

Team Training Associates



MONTANA HIGHWAY PATROL ORGANIZATIONAL CLIMATE ASSESSMENT

RESULTS OF FINDINGS 2024

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MONTANA HIGHWAY PATROL

LEADERSHIP AND CULTURE CLIMATE ASSESSMENT

Result of Findings February 29, 2024

Introduction

The following report documents the results of the Organizational Climate Survey administered to the Montana Highway Patrol (MHP) from January 29- February 13, 2024. This report is part of an ongoing organizational improvement initiative and directed by Colonel Steve Lavin and LTC Kurt Sager of the MHP

Disclosure

A total number of 297 recipients were invited to complete the Survey via e-mail invitation. 237 of the recipients responded by either 1) Completing the survey 2) Partially completing the survey 3) Opting Out of the survey resulting in approximately an 80% response rate.

All responses were recorded and all open-end remarks were included in this survey. The survey administrator (Dr. Eric Murray) took liberty to exclude some remarks because they were deemed inappropriate or for personal identification purposes. Other edits included removing date and time data that might identify respondents.

The results and interpretations of the survey for the Montana Highway patrol is compiled from the information provided by the respondents and reflect the sole opinion of Team Training Associates staff and the report author Eric Murray.

The enclosed documents are for the purpose of organizational improvement initiatives. Any use associated with this document must have the expressed written permission of Colonel Steve Lavin (or his designee) and the document author Eric Murray, Ed.D., President, Team Training Associates, LLC. Any unauthorized use will be subject to penalties allowed by law.

Executive Summary

This Organizational Climate Assessment provides a unique opportunity to address cultural challenges and leadership opportunities. Leadership is often the intangible element that creates tangible organizational results. Within the Montana Highway Patrol (MHP) there is a hunger for organizational alignment, communication, improved wellness, and leadership development. Deliberate and focused actions designed to improve leader competencies at all enterprise levels will produce increased leader engagement and realized employee potential.

The leadership development findings and recommendations in this report are the result of quantitative and qualitative feedback from 237 survey respondents (80% response rate) from all levels of the MHP. This cross-section of employees provided a unique opportunity to assess the culture, leadership initiatives, management activities, communications, and engagement perspectives at MHP.

Effective leadership development initiatives require an assessment of the enterprise's culture for understanding the organizational context of employee experience. Specifically, the patterned member

and leader behaviors that may be influencing current performance and impede future potential. In addition to the impact of the MHP culture, the agency will also experience change in the generational, diversity and gender in the workforce. It is expected that Generation Y-Z will make up over 60% of the workforce in 2030. It is important to understand the leader expectations of future employees and create a path of leader development that not only improves leader engagement now but also builds the right type of leader five years from now.

Based on the input received from MHP members and other factors, six (6) major findings have emerged that will improve the culture, leader influence, engagement, performance, and retention to a "best place" to work and grow:

- 1) **Transformational Leadership** development onsite.
- 2) A **First Team** approach for supervisors, managers, and senior leaders.
- 3) Clearly communicate **Mission, Vision, and Values** through the strategic planning process.
- 4) World class **Onboarding, Orientation, Training, Advancement, Career Development** and **Recognition** activities.
- 5) Improved internal **Communications** at all levels within the organization.
- 6) Improve organizational **Health, Wellness, and Resiliency** programs for members.

Each of the six (6) concepts are detailed in the report of findings that follows. They are complementary and can be operationalized simultaneously. It must be noted that organizational culture change is a 3-5 year endeavor – the culture didn't develop quickly and is slow to change. Only with consistent application and pressure over time will the culture evolve in manner that enable MHP members to realize their potential to contribute to the enterprise.

Result of Findings

MHP is at an inflection point. The investiture strategy by MHP executive leadership making inquiry into the organization's overall leadership climate demonstrates a strong commitment to their desire to proactively improve the culture. These inquiries provide an opportunity for culture enhancements to ensure that employees experience leadership changes now and are positioned for 2030. Connecting the appropriate leadership framework to support the MHP evolution is a critical enabler to overall success.

While many aspects of the organization are likely meeting expectations as identified through an array of measurable criteria, the lack of previous emphasis on the human factor in the organization is now impacting perceptions of confidence in leadership. Several indicators of this include the attrition of employees. The most recent survey results provide an important lens into how employees feel about their leadership and the organization. More importantly, the results are indicators of current leadership challenges and predictors of future talent issues including hiring and retention.

Engagement is, at its most basic understanding, commitment built through communications and relationships. Employee commitment is an important concept and broken into three components: affective, normative, and continuance. *Affective commitment* is the attachment an employee feels through their affect, or liking, to the organization. This is based on a wide assortment of variables connected with the organization's mission, purpose, camaraderie, growth, and personal value. *Normative commitment* is associated with a normal transaction between employee and employer. It implies fulfilling contracted or expected terms, general expectations of work outputs and employer management. *Continuance commitment* involves the sense of loss if an employee would depart the organization. This form of commitment is akin to just doing the minimum necessary and looking for other opportunities outside the organization. Among the typologies, affective commitment is the strongest bond and continuance commitment is the weakest.

Employee Engagement Factors

Leaders are an important part of the engagement perceptions of employees. The survey indicated that employee perceptions of command level leader confidence was lacking. This finding is significant as the relationship between leader trust, employee attitudes and engagement in the workplace has been found through research. Specifically, that leader consistency between words and action is routinely assessed by employees to determine trustworthiness. The greater the trust in the supervisor, the higher the employee reciprocation and more engaged they feel. Another element associated with leader perceptions is the concept of fairness. In the survey there are several areas of significance related to social justice: compensation, recognition, respect, health & well-being, and job security. The scores associated with social justice (and the concept of fairness) are particularly problematic as they will often negatively impact employee confidence in leaders and undermine trust.

The literature indicates that five leader behaviors are important for trust and engagement: (1) behavioral consistency, (2) behavioral integrity, (3) sharing and delegation of control, (4) competent communication, and (5) demonstration of concern. It is also important to note that a lack of trust in leaders has been found to influence the perception of engagement by employees.

Organizational Culture at Work

An organization's culture provides an underlying understanding of employee behavior. It helps answer "why" employees and leaders make decisions, prioritize resources, place value on work, how they treat people, deliver on promises, etc... The culture is normally assessed looking at a set of three interconnected areas: Artifacts, Espoused Values and Underlying Assumptions. Artifacts are based on first impressions and everything an employee senses when entering into a relationship with an employer. These judgments are made based on previous experiences and schemas formed to support decision-making. The second level, Espoused Values, are those elements that communicate organizational importance. They are the spoken and unspoken, internal and external communications, that demonstrate value and importance. The last level of culture, Underlying Assumptions, explain and predict employee action. They are paradigms

based on experience and learning within the organization that occurred through internal integration or external adaptation. They are adopted by employees as the way to interpret, think about, and judge organizational issues. In most cases the underlying assumptions are the unwritten rules, or truths, that guide employee behavior. These “truths” are not easily changed but quickly reinforced.

At the Artifact level, MHP leadership should consider how they deliberately message. Everything from the cleanliness and orderly assignment of space, messaging posted throughout all facilities, vehicles, equipment, uniforms, and greetings among employees are positive indicators of culture at work. For the espoused values, the Mission, Vision, Values and other documents and training can provide guides for expected behavior. However, at the Underlying Assumptions level of culture there is patterned learning and behavior that are holding back employee engagement and trust. One way to identify learned behavior is through language queues that indicate organizational paradigms at work.

Below are several quotes that, when deciphered, provide a lens into the manner employees think about, interpret, and act within the MHP:

Cultural Queue(s)	Theme	Understanding	Employee Implications	System Connections
Many times troopers have to learn this job for themselves Even during my field training i lacked the necessary training from my FTO's. I figured a large portion of my new position out by myself Thrown in the job and left to survive.	Respect and value	Respect is an act of affirmation or recognition for a person's performance. Being valued is based on perceived worth and appreciation on what you bring to the group.	When a new employee is brought into an organization, if the communicated behavior is, you lack value until you prove your worth, it manifests in diminished respect. This perspective can also translate into decisions associated with new employees. Particularly when onboarding, orientation, and training are not a priority. The result is a first experience that undermines assimilation and the potential for retention.	There is a strong connection of respect and value to employee motivation and commitment. When employees feel under-appreciated, they are likely to draw back and many cases self-select out of the organization. The impact also connects to feelings of <i>fairness</i> and leader <i>trust</i> .
It's hard to know who you can trust when you hear them talk negatively about others I have a difficult time trusting management above the unit supervisor I have been forced to trust no one	Trust (lack of)	The most basic understanding of trust is a psychological transaction with an expected outcome. Trustworthiness is an antecedent for willingness to accept decisions voluntarily.	Lack of strategic trust undermines decisions made by senior leaders to set the right course, allocate resources and set the conditions for success. Lack of organizational trust undermines faith in processes and perception of engagement. Employees often feel as though interactions are forced and not based on genuine concern.	Issues of trust underlie the important role of <i>social justice</i> in organizations. Trust has been shown to influence participants perception of outcomes with regards to <i>fairness</i> . Trust is also an important for supporting <i>behavioral risk</i> .
Favoritism to certain troops since they are friends It's all about who you know. Not all people are held equally accountable The feedback received is negative and dependent upon your popularity amongst the supervisors.	Fairness (lack of)	Social justice is a concept whereby organizational members judge the proportionality of inputs to outputs. From this analysis a member perceives whether an organizational is treating people fairly.	Compensation is a fundamental part of an assessment of fairness. An employee's evaluation of pay is based on both external (market) and internal factors. Another aspect of fairness is respect for all people and freedom from harassment. Both concepts were identified as negative implications for fairness. Lastly, there is a perception of assignment and promotion being made by relationships over merit.	When employees view the organization or parts thereof as unfair, their emotional attachment is affected. Unfair systems erode <i>trust</i> in leaders and question decisions. Specific fairness issues related to respect and harassment raise employee <i>stress</i> and undermine commitment.

