

Frontline Supervisor and Service Climate Survey

A practical employee pulse survey for security operations

Dunmire LLC | Security Operations and Business Performance Consulting

Purpose

This survey helps security leaders understand how employees experience frontline supervision, service expectations, working conditions, and their relationship with the organization. It is designed for practical management use at a site, account, branch, or portfolio level.

Important use note

This is a management pulse survey, not a validated psychometric instrument or formal employee-relations investigation. Protect anonymity when teams are small, communicate how results will be used, and follow up visibly on the issues identified.

Recommended Administration

- Ask employees to respond anonymously whenever possible.
- Do not collect names, employee numbers, or details that could identify an individual unless there is a clear business need.
- Use the same survey at regular intervals, such as every six months or after a major operational change.
- Report results by category and work group only when enough responses exist to protect confidentiality.
- Share the major findings and the actions management will take.

Response Scale

1	2	3	4	5	N/A
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not applicable / unsure

1. Communication and Responsiveness

#	Statement	1	2	3	4	5	N/A
1	My supervisor follows a consistent schedule of communication with assigned employees.	☐	☐	☐	☐	☐	☐
2	My supervisor responds promptly to employee requests and concerns.	☐	☐	☐	☐	☐	☐
3	Schedule changes, work expectations, and important updates are communicated clearly.	☐	☐	☐	☐	☐	☐
4	When my supervisor says an issue will be addressed, there is visible follow-through.	☐	☐	☐	☐	☐	☐

#	Statement	1	2	3	4	5	N/A
5	Performance standards are applied fairly and consistently.	☐	☐	☐	☐	☐	☐
6	My supervisor addresses performance problems rather than allowing them to continue.	☐	☐	☐	☐	☐	☐
7	Good performance is recognized and acknowledged.	☐	☐	☐	☐	☐	☐
8	Feedback from my supervisor is respectful, specific, and useful.	☐	☐	☐	☐	☐	☐

2. Fairness, Support, and Accountability

#	Statement	1	2	3	4	5	N/A
13	I have the training, information, and tools needed to perform my duties.	☐	☐	☐	☐	☐	☐
14	Staffing levels and schedules generally allow required duties to be completed properly.	☐	☐	☐	☐	☐	☐
15	Technology used at the assignment supports the work and functions reliably.	☐	☐	☐	☐	☐	☐
16	Problems outside the supervisor's control are escalated to the appropriate level of management.	☐	☐	☐	☐	☐	☐

3. Service Climate and Daily Execution

#	Statement	1	2	3	4	5	N/A
9	I understand what types of incidents, contacts, hazards, and unusual activity should be documented at my assignment.	☐	☐	☐	☐	☐	☐
10	My supervisor reinforces post orders, report quality, tours, appearance, and other service expectations.	☐	☐	☐	☐	☐	☐
11	Service standards remain important even when staffing or workload pressures increase.	☐	☐	☐	☐	☐	☐
12	When officers report recurring security or operational problems, management follows up and communicates what action was taken.	☐	☐	☐	☐	☐	☐

4. Resources and Working Conditions

5. Engagement and Workforce Stability

#	Statement	1	2	3	4	5	N/A
17	I feel comfortable raising an operational, safety, or service concern.	☐	☐	☐	☐	☐	☐
18	I believe my supervisor values the work performed by frontline employees.	☐	☐	☐	☐	☐	☐
19	I would recommend this assignment as a good place to work.	☐	☐	☐	☐	☐	☐
20	I expect to still be working with this organization six months from now.	☐	☐	☐	☐	☐	☐

Open-Ended Questions

What does your supervisor do that most helps you perform your job well?

What is the most important improvement your supervisor or manager could make?

What condition outside your supervisor’s control creates the greatest difficulty at your assignment?

What recurring security, safety, access-control, or operational issue do you see at this assignment that management should pay more attention to?

Scoring and Interpretation Guide

Calculate the average response for each category using only answered items. Keep the five category scores separate. An overall average can be reported, but category-level results are more useful because they identify where management action is needed.

4.25-5.00	Strong	Maintain the practice and identify lessons that can be used elsewhere.
3.50-4.24	Generally positive	Performance is acceptable, but inconsistencies or weak items should be reviewed.
2.75-3.49	Improvement needed	Employees are experiencing meaningful gaps that require a defined action plan.
2.00-2.74	High concern	Leadership and operating conditions are likely affecting service or workforce stability.
Below 2.00	Critical concern	Immediate review, employee follow-up, and management intervention are appropriate.

Recommended Review Questions

- Which category received the lowest score?
- Which individual questions show the greatest disagreement or inconsistency?
- Are results different by site, shift, supervisor, or tenure?
- Which issues can the frontline supervisor address directly?
- Which issues require structural, contractual, staffing, or senior-management action?
- What will management communicate back to employees, and by when?

Confidentiality reminder

Do not report results for very small groups when responses could be traced to individual employees. Open-ended comments should be summarized carefully and handled according to applicable employment and privacy requirements.

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