnoted.

Leadership

Good leadership creates engaged employees and that leadership influences a variety of outcomes such as personnel turnover, customer satisfaction, productivity, and so on.⁹

The leadership and other processes of the organization must be such as to ensure a maximum probability that in all interactions and in all relationships within the organization, each member, in light of his/her background, values, desires, and expectations, will view the experience as supportive and one which builds and maintains his/her sense of personal worth and importance.¹⁰

Survey questions in the Leadership section focused on staff's perceptions of management's confidence in their work, their comfort level in discussing job related issues with management, and how often their ideas and opinions were sought and used by management.

The PSC Staff and Supervisor respondents perceive that Management has a substantial amount of confidence in their work but both groups perceived that Management only "sometimes" sought their ideas.

The table below shows the year over year change of the combined scores for the Leadership section. We have provided similar tables in the succeeding sections. Cumulative scores for Supervisors declined while staff scores remained unchanged. If Management is serious about improving scores in this area, providing all staff an opportunity to share their ideas, offer input into the decisions that affect them, and receive sincere responses from Management that their input is worthwhile would be good first steps.

Leadership	2018 Cumulative Scores	2020 Cumulative Scores	Score Δ	% Δ
Supervisors	10.50	8.87	-1.63	-16%
Staff	8.25	8.25	0	0%

⁹ <https://global.theiia.org/knowledge/Public%20Documents/TaT-February-2016.pdf>; Institute of Internal Auditors, More Than Just Setting the Tone

¹⁰ The Human Organization; Likert, Rensis; 1967, McGraw-Hill; page 47.

Motivation

Workplace recognition motivates, provides a sense of accomplishment and makes employees feel valued for their work. Recognition not only boosts individual employee engagement, but it also has been found to increase productivity and loyalty to the company, leading to higher retention.¹¹

A substantial body of research findings demonstrates that the greater the loyalty of members of a group towards the group, the greater is the motivation among the members to achieve the goals of the group, and the greater is the probability that the group will achieve its goals.¹²

Survey Motivation questions targeted methodologies for motivating and recognizing staff.

PSC Staff and Supervisors perceive they are motivated with occasional rewards and some threats or punishment and that everyone bears responsibility for achieving department goals.

The principle of supportive relationships is a general principle which the members of an organization can use to guide their relationships with one another. The more fully this principle is applied throughout the organization, the greater will be the extent to which (1) the motivational forces arising from noneconomic motives of members and from their economic needs will be harmonious and compatible and (2) the motivational forces within each individual will result in cooperative behavior focused on achieving organizational goals.¹³

Recognition plays a central role in building supportive relationships. Beyond communicating appreciation and providing motivation to the recognized employee, the act of recognition also sends messages to other employees about what success looks like. In this way, recognition is both a tool for personal reward and an opportunity to reinforce the desired culture of the organization to other employees. The best managers promote a recognition-rich environment, with praise coming from every direction and everyone aware of how others like to receive appreciation.¹⁴

¹¹ <https://www.gallup.com/workplace/236441/employee-recognition-low-cost-high-impact.aspx?version=print>

¹² Likert, page 64.

¹³ Ibid, page 47.

¹⁴ Ibid.

People who are working toward a mutually agreed upon objective require less external motivation.¹⁵

When asked if they had been recognized or praised for good work during the last seven days, 61% of Staff and 60% of Supervisors responded “No.”

Staff responded at a rate of 65% and Supervisors at a rate of 60% that the City's mission makes them feel their job is important.

The year over year change shows declines at both Supervisor and Staff levels. Management will want to brainstorm with all staff on ways to increase staff recognition and address the perceived use of punishment as a motivation method.

