

198	Some policies, specifically O.O. 10 have hindered/deterred troopers in completing their duties/ properly serving the public. The policy has done the opposite of ensuring the department's objectives are met. The strict policy has aided criminals and, in many ways, encouraged criminal behavior. The policy has left our neighboring agencies with little to no MSP aid, hostility amongst our neighboring departments and the public we serve. The strict policy has shown a lack of trust for our members and has created yet another large hurdle for us to evade to do our jobs effectively. The policy, amongst many other decisions by MSP command has made an already challenging, unforgiving career that much more testing. Rather than being able to look toward our command for aid, understanding and collective problem solving we were and are often greeted with the opposite. A type of parent-child relationship when it comes to discussions/decision making.
199	Sometimes punishment seems to be subjective versus objective - top command may have violated policy but they'll get nothing while a road trooper who stops a one way driver over PIT speed gets a 30 day suspension.
200	Staff are punished out of proportion to the rules and regulations which they are found to have violated.
201	Staff who break laws and regulations affecting the agency and are discovered will be subject to appropriate consequences - unless your command staff
202	Staff who break laws and regulations affecting the agency and are discovered will be subject to appropriate consequences.  See my previous comment. The colonel and Lt. colonel should face severe punishment for their actions, and they need to be held accountable. Their position of power prevents them from any disciplinary action, and they continue to get away with breaking law, lying, and covering up investigations.
203	Staff who break the law are prosecuted differently for different people. The new orders where the Col has given himself the authority to dismiss discipline as he sees fits is just wrong. By clearing the Deputy Director for her unethical use of power to charge Troopers and then award the suspect with a large sum of money in the civil suite is another black eye to the department. Please remove them from office.
204	staff who breaks policy/ procedure, just get talked to. then they break the procedure/ policy again and nothing will happen the following time. for example, we have a staff who calls off after every mandate, they get talked to once, then continues to do it with no consequence.
205	STATE CAR TO FLORIDA, NO CONSEQUENCES. STOP A WRONG WAY DUI DRIVER, GETS 30 DAYS OFF. UR FUCKING KIDDING ME, RIGHT?
206	That whole Lion/Packer game thingy.
207	The "leaders" of this department choose which rules they have to follow and which ones they don't. There is no hope they will be held accountable for their unethical and likely criminal actions.
208	The agency's pursuit policy is blatantly Pro crime. If Col. Grady truly just cared about safety, and thinks pursuits are dangerous, he would be investing in alternate means of apprehending criminals. This would include things like GPS trackers, or remote vehicle disabling devices. Col. Grady does not want us engaging in pursuits, because the resulting arrests go against his preferred narrative. Furthermore, I disagree somewhat that staff who break rules or laws are discovered and get in trouble. Col. Grady takes the perspective of "the rules are for thee, but not for me." So yes, some violators are caught. But others are protected and promoted.
209	The agency's pursuit policy is a complicated disaster, written in a manner that attempts to avoid civil liability instead of rendering true public safety. The MIMS system for CID units is overly complicated to use and cannot be counted on as a foolproof means to store and retrieve data: the vendor has not delivered on promised standards. Penalties for persons "caught" committing misdeeds are subjective: it appears that higher ranking commanders are afforded more remedial/non-punitive corrective options than lower ranking people are.

210	The bloat of our policies and procedures, as well as a disconnect from reality as to the time that each procedure takes, inhibits my ability to effectively do my job. There are myriad redundancies and superfluous form that are required to be filled out, but not necessary to the job function.
211	the Col chooses to follow policies that he sees fit, and screws the ones he doesn't
212	The current way that disciplinary action is being taken seems to vary greatly. Understandably, the particular circumstances vary case to case, it seems that certain people's punishments reach far beyond what one would expect. When every incident feels like a fishing expedition for violations, it adds to a sense of "am i going to do these according to policy," which could and has led to people second guessing decisions in incidents were timing is more crucial. Not saying all policies are causing these issues. Numerous times, I have used policy as an additional reason for certain job tasks to help ensure incidents go smoothly.
213	The department has created policies and procedures that prevent us from actually doing our job. Officers have to be more concerned with policy or procedure violations than actually doing their job. It used to be that if you got investigated it was a big deal, you must have done something, now it is just par for the course if you are actually trying to put criminals in jail.
214	The department has decided to send policy violations to prosecutors for criminal charges which leads to mistrust and an antagonistic relationship with management.
215	The department is creating policies and procedures and training to the extent of hinderance to our job. Enough red tape ties us up on paperwork enough so troopers are unable to maximize their job potential.
216	The department is discipline happy and everyone is scared to do basic policing now. Professional standards and weak leadership has single handedly tore down the 100 years it took to build this agency. Policies have priority over policing our communities.
217	The departments policies have gotten worse and screws over good troopers. This over policies department hurts moral. It's wrong that leadership expects troopers to follow the policies when the leadership does not follow the policies. This over policed department put troopers and civilians in danger.
218	The director can lie and not be held accountable. His tag along can use her position to authorize lawsuit payments to her friends. He used his position to gain access to the tunnel at Ford field. He denies promotions based on race. When will it end.
219	The leadership team imposes policies that put the troopers and public in danger. Troopers cannot effectively and safely navigate a shift without the worry of being disciplined by command who routinely does things centered around themselves. Troopers are being disciplined for doing good police work and what they morally and ethically believe is the right thing to do. Meanwhile, the director gives himself a performance bonus against the recommendation of HR. What are the benchmarks they think they are reaching? Interest in the department is at an all-time low and morale at the post is at an all-time low as a direct result of the Director.
220	The Michigan State Police has more policies and procedures than the state of Michigan has laws. Our department continually sends the message they are more committed to holding their members accountable to endless polices than they are holding criminals accountable to the law.
221	The MSP command can do whatever they want even if it's unethical, or possibly illegal and face no consequences from the Governors office who is their supervisor.
222	The MSP has policies in place to appease the general public, but they don't allow for the completion of effective policing. Rash decisions are made as a knee-jerk reaction to an event rather than standing behind our members for doing a difficult job.
223	The never ending swing of the pendulum, I think we now have too many procedures and protocols that now stymie efficiency and innovation. Leaders lead the way, followers follow directions.

224	The official orders and policies are extensive and impossible to adhere to everyone without any violations. Although we were required to sign all the orders, we were given 1000's of pages at the onset of PowerDMS at expected just to sign without threat of having to review every page. In addition, information passed on employee relations from IA sometimes exposes the inconsistencies in orders- in one instance, a portion of the information passed on expressed that a member was in violation for handcuffing a prisoner in front of his body and failing to secure the handcuffs to the arrested persons belt with flexcuffs when the order reads "should" not "shall."
225	The policies and procedures are created, however there are so many that we get flooded with, I stopped reading them and just acknowledge them in PowerDS. There isn't time for that and achieving objectives. I can look up procedures when I need it.
226	The policies and procedures are not being reviewed and kept up as current procedural or regulatory changes occur. Between O.O., procedures, and the inspection manual, the requirements are not the same in each resource. It is more difficult to find information in the Power DMS program for senior personnel than with the older system.
227	The policies being put in place are hampering and putting members in danger while attempting to enforce our states laws. Our policies are making it easier to criminals to commit and get away with crime. Our policies have taken us out of "the want to be' agency. Who would want to work for an agency that always has their employees looking over their shoulder for IA instead of focusing on doing their job. Word is it's not MSP anymore.
228	The policies in place do not allow members to effectively perform their duties. We are law enforcement. We signed up to protect our communities and to apprehend criminals. The policies that have been developed by top management have tied our hands behind our backs. When the right for us to pursue criminals was taken away, we let the criminals in our communities know where we stand. We let the criminals know that they can victimize our communities and all they need to do is flee. When the poor decision to send all critical incidents to the Attorney General who openly hates law enforcement and is on a witch hunt for political prosecution of law enforcement, created a dangerous environment to which members will hesitate to take action when necessary and put our members at a heightened level of harm in fear of wrongful consequences from management and the AGs office.
229	The policies made by #1 and #2 apply to everyone else but them. They have no clue how to lead by example.
230	The policies of this department leave gray areas up to individual troopers who are then prosecuted for making split second decisions that shine the department in an unpopular manner. This department doesn't defend their troopers who conduct themselves with good intentions within those gray areas.
231	<p>The policies of this department stifle the trooper's ability to enforce the law effectively. The MSP used to be respected by other departments and civilians and feared by criminals. Now the MSP is disrespected by other agencies and is the laughing stock of criminals. Criminals know if they see a blue goose behind them, they can flee and nothing will happen. Troopers used to be known as the premier pursuit agency and now we tuck tail and pull over every time someone runs from us. If for some reason a pursuit is actually initiated, troopers are extremely anxious they will be disciplined because they were doing their job. A trooper recently disabled a wrong way drunk motorist in a highly populated area and was disciplined for his heroic action that could have caused his death. The trooper took action to prevent innocent people from dying and was rewarded with a recommended suspension.</p> <p>Our leadership does many unethical things (see previous comments) and no action is taken against them. The policies of this department make the troopers hesitant to do their jobs and that's makes them less safe on the road.</p>

