



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

July 2020

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 has undergone significant operational changes and has 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.

Since then, the division has hired the permanent Director and has continued undergoing many operational changes. As such, a reassessment was timely.

Public Safety Communications Culture Reassessment

SCOPE

Our scope included all Public Safety Communications (PSC) staff as of our survey date, February 3, 2020.

OBJECTIVES

To reassess the culture within the Public Safety Communications division.

CONCLUSIONS

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.

KEY RECOMMENDATIONS AND RESPONSE RECOMMENDATIONS

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

We recommend Management actively encourage and support professional training and development for all staff. 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.

We recommend that PSC develop activities to formally and informally recognize staff performance and reduce the use of punishment as a motivation method.

We recommend developing ways to increase two-way feedback and staff participation in decision-making, goal setting, and problem-solving.

CONCLUSIONS

Management has agreed to implement the recommendations and has incorporated efforts into the division's strategic plan.

Link: [Full Report](#)