Motivation	2018 Cumulative Scores	2020 Cumulative Scores	Score Δ	% Δ
Supervisors	7.20	5.86	-1.34	-19%
Staff	5.97	5.71	-0.26	-4%

Communication and Interaction

Different communication styles and ineffective use of communication tools are contributing to the lack of clarity about responsibilities that is evident in the research, and certainly adding to workplace stress levels.¹⁶

Questions for this section focused on perceptions of cooperation within the division and between the division and other departments. They also addressed communication flow and quality, as well as the degree of interaction between Staff and Management including Executive management.

Perceptions about communication and interaction can be gauges of the level of trust between staff and management. Staff and Supervisors reported that they mostly provide accurate information upward but sometimes may hold back information.

¹⁵ Auditing Culture Practice Guide, International Professional Practices Framework, The Institute of Internal Auditors Global, November 2019, page 5

¹⁶ https://eiperspectives.economist.com/sites/default/files/EIU_Lucidchart-Communication%20barriers%20in%20the%20modern%20workplace.pdf

PSC Staff and Supervisors perceive that information mostly flows from the top down and from the bottom up. Ideally, information should flow freely from the top down, from the bottom up, horizontally across the division, and between the division and other departments.

PSC Staff and Supervisors perceive that those above them have some knowledge and understanding of the problems they face.

Staff and Supervisors report that they do not interact at all with their Deputy City Manager. As the division is now a part of the Aurora Police Department’s (APD) chain of command, the additional reporting layers may influence the results of this question. The slight improvement in the Staff scores may be the result of increased visibility of the Supervisors and Operations Manager during peak hours and critical incidents.

Communication/Interaction	2018 Cumulative Scores	2020 Cumulative Scores	Score Δ	% Δ
Supervisors	18.20	16.34	-1.86	-10%
Staff	16.05	16.61	0.56	3%

Interactions with all levels of management are critical to building supportive relationships. Not having an opportunity to engage regularly with Executive management is a common complaint by City staff. Staff can interpret the lack of interaction as indifference toward them and their place in the organization. We recognize that Executive Management has many demands on its time; however, any efforts to increase the interactions between them and staff—either in a business or social context (such as department potlucks)—could go a long way to improving staff morale and productivity.

According to The Economist report Communication Barriers in the Modern Work Place, "Poor communication is having a tremendous impact on the workplace. Unclear instructions from superiors, pointless meetings and other stressors can snowball into larger issues with widespread impacts on the business.

Gallup poll respondents say communication barriers are leading to a delay or failure to complete projects (44%), low morale (31%), and missed performance goals (25%).

Different communication styles (42%), unclear responsibilities (34%) and time pressures (31%) are the three most frequently cited causes of poor

*communication. These causes suggest that managers need to tailor their communication styles to those around them to be effective. Doing so would ensure team members operate with a clear understanding of what they need to accomplish and expectations of when goals should be met.*¹⁷

Decision-Making

*As the pace of change increases, the ability of leaders to make high-quality decisions quickly and accurately is a critical leadership capability. Bad decisions can put organizations in jeopardy for obvious reasons, but delayed decisions can also hurt by losing competitive advantage.*¹⁸

*We are coming to recognize with increasing clarity that the capacity of an organization to function well depends both upon the quality of its decision-making processes and upon the adequacy and accuracy of the information used.*¹⁹

Decision-making questions are designed to ascertain staff perceptions about how and where decisions are made and the impact on department operations.

PSC Staff and Supervisors perceive that in their division policy decisions are made at the top with limited autonomy for them to make other decisions. Staff perceive they are only rarely consulted regarding decisions related to their work. Supervisors perceive they are occasionally consulted regarding decisions related to their work.

Staff are often the best individuals to be involved in decision-making since they are most often in direct contact with those they serve or with specific issues. While it is not necessary to involve staff in making all decisions, performance can be improved by involving them in as many as possible. The most effective models range from soliciting staff input and then informing them of management's reasoning for a particular decision to management facilitating staff in a consensus decision-making approach. In the latter model, management uses its expertise and experience to ensure the decision made is workable.

