



Survey Report for Hancock County Sheriff's Office

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Table of Contents

I.	Survey Methodology	3
II.	Executive Summary	3
III.	Employee Demographics & Response Rate	4
IV.	Employee Survey Results by Section	6
V.	Employee Survey Results by Question	7
VI.	Employee Survey Results by Tenure	9
VII.	Employee Survey Results by Job Area	11
VIII.	Employee Net Promoter Score Results	13
IX.	Employee Verbatim Comments	14

Survey Methodology

Employees were asked to participate in an anonymous survey to help the organization's leadership team evaluate the effectiveness of their leadership and satisfaction with the organization. These results are input into the strategic planning process. The survey includes a number of rated response questions related to different sections listed below. The questions are based on the Malcom Baldrige National Quality Award surveys. In addition, the respondents provided open-ended commentary regarding the strengths and weaknesses of the organization. A total of 57 responses were received from a total of 94 surveys distributed to employees via email and hard copy.

Questionnaire sections included:

- Leadership
- Strategic planning
- Citizen focus
- Information and process management
- People focus
- Equipment and technology
- Ethics and values

Note: The complete survey questionnaire is available upon request.

Executive Summary

The top and bottom rated responses are shown below, based on a scale of 1 (Poor) through 5 (Excellent):

Top Rated Responses:

My ability to live up to our organizational values	3.91
Our adherence to government and industry laws and regulations	3.81
Our support of the community	3.78
My knowledge of our mission (what we are trying to accomplish)	3.75
My ability to improve the quality of my work	3.71

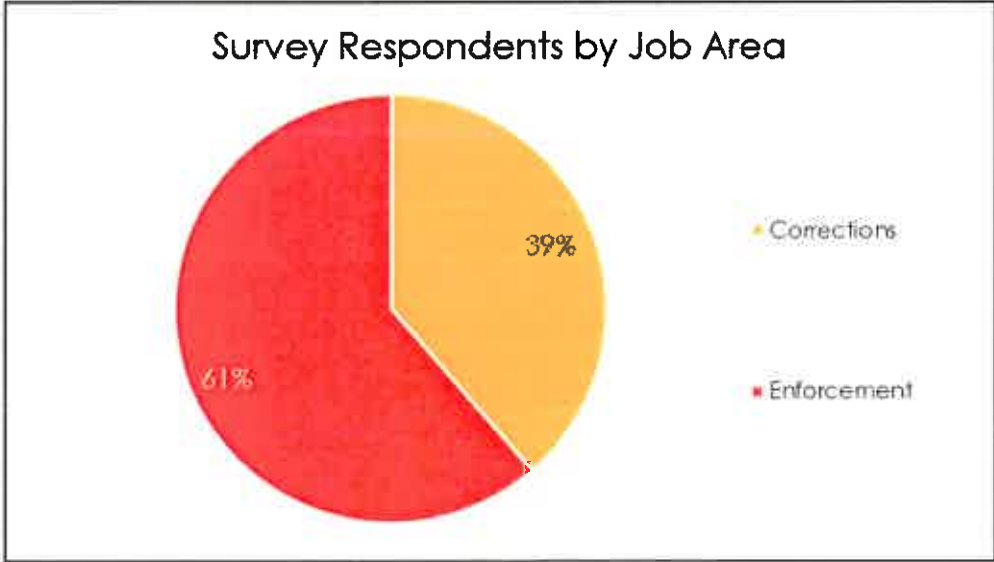
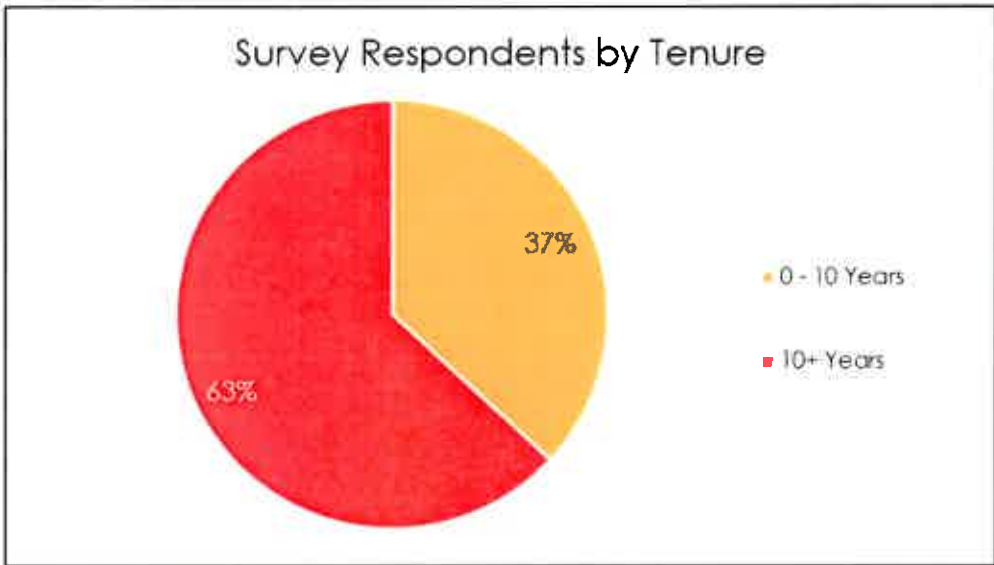
Bottom Rated Responses:

The recognition of my work	2.61
Leadership's willingness to remove obstacles that get in the way of progress	2.70
Leadership's sharing of information about our organization and how we are performing	2.71
The consideration of my input during the planning process	2.81
Leadership's guidance on the priorities for our organization	2.84

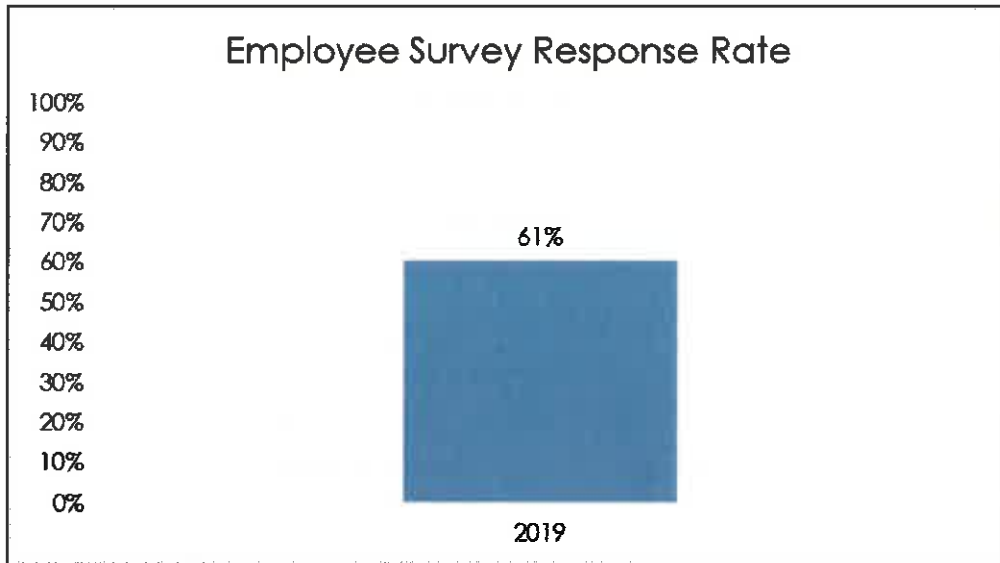
Employee Demographics & Response Rate

Survey responses are broken out by the following demographic categories:

- Tenure
 - 0 – 10 Years
 - 10+ Years
- Job Area
 - Corrections
 - Enforcement

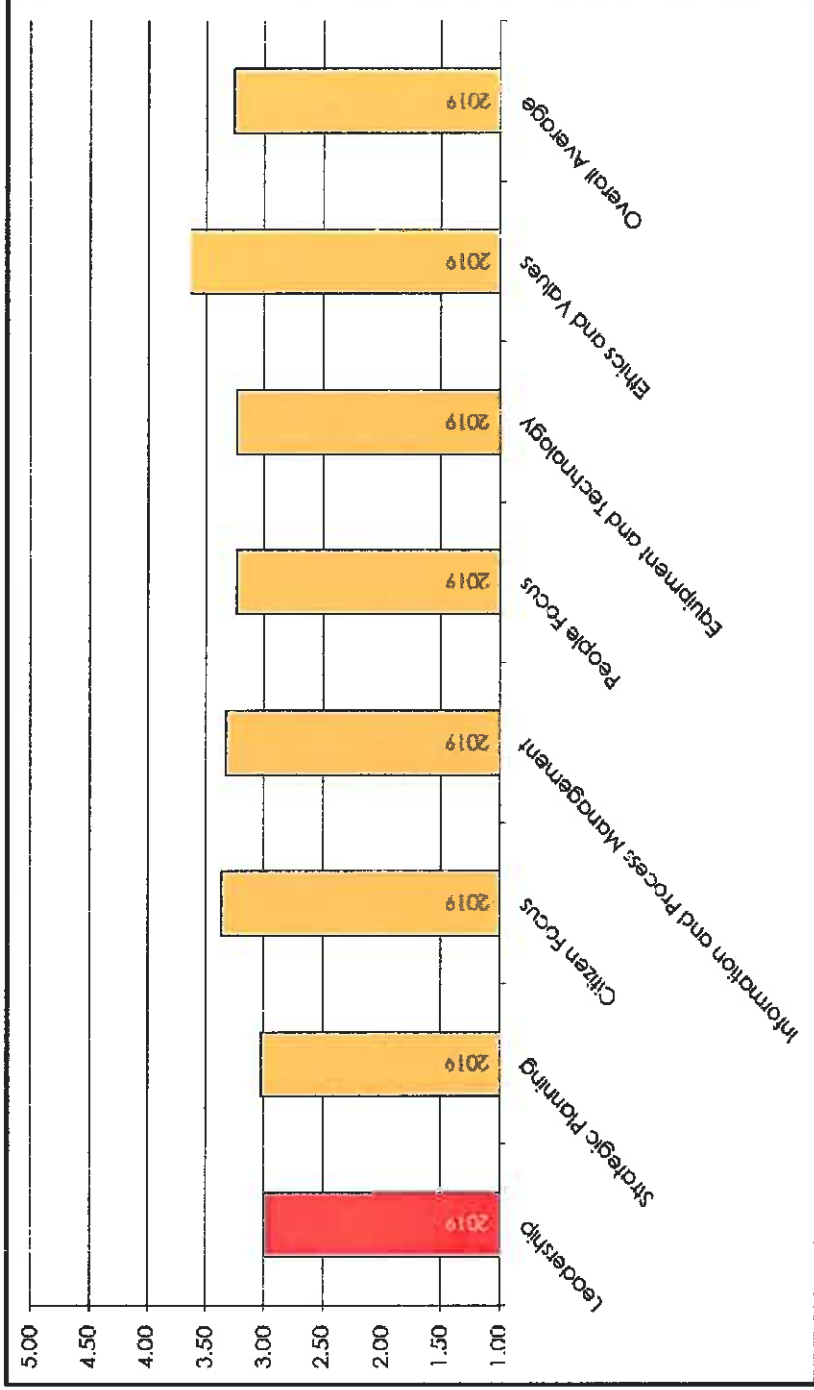


The response rate refers to the number of people who completed the survey divided by the number of people who received the survey.