HQ is out of touch. Doing more with less. They never seem to listen They have been off the road for so long	Management Focus	Management is associated with process and controls for goal accomplishment. The extensive focus on process measures is not addressing the psychological capital needs of employees.	The over-focus on management over leadership (process of influence providing purpose, direction and motivation) has pushed employees to focus on measurable factors. The result is an erosion of leadership influence and employee engagement. The financial measures are particularly undermining confidence in leader trust and decision making related to compensation, staffing, and action on employee requests.	Highlights power differences and <i>centralized decision making</i>. The separation creates strategic leader <i>distrust</i>. Additionally, the focus on process and measures can be perceived as controls and contribute to <i>stress</i> and change fatigue. Lastly, the over-focus on survey results appears as a lack of genuine concern for the people who do the work.
Things are top-down. They work for the optics. The AG and HR run the show They don't listen anyways	Centralized decision making	This form of decision making can create an organizational context whereby the differences (between management and employees) is strong enough to inhibit voice. Power affects the flow of information. There is an additional impact on how leaders are perceived regarding their priority and intention.	Without transparent decision-making processes, employees are left to reaction and unclear understanding. The lack of understanding leads to avoidance of challenging the hierarchy regarding policies and procedures because it violates norms that support the dominant logic of the organization. The "slow no" approach to requests that employees feel are justified undermines trust and confidence in leaders. The lack of action regarding employee concerns eventually lead to apathy and disengagement.	Power differences are highlighted in centralized decision making. Employee fear of being perceived negatively or being labeled negatively regarding one's competence or loyalty. Lack of input or feedback increases the feeling of helplessness, <i>stress</i> and fatigue. Another important impact is employee perceptions of leader intention, associated the <i>trust</i>, specifically that they are only addressing employee needs to look good to whom they report.
Those people... Well intentioned. Depends on if you are on the team	Bureaucratic Organization (silos) Teamwork (lack of)	A form of management with a hierarchal structure, formality, specialization with decisions made through an organized process.	The system creates silos and undermines teamwork across the enterprise. The silos often work to improve internal processes without recognizing the impact of on other departments. The perception of disdain for other parts of the	Bureaucratic organization impacts teamwork by providing an inward focus among departments. <i>Decision-making</i> ability occurs top down and

			organization reduces willingness to work together and undermines relationships (necessary to overcome bureaucratic inertia).	undermines employee perception of empowerment. The structure also inhibits <i>communications</i> processes for employee input.
That is the way we've always done it. Why do I need to do something differently? Failure = rejection and distrust. Get everyone on board before you try something.	Behavioral Risk (avoidance)	Behavioral risk is a willingness to withstand the uncertainty of exploring ideas, unconventional or unpopular positions or problems without obvious solutions.	Excellence is the enemy of good and has created a personal risk averse environment. The impact on employee behavior is leader dependence and unwillingness to take risks or a lack of understanding on where they can accept risk. This produces avoidance of decisions for fear of blame. Labeling was noted as a risk and result of unsuccessful attempts towards change or even speaking up.	An employee's willingness to take performance related risks is related to <i>trust</i> with peers and their leaders. <i>Trust</i> is a predictor of cooperative behavior and organizational citizenship.
We never hear from them. No follow up. They don't listen to us anyway...	Internal Communications	Communication is the central process through which employees share information, create relationships, generate meaning at work, perceive the future, and frame value and culture.	Top-down communications create difficulty for employees to have a voice. The failure to design deliberate messages associated with change have implications on employee morale and stress. Lack of feedback among even routine requests or decision input provides a perception of inaction and further undermines trust in leaders. In most cases, messaging is not accomplished with employee influence in mind despite the impact communications have on understanding and morale.	<i>Centralized decision</i> making and the lack of deliberate communications that involve change of personnel or organization are placing employees in <i>undo stress</i> . The lack of feedback in communications generated by employee creates the perception of inaction and undermines <i>trust</i> in leaders. Lack of feedback also results in a predictable unwillingness to provide input.
We're Too Busy We are extremely short staffed... There is so many stressors, both from the average daily job requirements, and also the lack of	Organizational and Individual Stress	Stress is a physiological response to a psychological state. Organizational stress is work related and leads to higher absenteeism, retention issues and loss of productivity. Individual stress responses manifest in	Unpopular staffing models, vacancies, and disruptions in predictable work activities are removing the perception of control from employees. Employees believe they are in "survival mode" regarding staffing. Change fatigue is associated with stress and decreased	The hyper focus on <i>management</i> systems are impacting available time with employees. Change fatigue and increased <i>stress</i> leads to burnout and passive

support from the administration, that many troopers are burnt out, and more than one trooper is actively seeking out new employment.		control related behaviors.	organizational commitment. Another impact in a hierarchal organization is a hyper focus on answering to direct supervisors and less priority put on employees. It can be used as an excuse for a lack of meaningful employee engagement.	resignation. These can impact willingness to speak up and undermine perceptions of inclusion, <i>fairness</i> , and <i>trust</i> .
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Culturally, MHP requires intentional work in order to change the “truths” that are currently undermining trust, fairness, behavioral risk, communications, teamwork, and stress. There is a need to over-correct in the people side by leaders at all levels to increase trust, demonstrate genuine concern (empathy), prioritize leader time/effort, feedback, and create meaningful employee engagement. Only through consistent, and continuous pressure will employees change their understanding and subsequent paradigms. The old equation that **Visibility = Credibility = Trust**, is a simplified but adept view of how leaders should operationalize and prioritize employee engagement.

Major Findings

a. Adopt a Transformational Leadership Strategy

Looking at the MHP leadership activities, the mission, vision and values of the organization and previous investiture strategies, the Transformational Leadership approach appears to be the best fit for an enterprise-wide framework for developing leader competencies necessary for improving the culture today and positioning MHP leaders for the challenges of 21st Century Policing Evolution. Transformational Leadership aligns with the MHP mission. Finally, Transformational Leadership is also suited to address generational expectations regarding leader behaviors.

Transformational leadership is a well-researched approach used in public and private sector enterprises across the country. The theory was developed in the mid 1980’s by Bernard Bass to explain and prescript leadership influence to improve organizations through a people focus. This essentially means that as the people get better, the organization in turn improves. The underlying philosophy for leaders is to do the things necessary to allow employees to realize their potential and through their work effort, the organization will continue to move forward and thrive.

There are four factors of transformational leadership that guide specific competencies: idealized influence (role modeling), inspirational motivation (vision and insight), individualized consideration (coaching and development) and intellectual stimulation (purpose and innovation). The four “I’s” have been related to that impact employee productivity, decrease turnover and increase commitment. Additionally, the 4I’s are linked to increased work satisfaction, development of trust, increased commitment and brand loyalty. The 4I’s map to,

and are associated with, key competencies as well MHP values: Integrity, Service, Respect.

