

National Institute of Ethics

Trust Survey

This survey is *confidential* and *anonymous*. It will gather your thoughts in two ways:

1. Through a rating scale approach, as explained in each section;
2. Through room for your comments in each section.

Please make use of both opportunities to voice your thoughts; and *thank you* for your time in completing the survey! Please complete the survey with honesty and objectivity. Do not identify yourself or anyone else.

Trust in Organizations – Background Information

There are various definitions of “*trust*” as it relates to an organization. This survey will use an often-cited definition by Mayer, Davis and Schoorman (1995): “Trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party.”

*Use this definition as your guide when asked about trust
and your thoughts and feelings related to trust in this survey.*

Trust Survey

Section I. Trust with you Immediate Supervisor

A. This section seeks to measure the level of trust you have for your immediate supervisor. Write the number that best matches your position on the following statements: Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

- _____ 1. This person approaches his/her job with professionalism and dedication.
- _____ 2. Given this person’s track record, I see no reason to doubt his/her competence and preparation for the job.
- _____ 3. I can rely on this person not to make my job more difficult by careless work.
- _____ 4. Most people, even those who aren’t close friends of this individual, trust and respect him/her as a co-worker.
- _____ 5. Other work associates of mine who must interact with this individual consider him/her to be trustworthy.

Comments regarding trust with your immediate supervisor: _____

B. People make emotional investments in trust relationships, express genuine care and concern for the welfare of partners and believe in the virtue of such relationships. *Considering this aspect of trust, and your immediate supervisor*, write the number that best matches your position on the following statements: Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

- _____ 1. We have a sharing relationship. We can both freely share our ideas, feelings, and hopes.
- _____ 2. I can talk freely to this individual about difficulties I am having at work and know that (s)he will want to listen.
- _____ 3. We would both feel a sense of loss if one of us was transferred and we could no longer work together.
- _____ 4. If I shared problems with this person, I know (s)he would respond constructively and caringly.

_____ 5. I would have to say that we have both made considerable emotional investments in our working relationship.

Comments you might have about this aspect of trust with your immediate supervisor: _____

Section II. Organizational Trust

This section seeks to measure the level of trust you have for the organization as a whole. Trust of an organization derives primarily from key aspects of the organization’s culture and practices, specifically:

- A. Organizational Communication;
- B. Procedural Justice;
- C. Organizational Support;
- D. Job Security.

As an organization, write the number that best matches your position on the following statements:
Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

A. Organizational Communication – Accurate two-way sharing of information and ideas, so all parties are understood.

- _____ 1. The quantity of communication exchanges within the department is adequate for me to do my job effectively.
- _____ 2. I have found that information is accurately communicated within the department.
- _____ 3. Communication within the department is sufficiently open for me to feel informed and part of events.
- _____ 4. I receive timely feedback or answers to my questions when I request it.
- _____ 5. I often feel that I have been left “out of the loop” on information and decisions important to my responsibilities.

Comments you might have about this aspect of trust with your organization: _____

B. Fair treatment, consistent with due process (i.e. adequate notice, fair hearing, judgment based on evidence).

- _____ 1. Overall, I think people are treated fairly and equally within the department.
- _____ 2. All applicable policies, laws, and agreements governing employee relations are faithfully followed within the department.
- _____ 3. Whenever I have had to deal with my personal employment issues within the department, I have had to fight to get justice.
- _____ 4. The department’s performance appraisal system is fair and reliable, accurately assessing employees’ performance.
- _____ 5. To my knowledge, discipline is applied fairly and equally across all work groups of the department.

Comments you might have about this aspect of trust with your organization: _____

C. Organizational Support – The perception by an employee that the organization values him/her and cares about his/her well-being.

- _____ 1. The department has always done right by me.
- _____ 2. The department has developed me and prepared me to succeed in my current job duties and future career goals.
- _____ 3. The support I have received during my career has been communicated in ways beyond the wage and benefit package.
- _____ 4. Typically, when given a new task, I have been left to “sink or swim” on my own abilities with little help or guidance.
- _____ 5. If I had to leave the department for personal reasons, I would miss the sense of family or belonging I feel here.