¹⁷ https://eiuperspectives.economist.com/sites/default/files/EIU_Lucidchart-Communication%20barriers%20in%20the%20modern%20workplace.pdf

¹⁸ <https://www.forbes.com/sites/joefolkman/2017/10/05/your-indecision-is-costing-too-much-8-proven-behaviors-to-become-more-decisive/#3f93d5b53755>

¹⁹ Likert, page 128.

Ethical leadership behaviors help to increase trust among peers. Ethical leaders demonstrate moral and fair behaviors and decision-making. This ties back to communication — leaders must communicate ethical standards to employees and include why certain decisions are made. And they have to be held to those standards themselves and hold other employees to those standards as well. Maintaining these moral standards is crucial to instilling trust in employees.²⁰

Decision-Making	2018 Cumulative Scores	2020 Cumulative Scores	Score Δ	% Δ
Supervisors	7.30	6.74	-0.56	-8%
Staff	4.96	5.59	0.63	13%

As shown in the 2018 report, staff want to be heard and have their input considered in decisions prior to Management making significant changes. This still holds true in this survey. Although there is a cumulative score increase from the Staff perspective, Management can benefit from greater staff involvement—listening to all staff, implementing staff ideas, and keeping all staff informed of the rationale for certain decisions. In 2019, staff was able to voice their opinion on the hours in a shift (10 or 12). Staff being involved in a decision that directly affected them may be the reason the Staff score increased. As noted above, the additional APD reporting layers may be affecting Supervisors’ decision making autonomy.

Goal Setting and Control

Individuals are unlikely to set high performance goals for themselves and organize their work well if their supervisors and managers do not have such aspirations for each individual and for the entire department.²¹

Overall, PSC Staff and Supervisors perceive that goals are established by Management with little opportunity for them to provide input. Additionally, 30% of Staff and 20% of Supervisors stated that they did not know what their area goals were or believed they did not have any. For those who are aware of the goals, the perception is that Supervisors publicly accept the goals but only work to achieve those with which they agree, and staff publicly accept the goals but ignore them. As we have noted above, staff involvement is perceived to be low. We strongly encourage Management to meaningfully increase staff involvement in department operations.

²⁰ <https://www.forbes.com/sites/forbeshumanresourcescouncil/2019/09/04/four-ways-to-build-trust-between-your-organization-and-employees/#44e45c445ea1>

²¹ Likert, page 63.

Goal Setting	2018 Cumulative Scores	2020 Cumulative Scores	Score Δ	% Δ
Supervisors	6.10	4.09	-2.01	-33%
Staff	6.35	4.66	-1.69	-27%

Staff and Supervisors perceive work is mostly controlled and reviewed by top Management with some delegation to middle managers and some staff. Staff perceives that performance data is used for policing, punishment, and some reward, but rarely used for guidance. Supervisors perceive that performance data is used for policing, punishment, some reward, and sometimes used for guidance.

Control	2018 Cumulative Scores	2020 Cumulative Scores	Score Δ	% Δ
Supervisors	5.00	5.20	.20	4%
Staff	5.08	4.45	-0.63	-12%

This aligns with the perceptions held for Decision-Making. Getting staff involved in these areas will move the division toward a more participative—and effective—environment.

Teamwork

Team building is key to the success of your employees. When there is tension or rifts between the members of your department, it can slow down processes, severely hamper creativity and decrease overall employee satisfaction—things that you definitely want to avoid.²²

The capacity to achieve cooperative teamwork improves an organization’s productive capability.²³

The questions in this section are new to the survey.

PSC Staff report that they want to work as a team but have not been trained in the skills to do so. Staff hold a general perception that their teammates often commit to quality work.

²² <https://www.forbes.com/sites/forbescoachescouncil/2019/06/13/six-effective-ways-to-improve-team-morale-and-bonding/#288dfbe65598>

²³ Likert, page 148.

They also state that their teammates' contributions are somewhat of high quality. Staff that utilized the comment section for this question stated that the quality of team member's work would improve with more trainings and skill classes for floor dispatchers.