Transformational Leadership 4I's	Category	Competencies	Outcomes	MHP Values
Idealized Influence	Leading Self	Accountability and Responsibility Followership Self-Awareness and Learning Aligning Values Health and Well-Being Personal Conduct Technical Proficiency Authenticity	How leaders respond matters. Lead by great example Emulate the behaviors you want to see in others.	Service
Inspirational Motivation	Leading Others Leading Performance and Change	Effective Communications Influencing Others (inspiration and motivation) Team Building Vision and Strategy Development	Effective Communication (internal/external) Mission-Vision-Values	Integrity
Individualized Consideration	Leading Others	Respect for Others and Diversity Management Taking Care of People Mentoring/ Coaching Team building Fair Treatment of Employees and the public	Ask workers what they need to improve the system. Context drives behavior.	Respect
Intellectual Stimulation	Leading Performance and Change	Customer Focus Management and Process Improvement Decision Making and Problem Solving Conflict Management Creativity and Innovation Vision Development and Implementation	Learning and improving is vital.	Other: Accountability Ingenuity

In recommending transformational leadership there were other potential frameworks to consider for MHP. The most applicable and compelling options are adaptive leadership, authentic leadership, and servant leadership. Each approach has valuable attributes and support in research. Below is a brief comparison of transformational, adaptive, authentic and servant leadership frameworks:

Framework	Influence	Orientation	Goals	Employee Impact
Transformational	Leaders are role models, connect the greater good to employee work, consider and adjust to individual needs, and build intellectual confidence of employees.	Toward organizational purpose, improvement and employees through shared and aligned connections to the greater good.	Employees are the drivers for achieving organizational goals. Goals are achieved through employee effort. Change and continuous improvement are realized.	Trust Purpose Attachment Self-efficacy Goal alignment Change oriented Teamwork Ethical conduct
Adaptive	Leaders with varied experiences provide ability to change when confronted with new situations.	Toward organizational goals and employee needs based upon adaptive vs. technical solutions	Leaders adapt to varied situations and in turn apply various influence activities to effectively support employee needs	Self-efficacy Change Teamwork
Authentic	Leaders role model and act with integrity.	Relationship between leader and employee.	Build trust in confidence in leaders and their decisions.	Trust Self-efficacy Ethical conduct
Servant	Leaders treat employees as customers. They work to create and sustain unity, happiness and satisfaction.	Toward employee and serving one another.	Focus on individual goals to achieve larger goals.	Trust Purpose Self-efficacy Goal alignment Ethical conduct

Each of the leadership approaches outlined in the table has value and address themes associated with the survey results and perceived needs of organizational members. However, the Transformational Leadership approach is the best fit to address current issues as well as position MHP for their future evolution. It is valuable to recognize that servant leader and/or an authentic leader are supportive, and arguably subsets of Transformational Leadership. Transformational Leadership adds to and does not take away from, the other major approaches.

b. A First Team approach for supervisors, managers, and senior leaders.

Leaders typically are involved in two teams. The initial team is the group of members that a person directly supervises. This team is associated with work production and involves direct influence, oversight, authorities, controls, relationships, and accommodations. The other group often referred in concept as the “First Team,” are the peer supervisors from other parts of the organization.

Because work does not typically occur in a vacuum, the relationships among the First Team are important for overall enterprise performance. Any daylight between the First Team can result in unwinnable battles that those lower in the organization are left to struggle with. It can manifest in a “those people over there” dialogue that not only undermines current thinking but also can pattern future disposition. For instance, a new employee is taught that “those people” in another part of the organization undermine innovation. While the new person does not have

any experience with that business unit, they now adopt that same paradigm. This can happen between shifts, business units, and other reporting structures simply by the dialogue and actions of single supervisors.

Building a First Team mentality among peer groups will overcome stovepipes and outside reporting or decision-making activities. The key is to develop relationships that overcome the tendency of bureaucracy to inhibit collaboration. Devoting considerable time to understanding, communications, shared reasonable expectations, delivering on expectations, and building trust enables the potential of the First Team to influence the organization.

While information and trust are the currencies of leadership, shared experiences are a powerful tool to set the conditions for trust to occur. Building a First Team requires a deliberate effort of relationship, social and team-building activities. The First Team approach is supported by Transformational Leadership. Transformational leaders focus on the well-being of employees instead of themselves. This crosses into peer relationships where the “we” succeed is more important than “me” success.

c. Clearly communicate Mission, Vision, and Values through the strategic planning process.

Survey results revealed there is an opportunity to reset the MHP mission, vision, and values through deliberately communicated efforts. Only 34% of the survey respondents agreed the MHP has a clearly communicated long-term vision that is understood by agency members. Agency leaders should identify if a strategic plan currently exists, or if one needs to be created to meet the needs of MHP for the next 3-5 years. Mission, vision, and values should be revisited and validated to ensure they are meeting MHP current mission and community needs. Transparency and effective communication are critical to ensure all enterprise members understand the focus and direction the MHP is heading and the strategy that will be used to get there. Effective communication and accountability at all levels is crucial for an effective strategic plan.

d. World class Onboarding, Orientation, Training, Advancement, and Career Development and Recognition activities.

Onboarding and Orientation

The recipe for retention has many ingredients but it is strongly influenced by first experience activities. A person’s initial connection and assimilation occur during onboarding, orientation, and initial training. Interestingly, onboarding and orientation are mistakenly often used interchangeably. Onboarding is the overarching journey of a new hire from acceptance of an offer through integration with their work unit. Orientation is a set of specific activities designed to prepare employees for the rigors of organizational life onsite. Initial training involves specific competencies and abilities necessary to prepare an employee for task specific elements of their work. These first experience activities send subtle and specific messages to employees regarding their value, fit, hope, care, and determine whether initial work expectations will be

met.

Employee orientation is a proven method to prepare new employees for the rigors of organizational life. It is considered an up-front investment for membership by providing important guidelines for success. Those guidelines refer to the behaviors necessary, and expected, to be exhibited to all employees. They should be characterized as the 8-12 “Rules to Live By” that a new person needs to know in order to effectively think and function at MHP.

The orientation experience for new employees should result in these feelings:

- I feel welcome (to MHP)!
- I’m special for being selected.
- I’m on a great team.
- MHP wants me to succeed.
- Here’s the behaviors that will make me fit in.
 - 1,2,3...12
- The team cares about me.
- I can make a difference.
- I’m appreciated (thanked)!

Each of the “Rules” should provide an expectation of behavior. The best way to ensure people understand is to provide a simple phrase that sums up the behavior we are looking from them. “See something, say something, do something.” “Respect for all people.” “Give back.” Etc... Each of these simple behavioral expressions should be the basis for the content presented. We are not providing information briefs and instead guiding MHP specific behaviors including the “thou shall and thou shalt nots” in each of the key areas. Orientation should not duplicate content already presented in detail in online required information. Instead, the in-person focus should be what is necessary for a new person to assimilate into MHP’s culture.

Understanding the expectations of new hires should drive much of the new employee experience. With expectancy theory is a realization that meeting peoples’ expectations may not lead to satisfaction, however not meeting their expectations will always guarantee dissatisfaction.

According to the Department of Labor, organizations such as MHP will find that Generation Y (Millennials) and Generation Z will make up over 60% of the workforce by 2030. Additionally, one in five employees will be of Hispanic background. There are important implications for developing leaders at all levels in preparation for changing employee expectations. Arguably the generational influence is showing through the engagement results as indicators of unmet employee expectations. Numerous studies have identified themes that characterize Gen Y - Z desires in the workplace:

- Purpose – the brand and mission are important
- Balance – work, family and social life

- Coaching – coaching relationship with supervisors with routine feedback
- Time – Three years or less in an organization before moving to another role
- Development – improve skills and abilities (for achievement and value)
- Teamwork and Relationships – work in respectful, diverse, and collaborative environments where friendships can be developed

These generational cohorts expect to be led by people who understand that employees should be respected, developed, coached, and led in a manner where they can see their value increased while they contribute to the organizations mission. They want to be engaged by their supervisors. Some of the top reasons newer law enforcement members report leaving their job are:

1. Leaving poor management
2. Potential for increased/overtime pay
3. Opportunity for development/advancement
4. Purposeful organization (brand)/work

Furthermore, when new law enforcement members identified their preferences for leaders (given that response was the top reason for departing their current employer), the results were a leader who:

1. Led by example (role model)
2. Had technical expertise in the job
3. People oriented and a coach
4. Adjusted/adapted style for different personalities

Transformational Leadership Connection to new employee expectations.

Transformational Leadership 4I's	Competencies	Considerations	Character Traits	Future Worker Expectations
Idealized Influence	Authenticity Emotional Intelligence Professional Competence	How leaders respond matters.	Trust	Lead by Example. Technical competence
Inspirational Motivation	Insight Inspiration and Motivation Vision and Strategy Development	As humans, we all make mistakes. Blame fixes nothing.	Courage	Purposeful brand/work
Individualized Consideration	Coaching Building relationships Building Teams	Ask workers what they need to improve the system. Context drives behavior.	Inclusivity	People oriented and a coach. Adjust style for employees.
Intellectual Stimulation	Innovation Leading Change Creative Thinking	Learning and improving is vital.	Accountability Ingenuity	Opportunity for development.

Leadership Training

From a leadership development perspective, MHP appears to fall short with a deliberate process to support employee growth and learning. Leadership courses are generally lacking and there also appears to be various silos within the MHP where accountability is not consistent across the enterprise. The results of MHP leadership development have created a large variation in leader abilities. There is no consistent, replicable, or predictive set of leader competencies onsite in MHP. Instead, there is a wide variation of leader competence and assumed ability (both positive and negative) identified by employees. The lack of an overarching philosophy and theoretical framework for leadership has contributed to the siloed application of education and training.

Adopting a leadership framework is a great way to structure and organize a deliberate and proactive approach to developing core leadership competencies. Future leadership development initiatives should be considered as part of ongoing career/ professional development initiatives for all levels of the enterprise. Initial leadership training should be implemented at the primacy of a member's career (recruit training) or formal supervisory/ command position (Sgt, Capt, etc...) Member leadership development should anticipate training in advance (pro-active approach) of promotion and in alignment with core competencies associated with the ranks, responsibilities, and explicit role expectations.