Comments you might have about this aspect of trust with your organization: _____

D. Job Security – The ability to keep a job as long as one wants, providing one’s performance is satisfactory.

- _____ 1. I can be sure of keeping my job and position, as long as I do good work.
- _____ 2. If I do my part, I think I will be able to achieve my long-term career goals at the department.
- _____ 3. The situation at the department is volatile enough that I never feel settled and at ease.
- _____ 4. I can make decisions and “do the right thing” in my day-to-day work without fear that I will lose my job over it.
- _____ 5. Despite what may happen, I believe there will always be a position for me at the department.

Comments you might have about this aspect of trust with your organization: _____

Note: This survey was adapted from a survey developed by Stephen Smith, (2003) and used with his permission.

References

- Organizational Trust descriptions and measures were adapted from Albrecht (2003); Costigan (2004); McCauley (1992); and Whitener (1998). Cognitive/affective descriptions and measures were adapted from McAllister (1995).

Leadership Research Survey

State___ Agency Type: City___ County___ State___ Federal___ Do you work in a jail? ___

Number of Fulltime Ofcs: 1-10___ 11-50___ 51-100___ 101-300___ 301-500___ 500+___

Rank: Cpl___ Sgt___ Civilian 911___ Civilian Records___ Other _____ Years as Supervisor: ___

Hours of Formal Supervision Training: ___ Assignment: Patrol___ Investigations___ Other _____

Pick a number from the following scale that best relates to you and place it in the space to the right:

1-Strongly Agree 2-Generally Agree 3-Neutral 4-Generally Disagree 5-Strongly Disagree

Do not identify yourself or your agency. Your help is deeply appreciated. Your honesty is crucial.

Transition into Supervision During my first year as a supervisor, I had or have trouble:

- ___ Supervising employees who don't care about their work,
- ___ Disciplining officers,
- ___ Making decisions in the field under stress,
- ___ Making decisions about policies and regulations,
- ___ Dealing with friendships of those I supervise,
- ___ Counseling employees,
- ___ Communicating effectively,
- ___ Motivating employees,
- ___ Reviewing and correcting reports,
- ___ Dealing with internal politics, "backstabbing" and power struggles,
- ___ Staying positive, when the majority of others are negative
- ___ Recalling details about specific department policies and regulations,
- ___ Being a positive role model,
- ___ Feeling defensive due to my lack of skills and abilities,
- ___ Conducting performance evaluations,
- ___ Training those I lead,
- ___ Never received any training on how to conduct training,
- ___ Didn't or don't believe it is my responsibility to train those I supervise,
- ___ With many things, because I had no supervision training,
- ___ Being patient with those I supervise,
- ___ Acquiring the trust and respect of those I supervise

Other _____

Communication As a leader, I:

- ___ Should improve my writing ability,
- ___ Need to listen more and better,
- ___ Am hindered by my poor reading,
- ___ Am guilty of participating in the "rumor mill" like everyone else,
- ___ Become angry with the lack of direction and communication from the administration,
- ___ Need good training on how to effectively communicate,
- ___ Become defensive when I don't know the answer to questions,
- ___ Am not very good at resolving personality conflicts,
- ___ Find that internal e-mail messages waste my time more than they are helpful,
- ___ Find communication from me, to the administration to be ineffective,
- ___ Find communication to me, from the administration to be ineffective,
- ___ Find agency meetings to be a waste of time,
- ___ Don't encourage those I lead to give me honest feedback about any issue,
- ___ Am not effective at picking the right words to express what I mean.