Supervisors perceive that there is teamwork occurring, however, personalities get in the way. Supervisors perceive that their teammates occasionally commit to doing quality work. Further, Supervisors state that there are some who will go beyond what is required of them and some who will only fulfill the minimum requirements of their position.

PSC Staff and Supervisors perceive that there is quite a bit of cooperative teamwork within the division but there could be more. The same sentiment is shared regarding the cooperative teamwork between the division and other departments.

Team building within the division may foster more teamwork. However, team building is not a one-time effort. It requires regular, consistent attention.

Other ideas include organizing cross-functional mentorship programs whereby staff are able to work with a department head from a different functional group to gain more awareness of their broader team's objectives, and also have the ability to learn from someone that is not their direct supervisor. This fosters more open communication.²⁴

Core 4 and other matters

The employee's perception of the situation, rather than the manager's, determines whether or not an experience is supportive.²⁵

The more often a supervisor's or manager's behavior is supportive rather than deflating, the better will be the effect of their behavior on organizational performance.²⁶

PSC Staff and Supervisors stated that the CORE 4 values are important.

When asked about support and encouragement, 73% percent of Staff and 67% of Supervisors believe there is someone at work who encourages them. When asked if someone has talked to them about their progress in the last six months, 80% of Staff and 87% of Supervisors responded "Yes."

²⁴ <https://www.forbes.com/sites/forbescoachescouncil/2019/06/13/six-effective-ways-to-improve-team-morale-and-bonding/#288dfbe65598>

²⁵ Likert, page 48.

²⁶ Likert, page 47.

"...employees who don't feel supported in their professional goals are three times more likely to be looking for a new job, according to the research."²⁷

When asked in the last year if they have had opportunities to grow and learn, 78% of PSC Staff and 87% of PSC Supervisors responded "Yes." The division is encouraging staff and providing opportunities to grow.

An environment that continues to develop its people leads to a culture of increased communication, interaction, transparency, trust, and teamwork. It also supports the division moving toward a Participative culture.

²⁷ <https://www.inc.com/marcel-schwantes/why-do-people-quit-their-jobs-exactly-new-research-points-finger-at-5-common-reasons.html>

Audit Recommendations

Identify Primary Drivers

The PSC division has recently hired its new Director. As such, now is a great time for the center to establish the desired culture under new leadership.

As noted above, when Management does not identify primary drivers or itself embody the desired culture (*tone at the top*), staff may feel confused, unmotivated, or take advantage of the lack of direction. A lack of direction creates a patchwork culture made up of each staff's personal values as opposed to a cohesive culture built around organizational values.

We recommend Management articulate the desired culture (with staff input) and identify the primary drivers that will lead to the desired culture.

Management Response

We agree with the recommendation. PSC has begun the process of identifying and establishing the 'why' for the department. Formalizing a 'why' and creating a mission and vision statement will set a baseline and have ground rules to act as the umbrella under which we operate. We will gather input and ideas from all levels of staff and management.

Supervisors are our most influential staff members and as such, are in a great position to help influence their staff toward accepting the department 'why', mission, and vision statements. As such, the first plan of action is to help the supervisors better understand their roles and responsibilities. Once understood, supervisors will experience more ownership of their position within the department and can more effectively lead staff.

We are also making delivering consistent messaging in all communication a priority. Having two Operations Managers has helped in this effort.

Recommended implementation date: December 31, 2020

Professional Training/Development and Accountability

Staff reported that the quality of team member's work would improve with more trainings and skill classes for floor dispatchers.

We recommend Management actively encourage and support professional training and development for all staff. Individual professional development goals can be part of staff's annual evaluation. These goals might include learning a specialized process, earning a certification, developing new skills, or allowing staff the time to attend relevant trainings or conferences.

When providing additional comments on the quality of teammates' work, some staff reported that there appears to be differing levels of accountability due to Supervisors not correcting some staff on their missteps.