The good news is that a hunger exists from employees at all levels, for leadership development. Not only is there a yearn for development but also a recognition that current leader training practices are not producing the results the organization needs. Specifically, the leader competencies necessary to improve employee commitment and improve engagement across the enterprise.

Advancement, Promotional, Career Development Opportunities, and Recognition

Path-Goal Theory is derived from expectancy theory, which argued that employees will be motivated if they believe that a) putting in more effort will yield better job performance, b) better job performance will lead to rewards, such as an increase in salary or benefits, and c) these rewards are valued by the employee.

According to path-goal theory, leaders help followers by selecting a style of leadership (directive, supportive, participative, or achievement-oriented) that motivates followers and helps them move toward the desired reward. In essence, followers are on a path toward a goal, and leaders are there to help followers reach that goal through guidance, coaching, and direction. Path-goal theory is a contingency theory, in that it predicts how a leader's style will interact with a follower's needs and the nature of the task. It argues directive leadership for ambiguous tasks, supportive leadership for repetitive tasks, participative leadership for unclear, autonomous tasks, and achievement-oriented leadership for challenging tasks.

Why this is important is because with a clear path, employees will seek the training, certifications, job changes to achieve the outcomes. You don't even need to ask them, they will ask you to attend certain courses, certs, or assignments. It empowers employees to "own" their career development.

MHP should consider creating a deliberate career development program and provide specific pathways for agency members to follow for career advancement opportunities. Training programs and requisite competency requirements should be identified for each rank/role within the MHP. By conducting job-task analysis, creating role clarity, expectations, training pathways, and accountability metrics, agency members can become more self-directed in their career development. Problems emerge when these factors are not considered for promotional or internal job opportunities.

Based upon survey response, a significant majority (75%) of the MHP members perceive the current promotional process is not transparent, fair, or designed to identify the most effective candidate for promotion. Strong consideration should be made to improve the promotional process consistent with industry standard best practices designed to eliminate bias and subjectivity. Members should be familiar with standards and expectations to meet criteria for promotion. Workforce engagement, optimism, and motivation can be significantly impacted by employee perceptions of organizational justice issues such as fair and transparent promotional processes.

In order to attract and maintain the best candidates for MHP, strong consideration should be made for creating a deliberate career development pathway for agency members. Career development planning should be an ongoing dialogue between supervisors and direct reports. Agency leaders should be taking an interest in their direct reports personal and professional growth at all levels of the MHP.

“What gets rewarded, get’s repeated”. When agency leaders don’t recognize the good work of their members, they miss out on opportunities to positively impact desired behaviors. Agency leaders need to understand the significant impact recognition plays on workforce engagement (one of Gallup’s top 5). Survey results indicate a deficit in this area with almost 40% of the members reporting they do not receive regular recognition or praise for doing “good” work. Conversely, when poor behaviors are not immediately addressed by peers or organizational leaders, it can create a culture of dysfunction leading to community distrust.

Lastly, onboarding, orientation and training activities should be created in a manner that sets the conditions for employee engagement. The Gallup "Top 5" are a great way to think about some of the requirements of onboarding, orientation, and training. 70% of the variance reported from employees regarding workforce engagement included the quality of relationship a supervisor has with the member. Are you delivering on each of the contributors in an employee’s first experience? Based on the annual Gallup 12 survey, the top five contributors to employee engagement are:

- Do you have clear expectations about your work?
- Do you have the tools, resources, and direction to do your job?
- Do you have the opportunity to do what you do best every day?
- In the last 7 days has a supervisor recognized you for your efforts?
- Does your supervisor or someone at work genuinely care about you as a person?

World class onboarding, orientation and training programs are enabled by transformational leadership and the 4I's (Idealized influence, inspirational motivation, individualized consideration and intellectual stimulation). It is the leader's responsibility to provide role modeling, inspiration and hope, a sense of value and respect, and generate interest during the employee's first experience. As such, Transformational Leadership is not only the best fit for addressing current issues but also positioning a leadership framework for the generational impacts of a dominant Y-Z employee population.

5. Improved internal Communications at all levels within the organization.

Survey results indicate members want more visibility and communication from a unified executive command team. Unity of command prevents toxicity and silos from emerging in the organization. Clearly communicated expectations and accountability from across the organization will help prevent dysfunction and prevent unnecessary and disruptive rumors. When leaders create an effective system for members to share information up and down the chain of command, they foster an environment of inclusivity, respect, problem solving, and innovation.

6. Improve organizational Health, Wellness, and Resiliency programs for members.

Leaders consider the environment in which they and their people work, attending to safety and well-being. They effectively identify and manage stress. They set a personal health example with emphasis on a program of physical fitness and emotional strength. Leaders encourage others to develop personal programs including physical, mental, social, and spiritual well-being. Organizations should employ best practices and resources to ensure their members are able to manage the incident specific and chronic stressors of the job. MHP should evaluate the efficacy of their current systems to ensure it has the desired results.

Organizational Climate Assessment Questions / Leadership Framework

Employee Satisfaction Inquiry

Q4. Are you satisfied at this stage of your career?

Not Satisfied **9.52%** *Somewhat Satisfied* **37.23%** *Satisfied* **43.29%** *Extremely Satisfied* **9.96%**

Q5. Rate your level of Optimism for the current leadership and direction of the agency.

Not Optimistic **45.02%** *Somewhat Optimistic* **31.60%** *Optimistic* **19.91%** *Extremely Optimistic* **3.46%**

Q6. On a scale of 1-10 how would you rate your current work unit's overall leadership effectiveness?

1 = Very Poor 10 = Extremely Effective

Avg (6.1)

Leadership Development Framework

Leadership competencies are the knowledge, skills, and expertise the public safety organization expects of its leaders. The **28 leadership competencies** are keys to career success. Developing them in all members will result in the continuous improvement necessary for us to remain always ready to meet the demanding challenges of public safety. While there is some overlap in these competencies, they generally fall within four broad categories, described below:

Leading Self

Fundamental to successful development as a leader is an understanding of self and one's own abilities. This includes understanding one's personality, values, and preferences, while simultaneously recognizing one's potential as a public safety agency member.

Leading Others

Leadership involves working with and influencing others to achieve common goals. Agency members interact with others in many ways, whether as supervisor, mentor, manager, team member, team leader, peer, or worker. Positive professional relationships provide a foundation for the success of our service. Developing the competencies within this category will increase the capacity to serve.

Leading Performance and Change

Public safety organizations and its members constantly face challenges in mission operations. To meet these challenges, leaders must apply performance competencies to their daily duties. Having these competencies enables each leader — and the Organization — to perform to the utmost in any situation.

Leading the Public Safety Organization

Public safety organizations do not exist in a vacuum. As leaders gain experience in their agency, they must understand how it fits into a broader structure of department, branch, government, and the nation as a whole. At a local level, leaders often develop partnerships with public and private sector organizations in order to accomplish the mission. The Agency "plugs in" via its key systems: money, people, and technology. A leader must thoroughly understand these systems and how they interact with similar systems outside their organization. An awareness of the organization's value to the community and promoting that using a deep understanding of the political system in which we operate becomes more important as one gets more senior. Leaders must develop coalitions and partnerships with allies inside and outside their respective agency.

Survey Results

The following results are based upon the cumulative average scores of the survey participants.

AVG- Indicates the total average of the aggregate response based upon the Likert rating scale:

Strongly Disagree (0) Disagree (1) Agree (2) Strongly Agree (3)

Agreement- Indicates the total percentage of participants who responded Strongly Agree and Agree. This rating is interpreted as a positive (+) response unless otherwise indicated.

Disagreement- Indicates the total percentage of participants who responded Strongly Disagree and Disagree. This rating is interpreted as a negative (-) response unless otherwise indicated.

Category: Leading Self	<i>Avg (1.92)</i>	<i>Agreement 76.68%</i>	<i>Disagreement 23.32%</i>
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Accountability and Responsibility	<i>Avg (2.00)</i>	<i>Agreement 80.17%</i>	<i>Disagreement 19.83%</i>
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Public safety leaders know ours is a Para-military service and recognize the organizational structure and the chain of command. Each individual is sensitive to the impact of his or her behavior on others and the organization. Leaders take ownership for their areas of responsibility, are accountable to effectively organize and prioritize tasks, and efficiently use resources. Regulations and guidelines that govern accountability and responsibility allow leaders to use appropriate formal tools to hold others accountable when situations warrant.

Q7. I know what is expected of me at my work unit

Avg (2.23) Agreement 90% Disagreement= 10%

Q8. My work unit supervisor helps me set work unit goals and objectives

Avg (1.89) Agreement 74.35% Disagreement 25.65%

Q9. I receive feedback from my work unit supervisor in relation to my work performance based upon expectations.

Avg (2.04) Agreement 81.3% Disagreement 18.7%

Q10. Others in my work unit receive feedback and are held accountable for their actions.