232	The policies reduce our effectiveness when it comes to public safety, unsafe driving violations that we are unable to take action on. When the public observed our lack of action they question it. When persons in management positions violate law or policies, they are allowed to change positions or take a demotion. If a member at a lower position would lose their job or be prosecuted.
233	The policies, procedures, and discipline are not enforced/applied appropriately. If you do the crime/action etc your discipline should reflect accordingly. Inconsistent with actions taken.
234	The policy of restricting Motor Carrier Officers to UD-10s involving CMVs only is ineffective and inefficient, it should be modified to allow MCOs to complete UD-10s on all crashes to assist in efficient traffic policing. MCOs should also be allowed to enforce all Act 300 law violations on all vehicles to assist in traffic policing to increase the department's effectiveness.
235	The procedures of my work are outdated. I have updated and submitted updated standard operating procedures (SOPs) for my work performed to management. Management has not shown an interest in reviewing the updated SOPs.
236	The rules and policies seem to not apply to the top command staff. TV football games show that
237	The same standards need to be held from Colonel to Trooper.
238	The sheer volume of policies and frequent policy change is unreal, and frankly difficult for members to keep up with. I believe this is largely due to MSP attempting to gain CALEA accreditation which is unnecessary and a burden to everyone. CALEA may be a smart option for small agencies without existing policies and procedures, however MSP has had extensive / sound policies for decades. Why chase a meaningless stamp of approval at the cost of our sanity? PowerDMS is overloaded with policies and procedures which have become vague and contradictory in some cases.
239	The top management has completely lost touch with what it is troopers actually do and what our job is. The many instances where we are disciplined for doing our job efficiently is embarrassing. The fact that a trooper can get disciplined for saving lives after he conducted a PIT maneuver on a wrong way driver is a complete joke. Top management cares more about criminals than us as troopers. They have shown it time and time again.
240	The top of our command is allowed to give themselves performance appraisal bonuses and take photos in the tunnel of Ford Field with Lions Players. If anyone especially a road trooper would be disciplined and asked to no longer work games. Our departments reputation has been tainted because of this regime.
241	The troopers/sergeants can't do their job. Too many policies that don't make sense. Tprs/Sgts are afraid to work because the fear of getting in trouble/written up for what they do. Blueteam.
242	The upper command is creating more restrictive policies that are ineffective to completing the job. The upper command is more focused on penalizing members who are doing their job rather than support them. For example, the trooper that safely addressed a wrong way driver that received punishment is a clear example of this. Detroit has seen several fatal wrong way drivers, their new policies make it impossible for troopers to effectively serve the citizens of Michigan. Policies are being created by members who have not worked the road in years and are not listening to road troopers and sergeants. There are members that are getting promoted into positions based on who they know and not on their qualifications.
243	The whole Power DMS for civilian use is a waste of time. Most civilians click and never read the policies as they so often pertain only to enlisted members. It needs to be more targeted to the audience.
244	There are certainly laws and procedures in place in our department however, some excuse themselves from these regulations utilizing their positions to avoid discipline and/or explanation.
245	There are far too many people involved in everything going on in Lansing compared to the number of troopers we have working the road. Nothing that comes out in a correspondence or anything of the sort means anything to any trooper working the road. No one cares about policy changes, when they are responding to crime scenes alone. This is all falling on deaf ears.

246	There are non-enlisted civilian members of this department that have too much authority to make policy changes in this department when they have zero real world experience in law enforcement.
247	There are several blanket policies that would be better suited as District or even Post policies. I understand that you want to have everything the same across the board, but someone has to realize that Detroit and Lansing are not the only areas MSP covers and we shouldn't make policies based only on highly populated areas that affect the whole state. Its the reason we have an electoral college to make sure all people are represented in elections. Prosecutors in Wayne County might not charge something that they would in another part of the state.
248	There are too many policies and procedures that frequently cause confusion in the field. Furthermore, many policies and procedures contradict one another. There is a lack of common sense in many of the policies and procedures, CALEA accreditation continues to cause an over abundance of forms, paperwork, and confusion within the field, frequently causing excess and unnecessary work. Due to CALEA and top management's misguided goals we have strayed from our mission and have become the training and policy police.
249	There are too many policies to keep track of, and are not always clear. Policies are required to be signed off on, whether they apply to your position or not. It does not always seem like common sense is used when developing policies,
250	There discipline conferences do not seem consistent and some of our policies do not operate to protect the citizens to our fullest extent. It appears the agency is developing policies to protect themselves, vs the citizens we serve (pursuit policy).
251	There have been policies made or revised within the last 2 years that affect front line workers directly, but were clearly written by persons never on the front line, or are out of touch with the front line, or with little critical thinking of how it will affect the front line. There is a notion within the lower ranks that some policies are being pushed through ONLY to satisfy the CALEA process regardless if it truly benefits this agency or not. The timing of some policies also appear to be "knee jerk" reactions to things that have occurred in the field that should have been better thought through.
252	There is a member in our unit that has violated many things, many times, been investigated and talked to numerous times with nothing but a slap on the wrist. His behaviors has created a broken team and lack of respect (for him and leadership that slaps the hand) and lower morale. To see him get away with so much has made me lose faith in the department.
253	There is no accountability amongst higher management. Do as I say not as I do.
254	There is nothing efficient or effective about Michigan State Police policies and procedures. They are made on the fly with little to no input from the field. Checking a box is not a leadership style. It is a lazy way to supervise subordinates and only creates and adversarial relationship between department HQ and those driving blue cars with red bubbles.
255	There is simply too much to point out in reference to Q20 and Q21. If this was not anonymous, I would be more than willing to inquire about the behavior of certain members.
256	There seem to be a lack of policies and procedures for certain positions which lead to a gray area of misunderstanding and miscommunication. Upper management does not seem to understand how this is impacting certain positions.
257	There was a Forensic Lab Scientist who was disciplined, terminated and then after extensive litigation, re-hired to a different position once her career and reputation had been ruined. That makes me think staff who break laws and regulations affecting the agency and are discovered could face immensely unfair pressure to accept a plea, rather than be heard out and not just immediately assume that someone had the worst intentions when something like this comes to light. Are both sides of the story considered? Are lab managers, supervisors and technical leaders questioned? Or are they given recognition because of their state service level?