When Staff has received the training and knowledge they need to perform well in their positions, we recommend Supervisors and Managers consistently provide constructive and honest performance feedback to staff. Constructive feedback is a way to hold staff accountable for the knowledge and training gained.

The Supervisor and above respondents perceived personalities getting in the way of current teamwork efforts.

We recommend a training or activity specifically around cooperative teamwork perhaps focusing on communicating with differing personalities in the workplace. This could be accomplished by using the Discovery Insights (a familiar instrument to City of Aurora staff) or the Meyers Briggs Personality Types instrument.

Leaders should value one of its organization's best assets: its people. If a continuous investment is not made in training or people development...[t]he organization will become stale and have difficulty succeeding in a changing environment.²⁸

Management Response

We agree with the recommendation. We are currently restructuring the continued professional development efforts in the department. We want staff to have access to valuable professional trainings that are relevant to public safety communications. In the current 2020 strategic plan, our goal is to create individual development plans for each staff member. Staff will have the opportunity to personalize their goals specific to their career progression desires and not just be given a 'cookie cutter' development plan. Supervisors will be able to review staff goals, provide feedback, and hold periodic status checks with their direct reports (accountability).

Conferences and trainings offered by entities like the Association of Public-Safety Communications Officials (APCO), are offering online training opportunities that we can begin to take advantage of and at a lower cost than attending in-person conferences and trainings.

²⁸ <https://www.forbes.com/sites/forbescoachescouncil/2017/10/18/14-signs-of-negative-leadership-and-how-you-can-fix-it/#798ee35cd982>

We also have plans to do an in-depth personality assessment with our supervisor group during an upcoming in-service training.

Recommended implementation date: October 31, 2020

Recognition Efforts

When asked if they had been recognized or praised for good work during the last seven days, 61% of Staff and 60% of Supervisors responded "No."

We recommend that PSC develop activities to both formally and informally recognize staff performance and reduce the use of punishment as a motivation method. As noted in the report, recognition not only increases the morale of that individual, but it also serves as an illustration of the desired behavior expected of other staff. The top performers need to know their performance is appreciated. These employees are likely to be more engaged and loyal to the organization.

The best managers promote a recognition-rich environment, with praise coming from every direction and everyone aware of how others like to receive appreciation. This type of employee feedback should be frequent -- Gallup recommends every seven days -- and timely to ensure that the employee knows the significance of the recent achievement and to reinforce company values.²⁹

Management Response

We agree with the recommendation. As stated, by focusing on the supervisor level, getting them to invest in their staff development by providing timely, specific, and constructive feedback, we believe recognition efforts will continue to increase. We have also developed a 'life saver' and 'stork' board to recognize staff that help save a life or help deliver a baby.

Recommended implementation date: October 31, 2020

Staff Involvement/Transparency in Decision-Making

Overall, PSC Staff and Supervisors perceive that goals are established by Management with little opportunity for them to provide input. PSC Staff and Supervisors perceive that in their division policy decisions are made at the top with limited autonomy for them to make other decisions.

²⁹ <https://www.gallup.com/workplace/236441/employee-recognition-low-cost-high-impact.aspx?version=print>

We recommend developing ways to increase two-way feedback and staff participation in decision-making, goal setting, and problem solving. We recommend Management ensure there is clear communication regarding the decision-making process and the reasons for making certain decisions. We recommend PSC seek to increase Staff and Supervisor decision-making and goal setting participation and autonomy.

Management Response

We agree with the recommendation. In the current 2020 strategic plan, our goal is to establish a formalized idea/solution submission process. This process will help us better vet staff ideas/solutions and provide timely feedback, with hopes of increasing staff involvement and ownership of those ideas/solutions.

Recommended implementation date: December 31, 2020

Appendix—Survey Scores and Auditor Conclusions

Internal Audit considers scores below 2.5 to indicate areas requiring further attention. The closer a department can get to the top of the scale, the better.