Employee Survey Results by Section

The overall level of satisfaction uses an average of responses to quantifiable survey questions, based on a scale of 1 (Poor) through 5 (Excellent). Following is a summary of the overall satisfaction by section:



Employee Survey Results by Question

Following is a summary of the overall survey results by question for the respondents:

Survey Metrics	2019
Audience Size	94
Respondents	57
Response Rate	61%
Leadership	2019
My knowledge of our mission (what we are trying to accomplish)	3.75
Leadership's use of our values to guide us (leads by example)	2.91
Leadership's creation of an environment that helps me do my job	3.02
Leadership's sharing of information about our organization and how we are performing	2.71
Leadership's guidance on the priorities for our organization	2.84
Leadership's willingness to remove obstacles that get in the way of progress	2.70
Section Average	2.99
Strategic Planning	2019
The consideration of my input during the planning process	2.81
My knowledge of how my work supports our plans	3.17
My understanding of the progress on our plans	3.02
The overall quality of our plans	3.20
My knowledge of our plans for the future (Vision)	2.92
Section Average	3.02
Citizen Focus	2019
My knowledge of who our most important citizens are	3.39
Our approach to seeking feedback from our citizens on their satisfaction and how we're performing	3.16
My empowerment to solve problems for our citizens	3.53
Section Average	3.36
Information and Process Management	2019
My ability to measure the quality of my work	3.61
My ability to improve the quality of my work	3.71
The availability of the resources I need to do my job (e.g., support, equipment, training)	3.21
The effectiveness of our processes for doing work	3.14
The availability of information to know how we are performing as an organization	2.94
Section Average	3.32

People Focus	2019
The cooperation and teamwork of the people I work with	2.86
Leadership's actionable feedback about the quality of my work	2.96
My manager's support of my growth and development	3.13
The use of my time and talents	3.36
The recognition of my work	2.61
The safety of my work area	3.67
The level of care shown to me by our organization	3.02
The quality of our benefits and compensation program	3.63
The training provided to do my job	3.55
My satisfaction with my job	3.55
Section Average	3.23
Equipment and Technology	2019
The availability of reliable equipment and technology I need to do my job	3.16
The training provided to use my equipment and technology effectively	3.33
The technical support provided for my equipment and technology	3.20
Section Average	3.23
Ethics and Values	2019
Our adherence to government and industry laws and regulations	3.81
The morals and ethics of our organization	3.62
Our support of the community	3.78
Leadership's ability to live up to our organizational values	3.41
My manager's ability to live up to our organizational values	3.59
My peers' ability to live up to our organizational values	3.35
My ability to live up to our organizational values	3.91
Section Average	3.64
Overall Average	3.26

Employee Survey Results by Tenure

Following is a summary of the overall survey results by tenure:

Survey Metrics	0 - 10 Years	10+ Years
Respondents	21	36
Leadership	0 - 10 Years	10+ Years
My knowledge of our mission (what we are trying to accomplish)	4.00	3.61
Leadership's use of our values to guide us (leads by example)	3.19	2.75
Leadership's creation of an environment that helps me do my job	3.19	2.92
Leadership's sharing of information about our organization and how we are performing	2.95	2.57
Leadership's guidance on the priorities for our organization	3.10	2.69
Leadership's willingness to remove obstacles that get in the way of progress	2.95	2.56
Section Average	3.23	2.85
Strategic Planning	0 - 10 Years	10+ Years
The consideration of my input during the planning process	2.89	2.76
My knowledge of how my work supports our plans	3.11	3.21
My understanding of the progress on our plans	2.95	3.06
The overall quality of our plans	3.22	3.18
My knowledge of our plans for the future (Vision)	2.79	3.00
Section Average	2.99	3.04
Citizen Focus	0 - 10 Years	10+ Years
My knowledge of who our most important citizens are	3.17	3.52
Our approach to seeking feedback from our citizens on their satisfaction and how we're performing	3.18	3.16
My empowerment to solve problems for our citizens	3.29	3.66
Section Average	3.21	3.44
Information and Process Management	0 - 10 Years	10+ Years
My ability to measure the quality of my work	3.52	3.67
My ability to improve the quality of my work	3.67	3.74
The availability of the resources I need to do my job (e.g., support, equipment, training)	3.19	3.22
The effectiveness of our processes for doing work	3.10	3.17
The availability of information to know how we are performing as an organization	3.00	2.91
Section Average	3.30	3.34