258	There were allegations the Director was not entirely truthful while answering his "softball" questions from IA about his relationship with a post commander. Grady was being interviewed as a witness. When a complaint was made about possibly being untruthful, IA determined that portion of questioning was not relevant to the investigation. This is not the standard the rest of the department is held to, and anyone else who was alleged to not be truthful would be investigated further and face severe consequences.
259	This agency is not effective or efficient. Policies and procedures are redundant and weigh down the work being done by enforcement personnel.
260	This was answered on the previous page.
261	Too much authority retained by top management and not enough allowed by lower management. Policy doesn't apply to top management.
262	Top command is not held to same standards of discipline as the rest of staff.
263	Top leadership doesn't have to follow policy and procedures. That is a failure
264	Top leadership regularly violates policy but have so far been untouchable.
265	Top level command are not held to the same standards as the rest of the agency.
266	Top level management do not have to comply with the same standards that they discipline people for. Corrupt administration
267	Top management faces no consequences but road patrol are raked over the coals
268	Top management has created ridiculous policy prohibiting Troopers from effectively policing and keeping the communities they serve safe.
269	Top management is not held to the same standards as the majority of the workforce.
270	Top management lied during an IA investigation, and it was bushed under the rug. The Flint hiring scandal was bushed under the rug and the ringleaders were essentially not punished.
271	Top management responds to any negative incident or press by creating a new policy to address the issue. Top management appears to react to negative press rather than actually evaluating incidents from a logical or legal perspective. This mentality in policy making has created an environment where all members are regularly breaking policy, however slight, where members can be selectively investigated and punished at will. These policies do not seek to further the mission of the department. They only seek to protect the image of the department.
272	Top management ties our hands behind our backs with policies and procedures and then are quick to punish us when we have to do our job and a policy gets "broken" for saving lives. Make it make sense. Are we not to do our jobs and let members of the public suffer?
273	Troopers are afraid to do their job and enforce the law, because if a complaint is received about them, internal affairs will find additional reasons to punish the Trooper, even if the original complaint is unfounded.
274	Troopers who break policies or laws are investigated and reprimanded. However, the Colonel can break policies and nothing happens to him. "We have investigated ourselves and found no wrongdoing". Must be nice to have that kind of power to not play by the rules everyone else has to abide by.
275	Two sets of rules-theirs and then the rest of the department. Never seen worse leadership or lack thereof.
276	Upper command is not held to the same standard as everyone else. They can give themselves bonuses and be found less than truthful and they have no repercussions.
277	Upper Command seems to be encouraged to violate whatever they like with no consequences.
278	We are becoming a department of nothing but policies. We keep creating new policies for everything. We are becoming so admin heavy (policy, procedures, paperwork) that troops always have admin work to do and spend less and less time on the road.

279	We are going through CALEA accreditation. In order to obtain the accreditation, the department sprang mass policy change on the department at one time as the deadline approached. It became clear that the policy changes were being made solely for the purposes of accreditation and that these policies were not being effectively reviewed by subject matter experts. Our department covers the entire state of Michigan, and every area is different. On occasion and in certain circumstances, sometimes the best policy is not having a policy.
280	We do so many dumb trainings it interferes with actual work. Again upper management is except from breaking policies because they write them and do what they are told by the politicians.
281	We get so many policies and procedures sent down I dont really know who is approving them and if they are CALEA requirements or are actually to benefit members of the department and the objectives of our mission statement.
282	We have a policy that was submitted for review over a year ago with no resolution provided.
283	We have had so much policy change and spent so much time on useless training (that calls us racist and ineffective) that we cannot be efficient. Command is implementing so many unnecessary programs we don't even know what standards were held to in policy. CALEA is people who are not cops telling us how to be cops. They are apparently implementing OBS checks with Troopers and at the same time fit for duty. So no one will want to be honest or speak with them. DEI places emphasis on what someone looks like versus what the law says. There is nothing efficient or practical about the direction we are headed.
284	We have policies and procedures but find it is all up to interpretation by the one making final decisions at that given time. That person's perspective isn't necessarily the same as prior interpretations which makes it difficult to follow policy and procedure when we cannot rely on information we had previously received. Turnover is constant. Contracts, policy, Official Orders are in place to ensure rules and regulations are followed and adhered to. That is difficult when the rules keep changing.
285	We have too many policies now and we cant keep up with them. Our official orders are beyond insane and we cant possibly know the ever changing official orders.
286	We need to have a committee of troopers who can have a say in the policies they are told to follow. It makes no sense having people who don't do the job making policies for the guys/gals that are doing the job, but once again this had been said for years and no one is listening.
287	What ever came of Brimacombe IA? That went away quietly...do as I say not as I do.
288	When a trooper fails to wear his hat or speaks crossly to a citizen, there are harsh consequences. When upper level management lies during IA investigations or sidesteps rules to get friends large settlements, not so much....  <a href="https://www.freep.com/story/news/local/michigan/2025/01/14/state-police-ethics-complaint-grady-brimacombe-performance-bonuses/77659956007/">https://www.freep.com/story/news/local/michigan/2025/01/14/state-police-ethics-complaint-grady-brimacombe-performance-bonuses/77659956007/</a>  <a href="https://www.freep.com/story/news/local/michigan/2024/12/13/msp-settlement-sidestepped-whitmer-reporting-requirement-brimacombe/76885559007/">https://www.freep.com/story/news/local/michigan/2024/12/13/msp-settlement-sidestepped-whitmer-reporting-requirement-brimacombe/76885559007/</a>
289	When asked to re-evaluate a current policy that could help make progress in some cases, division leadership would not consider changes and began reinforcing that no exception are to be made.

290	<p>When creating new policies, top management has created several 'solutions' in search of a problem. Most notably, State Employee on-duty criminal conduct investigations must now be reviewed exclusively by the AG's office. When I (and others) voiced concerns about this policy to Top Management, we were assured the policy was created to 1) create uniformity in the review process, 2) expedite the review process, and 3) ensure our ability to continue to investigate our own members. The policy has already produced the opposite effect. First, the review process is not uniform -- this policy applies to 82/83 county jurisdictions, and not at all to police officers from other agencies. In Officer Involved Use of Force cases, the AG's office will not review the underlying crime; which communicates their interest in Trooper suspects, not Trooper victims. Second, there are criminal investigations at the AG's office that have been under review for over 18 months -- simple investigations that a local prosecutor likely would have charged within a week. Lastly, MOUs with local agencies are already being reconsidered, due to fears of AG's office involvement. This is, I believe, our greatest threat to being able to investigate our own. Also, as a citizen, I would much rather have the state government checked by my locally elected prosecutor. Instead, we have one state agency making charging decisions involving a sister state agency.</p> <p>-D/Sgt. Aaron Tubergen</p>
291	When I read the employee relations memos, the consequences of some actions seem all over the place and not severe enough for some violations. And there is a disparity between enforcement member and civilian consequences.
292	When our unit revises protocols and operating procedures, we are often left waiting for an exorbitant amount of time before we receive division approval.
293	when top command are caught with there pants down, it for some reason always gets brushed under the rug. YES IT DOES!!!!!!!!!!!!!!
294	Where do I even begin? Troops getting hit with a 30-day suspension for stopping wrong way drivers and saving lives? Troops getting jammed up for the most minute things while the colonel and his top crew do the same things, or worse? We are constantly inundated with policy after policy to sign. I just love seeing our department lose our good reputation and watch a new policy drop about how we must wear dress shoes to ceremonies. I'm glad that's the top concern that command took time out of their day to focus on that. Or the policy about how we are not allowed to do anything to put the department in disrepute when our leading face puts the department in disrepute just by staying in his position.
295	Why do I have to keep repeating myself? The top 2 "leaders" of this agency belong in prison. That simple. They are criminals, morally bankrupt, and inept.
296	Yeah right! You can say this is an anonymous survey all you want but we know it is not.

## Appendix E – Information and Communication Comments

Information and Communication Comments	
1	"Effectively" is key. We are at a point where if a Sergeant sees a minor violation in a video and fails to report it versus deal with the problem in an "effective" manner on his own it is frowned upon. To the point, that supervisor can get in trouble as well if discovered it was not reported. This is not "effective" as supervisors just don't watch the video, as an example, because of the history of inconsistent repercussions.
2	"Top management" discriminates against different positions in the MSP.