Supervisors and above

Section	Question	2018 Weighted Average	2020 Weighted Average	Top of Scale	Internal Audit Conclusion
Leadership	How much confidence is shown in you by those who oversee your work?	3.70	3.47	4	Supervisors perceive that they have substantial confidence shown in them by those who oversee their work. A slight decrease from prior year's survey.
	How comfortable do you feel talking to those who oversee your work about issues related to your job?	3.60	3.20	4	Supervisors feel rather comfortable discussing some issues with those who oversee their work.
	How often are your ideas and opinions sought and used constructively by those above you?	3.20	2.20	4	Supervisors perceive that those above them only sometimes seeks their ideas and opinions.
Motivation	What are the predominant methods used to motivate you in your job?	3.30	2.33	4	Supervisors perceive that occasional rewards and some threats or punishment are the predominant motivation methods. In 2018, rewards and

Communication / Interaction

Where do you believe the responsibility should be for achieving your departments goals?

3.90



3.53

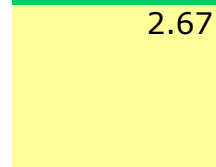
4

involvement were the predominant method.

Supervisors perceive that Management and staff should be responsible equally.

How much cooperative teamwork occurs within your division?

2.50



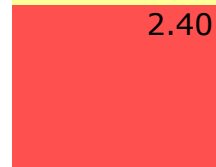
2.67

4

Supervisors perceive that there is quite a bit of cooperative teamwork among the division but there could be more.

How much cooperative teamwork occurs between your area and other departments?

2.80



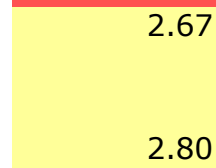
2.40

4

Supervisors perceive that there is some but not much cooperative teamwork among the division and other departments.

What is the usual direction of information flow?

2.90



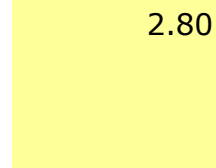
2.67

4

Supervisors perceive that information mostly flows from the top down and bottom up.

How do you view communications from those above you in the organization hierarchy?

3.50



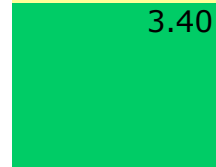
2.80

4

Supervisors often accept communication from those above them but may be suspicious of some of the communications.

How accurate is what you communicate to those above you in the organization?

3.20



3.40

4

Supervisors perceive that they usually provide accurate information but will sometimes hold back.

Decision Making

How well do those above you know the problems you face in your job?	3.30	2.40	4	Supervisors perceive that those above them have some knowledge or understanding of the problems they face in their job.
How would you characterize the interactions between management and staff?	<i>New Question</i>	2.47	4	Supervisors perceive some level of interaction with management. They characterize management as superior and staff as cautious.
How is your ability to communicate and interact with your responsible Deputy or Assistant City Manager?	<i>New Question</i>	1.13	4	Supervisors perceive they do not interact at all with the Deputy or Assistant City Manager.
At what level are decisions made in your division?	2.50	1.87	4	Supervisors perceive that decisions are made at the top with little autonomy.
Are you involved in decisions related to your work?	2.20	2.20	4	Supervisors perceive they are occasionally involved and consulted in the decisions related to their work.
Does the decision-making process used in your department/division contribute to your motivation?	2.60	2.67	4	Supervisors perceive that the decision-making process has some contribution to their motivation.
To what extent are decision-makers aware of problems, particularly those at the staff level?	<i>New Question</i>	2.20	4	Supervisors perceive that decision-makers are aware of some but not all of the problems they face.