Motivation and Morale **As a leader, I:**

- ___ Have not received sufficient training on motivation techniques,
- ___ Do not feel I am effective in dealing with poor morale problems,
- ___ Believe bad morale is a major problem within our agency,
- ___ Don't understand even basic motivation strategies or theories,
- ___ Don't understand how to help employees have a sense of pride in their work,
- ___ Don't feel I'm skilled in the best ways to maintain teamwork,
- ___ Don't have the ability to develop trust between leaders and employees,

Problem Solving and Decision-Making **As a leader, I:**

- ___ I do not feel competent in how to best resolve the daily problems I face,
- ___ I have never been taught formal techniques to resolve problems or make decisions,
- ___ Seldom follow any guidelines when addressing significant problems,
- ___ I don't know how to analyze problems,
- ___ I seldom think about the need to develop or evaluate alternatives when making decisions,
- ___ I don't know anyone in our agency who uses a formal problem-solving process.

Planning **As a leader, I:**

- ___ Have never received training in how to develop or complete plans,
- ___ Seldom have written goals or objectives,
- ___ Can not state our agency mission statement,
- ___ Do not see the value in taking the time to write plans.

Time & Stress Management **As a leader, I:**

- ___ Often feel overwhelmed by my job,
- ___ Don't know how to handle my stress,
- ___ I never learned how to help those I lead with their stress,
- ___ Have little understanding of time management techniques,
- ___ Don't use planning sheets, to-do lists or written plans of any kind to become more effective.

Conflicts and Relationships **As a leader, I:**

- ___ Have never received training in how to resolve conflicts among employees,
- ___ Don't follow any guidelines or standard procedures when dealing with conflicts,
- ___ Most often attempt to resolve conflicts by seeking cooperation or compromise from those involved,
- ___ Most often try to force or order employees involved in conflict to stop their disagreement,
- ___ Am not very familiar with our policies regarding employee complaints, grievances or rights,
- ___ Am often guilty of role-modeling a cynical or negative attitude about my agency,
- ___ Don't view myself as having a crucial responsibility in resolving grievances, complaints or conflicts.

Evaluation and Discipline **As a leader, I:**

- ___ Feel uncomfortable with my abilities to complete accurate and consistent employee evaluations,
- ___ Have never received formal training in how to complete effective worker evaluations,
- ___ Hope our evaluation form or procedures are revised,
- ___ Believe that there is a wide difference in how supervisors interpret and complete evaluation forms,
- ___ Don't feel discipline is fair or consistent in my agency,
- ___ Think I should have more training on how to discipline effectively,
- ___ Feel our discipline procedures are unfair or poorly designed,
- ___ Have made several mistakes in disciplining employees.

Job Satisfaction **As a leader, I:**

- ___ Do not feel a high degree of overall job satisfaction from my job,
- ___ Felt more job satisfaction before I was a supervisor.

National Institute of Ethics -Integrity Audit

The National Institute of Ethics is America’s largest provider of law enforcement and corrections ethics training and research. Findings of this national survey will improve law enforcement. Honesty is crucial.

State___ **Agency:** City___ County___ State___ Federal___ Non-Supv. ___ Sgt/Lt___ Capt/Above___

Fulltime Ofcs: 1-10 ___ 11-50 ___ 51-100 ___ 101-300 ___ 301-500 500+ ___

Pick a number from the scale to show how much each statement is true in relation to your agency and place it in the space to the right: **1-No/Never 2-Slightly 3- Somewhat 4-Frequently 5-Yes/Always**

In relation to political interference or the lack of political support being detrimental:

- Our hiring standards have remained high _____
- Only officers who should have been hired, have been hired _____
- Promotions have been fair and proper _____
- Discipline has been fair and consistent _____
- Officer terminations have been fair and proper _____
- Anger among officers over unfair compensation has occurred _____
- Anger among officers over the lack of manpower has occurred _____
- The daily operations of my unit or squad are interfered with _____

The recruitment function during the last five years:

- Has had substantially more funding and manpower dedicated to it _____
- Hasn’t had any decrease in number of applicants applying to become an officer _____
- Has included sending officer(s) to be formally training about recruitment techniques _____
- Has included enhancing our recruitment brochure _____
- Now includes compensating employees who recruit applicants _____
- Now has recruitment as a major section on our website _____
- Now includes a specific person being responsible for recruitment effectiveness _____

As part of our hiring process:

- A written and oral psychological examination is given _____
- Background investigators have received formal background investigation training _____
- Background investigators are held accountable for the quality of their investigations _____
- Investigators have been personally told of importance of background investigations _____
- Investigators are given sufficient time to conduct investigations _____
- Investigators have a standardized thorough checklist of tasks to complete _____
- Those who interview applicants have received formal training in this type of interview _____

As part of our FTO Program:

- We have a formal FTO program that lasts at least 12 weeks _____
- All FTOs receive 40 hours of formal FTO training _____
- Compensation includes at least 5% salary raise or bonus _____
- FTOs have meeting at least once each month _____
- FTO selection procedures consists of more than submitting a memo for consideration _____
- The FTO program is truly respected _____
- The FTOs would say that they are appreciated and supported by the administration _____
- Recruits evaluation both FTOs and the entire program _____

As part of internal training:

- The majority of our leaders have received formal ethics training _____
- Our agency has conducted at least 1 hour of agency-wide ethics training _____
- We have had officer(s) formally trained as an ethics instructor _____
- FTOs and other trainers include the ethical perspective of every topic they teach _____
- The academy in our area usually includes the ethical perspective of the topics they teach _____

Ethical dilemma video simulation training has been conducted _____
Role-playing of ethical dilemmas are conducted by FTOs and during internal training _____
The decision-making aspects of pursuit driving has been conducted as internal training _____

When referring to the leadership in our department:

Most officers feel they are supported by the administration _____
Most officers feel that discipline is fair and consistent _____
FTOs believe they are supported by the administration _____
An FTO/Mentoring Program for new sergeants has been implemented _____
Leaders always terminated recruits for continual, very low daily evaluations _____
Top administrators discipline other leaders the same as non-supervisors _____
The perception that the administration “plays favoritism” is totally absent _____
The administration has conducted an assessment of the agency’s integrity needs _____
Promotional exams include ethics-related study materials and test questions _____

As part of our accountability process, our agency has:

Administrators who hold themselves accountable for addressing ethical problems _____
Progressive discipline, based upon written rules and regulations _____
The same individual(s) conduct IA investigations each time _____
Officers who conduct IA investigations receive formal IA training _____
Ensured that leaders who commit misconduct receive discipline like anyone else _____
Never allowed someone to resign who should be fired _____
A policy requiring employees report another employee’s serious policy violation _____
Ensured that all use of force incidents are tracked and summarized in reports _____
Ensured that citizen complaints are tracked and summarized in reports _____
Ensured that citizen compliments are tracked and summarized in reports _____
Ensured that internal commendations are tracked and summarized in reports _____
Ensured that resisting arrest incidents are tracked and summarized in reports _____
IA conducts drug unit audits of CI funds without notice at least twice each year _____
IA conducts drug tests of drug unit officers, without notice at least twice each year _____
IA conducts audit of drugs used to train K-9 dogs, without notice, at least twice annually _____
Overtime use, tracked per officer and that written reports are developed _____
Conducted an assessment of evidence room security, including tests for drug tampering _____
All interviews associated with the investigations of felonies are tape-recorded _____

As part of providing emotional support, our agency:

Has an effective, confidential counseling/EAP program _____
Has an effective, confidential alcohol/drug abuse program _____
Provides voluntary family finances/budgeting programs at least once each year _____
Has an Early Warning System which tracks more than citizen complaints _____

To develop a culture that promotes integrity and prevents misconduct, our agency:

Has a written policy that protects “whistleblowers” who report misconduct _____
Requires all employees evaluate their direct supervisor at least once every year _____
Requires that supervisors occasionally teach ethics-related topics at briefings/roll calls _____
Take great effort to have the very best officers selected as FTOs _____
Intentionally selects leaders with a reputation for integrity, for units with a high degree of temptation: drug units, SWAT, K-9s, street crime units and school resource officers _____
Has all performance evaluations include topics of respect, fairness, honesty, integrity _____
Requires all employees sign an oath each year that conveys they will hold themselves and others accountable for their own actions, and that honor is never betrayed _____
Holds quarterly supervisor meetings to review levels of citizen complaints/compliments, use of force incidents, policy violations etc., per each shift, unit or division _____

National Institute of Ethics Officer Anger & Frustration Research

The goal of this research is to identify what circumstances cause officers throughout the nation to feel angry and frustrated about their job. Understanding what prompts these feelings will be valuable for counteracting the reasons officers use to rationalize their own misconduct. In the space provided to the left of each category, please place a number (0 – 5) that best describes to what extent you feel you have been treated unfairly about that specific issue.