3	<p>#26 Communication from the top 2 is terrible. We didn't think it could get worse after our previous col. It got significantly worse.</p> <p>#29 I do not have the information necessary to do my job. Neither do my superiors. Communication is severely lacking. "Do as you're told" is not information.</p> <p>#31 OO 2-01 Section 10.2 is not applied consistently. This applies to some but not to all. I have no idea what it actually means after seeing how it was applied.</p> <p>#32 Persons who report suspected improprieties are not protected, nor are they always listened to.</p> <p>#34 I have no idea what the top management actually thinks because they don't practice what they preach. Rules for thee, but not for me.</p>
4	<p>26 Top management should have little to no interaction with my work unit.</p> <p>32. Communicating with HR puts a target on your back</p> <p>33 The wrongdoing will be acknowledged and I may be validated in thinking it was wrong and needed to be reported, however it will likely not be addressed.</p>
5	<p>27. I am not aware of regular communication channels between departments, at my level</p> <p>33. I do not have confidence that wrongdoing would be addressed, unless of a VERY serious nature</p>
6	<p>27. We have quality circle meetings with post management and dispatch management and the issues brought up by dispatch are not enforced. Troopers using partial call signs on the radio is a hazard. We have units such as 2069, 2169, and 2269 and all of them use a partial call sign of 69 it isn't safe.</p> <p>33. It does not feel like the reports are taken seriously since the behavior continues, so much so that I have stopped reporting issues because it does not help.</p>
7	<p>A bad law affecting speed limits was passed with ZERO input from the ten people intimately involved in the process. It has caused much more work for MSP, Road Commissions (all 83) and MDOT offices. It does NOTHING but "solve" an imaginary problem. Should be investigated but won't be.</p>
8	<p>A chain of command exists but only applies to certain people. Some people have violated the chain of command numerous times and apparently it's ok for some. I know if I violate the chain of command it would not be ok and I would be disciplined for it.</p>
9	<p>A Lt./Col addressed an entire group of management reference a complaint made against them, that was unprofessional and meant to demean those responsible for making the complaint.</p>

10	<p>A White Michigan State Police inspector is suing the director of MSP, alleging that he was overlooked for a promotion to captain and division commander that was instead given to an "unqualified" Black lieutenant.</p> <p>Inspector Patrick Morris filed the federal lawsuit Tuesday in the U.S. District Court Eastern District of Michigan, seeking \$75,000 in damages, a promotion and an injunction against MSP director, Colonel James Grady II.</p> <p>Morris, who has been with MSP for 29 years, was the acting captain and commander of the Commercial Vehicle Enforcement Division and inquired about taking the position permanently. However, Morris claims in the lawsuit that Grady, who is Black, denied him the promotion because he is White and has an opposing view of the diversity, equity, and inclusion (DEI) policy.</p> <p>The lawsuit alleges that Grady has a "radical view of DEI" and held the promotion open specifically for a Black candidate. It also alleges that Grady "believes the Michigan State Police Diversity, Equity and Inclusion program is a license to violate state and federal law and a vehicle for reparations."</p> <p>CBS News Detroit reached out to MSP for comment, to which a spokesperson said, "The MSP makes promotions based on merit, performance and organizational need. We do not comment on pending litigation."</p> <p>Grady was named MSP director by Gov. Gretchen Whitmer in 2023. CBS News Detroit also reached out to him for comment but we did not hear back.</p> <p>Morris says he interviewed for the position and claims in the lawsuit that Grady, who was part of the interview panel, was 15 minutes late, appeared distracted, and only took a few notes. Morris alleges that the interview was a "farce" and says that Grady asked him about his thoughts on DEI during the process.</p> <p>"Plaintiff (Morris) indicated that he believes in 'diversity,' but that it must occur organically, and all employment decisions must be based on merit. Defendant (Grady) does not tolerate views of diversity which differ from his own and has made this clear to members of the MSP," the lawsuit reads.</p> <p>According to the lawsuit, Morris alleges that the Black lieutenant who received the promotion had "no substantive knowledge of commercial vehicle enforcement."</p> <p>"The promotion meant that the lieutenant bypassed the Inspector rank (Plaintiff's rank) to become Division Commander (Captain) of a division he knew nothing about. Plaintiff was, by all accounts, the most qualified candidate in all of the MSP for the position," the lawsuit alleges.</p> <p>Morris claims in the lawsuit that he suffered loss of earnings and career opportunities and experienced humiliation, outrage, and mental and emotional distress.</p>
11	Admittedly, I am a bit sour over the years and have little to no faith in the current leadership of the department.
12	again top so called command protect each other and improprieties get brush under the rug or the "unfounded" line of B.S.
13	Again, this leadership is completely ineffective and has zero confidence from the members. Unqualified for their positions. Civilians in charge? Why? hasn't worked so far, but hey, let's keep doing it. You know, for the sake of DEI?? what a joke this agency has become.

14	Again, top level (Lansing) management is widely considered a joke by the rank and file, and command alike. We do our jobs to the best of our ability in order to keep the gears turning and due to self pride and pride in our agency, not because of anything top level management (Grady & Brimacombe) are doing. They need to resign.
15	All faith has been lost in the top. Even if I was aware of how to report improprieties it wouldn't make a difference. No one listens to Troopers once it passes the Post Commander so why bother? Nothing will change until I see brass sitting in the seat of a Blue Goose.
16	All this department cares about is disciplining people. Top management does not care about actually being a law enforcement agency.
17	Apparently drive track instructors were not consulted or aware of our pursuit policy change until it was announced effective immediately. I would think top management would want input about our pursuit policy from the very people whose job it is to teach us how to pursue. I would also like to see the results of all organizational surveys published, including this one. I do not trust top management to disseminate the results of these surveys voluntarily, and I would like to know how the agency collectively responds to these surveys.
18	As you can tell by all my answers my indifference is palpable.
19	barrier between top management and line staff
20	Colonel Grady is selfish and has shown with his lack of leadership he does not care about the department or the hard working men and women under his command. Colonel Grady only cares about himself, his bonuses, and lying to the department.
21	Command does an amazing job of holding others accountable, with no accountability for themselves. They are the perfect example of DO AS I SAY, NOT AS I DO.
22	Command is in the office less than everyone else. Command seems to only voice opinions without every contributing to solutions. Common sense decisions, changes, or policies are slow to role out. Different sections are protective of work as if to justify existence, though I often wonder why some sections exist.
23	Command is protected from complaints to avoid the negativity to the public. Bad PR drives everything. I've made legitimate serious complaints against command officers, with proof, violating police, state and federal law, and it was unfounded. The PSS reports were denied under FOIA and even the summary of denial was completely redacted to hide even the subject of the complaint getting out. Then, in another violation of policy and federal law, command was allowed to retaliate accusing me of false statements in making the report. They didn't know the proof I had yet. It violated federal law to retaliate even if they unfounded my complaint. Dept banks on subordinates not being able to afford a lawsuit to acquire reports. Should have gone to the press anyway I guess. Handling it in-house doesn't work.
24	Communication barriers are a constant disruption to the success of work processes. Regarding the reporting of improprieties, there is a lack of confidence PSS will conduct a proper investigation and top command will allow for proper accountability to be held. Based off recent and past events, reprisal for reporting is nearly guaranteed and often dissuades reporting.
25	Communication from the top does not exist except for random weekly emails which do little/nothing to improve morale or communication channels. Additionally, when concerns are brought up to management, the issues often fall on deaf ears. If concerns are brought up, from experience, leadership takes offense and will hold grudges against employees.
26	Communication in our department is terrible. Top management does what they want, so it does not really matter what those under their command bring issues to their attention. Currently, there is a climate of retribution and retaliation and therefore the rank and file in our department are scared to bring anything to the attention of top management. Further, when issues are brought to their attention, they feel like the policies and procedures which are in place do not apply to them.
27	Communication is terrible. Meetings that should be occurring are continually canceled.