Goal Setting	How are your area goals established?	2.85	1.67	4	The overall perception is that goals are established by management. Similar number of Supervisors unaware of the goals in the prior year survey. In 2018, some Supervisor comments were occasionally invited.
	How are goals received and treated?	3.25	2.42	4	The perception is that Supervisors publicly accept the goals but only work to achieve those with which they agree. Both surveys revealed some resistance.
Control	Where is work controlled and reviewed in your department?	2.00	2.87	4	Supervisors perceive work is mostly concentrated with top management with some delegated control to middle managers.
	What is performance data used for in your area?	3.00	2.33	5	Supervisors perceive that data is used for policing, punishment and some reward; sometimes used for guidance.
Team Work	How would you describe "teamwork" with your teammates (same department/division?)	<i>New Question</i>	2.67	4	Supervisors perceive that there is teamwork, however, personalities get in the way.
	Are your teammates committed to doing quality work?	<i>New Question</i>	2.40	4	Supervisors perceive that their teammates occasionally commit to do quality work.

Core 4 and Other Matters

How would you describe the quality of your teammates' contributions to your department's work?

New Question 4.33

7

Supervisors perceive that their teammates' contributions are of neither high nor low quality. Based on the comments, there are some who will go beyond what is called and some who fulfill minimum requirements of position.

How important to you are the Core 4 values?

3.80 3.00

4

Supervisors perceive that the Core 4 values are important. Majority of Supervisors stated that they know what is expected of them at work.

Do you know what is expected of you at work?

New Question Yes: 80% No: 20%

At work, do you have the opportunity to do what you do best every day?

New Question 2.87

4

Supervisors perceive they occasionally have the opportunity to do what they do best every day.

In the last seven days, have you received recognition or praise for doing good work?

New Question Yes: 40% No: 60%

Supervisors report not receiving recognition or praise for work in the last seven days. This area requires management attention.

Is there someone at work who encourages your development?

New Question Yes: 66.7% No: 33.3%

Supervisors report having someone at work who encourages their development.

Does the mission/purpose of the City make you feel your job is important?

New Question Yes: 60% No: 40%

Supervisors report the City's mission/purpose making them

In the last six months, has someone at work talked to you about your progress?

New Question Yes: 86.7%
No: 13.3%

In the last year, have you had opportunities to learn and grow?

New Question Yes: 86.7%
No: 13.3%

feel their job is important. Management may want to focus on this area for Supervisors. Majority of Supervisors have someone talk to them about their progress in the last six months. Most Supervisors perceive they had opportunities to learn and grow within the last year.

Staff

Section	Question	2018 Weighted Average	2020 Weighted Average	Top of Scale	Internal Audit Conclusion
Leadership	How much confidence is shown in you by those who oversee your work?	3.07	3.45	4	Staff perceive that they have substantial confidence shown in them by those who oversee their work. This is an increase from 2018.
	How comfortable do you feel talking to those who oversee your work about issues related to your job?	2.97	2.82	4	Staff feel rather comfortable discussing some issues with those who oversee their work. A slight increase from 2018.
	How often are your ideas and opinions sought and used constructively by those above you?	2.21	1.98	4	Staff perceive that those above them sometimes seeks their ideas and opinions.
Motivation	What are the predominant methods used to motivate you in your job?	2.50	2.24	4	Staff perceive that occasional rewards and some threats or punishment are used a predominant motivation method.
	Where do you believe the responsibility should be for achieving your departments goals?	3.47	3.47	4	Staff perceive that Management and staff should be responsible equally.
Communication	How much cooperative teamwork occurs within your division?	2.92	2.94	4	Staff perceive that there is quite a bit of cooperative teamwork among