Avg (1.77) Agreement 69.13% Disagreement 30.87%

Q11. My work unit supervisor and commander recognize and use the chain of command appropriately.

Avg (2.09) Agreement 86.09% Disagreement 13.91%

Followership	<i>Avg (2.05)</i>	<i>Agreement 83.11%</i>	<i>Disagreement 16.89%</i>
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All public safety agency members are followers. The followership role encompasses initiative, commitment, responsibility, accountability, critical thinking, and effective communications. Followers look to leaders for guidance and feedback; they expect challenging tasks to both learn and develop competence. Actively involved, they seek to understand through listening, responsible questioning and feedback. Followers have the responsibility to work with leaders to ensure successful mission accomplishment.

Q12. Members in my work unit cooperate with each other in alignment with the mission.

Avg (2.06) Agreement 83.84% Disagreement 16.16%

Q13. Generally speaking, my work unit peer group is trustworthy (can be counted on, what they say is true) with each other.

Avg (2.17) Agreement 87.77% Disagreement 12.23%

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Q14. Others in my work unit demonstrate loyalty (provide positive support, allegiance, adhere to directives) to their superiors.

Avg (1.92) Agreement 77.73% Disagreement 22.27%

Self-Awareness and Learning Avg (2.03) Agreement 81.94% Disagreement 18.06%

Public safety leaders are self-objective. They continually work to assess self and personal behavior, seek and are open to feedback to confirm strengths and identify areas for improvement, and are sensitive to the impact of their behavior on others. Successful leaders use various evaluation tools and indicators to assist in this process of understanding themselves. Law Enforcement leaders understand that leadership and professional development is a life-long journey and always work to improve knowledge, skills, and expertise. To that end, they seek feedback from others and opportunities for self-learning and development, always learning from their experiences. Leaders guide and challenge subordinates and peers, encouraging individuals to ask questions and be involved. Leaders are open to and seek new information and adapt their behavior and work methods in response to changing conditions.

Q15. In the last year, I had opportunities to learn and grow at my work unit.

Avg (2.08) Agreement 86.46% Disagreement 13.54%

Q16. I feel supported and encouraged to continue my professional development and/or formal education.

Avg (1.78) Agreement 67.68% Disagreement 32.32%

Q17. I seek out opportunities to improve my own professional development

Avg (2.24) Agreement 91.70% Disagreement 8.30%

Aligning Values Avg (2.15) Agreement 88.42% Disagreement 11.58%

Public safety leaders develop and maintain an understanding of their agency core values of Service, Respect, and Integrity. Leaders align personal values with organizational values, reconciling any differences that exist. Leaders embody the highest standards of the Organization's Core Values, can communicate their meaning, hold peers and subordinates accountable to these organizational merits, and use them to guide performance, conduct, and decisions—every day.

Q18. Members of my work unit demonstrate integrity on a regular basis.

Avg (2.24) Agreement 89.52% Disagreement 10.48%

Q19. Members of my work unit demonstrate respect for each other.

Avg (2.00) Agreement 83.41% Disagreement 16.59%

Q20. Members of my work unit demonstrate integrity, service, and respect for the public and other public safety partners.

Avg (2.31) Agreement 97.38% Disagreement 2.62%

Health and Well-Being Avg (1.48) Agreement 54.29% Disagreement 45.71%

Q21. Leaders at my work unit demonstrate respect and professionalism for the members.

Avg (2.07) Agreement 83.40% Disagreement 16.60%

Leaders consider the environment in which they and their people work, attending to safety and well-being. They effectively identify and manage stress. They set a personal health example with emphasis on a program of physical fitness and emotional strength. Leaders encourage others to develop personal programs including physical, mental, social, and spiritual well-being.

Q22. The agency adequately addresses and supports efforts to help me maintain my mental and physical well-being.

Avg (1.41) Agreement 49.78% Disagreement 50.22%

Q23. The agency provides adequate supports/resources to help my family manage the stressors of the job should they need it.

Avg (1.32) Agreement 46.29% Disagreement 53.71%

Q24. My overall sense of personal job satisfaction is high at my work unit.

Avg (1.72) Agreement 66.82% Disagreement 33.18%

Personal Conduct. Avg (1.77) Agreement 68.85% Disagreement 31.15%

Leaders demonstrate belief in their own abilities and ideas; are self-motivated, results-oriented, and accountable for their performance; recognize personal strengths and weaknesses; emphasize personal character development; and use position and personal power appropriately. They understand the relevance and importance of their Organizations Core Values and strive for personal conduct that exemplifies these values.

Q25. Members in my work unit conduct themselves as professionals with each other and the public.

Avg (2.17) Agreement 91.71% Disagreement 8.29%

Q26. I have observed leaders in my work unit speak negatively about other agency members and/or the organization. ****Disagreement is a positive factor**

Avg (1.40) Disagreement 45.85% Agreement 54.15%

Q27. I have no problem speaking up when I observe other work unit members speaking poorly about the agency or other co-workers.

Technical Proficiency Avg (2.02) Agreement 80.02% Disagreement 19.98%

Avg (1.76) Agreement 68.99% Disagreement 31.01%

Public safety leaders' technical knowledge, skills, and expertise allow them to effectively organize and prioritize tasks and use resources efficiently. Always aware of how their actions contribute to overall organizational success, leaders demonstrate technical and functional

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proficiency. They maintain credibility with others on technical matters and keep current on technological advances in professional areas. Successful leaders work to initiate actions and competently maintain systems in their area of responsibility.

Q28. My work unit supervisor demonstrates proficiency in the way they manage and lead.

Avg (2.04) Agreement 77.72% Disagreement 22.28%

Q29. Work unit leaders support my ongoing professional development

Avg (2.07) Agreement 82.53% Disagreement 17.47%

Q30. The people that I work with demonstrate technical expertise in their areas of responsibility

Avg (2.18) Agreement 92.58% Disagreement 7.42%

Q31. I receive relevant training on a regular basis that helps me do my job better.

Avg (1.79) Agreement 67.25% Disagreement 32.75%

Category: Leading Others	<i>Avg (1.89)</i>	<i>Agreement 73.42%</i>	<i>Disagreement 26.58%</i>
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Effective Communications	<i>Avg (1.85)</i>	<i>Agreement 73.83%</i>	<i>Disagreement 26.17%</i>
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Public safety leaders communicate effectively in both formal and informal settings. Good listeners, they reinforce the message they convey with supportive mannerisms. Leaders express facts and ideas succinctly and logically, facilitate an open exchange of ideas, ask for feedback routinely, and communicate face-to-face whenever possible. They write clear, concise, and organized correspondence and reports. Successful leaders prepare and deliver effective presentations. In situations requiring public speaking they deliver organized statements, field audience questions, confidently communicate with the media and other external entities, and distinguish between personal communication situations and those as their agency representative. Competent coaches, supervisors, followers, performance counselors, interviewers, and negotiators, leaders know how to approach many situations to achieve organizational goals.

Q32. I receive adequate mission-relevant information to do my job.

Avg (1.82) Agreement 71.50% Disagreement 28.50%

Q33. People in my work unit are comfortable bringing up controversial issues

Avg (1.75) Agreement 66.67% Disagreement 33.33%

Q34. I have a professionally safe workplace where my input is respected and valued.

Avg (1.68) Agreement 64.47% Disagreement 35.53%

Q35. My work unit supervisor lets me know how my work contributes to the organization's overall mission and goals

Avg (1.82) Agreement 71.49% Disagreement 28.51%

Q36. Members of my work unit provide accurate and timely information up the chain of command so our leaders can make good decisions.

Avg (1.89) Agreement 80.70% Disagreement 19.30%

Q37. I am comfortable seeking feedback from senior work unit personnel and look for opportunities to learn and develop

Avg (2.18) Agreement 88.16% Disagreement 11.84%

Influencing Others Avg (2.14) Agreement 80.25% Disagreement 19.75%

Public Safety leaders possess the ability to persuade and motivate others to achieve the desired outcome: to create change. They influence and persuade by communicating, directing, coaching, supporting, and delegating, as the situation requires. Successful leaders understand the importance and relevance of professional relationships, develop networks, gain cooperation and commitment from others, build consensus, empower others by sharing power and responsibility, and establish and maintain rapport with key players.

Q38. I have the materials and equipment to do my job right at my work unit.

Avg (2.07) Agreement 84.07% Disagreement 15.93%

Q39. I receive regular recognition or praise for doing good work

Avg (1.63) Agreement 61.50% Disagreement 38.50%

Q40. My work unit supervisor creates a work environment that helps me do my job

Avg (2.08) Agreement 87.17% Disagreement 12.83%

Q41. I have an overall sense of trust towards my work unit supervisor

Avg (2.23) Agreement 85.40% Disagreement 14.60%

Q42. My work unit supervisor acts in **authentic** ways (what they say and do are credible and believable) in carrying out assigned duties.

Avg (2.28) Agreement 89.82% Disagreement 10.18%

Q43. My work unit supervisor acts in **transformational** ways (charismatic, leads by great example, influential, visionary, and empowering) in carrying out assigned duties.