People Focus	0 - 10 Years	10+ Years
The cooperation and teamwork of the people I work with	2.75	2.92
Leadership's actionable feedback about the quality of my work	3.05	2.91
My manager's support of my growth and development	3.33	3.00
The use of my time and talents	3.38	3.34
The recognition of my work	2.62	2.61
The safety of my work area	3.62	3.69
The level of care shown to me by our organization	3.14	2.94
The quality of our benefits and compensation program	3.86	3.50
The training provided to do my job	3.67	3.49
My satisfaction with my job	3.40	3.64
Section Average	3.28	3.20
Equipment and Technology	0 - 10 Years	10+ Years
The availability of reliable equipment and technology I need to do my job	3.19	3.14
The training provided to use my equipment and technology effectively	3.43	3.28
The technical support provided for my equipment and technology	3.11	3.25
Section Average	3.24	3.22
Ethics and Values	0 - 10 Years	10+ Years
Our adherence to government and industry laws and regulations	4.00	3.71
The morals and ethics of our organization	3.63	3.61
Our support of the community	3.63	3.86
Leadership's ability to live up to our organizational values	3.53	3.34
My manager's ability to live up to our organizational values	3.68	3.54
My peers' ability to live up to our organizational values	3.58	3.22
My ability to live up to our organizational values	3.90	3.92
Section Average	3.71	3.60
Overall Average	3.31	3.24

Employee Survey Results by Job Area

Following is a summary of the overall survey results by job area:

Survey Metrics	Corrections	Enforcement
Respondents	22	35
Leadership	Corrections	Enforcement
My knowledge of our mission (what we are trying to accomplish)	4.05	3.57
Leadership's use of our values to guide us (leads by example)	3.41	2.60
Leadership's creation of an environment that helps me do my job	3.45	2.74
Leadership's sharing of information about our organization and how we are performing	3.10	2.49
Leadership's guidance on the priorities for our organization	3.32	2.54
Leadership's willingness to remove obstacles that get in the way of progress	3.14	2.43
Section Average	3.41	2.73
Strategic Planning	Corrections	Enforcement
The consideration of my input during the planning process	3.15	2.61
My knowledge of how my work supports our plans	3.47	3.00
My understanding of the progress on our plans	3.35	2.82
The overall quality of our plans	3.45	3.03
My knowledge of our plans for the future (Vision)	3.00	2.88
Section Average	3.28	2.87
Citizen Focus	Corrections	Enforcement
My knowledge of who our most important citizens are	2.94	3.65
Our approach to seeking feedback from our citizens on their satisfaction and how we're performing	3.19	3.15
My empowerment to solve problems for our citizens	3.33	3.62
Section Average	3.16	3.47
Information and Process Management	Corrections	Enforcement
My ability to measure the quality of my work	3.73	3.54
My ability to improve the quality of my work	3.82	3.65
The availability of the resources I need to do my job (e.g., support, equipment, training)	3.45	3.06
The effectiveness of our processes for doing work	3.32	3.03
The availability of information to know how we are performing as an organization	3.32	2.73
Section Average	3.53	3.20