28	communication to the employees at the field level is extremely poor. also, field level employees trying to communicate valid concerns are generally ignored.
29	Communication within MSP is not good
30	Communications in this agency have suffered over the past few years.
31	Culture based on activities by upper management and internal affairs investigations provides no confidence in the internal investigation and or discipline process. Events don't seem to be viewed through the eyes/thoughts of the Trooper making the split-second decisions and are biased to offending troopers.
32	Defining "top management" is where I am struggling giving high ratings. If we are talking about my district command, I hold them in high regards and believe that they have the best intentions for their employees and the department. The negativity expressed in these questions are address at upper command in Lansing.
33	Divisions are silo'd. I often find out about upcoming projects or requirements through casual conversations with friends rather than through any work correspondence. We need to go back to weekly meetings with all the division/district command to keep each other informed of what is going on between divisions.
34	Due to the last anonymous survey not being anonymous, I will not be giving details for why I responded with disagree or strongly disagree.
35	Employees are fearful of speaking out against bad policies for fear of being branded as bad individuals "cancelled" using todays words.
36	Faith in the Top management is broke. They seem to follow a Do as I say, not as I do process. I have never met them in my office.
37	Firstly, I want to say that my local command is fantastic. They exemplify a level of professionalism and competence that Lansing command should take note of. Instead, our upper command pushes away actual leadership qualities and demonstrates exactly what not to do. They do not want reactive policing, not proactive policing. They push out a disturbing amount of useless DEI trainings that are embarrassing to me. This liberal agenda is appalling.
38	From all of the scandals, I have no faith in our top management. The sooner we get people we are actually proud to have leading us will be the day this department lives up to its reputation.
39	Hey COLONEL!!!! How about talking to the MSPTA once in a while?? You are a joke.
40	High Command of this agency have broken laws, policies, and procedures multiple times. These have been documented by news articles and members. They lie during IA interviews which were documented as "the director lied during the IA interview but since it was not about the ongoing investigation we will not be looking into it - IA" but if it was a trooper who did this they would be suspended or fired. The deputy director pushed for charges to two troopers and settled a lawsuit to \$1,000,000 to a friend's brother even after the troopers were charged with no wrongdoing in criminal court, and no wrongdoing in civil court. Not sure how that is possible. She was then investigated by her own IA department she used to oversee, conflict of interest, absolutely. No one was surprised when IA swept that under the rug. Director and Deputy violated policy when using their phones at a football event when everyone was instructed not to do so, i guess they don't count.  Command is not trustworthy. If i bring up wrongdoing it will affect my career. I have brought up wrongdoings before and have been denied training and positions from it. While doing training I have had an Inspector tell troopers at training I was a unpromotable trooper behind my back becasue i was outspoken. This now has affected my carreer within the district.
41	<a href="https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/">https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/</a>

42	<a href="https://www.freep.com/story/news/local/michigan/2025/01/14/state-police-ethics-complaint-grady-brimacombe-performance-bonuses/77659956007/">https://www.freep.com/story/news/local/michigan/2025/01/14/state-police-ethics-complaint-grady-brimacombe-performance-bonuses/77659956007/</a>
43	I am not aware of a binder for new staff as I did not receive one.
44	I am not confident in my 14 or 15. My 15 has been untruthful and deceptive on multiple occasions. My 14 and 15 worked to reassign the high performing team lead to a temporary role, then informed him he will not return as team lead. They then assigned a person of their choosing to team lead.
45	I am not confident my direct supervisor will address wrong doing if I have brought it to their attention. I am confident my wrong doings get brought to my attention ALL the time but those I have brought forwarded are not always followed through.
46	I believe anyone who reports higher command are held under a microscope.
47	I believe communication continues to be a problem across the board. Staff are not willing to come forward with issues/comments/concerns, positive or negative because either nothing is done about it, they don't want to be "that guy" or there are repercussions for doing so.
48	I believe employees who report wrong doing are targeted in one way or another.
49	I decline.
50	I defer to my last statement regarding Q20 and Q21.
51	I did not receive any new hire orientation binder or any clear expectations and training agenda for my position. No one in my unit had the knowledge of the position to train me effectively.  I have reported targeted wrongdoing and was met with disapproval, and my issues, as far as I am aware, have not been addressed.
52	I disagree with the statement that the interaction between top management and my work unit enables us to perform our jobs effectively. In my experience, there is a lack of clarity and communication from top management regarding the future direction of the department. While some information is available on the MSP intranet, it often appears to be repetition of previous administration policies rather than a forward-thinking vision. This lack of a clear path, particularly regarding advancements in technology, artificial intelligence, and public perception, leaves staff uncertain about the department's long-term goals and priorities.  I also disagree with the statement that persons who report a suspected impropriety are protected from appraisal. Based on my personal experience, after reporting a suspected impropriety, I have felt targeted and reprimanded for coming forward, particularly regarding concerns with upper management and the promotional process. This has led me to question the effectiveness of safeguards intended to protect employees who raise legitimate concerns.
53	i do not feel top management communicates downward effectively. when i speak to district command and assistant district command, they frequently indicate that upper command leaves them in the dark about many issues
54	I do not for a moment believe that members are protected when they report improprieties. I am also suspicious of claims of "anonymity."
55	I do not have any interaction with upper management. When complaints are made against upper management, it does not appear they are taken seriously. There is a different standard applied to the Trooper vs. upper management. There isn't any communication across organizational boundaries.
56	I don't trust that anything would happen if wrong doing takes place. Just look at Brimacombe.
57	I don't believe our HR department has completed this yet and it is up to each manager to do so.
58	I don't believe the top management is encouraging in any aspect.

59	I fear retaliation would occur if people at the captain level or above are reported for internal violations such as unfair promotional processes. Also the department allows too many people at all ranks to keep their job when integrity issues are identified.
60	I feel as if I bring I feel like I'm being targeted to my F/Lt and Lt they are just going to say well you are breaking policy and it's not fair when if you dive into any troopers daily, videos, paperwork. Your going to find something you don't like as a supervisor however doesn't mean they violated policy and they should be IA because all your doing is making that trooper look bad when. They are multiple other troopers at the post doing the same thing however none are being corrected or IA besides the same trooper multiple times! And it began to get more frustrated when other troopers, union representatives and even civilian members have acknowledged the miss treatment and is seems in their eyes as if I'm being targeted as well! Even a civilian member has expressed her frustration's to the boss however she was ignored and nothing has changed. She still feels as she out of place when she's trying to do her job!
61	I feel like when someone is new to a division, having a one on one with your Bureau staff would help get to know them better. It makes others feel like they are just a number and not a valuable asset to the division.
62	I feel that I can report wrong doings to my direct supervisor and it will be communicated up the chain of command, however, it feels that its ultimately goes no where or the issues are not properly addressed. There have been several instances that were not addressed properly and the same individual causing the problems continues to negatively impact the unit.
63	I had several major issues with a PSS investigation. When reporting these issues, and advising I wanted to file an administrative complaint, I was told by several agency members that I would only get in trouble for "retaliation" and was strongly encouraged against reporting the misconduct.
64	I have concerns about my boss's approach to leadership. Based on both personal observations and feedback from others, his communication style can often feel belittling and demeaning. There seems to be a recurring pattern of behavior that is disrespectful, and at times, it appears his actions are driven more by personal interests than the best interests of the team.  I am hesitant to speak out or express my concerns, as I fear that doing so could negatively impact opportunities for promotion, the autonomy I have over my day-to-day activities, and access to training or professional development opportunities.  It often feels as though leadership is introducing new initiatives into the recruiting process without any clear justification or data-driven decision-making to support them. This lack of evidence-based planning makes it difficult to understand the rationale behind these changes and how they will actually improve our efforts.
65	I have no communication with top leadership. Our division command does when the EOG needs something. May be good communication with division command but the rest of us do not. I have great division leadership.
66	I have no idea what the Colonel does and top management has no contact with me. Some policies and procedures, actions taken by the top management and more, hinder my ability to perform.
67	I have not met any of the senior leadership team since they have been in their position. They were supposed to stop at the post after assuming their position but never have.
68	I have notified my supervisor of wrong doing and policy breaking. No corrective measures were ever taken and the employee never stopped their behavior. I have also seen management treat employees who report issues like garbage.
69	I have reported suspected improprieties and then was retaliated against. I then reported the retaliation and that was also ignored.
70	I have witnessed reported issues that have appeared to go unaddressed in some areas.