State _____

Agency type: __PD __SO __ST __FED

__ Male __ Female Are you an FTO? __Yes __ NO

__ Supervisor __Non supervisor

Do not identify yourself. Your honesty is crucial.

0 I don't feel any anger or frustration

1 Slightly angry or frustrated

2 Somewhat angry or frustrated

3 Moderately angry or frustrated

4 Substantially angry or frustrated

5 Extremely angry or frustrated

<p>___ Accountability</p> <p>___ Administration (whether they support us)</p> <p>___ Respect (getting it)</p> <p>___ Safety</p> <p>___ Salary</p> <p>___ Sick days</p> <p>___ Staffing levels</p> <p>___ Supervisors are respectful</p> <p>___ Supervisors (being there in times of need)</p> <p>___ Supplies</p> <p>___ Threats by supervisors</p> <p>___ Frequency of going to training seminars</p> <p>___ Writing (amount of)</p> <p>___ Assignments</p> <p>___ Benefits</p> <p>___ Cars – others get to drive best ones</p> <p>___ Compensation is unfair</p> <p>___ Court – on my day off</p> <p>___ Criticism – there's too much of it</p> <p>___ Discipline</p> <p>___ Empathy toward employees</p> <p>___ Fellow employee attitudes</p> <p>___ Goals and objectives</p> <p>___ Mission statement</p> <p>___ No one else has to do it</p> <p>___ Planning</p> <p>___ Other _____</p> <p>___ Other _____</p>	<p>___ I'm treated unfair because of my race</p> <p>___ Racism</p> <p>___ Ridiculing supervisors</p> <p>___ Administrator favoritism with promotions</p> <p>___ Shift work</p> <p>___ Sincerity of employees</p> <p>___ Supervisor's always too critical</p> <p>___ Supervisors answering my questions</p> <p>___ Employees play politics</p> <p>___ Teamwork</p> <p>___ Training (internal)</p> <p>___ Shift rotation</p> <p>___ Administration is "out of touch"</p> <p>___ Background investigations</p> <p>___ Bias influences leaders' decisions</p> <p>___ Communication</p> <p>___ Cooperation among workers</p> <p>___ Criminal justice system</p> <p>___ Day shift is too boring</p> <p>___ Discrimination</p> <p>___ Employees being listened to</p> <p>___ Females – I don't like to work with</p> <p>___ Hours of work (whether they are too long)</p> <p>___ Motivation and morale</p> <p>___ Paperwork (amount of)</p> <p>___ Local media</p> <p>___ Other _____</p> <p>___ Other _____</p>
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FTO Program Research

No nationwide research of Field Training Officer programs has been conducted during the last twenty years. To advance field training, program and FTO needs must be identified. To enhance validity of this study, a minimum of 3,000 FTOs must complete the survey. Findings will improve all of law enforcement. Candid, honest answers are crucial. Do not identify yourself or your agency. Your help is appreciated.

State ___ **Agency Type:** City ___ County ___ State ___ Federal ___ **Is this a Jail FTO Program?** ___

Number of Fulltime Ofcs: 1-10 ___ 11-50 ___ 51-100 ___ 101-300 ___ 301-500 ___ 500+ ___

Number of FTO's in Agency ___ **Length of Program** ___ wks **Number of FTOs per Trainee** ___

Program administered in Patrol ___ or Training Division ___ **Frequency of FTO meetings** _____

Pick a number from the scale to show how much each statement is true in relation to your agency and place it in the space to the right: **1-No/Never 2-Slightly 3-Somewhat 4-Frequently 5-Yes/Always**