Avg (1.92) Agreement 69.91% Disagreement 30.09%

Q44. My work unit commander acts in **authentic** ways (what they say and do are credible and believable) in carrying out assigned duties.

Avg (2.17) Agreement 86.28% Disagreement 13.72%

Q45. My work unit commander acts in **transformational** ways (charismatic, leads by great example, influential, visionary and empowering) in carrying out assigned duties.

Avg (2.02) Agreement 77.87% Disagreement 22.13%

Respect for Others/Diversity Management

Avg (1.80) Agreement 73.01% Disagreement 26.99%

Through trust, empowerment, and teamwork, Law Enforcement leaders create an environment that supports diverse perspectives, approaches and thinking, fairness, dignity, compassion, and creativity. They demonstrate sensitivity to cultural diversity, race, gender, background, experience, and other individual differences in the workplace. Leaders guide and persuade others to see the value of diversity, building and maintaining a healthy working environment.

Q46. People in my work unit are comfortable bringing up controversial issues

Avg (1.80) Agreement 72.57% Disagreement 27.43%

Q47. The people that I work for create an environment that supports diversity, fairness, dignity, and compassion.

Avg (1.81) Agreement 73.45% Disagreement 26.55%

Team Building Avg (1.91) Agreement 76.08% Disagreement 23.92%

Leaders recognize and contribute to group processes; encourage and facilitate cooperation, pride, trust, and group identity; and build commitment, team spirit, and strong relationships. Public Safety leaders inspire, guide, and create an environment that motivates others toward goal accomplishment; consider and respond to others' needs, feelings, and capabilities; and adjust their approach to suit various individuals and situations. Public Safety leaders should have a historical perspective of leadership theory that they continually develop through personal experience and study of contemporary leadership issues. They work with subordinates to develop their leadership knowledge and skills. Public Safety leaders adapt leadership styles to a variety of situations and personify high standards of honesty, integrity, trust, openness, and respect for others by applying these values and styles to daily behavior.

Q48. My work unit members are committed to doing quality work

Avg (2.20) Agreement 92.89% Disagreement 7.11%

Q49. Members of my work unit minimize conflict by building strong work relationships with each other.

Avg (1.52) Agreement 55.11% Disagreement 44.89%

Q50. The members at my work unit take pride in the organization

Avg (1.68) Agreement 64.89% Disagreement 35.11%

Q51. The people that I work with cooperate and work as a team to accomplish the mission

Avg (2.12) Agreement 87.55% Disagreement 12.45%

Q52. My work unit supervisor is an effective team leader
Avg (2.04) Agreement 80.00% Disagreement 20.00%

Taking Care of People Avg (1.92) Agreement 74.11% Disagreement 25.89%

Successful leaders identify others' needs and abilities in their respective organizations, particularly subordinates'. They ensure fair, equitable treatment; project high expectations for subordinates and/or their teams; express confidence in abilities; recognize efforts; and use reward systems effectively and fairly. Leaders appropriately support and assist in professional and personal situations and use formal programs to resolve situations positively.

Q53. My work unit supervisor seems to care about me as a person.
Avg (2.22) Agreement 87.06% Disagreement 12.94%

Q54. My work unit commander seems to care about me as a person.
Avg (2.11) Agreement 83.93% Disagreement 16.07%

Q55. I receive useful professional career guidance from my work unit supervisor and/or commander.
Avg (1.87) Agreement 70.99% Disagreement 29.01%

Q56. Leaders in my work unit recognize my efforts and use reward systems effectively and fairly
Avg (1.51) Agreement 54.46% Disagreement 45.54%

Mentoring Avg (1.72) Agreement 63.28% Disagreement 36.72%

Drawing on their experience and knowledge, leaders deliberately assist others in developing themselves, provide objective feedback about leadership and career development, and help identify professional potential, strengths, and areas for improvement. Successful leaders identify with the role of mentor to their staff. They have the skill to advise and develop others in the competencies needed to accomplish current and future goals. Leaders seek out mentors for themselves and may be engaged in a formal mentoring program both as mentors and mentees.

Q57. I have a best friend at work
Avg (1.78) Agreement 59.82% Disagreement 40.18%

Q58. In the last six months, someone at work talked to me about my progress.
Avg (1.71) Agreement 64.29% Disagreement 35.71%

Q59. I receive useful professional career guidance
Avg (1.56) Agreement 54.91% Disagreement 45.09%

Q60. New members receive adequate orientation to the agency, mission, and values.
Avg (1.83) Agreement 74.11% Disagreement 25.89%

Category: Leading Performance and Change

Avg (1.88) Agreement 77.08% Disagreement 22.92%

Public Safety organizations and its members constantly face challenges in mission operations. To meet these challenges, leaders must apply performance competencies to their daily duties. Having these competencies enables each leader — and the Organization — to perform to the utmost in any situation.

Customer Focus Avg (2.34) Agreement 97.32% Disagreement 2.68%

Public Safety leaders know who their customers are and make every possible effort to find out their customers' needs and to hear their customers' voices. Leaders understand the importance of measuring and monitoring the degree to which their customers' needs are met or exceeded and continually strive to improve that. Law Enforcement leaders understand the distinction between "customer" and "boss" and act accordingly to balance competing demands.

Q61. I know who my customers are (depending upon your specific job, customers may be the general public, other agencies or other members of your organization)

Avg (2.41) Agreement 99.10% Disagreement .09%

Q62. Members of my work unit demonstrate integrity, service, and respect for the public and other public safety partners

Avg (2.27) Agreement 95.54% Disagreement 4.46%

Management and Process Improvement Avg (1.62) Agreement 64.01% Disagreement 35.99%

Successful leaders demonstrate the ability to plan, organize, and prioritize realistic tasks and responsibilities for themselves and their people. They use goals, milestones, and control mechanisms for projects. Leaders seek, anticipate, and meet customers' needs—internal and external. To achieve quality results, leaders monitor and evaluate progress and outcomes produced by current processes, ensure continuous improvement through periodic assessment, and are committed to improving products, services, and overall customer satisfaction. They effectively manage time and resources to successfully accomplish goals.

Q63. Leaders in my work unit evaluate the impact of their decisions on people and the mission.

Avg (1.77) Agreement 72.65% Disagreement 27.35%

Q64. My work unit supervisor manages and supports better ways to do work.

Avg (1.97) Agreement 78.93% Disagreement 21.07%

Q65. My work unit commander manages and supports better ways to do work.

Avg (1.94) Agreement 79.37% Disagreement 20.63%

Q66. The promotional process is transparent, fair, and designed to identify the most effective candidate for promotion.

Avg (.83) Agreement 25.12% Disagreement 74.88%

Decision Making and Problem-Solving Avg (1.98) Agreement 85.80% Disagreement 14.20%

Leaders identify and analyze problems; use facts, input from others, and sound reasoning to reach conclusions; explore various alternative solutions; distinguish between relevant and irrelevant information; perceive the impact and implications of decisions; and commit to action, even in uncertain situations, to accomplish organizational goals. They evaluate risk levels, create risk control alternatives, and implement risk controls. Successful leaders are able to isolate high-importance issues, analyze pertinent information, involve others in decisions that affect them, generate promising solutions, and consistently render judgments with lasting, positive impact.

Q67. Members in my work unit identify and analyze problems to make effective decisions
Avg (2.07) Agreement 92.83% Disagreement 7.17%

Q68. My work unit supervisor encourages me to explore alternative solutions to problems
Avg (1.95) Agreement 82.51% Disagreement 17.49%

Q69. During crisis situations, leaders in my work unit make effectively sound and timely decisions.
Avg (1.94) Agreement 82.06% Disagreement 17.94%

Conflict Management Avg (1.90) Agreement 79.07% Disagreement 20.93%

Public Safety leaders facilitate open communication of controversial issues while maintaining relationships and teamwork. They effectively use collaboration as a style of managing contention; confront conflict positively and constructively to minimize impact to self, others, and the organization; and reduce conflict and build relationships and teams by specifying clear goals, roles, and processes.

Q70. Members in my work unit are comfortable bringing up controversial issues
Avg (1.76) Agreement 72.19% Disagreement 27.81%

Q71. I am comfortable bringing up controversial issues with my work unit supervisor.
Avg (2.04) Agreement 82.96% Disagreement 17.04%

Q72. When there is conflict in my work unit, members are able to effectively manage it and accomplish the mission.
Avg (1.91) Agreement 82.06% Disagreement 17.94%

Creativity and Innovation Avg (1.90) Agreement 76.23% Disagreement 23.77%

Leaders develop new insights into situations and apply innovative solutions to make unit and functional improvements. Leaders create a work environment that encourages creative thinking and innovation. They take reasonable risks and learn from the inevitable mistakes that accompany prudent risk-taking—and they apply this same thinking to those who work for them, encouraging innovation and helping their people apply the lessons learned. Leaders design and

implement new or cutting-edge programs and processes.