71	I neither disagree nor strongly disagree with any of the above questions.
72	I rarely have seen anything of substance from Lansing. Command (Lansing) can barely manage themselves, let alone any personnel on the road.
73	I reported an incident with another trooper that was a direct violation with communication and working/doubling with a partner after dark. I was never advised if that trooper was corrected or if they discussed the issue with him or not.
74	I want to reiterate that my direct supervisor, Division and Bureau commander are phenomenal.
75	I was not trained properly. No manual was provided.
76	I would decline to explain myself as I do not believe the top management of my agency, Lansing, places any weight or value in my opinion.
77	I would encourage our department to do away with DEI. We should be promoting and making personnel decisions based on merit, as when we don't, DEI turns into DIE in the police community. Just because someone has a Masters Degree in Basketweaving doesn't mean there is common sense to deliver important, strategic and tactical decisions in the law enforcement arena. I have sat back and watched certain groups take care and promote their personnel over others that are deserving and have more credentials for the jobs posted. This has been the only disappointing part of my career with the MSP..
78	if a command staff is reported for mis-conduct or issues, I truly believe they will find a way to retaliate.
79	If somebody reports improprieties, and it is later found out that it was all untrue/made up, something needs to be done about it.
80	IF WE ACTUALLY HAD A PROFESSIONAL STASNDARDS DEPT, SOME OF TOP MANAGEMENT WOULD BE OUT ON THEIR ASSES.
81	If we have complaints, we are just told to do our jobs. We dont have time to read all those official orders. they change so much and we dont have time. When somethings wrong, nothing gets changed
82	If you bring something up, you WILL BE Retaliated against for sure!!!!!!!!!!!!!!
83	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.
84	In one instance the previous year, there was no communication between command staff at the Bureau level and a district regarding a meeting that was scheduled with a local police department. This was not communicated with district command or even the worksite in which the meeting was to take place. The lack of communication to show direction and the inability to truly care for the front line employees is concerning.
85	In reference to Q34. It is evident top managment does not encourage staff to proactively communicate potential violations of laws, policies, and rules as was made clear by the MSP Flint post fallout. The IA interview with Col. Grady was a complete joke with white-glove treatment. How can a department member deny IA access to their phones and just accept that they can receive hand-picked screenshots from the colonel under investigation? If a trooper did that, IA would have had a search warrant prepared prior to the interview and seized it on the spot. So no, I do not think they represent the department well.
86	Interaction from top management is hostile at best. Communication from the top is a significant issue and borderline non-existent. Personnel are not confident reporting improprieties will not be met with reprisal.
87	Issues brought to an immediate supervisor are only as effective as the supervisor on the next level up. Major issues have been brought up in the past, only to have it ignored at the next level.
88	It does not sound like the top command would give me backing for incidents of good faith law enforcement.
89	It has been my experience that people who report wrongdoing to their supervisor do get retaliated against, and people are afraid to bring up concerns because they won't get promoted or taken seriously.
90	It is constantly harped on that communication should be "through the chain" which actually hinders effective communication and the ability for me to easily and swiftly perform my job duties

91	It is not encouraging when you do what the order says, and nothing happens about a volition. It encourages you to not report. Especially when you are aware that top management has reviewed the report and does nothing about it. I have no faith that anything reported will be taken seriously and a member will be held accountable for their actions. The agency does not take internal complaints seriously and poorly investigates them. Only external complaints with members of the public are investigated.
92	It's hard to do your job effectively when there is no interaction and top management cannot do theirs correctly. The morale is at an all time low. Rules for thee and not for me lead to the ground level troopers and sergeants to not want to do their jobs in fear of punishment. Thus creating ineffectiveness in the workplace. With no trust in the top leadership proactivity decreases.
93	It's a waste of time to keep typing...nothing will change.
94	I've had several issues go unaddressed for years and now management is hearing opposition complaints from those parties and taking action against their own employee.
95	I've seen too many at the top survive bad behavior
96	Leadership decisions are made without input from the field.
97	Low levels of agency is held accountable through BWC reviews and scrutiny. Middle management of agency is less accountable. Top level of agency doesn't appear to have accountability (see Detroit Free Press).
98	Management at a division level is aware of several issues that have been reported up, with a message of "Look inward" being relayed back down. There is a feeling that nothing will change because nothing has changed.
99	Metro north has severe staffing issues in hat are either overlooked or ignored by command.
100	Most command above a Sgt. that is informed of wrongdoing, issue, violation, or fail to do basic job functions is often gets disregarded, avoided by just not addressing the issue, or by changing policies to restrict everyone more.
101	MSP command is untrustworthy and has a bad reputation.
102	MSP's communication is awful
103	My supervisor may or may not act if alerted to wrongdoing. I believe they feel as if it is a "pick your battles" situation and requires thought about whether or not it's something they want to be involved in.
104	Need I keep saying it?
105	no interaction
106	No one knows what's important to upper command of the department except encourage little to no practice enforcement and DEI. Do as I say mindset.
107	No one should do anything improper or immoral in this profession, however it really depends on who you are and how high you are if you will be held accountable. We have created a culture of tattle tale weak minded individuals that are more concerned about comments and hurt feelings, rather than the fact our department promotes liars and sketchy characters who are looking out for themselves.
108	No trust in upper management/department command
109	Nobody trusts upper command
110	Nobody understands the purpose behind the absolute gutting of our department ethos that has happened under the last two colonels. MSP has had spineless "leadership" for six years now who are more interested in preventing themselves from having to answer difficult questions than to lead an effective police agency. Until Colonel Grady and Lt. Col Brimacomb are removed from office, how can you honestly say this department is interested in addressing wrongdoing? When the top management of this department is openly corrupt and sees no issue with themselves, what example does that set for the rest of us?
111	Not allowing our agency to pursue felons does not allow troopers to perform their duties at their full potential.

112	On the issue of reprisal; since the moment Top Management was installed, there have been a number of demotions, reassessments, and resignations of high-ranking enforcement and civilian members, many of which had negative professional history with Top Management. The increased Command Officers Association membership is, I believe, a sign of the fear-based, retaliatory nature of top management.
113	Other than a few random emails here and there from "top management," there is no interaction between top management and my work unit.
114	Our discipline procedures are out of control. PSS and HR are on a witch hunt causing too much fear for Trooper's to be able to perform their duties effectively. There is a huge difference between intentional misconduct and unintentional misconduct, but this department doesn't distinguish between the two.
115	Our Division seems to always be the last to know information or be considered. It is almost as if we are our own department within the Department.
116	Our office recognized breakdowns in programs and issues and were labeled as being difficult, rather than any notice given to the problems. Our office is trying to protect the agency, but are ignored.
117	Our top management is the worst in the history of state law enforcement across the nation.
118	Outside of the Colonel's listening tour after he took office, there has been little to no direct communication with the field. This lack of communication is apparent with the lieutenant colonels as well. In the previous leadership team, the lieutenant colonel and majors made it a priority to make regular worksite visits to hear from members directly and implement needed changes. The only way to build and foster trust is through direct interaction which is lacking.
119	Overall, the agency feels that it has moved to a more silo-approach to operations and we do not interact with other divisions or individuals. With respect to reporting violations - top Management doesn't communicate much with us - so no encouragement to report violations gets conveyed.
120	Poor communication between the Michigan State Police Director and FOB make it difficult for troopers to do their job.
121	PSS has a clear demonstrated history of vilifying department members and inciting aggressive investigations resulting in excessive and unnecessary discipline against department members.
122	Q26 - In meetings with top management, worksite concerns have been brought to their attention however the belief by members at my worksite is that their concerns went unheard. Most worksite members now choose not to attend these meetings as it is a waste of their time. Q27 - Effective and sufficient communication from upper management is very low in this department. Q34 - When top management fails to follow the same rules they expect of their members, the control over members within the department is lost. When violations are reported and not enforced properly, the need to follow laws, policies, and rules no longer carries the weight it should have.
123	Q26 - there needs to be more transparent communication