- As an FTO, I feel supported and appreciated by my administrators _____
- Trainees are sometimes temporarily taken from me for other assignments _____
- All our FTOs receive at least 40 hours of formal FTO training _____
- The compensation I receive as an FTO is fair _____
- Our process for selecting FTOs is effective _____
- Our FTOs evaluate trainees in writing every day _____
- Administrators in our agency sometimes refuse to terminate a trainee with poor DORs _____
- Our FTO program is respected throughout our department _____
- FTO selection procedures consists of more than submitting a memo for consideration _____
- Our FTO program has a good written policy manual _____
- Our FTOs are evaluated by the trainees _____
- Our FTOs teach the ethical perspectives of every topic they instruct _____
- Our FTOs have received training on how to teach ethics _____
- There are some cynical, bitter FTOs in our program _____
- Our FTOs thoroughly understand how to train and have great training techniques _____
- Communication among our FTOs is very good _____
- Training presented by our FTOs is very standardized and consistent _____
- I believe the first line supervisors support us _____
- Our program has annual goals and objectives _____
- Our program provides FTOs with enough time to adequately train recruits _____
- Our program conducts surveys with sergeants to evaluate our effectiveness _____
- Some of our FTOs are unethical and should not be an FTO _____
- Is your program based on the San Jose model? If not, what is it based upon? _____

Are you an FTO coordinator? ___ If so, what is your biggest problem? _____

Please list the steps of your FTO selection process: _____

What was the main reason you applied to be an FTO? _____

Other comments? _____



National Institute of Ethics

Political Interference Research

The goal of this research is to determine if law enforcement and corrections administrators experience detrimental interference from elected/appointed officials and if so, the type and to what degree. Findings will allow the means to prevent such interference in the future. Your participation is deeply appreciated. This is a confidential survey. No survey may be accepted that identifies any organization or individual. Elected/appointed official means mayor, county administrator, city council member, city manager, county commissioner, etc.

Form of Government (Example: Strong Mayor) _____

Type of Law Enforcement or Corrections Agency City ___ County ___ State ___ Federal ___

Rank Administrator ___ Mid Level Manager ___ Line Supervisor ___ Non-supervisor ___

Fulltime Ofcs: 1-10 ___ 11-50 ___ 51-100 ___ 101-300 ___ 301-500 500-1000 ___ 1000+ ___

During the last five years, do you have direct knowledge that an elected/appointed official interfered with the operations of your organization by:

Pressuring your agency to hire people of a particular race Yes ___ No ___

Pressuring your agency to hire people because they were friends of the official Yes ___ No ___

Overruling your department’s decision to hire particular people Yes ___ No ___

Ordering your agency to hire people who have poor backgrounds Yes ___ No ___

Not providing the funds to hire personnel when there is a severe lack of manpower Yes ___ No ___

Denying salary increases when extreme anger over salaries exists among personnel Yes ___ No ___

Improperly ordering the promotion or non promotion of personnel Yes ___ No ___

Improperly ordering personnel be disciplined or not disciplined Yes ___ No ___

Interfering with justice (Example: tickets canceled due to friendship with elected official) Yes ___ No ___

Ordering something illegal be done Yes ___ No ___ If so, what? _____

Other interference (Explain) _____

Have you asked sworn personnel to resign who should have been fired, due to:

Could not terminate due to union circumstances Yes ___ No ___

Could not terminate due to civil service restrictions Yes ___ No ___

Politicians would have fired me if the situation were revealed Yes ___ No ___

The negative press would have been too devastating Yes ___ No ___

The civil litigation would have been too devastating Yes ___ No ___

Could not afford the legal termination expenses Yes ___ No ___

Other _____

Have you ever known that obvious ethical problems existed within you organization, but could not take corrective measures, due to:

Union related restrictions or circumstances Yes ___ No ___

Civil service restrictions or circumstances Yes ___ No ___

Politicians would have fired me if the situation were revealed Yes ___ No ___

The negative press would have been too devastating Yes ___ No ___

The civil litigation would have been too devastating Yes ___ No ___

Other _____