Q73. At work, I have the opportunity to do what I do best every day

Avg (1.95) Agreement 77.58% Disagreement 22.42%

Q74. My work unit environment encourages creative thinking and innovation

Avg (1.85) Agreement 74.89% Disagreement 25.11%

Vision Development and Implementation Avg (1.57) Agreement 60.08% Disagreement 39.92%

Leaders are able to envision a preferred future for their organization/ unit and functions, setting this picture in the context of the Organization's overall vision, missions, strategy, and driving forces. Concerned with long-term success, leaders establish and communicate organizational objectives and monitor progress toward objectives; initiate action; and provide structure and systems to achieve goals. Leaders create a shared vision of the organization, promote wide ownership, manage and champion organizational change, and engineer changes in processes and structure to improve organizational goal accomplishment.

Q75. My organization has an inspiring long-term vision and is understood by me.

Avg (1.12) Agreement 34.97% Disagreement 65.03%

Q76. The mission/purpose of my agency makes me feel my work is important

Avg (1.85) Agreement 76.68% Disagreement 23.32%

Q77. My work unit supervisor let members know how my work contributes to the organization's overall mission and goals.

Avg (1.74) Agreement 68.61% Disagreement 31.39%

Category: Leading the Public Safety Organization Note: Competencies not assessed.

Public safety organizations do not exist in a vacuum. As leaders gain experience in their agency, they must understand how it fits into a broader structure of department, branch, government, and the nation as a whole. At a local level, leaders often develop partnerships with public and private sector organizations in order to accomplish the mission. The agency “plugs in” via its key systems: money, people, and technology. A leader must thoroughly understand these systems and how they interact with similar systems outside their enterprise. An awareness of the organization’s value to the community and promoting that using a deep understanding of the political system in which we operate becomes more important as one gets more senior. Leaders must develop coalitions and partnerships with allies inside and outside their respective agency.

Stewardship

Performing the mission at ANY cost is an unacceptable risk, not only to those immediately involved, but to all those who would have benefited from the efforts of those people and their resources tomorrow, and next week, and next year. Protecting the organization's investment is important and presents a difficult decision when it means failing now in order to succeed tomorrow. Achieving the proper balance is a crucial element of leading.

Technology Management

Technological advances make it possible to improve mission performance, provided prudent investments are made up front. Public safety leaders use efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Leaders develop strategies using new technology to enhance decision-making. They fully appreciate the impact of technological changes on the organization.

Financial Management

The organization's budget and financial management systems are analogous to a nervous system. Leaders must demonstrate broad understanding of the principles of financial management and marketing expertise necessary to ensure appropriate funding levels for their areas of responsibility. They prepare, justify, and/or administer the budget for the unit or program; use cost-benefit thinking to set priorities; and monitor expenditures in support of programs and policies. Leaders seek and identify cost-effective approaches and manage procurement and contracting appropriately.

Human Resource Management

Public safety leaders understand and support civilian and law enforcement staffing systems and assess current and future staffing needs based on organizational goals and budget realities. Making decisions that are merit-based, they ensure their people are appropriately selected, developed, trained, assigned, evaluated, and rewarded. Leaders take corrective action when needed. They guide and mentor others in appropriate interaction with these system elements. Leaders support personnel completing requirements for advancement, special programs, or future assignment; recognize positive performance and development through the formal reward system; and assist others in requesting formal training or developmental assignments.

Partnering

The public safety organization exists within a broader envelope of partners and stakeholder organizations. Leaders must develop networks and build alliances, engaging in cross-functional activities where it makes sense. Leaders collaborate across boundaries and find common ground with a widening range of stakeholders at the local and national level and use their contacts to build and strengthen internal bases of support.

External Awareness

Leaders identify and keep up to date on key national and international policies and economic, political, and social trends that affect the organization. Leaders understand near-term and long-range plans and determine how best to be positioned to achieve the advantage in an increasingly competitive national economic climate.

Entrepreneurship

Leaders seek and identify opportunities to develop and market new products and services within or outside of their Agency. Leaders are willing to take risks and initiate actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Political Savvy

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Public safety leaders identify the internal and external politics that impact the work of their organization. Leaders approach each problem situation with a clear perception of organizational and political reality and recognize the impact of alternative courses of action.

Strategic Thinking

Public safety leaders react to crises immediately and routinely solve urgent problems. In keeping with the concepts described as stewardship, law enforcement leaders must also consider multiple time horizons and very complex interactions. This requires thinking strategically, which consists of adopting a systems view, focusing on intent—what are we really trying to accomplish? thinking across time horizons, creating and testing hypotheses, and being intelligently opportunistic—taking advantage of current conditions.

Psychological Capital: Developing the HERO within

The MHP transformational leader of the future must be able to negotiate the external influences while simultaneously developing psychological capital among employees. Psychological Capital (PSYCAP) involves the positive attachment of employees to one another, the organization, and the mission. There are four components of PSYCAP: Hope, Efficacy, Resilience, and Optimism (HERO). These four components have positive relationship with organizational outcomes including attitudes, behaviors, performance, and support for organizational change.

PSYCAP is “an individual’s positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals, and when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success.”

Hope	Avg 1.99	Agreement 83.11% (+)	Disagreement 16.89% (-)
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Hope is a foundational element of psychological capital. The basic components of hope: agency, pathways, and goals. The combination of a conceptual orientation with an identity-based motivation, and a journey metaphor promotes an image of positive goal achievement.

Q78. I feel confident contributing to discussions about how to improve my areas of responsibility at work.

Avg 1.98. Agreement 83.86% Disagreement 16.14%

Q79. When I’m faced with a complex problem at work, I could think of many ways to solve it.

Avg 2.23. Agreement 96.86% Disagreement 3.14%

Q80. At the present time, I am energetically pursuing my work goals.

Avg 1.78. Agreement 68.61% Disagreement 31.39%

Efficacy	<i>Avg 2.19</i>	<i>Agreement 93.87% (+)</i>	<i>Disagreement 6.13% (-)</i>
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Social Cognitive Theory is the basis for belief in one's ability and confidence for generating plans to achieve their goals. Bandura groups his sources of efficacy into broad categories of mastery, modeling or vicarious learning, social persuasion, arousal (physiological or psychological). When combined with hope, efficacy assists in generating pathways. The simple phrase "you can do this" by a social influencer has been shown to improve efficacy.

Q81. I find many ways to work through problems.

Avg 2.19 Agreement 97.76% Disagreement 2.24%

Q82. I know I do good work and represent it to others

Avg 2.30 Agreement 96.87% Disagreement 3.13%

Q83. Right now, I see myself as being pretty successful at work.

Avg 2.10 Agreement 87.00% Disagreement 13.00%

Resiliency	<i>Avg 1.99</i>	<i>Agreement 85.05% (+)</i>	<i>Disagreement 14.95% (-)</i>
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Note: Positive score with disagreement in in Q84

The major components of resilience as asset factors, risk factors and influence processes. Developing resilience can be achieved by promoting limited goals that enhance asset, avoid adverse events and risky behavior. You can provide small steps that individual can quickly move back too if their pathways appear to be moving off-track.

Q84. When I have a setback at work, I have trouble recovering from it, and moving on.

Avg 1.91 Agreement 20.18% Disagreement 79.82%

Q85. I usually take stressful situations at work in stride.

Avg 2.11 Agreement 93.72% Disagreement 6.28%

Q86. I can handle all of my work assignments while maintaining my overall wellness.

Avg 1.95 Agreement 81.61% Disagreement 18.39%

Optimism	<i>Avg 1.75</i>	<i>Agreement 67.87% (+)</i>	<i>Disagreement 32.13% (-)</i>
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Note: Positive score with disagreement in in Q88

The optimism dimension of psychological capital is formed by a combination of expectancy-valence and explanatory style that generates a positive attribution for the journey. It considers "bad events" challenges or obstacles that can be overcome.

Q87. When I face uncertainty at work, I usually expect the best.

Avg 1.59 Agreement 56.51% Disagreement 43.49%

Q88. "In this job, things never work out the way I want them to."

Avg 1.96 Agreement 15.24% Disagreement 84.76%

Q89. "I always look at the bright side regarding my job."

Avg 1.71 Agreement 62.34% Disagreement 37.66%

The Climate Survey identified that approximately 45% of the MHP employees reported they were not optimistic and 31% were only somewhat optimistic about the current leadership and direction of the organization.

Q5. Rate your level of Optimism for the current leadership and direction of the agency.

Not Optimistic 45.02% Somewhat Optimistic 31.60% Optimistic 19.91% Extremely Optimistic 3.46%

Transformational leadership has been shown to shape followers PSYCAP, and in turn contribute to job performance and satisfaction. The relationship between transformational leadership and PSYCAP is important to engage a workforce that has different expectations regarding work and leader connections.

Strategy for Change

Culture will not change overnight nor will the development of Transformational Leaders. As noted in the executive summary, there are complementary actions that can be taken simultaneously to begin improvements onsite. Culture change requires consistent pressure over time and a communications campaign to ensure words and actions are noticed. Leaders at all levels need to be seen as role models and the change agents of culture. The change must start with the senior people first and nest through the organizations structure to the direct-level supervisors.