124	<p>Q26. The interaction between top management and my work unit enables us to perform our jobs effectively.</p> <p>The decision to have the AG Office review all MSP Trooper involved shootings was the single worst decision I have witnessed during the course of my career. This has led to so many issues within the Agencies Incident Response Team and damaged working relationships with other agencies.</p> <p>As a result, members involved in shootings now wait an unprecedented amount of time to have their use of force cleared as justified. Previously, local prosecutors could review these incidents in a matter of days or weeks and put our enforcement members minds at ease.</p> <p>The average review time from the AG Office can be six months to over a year. Communication with that agency is abysmal and they do not return emails or phone calls.</p> <p>Local agencies have expressed concern and desire to move away from MSP conducting their use of force investigations due to the fear that the AG Office would take over review of these cases.</p> <p>The rationale for this decision was terribly communicated by MSP Leadership and its clear they do not understand this process whatsoever. They are increasing the burden of an already stressful event placed on our members by making them now wait for a lengthy review process.</p>
125	Q26: Again, I feel frustrated that I am unable to effectively do my job and top management/ command is rarely available to answer questions directly.
126	<p>Q26: I do not see or read any interaction.</p> <p>Q27. I do not see or read any communication; Requested communication has been denied due to leadership not feeling comfortable having said communication that was needed to solve problems.</p> <p>Q33. The supervisor is not comfortable addressing wrongdoing to the individual(s). The supervisor tends to get hostile with the entire unit due to the supervisor's incapability / unwillingness of correcting the wrongdoing with the source(s).</p>
127	<p>Q26: it is often hard to determine who is really in charge and who actually makes the decisions. There is a lot of back and forth and lack of consistency when it comes to decision making.</p> <p>Q27: The bureaus always seem to be at odds and not on the same page. As a result, productivity suffers.</p>
128	Q26: I've never had an interaction with the top management. I do know that decisions they've made have NOT made it easier to perform my job more effectively. Q27: We get told one thing and then told the exact opposite. Q31: "Official Order 02-01, Section 10.2"? I can't possibly remember every officer order or every section of every official order, or procedure manual, or temporary order or whatever other written policies we have. Q32: I feel if I report an impropriety there will be negative consequences against my career.
129	Q27 - We (the field) are often handed mandates from other bureaus which cause difficulties. Examples include assigning CSTs and PIOs to away from the post/district, to answer to supervisors who aren't directly connected to the communities we serve. The quarterly training project is another example. It was rolled out and planned without input from those who would be required to implement the plan, which created delays and unnecessary challenges.

130	Q27. there is a disconnect between enlisted and civilian. Civilian employees do not feel considered in the organization. For example, civilian employees should not be held responsible for any enlisted-specific training, such as enlisted PowerDMS policies review. Leadership Forums are enlisted-specific and are a waste of time for civilian managers. It seems that FSD employees are not made fully aware of resources. There are WAY too many different places to go to get information about my job and they change too often. training is scattered everywhere, it's not reasonable to keep on top of official correspondence, there is no apparent central organizing of policy, communication, training, etc. There should be a one-stop-shop for it. The organization keeps branching things out and needs to SIMPLIFY things way down to assist their staff to do their jobs more effectively and efficiently.
131	Q29 - Part of my job includes all phones in my building. The process for change of any phone is done through DTMB, which is difficult as I have no access to the phone system even to check my own phone lists. It would be so helpful to have access to what my list looks like as I am changing names/functions on phones weekly.
132	Q32 - Again, depends on rank.
133	Q32 - Recent employee relations bulletin's have shown a pattern of additional discipline to employees who report improprieties - usually citing that the infractions were not immediately reported.  Q34 - It would be difficult to imagine the general populous of the department having less confidence in the top management's communications skill, sincerity, accuracy, or concern for the well being of the employees outside of whatever is strictly required of them to maintain their own pay and bonus status.
134	Q32- Word gets out. Q33- I feel supervisors do not feel they have a voice to address 'minor' wrongdoings before they turn into bigger issues. Often this may be because concerns are shrugged off as 'that's just how they are' Q34- I do not feel top management supports an individualized approach to leadership. Care about your people, let them lead, take ownership of choices and decisions made by those under you, and the communication issue will fix itself.
135	Q32. Trust in this agencies command is at an all time low.
136	Q32: I have seen retribution on members who report issues.
137	Q34: I don't know what you're asking Q31: I have no idea what order that is. Is it your expectation that I stop the survey and go look that up in order to answer the question? If it's the order about Blue Teams, yes, I am familiar with it. But you can't seriously think we can quote them or recall them by section codes.  Between official order updates, knowbefore, mitrain, SOM trainings and the normal, annual trainings we do, it is truly information overload and you cannot expect people to be able to retain this information coming in at this volume and all of it "mandatory".
138	Question 26: There is no working relationship between the Colonel vs the Troopers working the road. "Do as I say, not as I do".
139	Questions 30-34 directly reference the ability of department members to report violations of orders or laws. This is exactly the problem with law enforcement in 2025 - we spend more time policing ourselves and pointing out every policy violation, we are mired in administrative processes and distracted from our mission.  I want bad actors treated as such - I don't want abuse of power, or someone being treated poorly.
140	re: q33: people in my work unit violate attendance policy with seemingly no repercussions.
141	Reporting abuse of power or other negligence is frowned upon or intimidating. Wrong-doings are often swept under the rug, especially if they are allegations against those in management positions.

142	See the previous several responses.
143	Seriously
144	Some of these questions are complicated, long winded or confusing for no reason.
145	Strongly disagree for Q27 because other supervisors not directly in my unit find it appropriate to comment on how my unit chooses to operate and necessitated changes to the unit operations that have caused turn around times to increase due to some individuals hoarding work when they do not work regular hours.  Disagree for Q33 because my direct supervisors never share information regarding how or why anything occurs. They simply tell us what changes are happening with no reason. These changes are typically less than favorable and don't affect the supervisors but greatly affect the workers and the workers are the ones that are given zero reasoning for why they have to upend how they go about their job responsibilities.
146	That is all the department cares about is jamming up its employees. The criminals are protected and respected more by MSP command than the front line employees.
147	That's all top management (Lansing) cares about is going over every trooper with a fine-tooth comb to point out any little mistake and jam them up. MSP leadership needs leadership training which shows them how to lead, not manage. We don't need to be pointing out minor mistakes every time, all it does is tank morale. Big deal if a trooper doesn't have time to put his garrison cap on. I have seen Trooper's get chirped for not having a hat on during a traffic stop without being given a chance to justify why it is not on.
148	The agency has become siloed, and information does not flow as in the past. Decisions that directly impact my section ability to perform are made by top management with no input from us. It has become clear that individuals in the agency are punished for reporting wrong doings of our members. Standards are different for top management and those below.
149	The Colonel does want actual feedback. He would be scared to see what we really think. He lives in fantasy world where everything is fine...but it is not. How can we communicate to the Colonel when he is the problem.
150	The colonel has been caught lying himself and giving himself a bonus in conflict with the civil service rules. Yet our personnel get suspended for using a PIT to stop a drunk driving the wrong way into oncoming traffic which clearly saved lives.
151	The Director has come to the post once during his tenure and did poorly connecting to the troopers. He places blame on everyone but himself and does not take accountability for his actions.
152	The director has retaliated against members who have not agreed with decisions he has made.
153	The dumbest thing the state police does is have you sign for benefits that effect the rest of your career within the first week of recruit school with little to no guidance. With all of the useless mandatory trainings we do you'd think they would make one mandatory for troopers within the first year about how to save for your future, and what your pension will look like.
154	The general consensus is, long as the violation of law does not include a member at the rank of lieutenant or above nothing will be done about it for the most part. If something is done it's a slap on the wrist punishment in contrast to what a Trooper will receive.