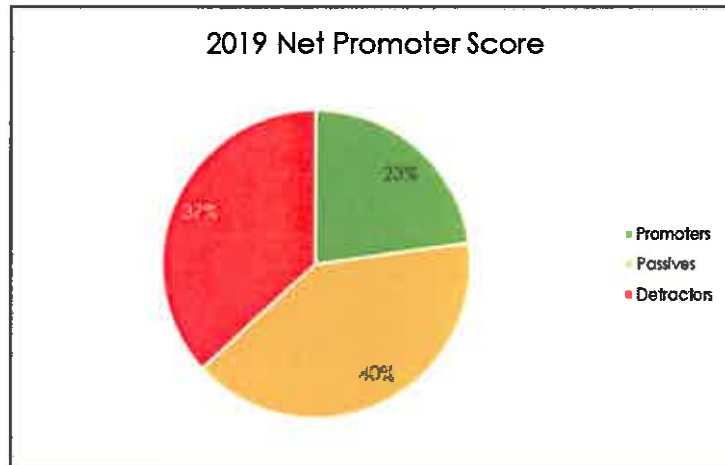
People Focus	Corrections	Enforcement
The cooperation and teamwork of the people I work with	2.95	2.80
Leadership's actionable feedback about the quality of my work	3.55	2.59
My manager's support of my growth and development	3.62	2.82
The use of my time and talents	3.41	3.32
The recognition of my work	3.14	2.29
The safety of my work area	3.91	3.51
The level of care shown to me by our organization	3.45	2.74
The quality of our benefits and compensation program	3.95	3.43
The training provided to do my job	3.86	3.35
My satisfaction with my job	3.48	3.60
Section Average	3.53	3.05
Equipment and Technology	Corrections	Enforcement
The availability of reliable equipment and technology I need to do my job	3.27	3.09
The training provided to use my equipment and technology effectively	3.68	3.11
The technical support provided for my equipment and technology	3.45	3.06
Section Average	3.47	3.09
Ethics and Values	Corrections	Enforcement
Our adherence to government and industry laws and regulations	3.89	3.76
The morals and ethics of our organization	3.86	3.47
Our support of the community	3.80	3.77
Leadership's ability to live up to our organizational values	3.74	3.23
My manager's ability to live up to our organizational values	3.95	3.40
My peers' ability to live up to our organizational values	3.50	3.26
My ability to live up to our organizational values	3.81	3.97
Section Average	3.79	3.55
Overall Average	3.49	3.12

Employee Net Promoter Score Results

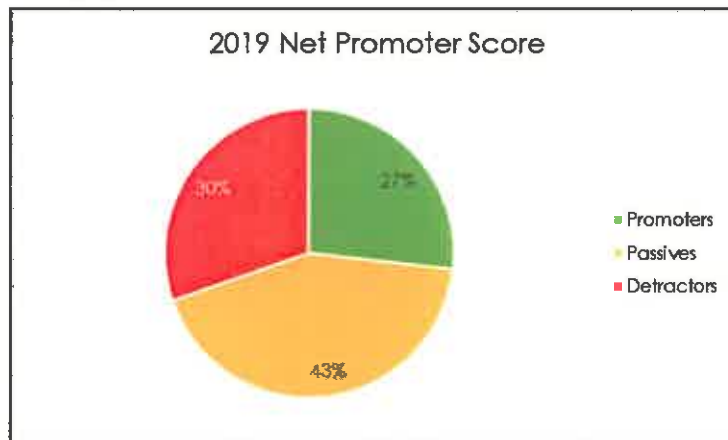
Following is a summary of the Net Promoter Score results:

Note: Net Promoter Score is calculated by taking the percentage of respondents who are Promoters (scored 9 or 10) and subtract from the percentage of respondents who are Detractors (scored 1 – 6). Net Promoter Score is based on a fundamental theory that respondents can be categorized into three groups (Promoters, Passives and Detractors).

Net Promoter Score				
Would you recommend our organization as a place to work?	Promoters	Passives	Detractors	NPS
2019	23%	40%	37%	-14



Net Promoter Score				
Would you recommend our organization's products/services?	Promoters	Passives	Detractors	NPS
2019	27%	43%	30%	-3



Employee Verbatim Comments

Following is a summary of the comments to the open-ended questions by tenure:

Note: In order to maintain anonymity, responses are only associated with tenure. If both tenure and job area were revealed, the anonymity may be compromised.

What are our greatest strengths?