Leadership development training is best when it consistently reinforces the approach and builds complexity and competence. At MHP it seems unrealistic to produce a two week-long course for all in a people leading role [supervisors through Senior Leadership Team (SLT)]. Therefore, a concerted effort to nest training activities together over 18-24 month period would serve to balance operational needs with leadership development. Below are the recommended leadership training/education priorities in order, over time:

1. Transformational Leadership and Engagement.
2. Communications (DISC) and Conflict Management (TKI)
3. Coaching and Building Psychological Capital (PSYCAP)
4. Motivation and Performance
5. Building High Performance Teams/ Five Behaviors of a Cohesive Team
6. Emotional intelligence (EQI)
7. Performance Leadership Model (PLM)
8. Visioning and Strategy

First 90 Days

Recommendation 1: Accept the feedback. Agree on an 18-24 month training and education schedule associated with the priorities above. Recognize that people efforts need to take on a priority over “busy.” A reasonable amount of deliberate and intentional weekly time needs to be devoted to relationships and engagement activities. The Gallup Top 5 is a good way to guide employee-related engagement scheduling.

Recommendation 2: Share the findings with all participants for transparency. Acknowledge the issues and let them know they were heard, appreciated, and the actions moving forward based on their input. In leadership and culture change there is a simple but effective equation for changing paradigms: **Word + Action = Truth.**

Recommendation 3: Educate all leaders in the Transformational Leadership Philosophy and leadership competency model for MHP. Highlight the influence of role-modeling, expectations, and engagement. Connect to MHP mission, vision, and values. This education would best be a ½ day dynamic learning class with goal related/accountable actions at the close. Incorporate the Gallup Top 5 contributors to engagement as part of the expected action plans. Have leaders start using the formula of: **Visibility = Credibility = Trust.**

Recommendation 4: The executive command team should deliberately communicate a unified and transparent presence across the enterprise to mitigate any doubt regarding a divided command team. Any underlying issues at the executive command level should be immediately addressed with clarifying conversations, role clarity, and explicit expectations. During engagement opportunities such as district visits, alignment meetings, deliberate engagements, and informal listening sessions etc... avoid directly addressing the survey results. Employees equate the conversations with “check the block” and question leader intentions. Instead, demonstrate genuine empathy for them, specifically along the lines of the Gallup Top 5, and you can still get at the results but not emphasize the survey. Ask “how” and not “why” regarding employee suggestions.

Recommendation 5: Place the onboarding, orientation, and training experience responsibility to an informed and respected leader. Without priority and direct oversight of a member’s initial experience with MHP, your retention efforts fall to chance – sometimes it goes right and sometimes not. You cannot afford that perspective and need your best leaders, role models, and communicators committed to assimilating new employees effectively. The schedule and deliverables from this experience must have a deliberate, intentional, and replicable approach. Incorporate systemic feedback from new hires at 90 days, and 180 days to ensure the first hire experience is translating into work expectations (consider as part of the initial experience process and owned by the executive command). New employees often have the best “eyes” for improvement as work frustrations are often satisfied by tenured personnel.

Recommendation 6: The Senior Leadership Team (SLT) needs trust development. The Colonel and LTC need to resolve any discourse and present a unified front for the agency. A First Team orientation and some direct intervention (training/education) will set the conditions to move ahead. Agreeableness is mistaken for collaboration and the result is unhealthy agreement and groupthink. Additionally, the in-group/out-group undermines inclusivity and decision making. Devoting time to improve communications understanding and conflict management would improve the discourse among members. Devoting a 2-day period for all members to participate together (shared experience) using the DISC communications assessment and training, coupled with conflict management using the TKI, would be a good start to both a First Team approach and Transformational Leadership development.

Recommendation 7: Improve internal communications by creating a leadership steering committee comprised of a cross-section of MHP (12-15 members). This committee should serve as an advisory to the executive team to organize and prioritize information presented in the organizational climate assessment. The committee should identify short/ medium/ and long-term initiatives that will serve to improve the organizations' culture based upon the leadership framework. It should not be a committee that serves to focus on pay and benefit issues for the membership, though there may be some overlap realized with union/association agendas. The committee should create a charter for legitimacy and be publicly endorsed by the Colonel. Members of the steering committee should commit to become champions for change and improvement despite the level of anticipated criticism and reluctance that may emerge among agency members. Other proactive internal communications initiatives should be considered as well.

Recommendation 8: Host the First Annual Leadership Training Academy. This initiative should create a foundational experience for members and be a launchpad for future leadership trainings. Marketing, support, and high visibility should come from a unified command at the highest levels of the organization. Communicate the results and outcomes of the training initiative across the enterprise.

Recommendation 9: Commence actions towards creating a new strategic plan. The strategic planning process should include identifying internal and external agency stakeholders who will help create the plan. Mission, vision, and value validation along with identifying 3-5 year goals, SWOT analysis, and other relevant factors should be considered. The finished plan should be relevant, easily understood, and widely communicated amongst the enterprise.

Create a policy in writing that will solidify the agency improvement assessment initiative. Through enacted policy, commitment, and accountability, the efforts of this cultural improvement initiative will not be allowed to simply fade away. Agency membership dedicated time, energy, and thoughtfulness with their responses, recommendations, and valuable insights. Lack of follow-through on this initiative is likely to leave agency members feeling disenfranchised, de-motivated, and pessimistic about any future attempts for agency improvement efforts.

Recommendation 10: Improve MHP mental wellness initiatives. Pro-active mental wellness and resiliency initiatives should be employed at the recruit level and reinforced through formal and informal processes throughout a member's career. There is strong research to support the implementation of Mindful Based Interventions (MBI) as an evidence-based strategy to mitigate traumatic and chronic stress in the workplace. There are other successful strategies that should be considered at the organizational, interpersonal, and individual level. The survey results and subsequent responses indicate that MHP does not adequately address agency member or family concerns in this area. Some agency members reporting they feel "abandoned, underappreciated, and depressed." There appears to be strong consensus that the current system needs to be revamped. Making deliberate and tangible efforts to demonstrate concern (through effective actions) for agency member's health and well-being will improve overall recruitment, retention, and workforce engagement.

90-120 Days

Continue to promulgate communications and conflict management throughout the enterprise (to direct level leaders). Use as a tool to develop a First Team approach to different echelons and across business units at MHP.

Take another First Team step with the executive leadership team for a shared experience in a 2-day "offsite" alignment, coaching and building PSYCAP training regimen. This will provide role rehearsal simulations along predictable employee coaching situations they will encounter.

Push out the coaching and PSYCAP training to all people leaders. Again, take a deliberate approach to building opportunities to cross business units and create other First Teams.

Continue on the journey as agreed upon in Recommendation 1.

Communications Strategy

During the first 120 days of a change initiative such as this, it is important for employees to hear about planned actions and celebrate results. **Word + Action = Truth**. The basic process of building trust is fairly simple, you tell them you are going to do something and then deliver on it. This exchange should be the guide for all internal communications.

The communications strategy will begin with the Report of Findings. Each participant interviewed was told that their input was valued and for the purposes of transparency, they would receive access to the report. You say it and deliver.

Once a schedule of actions (training, education, initiatives, etc...) is approved you communicate it across the enterprise. Your message again is "we heard you (or a representative) and here is our plan to address your input." They now see their input translated into an investiture strategy. After every training event, you celebrate the results through issuing certificates, class pictures, and communicate feedback, stories, and expectations on various employee communications platforms. You set an expectation and meet/exceed the expectation.

Individual recognition is an important part of nested communications. All engagement activities should affirm those who have participated in training events. Those who are role modeling the behaviors of Transformational Leadership should be recognized early and often.

Feedback is an important part of communication, and the flow of information should not be one way, “top-down.” After every messaging opportunity, leaders need to conduct deliberate but informal elicitation with their employees to determine understanding. More importantly, feedback on actions taken is critical for determining if **Word + Action = Truth** is occurring. Feedback should always be shared in a manner that allows time for reflection and opportunity for improvements in advance of the next event.

Incorporate PSYCAP into all your communications modalities. You are either being a HERO or “zero” when communicating to your employees.

Closing

In conclusion, the current MHP employee leadership and engagement situation is the result of numerous structural and philosophical directions over many years. Any dysfunction (real or perceived) does not provide for a simple and quick fix. Instead, it will require a cultural shift that will likely take a minimum of 3-5 years to complete. The organizational climate assessment provides a baseline and framework to work from. A focus on Transformational Leadership, influence over management, cultural issues (regarding trust, behavioral risk and fairness, etc...), through communication, participation, and leadership will, with consistent and nested application provide the conditions to build trust and confidence in current and future MHP leaders. A Transformational Leadership development program designed to produce leaders who can build PSYCAP while simultaneously leading change is what is required now and into the future.

It has been my honor to serve and look forward to future opportunities.

Sincerely,

Dr. Eric Murray

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