How much cooperative teamwork occurs between your area and other departments?	2.85	2.73	4	the division but there could be more. Staff perceive that there is quite a bit of cooperative teamwork among the division and other departments but there could be more.
What is the usual direction of information flow?	2.81	2.59	4	Staff perceive that information mostly flows from the top down and bottom up.
How do you view communications from those above you in the organization hierarchy?	2.57	2.76	4	Staff often accept communication from those above them but may be suspicious of some of the communications.
How accurate is what you communicate to those above you in the organization?	2.59	3.12	4	Staff perceive that they usually provide accurate information but will sometimes hold back. An increase from 2018.
How well do those above you know the problems you face in your job?	2.31	2.47	4	Staff perceive that those above them have some knowledge or understanding of the problems they face in their job.
How would you characterize the interactions between management and staff?	<i>New Question</i>	2.67	4	Staff perceive some level of interaction with management. They characterize management as superior and staff as cautious.
How is your ability to communicate and interact with your responsible Deputy or Assistant City Manager?	<i>New Question</i>	1.20	4	Staff perceive they do not interact at all with the Deputy or Assistant City Manager.

Decision Making	At what level are decisions made in your division?	1.35	1.71	4	Staff perceive that decisions are made at the top with little autonomy.
	Are you involved in decisions related to your work?	1.45	1.55	4	Staff perceive they are rarely involved and consulted in the decisions related to their work.
	Does the decision-making process used in your department/division contribute to your motivation?	2.16	2.33	4	Staff perceive that the decision making process contributes relatively little to their motivation.
	To what extent are decision-makers aware of problems, particularly those at the staff level?	<i>New Question</i>	2.41	4	Staff perceive that decision-makers are aware of some but not all of the problems they face.
Goal Setting	How are your area goals established?	2.78	1.82	4	The overall perception is that goals are established by management. Still little to no group participation.
	How are goals received and treated?	3.57	2.84	4	The perception is that staff publicly accept the goals but ignore them. There is a significant increase in Staff unaware of the goals. This area requires Management's attention.

Category	Question	2018 Score	2019 Score	Scale	Notes
Control	Where is work controlled and reviewed in your department?	1.76	2.43	4	Staff perceive work is highly concentrated with top management with some delegated control to middle managers. This has increased since 2018.
	What is performance data used for in your area?	3.32	2.02	4	Staff perceive data to be used for policing and punishing; rarely for guidance. An increase in the amount of Staff unaware of performance data usage. This area requires Management's attention.
Team Work	How would you describe "teamwork" with your teammates (same department/division?)	<i>New Question</i>	3.2	4	In general, staff want to work as a team, but we haven't been trained in the skills to do so.
	Are your teammates committed to doing quality work?	<i>New Question</i>	3.12	4	Staff perceive that their teammates often commit to do quality work.
	How would you describe the quality of your teammates' contributions to your department's work?	<i>New Question</i>	5.08	7	Staff perceive that their teammates' contributions are somewhat of high quality.
Core 4 and Other Matters	How important to you are the Core 4 values?	3.40	3.1	4	Staff perceive that the Core 4 values are important.
	Do you know what is expected of you at work?	<i>New Question</i>	Yes: 93.8% No: 6.2%		Majority of staff stated that they know what is expected of them at work.

At work, do you have the opportunity to do what you do best every day?

In the last seven days, have you received recognition or praise for doing good work?

Is there someone at work who encourages your development?

Does the mission/purpose of the City make you feel your job is important?

In the last six months, has someone at work talked to you about your progress?

In the last year, have you had opportunities to learn and grow?

New Question 3.18

New Question Yes: 38.7%
No: 61.3%

New Question Yes: 73.4%
No: 26.6%

New Question Yes: 65.3%
No: 34.6%

New Question Yes: 79.5%
No: 20.5%

New Question Yes: 77.5%
No: 22.5%

4

Staff perceive they often have the opportunity to do what they do best every day.

A good portion of staff (61%) report have not received recognition or praise for doing good work in the last seven days. This area requires Management's attention.

73% of staff report having someone at work who encourages their development.

65% of staff report the City's mission/purpose making them feel their job is important. Management may want to focus on this area to reach the 35%.

Majority of staff had someone talk to them about their progress in the last six months. This area requires Management's attention, as there are staff members who have not had a conversation about progress.

Most staff perceive they had opportunities to learn and grow within the last year. This area requires Management's attention, as there are staff members who have not had growth opportunities.