0 - 10 years	An experienced work force that is tightly knit.
0 - 10 years	Good core group of people. Being open to new and different ideas and ways of accomplishing the goal
0 - 10 years	Good place to work
0 - 10 years	I think the greatest strengths come from the Administration of the jail. If we didn't have a strong Administration to come up with and enforce rules and rule violations, it would be a mess up here
0 - 10 years	Our office is strong with providing necessary equipment to succeed at our job. Our office provides several opportunities each year for Deputies to further their knowledge with classes/training. Our office seems to have a great relationship with our community
0 - 10 years	Security
0 - 10 years	Some strengths we have as an organization are the work ethic of most of the employees. There are certain employees that do not assist in handling calls or assist with park times and just stay in the office all the time. I think most deputies on the road work well together. I think we have a great benefit and compensation package.
0 - 10 years	Teamwork within all departments
0 - 10 years	When you have a good set of people working together things get done and we work as a unit.
10+ years	Commitment of employees to serving the public.
10+ years	Helping people no matter the task
10+ years	Most of the people here seem to want to help people.
10+ years	None, several individuals with great strengths however they are all rowing the boat in different directions.
10+ years	Our employees....
10+ years	Overall, we have some good people working for our office. We do have a good blend of officer strengths/weaknesses so we have a good balance.
10+ years	People.
10+ years	Progressive attitude, quality of employees
10+ years	Quality of our work and service to the community
10+ years	Some dedicated hard working Deputies willing to go the "extra mile."
10+ years	Stick together as a group.
10+ years	Teamwork with the deputies.
10+ years	The people.
10+ years	The professionalism our office provides to the public.
10+ years	The staff
10+ years	Those who are putting in long hours, working weekends, evenings, midnights and public events while away from their families. Talking with the public and using the tools we have to build bridges and keep a solid foundation with the public.
10+ years	We get the job done with limited resources
10+ years	We have established the backing of the community but I am afraid this will change in the future if we don't do some things differently. .

10+ years	When we work together as a team to get the job done, we can get a lot accomplished. Training and programs has been excellent.
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In what areas can we improve the most?

0 - 10 years	Better communication
0 - 10 years	Consistency with action from certain supervisors is becoming difficult and frankly causing the supervisor to become less approachable. Our office does not put much emphasis on training with our firearms training. The qualification process is not relevant or realistic to incidents that happen out in the field. It is not reassuring seeing deputies on the range fail to understand the basics of their firearms and how to use them properly. Pushing deputies and other members of our office to become more than just "proficient" with their firearms should be placed in high regards seeing as an OIS can become the immediate downfall or ruin of an agency. Our office should at minimum allow deputies to use range facilities on their own time if not provide them with minimal ammunition and motivation. If our office trusts us in the county with a firearm why can't we be trusted on a private range? Proactive patrol and criminal interdiction does not appear to be supported at our office by superiors. This is part of our job and is essential for helping the community meet its potential by pulling drunks, drugs and weapons off the roadway. Having supervisors that drive their men to be proactive creates an environment where deputies want to be more than just warm bodies waiting for calls to come in... Patronizing from supervisors isn't needed. Constructive criticism goes further and keeps that supervisor approachable. Profanity isn't needed during writes up, verbal reprimands, etc. Negativity in the office around newer deputies brings them down quickly when they should be eager to learn and become better officers.
0 - 10 years	Having the more senior people pawn off all the work on the less senior individuals. From personal experience working here for a brief period of time, I've noticed real quick that the more senior individuals tend to sit back and expect the less senior to do all the work and make sure everything gets done, and get mad when you call them out on their laziness or ask them to do something.
0 - 10 years	Leadership. The supervisors taking a more active role in day to day handlings instead of separating themselves.
0 - 10 years	More involvement of administration, along with more support and encouragement to staff to be proactive. Maybe even implementing special units such as directive patrol. I would also like to see administration take line staff's opinions into account when it comes to training and changes in gear/ equipment. It would be nice to see administration take a more hands on approach to become more involved as well as touch base with employees on all shifts periodically.
0 - 10 years	Officers not working together. Officers thinking about themselves rather than the bigger picture and taking shortcuts and not being held accountable for mistakes that are made. Communication between admin. and line staff
0 - 10 years	Providing employees (Road Deputies) additional time to complete reports / investigations etc. Opinion; 10 hour schedules which may provide overlapping. Previous shift would have that extra time to complete assigned duties. Traffic Enforcement in summer. Extra Road Enforcement during high traffic hours / areas
0 - 10 years	Teamwork
0 - 10 years	Teamwork and Consistency

0 - 10 years	We need more training in firearms and the ability to go to the shooting range off duty. It would be a great benefit to every officer if we could be supplied a box of ammo and go to the shooting range instead of just our yearly qualification. Also our equipment is outdated. We have very few Lidars and PBT to use. Certain vehicles used on patrol have high mileage and are not suitable for winter conditions.
10+ years	Accountability for those not performing assigned tasks.
10+ years	Addressing antiquated staffing levels and essential equipment.
10+ years	Better communication on all levels within the organization
10+ years	Communication
10+ years	Communication and involving all those who need to be involved in work related issues
10+ years	Communication highway from Leadership down.
10+ years	Do something about the huge divide between enforcement and investigations as well as corrections. Some persons in position of command talk openly in front of subordinates, often criticizing their performance when it should be done privately with the employee. People are allowed to demean others and its driving morale lower. Some of those in command are seen as not willing to help out, yet quick to judge and complain about what is or not being done.
10+ years	Encourage all to work together to serve in each area of their assignment
10+ years	Enforcement Supervisor meetings at least every other month. Supervisors need to get back to essentials of supervision such as checking reports and giving employees guidance on in criminal cases of elements of an offence which need to be included in reports. Better training in the handling, collection, entry of evidence into the RMS and evidence room submission.
10+ years	Equality, Respect, Creating leaders and role models
10+ years	Everything, supervisors that have the Sheriff's Office in the best interest. Not their own personal gain and power.
10+ years	Give Corrections Officers the floor back and not utilize them for entire afternoons of court observation, which the deputy units originally handled. This often leaves no available movement or booking officers on the floor to do our job as needed. Give all officers the opportunity to have their lunch break each day of the week. Repair the Control Panel in the L2 Control Room – lights on doors not operating as they should, cameras often down, control panel occasionally down, unable to tell if a door is locked or open. So much more.
10+ years	Have people use designated area to smoke. Unable to address as a supervisor violates this.
10+ years	It seems the passion for the job and the pride in what we do has diminished over the years. From what I see it seems the newer employees (past ten years) see this a just a job. I believe this needs to change in order for the quality of our services to improve.
10+ years	Lead by example does not exist. Not one shift is uniform. SGT not helping units setting them up for failure
10+ years	Leadership
10+ years	Leadership and holding people accountable. No one wants to take a stand and hold people accountable when they underperform or make mistakes that make the organization look bad. This is from the top down. The sergeants do whatever they want and fail to lead their people on days and midnights. They seem more worried about their own agenda and not the organization's. The lieutenant does not supervise these people in order to correct the problem.
10+ years	Leading by example, not a do as I say not as I do mentality.
10+ years	Morale
10+ years	Morale. More personal and less administration.
10+ years	Need more road deputies for officer safety.

10+ years	Professionalism of floor officers.
10+ years	Several of those in Supervisor positions should not be in my opinion. They lack morals and do not behave as a supervisor should. A supervisor should be a person others respect and look up to, which is not the case with several of ours. Also, many people get away with no doing as much work as others.
10+ years	Sgt, helping out and showing they care and have employees backs. Sgt. need to not sit on station all day and not help with calls.
10+ years	STOP micromanaging in TW!!!
10+ years	Technology, communication
10+ years	We don't always work together as a team. Jobs can be put off for the next person. At times I feel the Sergeants have to communicate what needs to be done and not take it for granted that it is being done by some officers. Don't have enough help-Tuesday, Wednesday, and Thursday. Monday and Friday we might have too much help that you have several people working and several people letting them work.
10+ years	We have clear division in our ranks!!!!!!! Talking down to subordinates which is clearly taking a toll on newer officers wanting to do proactive work. Negative group in our agency that stick to themselves and talk bad of everyone. It is very clear that some leaders only think of themselves and withhold information to make themselves look good for future promotions. We need to keep all leaders held to the same level and not allow certain ones to make all the decisions or placed on a higher level. This has been brought to attention in the past with no resolution or change in direction of future leaders. Numerous people speak and honestly worry about the future of our agency as they see the "writing on the wall" of who will be promoted further in the future. We need leaders that care about the team not themselves... With all the LEO deaths and negativity in the country... we need to work on getting more support not division within the office.