155	<p>The interaction between top management and my work unit don't seem to accurately understand the amount of work we have on our plates. It doesn't feel like there's much room for understanding, as the pressure to perform higher doesn't lighten. In order to perform at the level expected, our unit/section needs additional employees and/or OT offered.</p> <p>The communication across organizational boundaries within the agency can be improved greatly. Our section is always communicating with other sections/areas of the agency, however, they do not fully understand what our section does. Having to go back and forth with them explaining our jobs and what we need from them creates more work and takes time away from performing our actual duties.</p>
156	<p>The only communication from top management is a weekly roundup. Col Gasper would at least send out videos to communicate to the members. The other issue again, is the lack of Faith in our current leadership. When you don't have Faith in someone, it doesn't matter what they are saying.</p>
157	<p>The organizational boundaries and silos hinder my work. My division director also is known for reprisals against employees that cross her. I am fully confident that any report from myself will be met with reprisal in some way in the future, in a method that might appear unrelated to an event which crossed her.</p>
158	<p>The organizational boundary between civilian and enlisted frequently hampers communication. Both sides' opinions are often based on misconceptions.</p>
159	<p>The poor interaction between top management and the rest of the department, as well as the hoarding of information and lack of clarity regarding policy decisions, along with apparent indifference to the concerns and needs of the rank and file hinder the ability of department members to feel confident or knowledgeable in completing their duties.</p>
160	<p>The rules just aren't the same for everybody anymore. I do not know if wrongdoing by everyone is being evaluated in the same way. It clearly appears that it does not.</p>
161	<p>The state/department has done a poor job with orientation of our cadet positions who are part time. They were lumped in with the other state employee (civilian) orientation. So, we were doing things improperly regarding their pay/time off/leave banks etc. incorrectly due to their situation being different as a part time employee. There needs to be a separate meeting/orientation with HR for these part time employees, so they are set up for success.</p>
162	<p>The top leadership goes out of their way to discourage troopers, punish troopers and get them criminally charged for doing their job when the leadership themselves violate our ethical standards and official orders and the law. It is abundantly clear that the top leadership does not want us to do our jobs effectively. The top leadership would rather see a violent felon go free then a trooper stop them. Our leadership prioritizes racist DEI programs over troopers being effective and safe.</p>
163	<p>The top management sends out correspondence to communicate and takes away time working the road with reviewing correspondence and trainings.</p>
164	<p>The top of our command is allowed to give themselves performance appraisal bonuses and take photos in the tunnel of Ford Field with Lions Players. If anyone especially a road troop would be disciplined and asked to no longer work games. Our departments reputation has been tainted because of this regime.</p>
165	<p>The top of the Department does not encourage or tolerate any ideas which are not in lock step with their own. Members have learned not to express their own ideas for fear of being called out and told to get with the program. This Department has gone from a leader in the nation as a premier law enforcement organization to a joke amongst other agencies. Time for DEI and woke ideas to get out of our department. As a department we are more interested in going after our own then doing what is right for the citizens of our state.</p>
166	<p>There are several interactions between Troopers and top brass where Troopers are yelled at, treated poorly, and blamed for issues facing the department.</p>

167	There has always been some form of reprisal for reporting management in this department. Upper management that have failed or complaints are on record for just get moved around and not removed. This is possibly in fear of lawsuits or higher ups taking care of their friends.
168	There has been very little communication from top management in the last year, again speaking of the top two members.
169	there is an atmosphere of animosity, and some are not held accountable for inappropriate communications
170	There is little communication across organizational boundaries outside of Lansing. When the Colonel came to the post during his post visits, he told those in attendance it was there job to recruit, and he was more focused on filling another post as he lives/drives there and does not see troopers on the road. As a leader, this is very hard to motivate a worksite to perform effectively, when the leader of the department appears to not care for them.
171	There is little to no communication between top management and the divisions, sections, or units. Top management effectively drew a line between these groups and does not seek input or suggestions that might differ from their own beliefs, opinions, and decisions. There is a widespread fear of retaliation across the department. This is due to perceived observations of certain members' removal from certain positions after they brought issues and concerns to them.
172	there is no communication channel with top management. i have address numerous retaliation issues and safety issues and top management just lies and protects the issue.
173	There is no communication from top management to the field. The director, and even FSB Lt. Col. Sosinski have communicated NO information in the past six months. They are never in their office, have not held any meetings, calls or given direction to the field. This is unlike any other leadership I have worked under in my career.
174	There is NO interaction between division and top management. There is NO communication among divisions and districts and this is NOT fostered AT ALL by the Colonel.
175	There is no interaction between top management and my work unit. In fact, I don't remember a time in all my years in the agency where top management hid from those at the post in such a manner. They refuse to stand in front of us, I assume out of fear of questions they would be asked regarding their unethical and corrupt actions. I also know of improprieties that have been reported that were sent to IA that were not properly investigated/addressed, and the actions of top management are either ignored, swept under the rug, or they were allowed to lie during investigations with no repercussions.
176	There is not trust from the field to top management. With no support or accountability with top management means the field is unable to effectively perform their duties. No one wants to come to work and potentially get politically and wrongfully prosecuted or disciplined for doing their job.
177	There is not very much interaction between division manager 14s and division command. Occasional 1 on1 meetings would be helpful in understanding commander's intent and vision.
178	There is very little communication between the top management and members of our section.
179	There is very little interaction between top management and my work unit. The Colonel and the leadership team do not have interaction with my work unit. My work unit still performs our jobs as effectively as possible.

180	<p>There is zero communication between management/leadership and the line staff. Leadership and management have not been to the 8th district in some time. Even during the post commander meeting this winter, when honoring our members of the year, no one from Lansing was there.</p> <p>One of my friends went through traumatic incident and outside of his direct supervisors no one from Lansing has called to check on him or talked to him. And then no one discusses wants to figure out why this happened to see how to fix the issue. This is an issue that started in a recruit school and got passed to the field and now it is a field problem.</p>
181	There is zero communication with top management outside of Power DMS. I do not trust upper management to do the right thing under any circumstances.
182	There is zero interaction between the Director / Deputy Director and the general department membership. They refuse to discuss any matters with the Troopers Association. For the first time in MSP history, both the Troopers association and Command Officers Association have given a No Confidence Status on MSP top leadership.
183	<p>There needs to be a better orientation for employees starting a new position, especially those who have never held an office job before. I was basically left to fend for myself and solely rely on my co-workers and own independent research to learn how to effectively do my job. My supervisor has a hands-off approach, and my team helped me get the resources I needed for my position. They showed me everything that my supervisor should have shown me, in addition to me teaching myself aspects of my position. It was a bit frustrating to be scolded for not knowing certain information or protocol for my position by my supervisor when I was never told specifics, even if it was little things. I feel employees should be given clear instructions on what to do, where to go for information (about their position or HR stuff), and a list of resources for help instead of being left on their own and passed around to different managers with different expectations. I was really disappointed in how disorganized and hectic my first months of on-boarding were for my position, when it all could have been easily solved with clear on-boarding materials and a more present supervisor.</p>
184	There's a huge disconnect between top management and district commanders down to the Post level. The disconnect involves communication and transparency. 6th District Commanders are great. Lansing top management is poor at best.
185	This all depends on rank. Brimacombes sustained retaliation complaint was disregarded (double standard) and all that had some level of involvement in her discipline have been demoted or forced out of the department.
186	This entire section seems to be about reporting on departmental members which has become more important to this administration than enforcing the laws.
187	This is a joke, right?
188	<p>This is laughable. This agency is STILL in the midst of a promotional scandal and brought back employees who were wrongly and unjustly terminated as a result of this scandal - for reporting wrongdoing. During that time, the colonel promotes by 6 steps to #2 an employee who was previously fired. She had just assisted in the wrongful and unjust prosecution of 3 employees. Then she settles a fat lawsuit with her friend's brother. You tell me what kind of work environment you think that is.</p> <p>This whole survey is just getting redundant at this point...</p>
189	This is the same reason as previously entered. Trust is gone. It's sad and extremely fixable.
190	This Top Management team leaves a lot to be desired.

191	This whole section is irrelevant and exactly why a lack of trust exists with our current leadership team. The rules don't apply to them. From forcing charges on uniformed members for doing their jobs, to influencing lawsuit settlements, to watching and recording lions' games in the tunnel. The same game that 15 members got cut from the detail due to alleged financing issues. The trust at the lions' games and the ability to effectively work those details comes from members sacrificing their Sundays and time off with their families since 2013 when the motor unit at that time began assisting DPD with the detail. Now it has morphed into a large event where we cover a majority of the detail bringing our members into the spotlight. We got there by doing good work. If we were ever caught in the tunnel video recording the players on our phone, we would have been asked to leave. But yet there is a double standard in place. Those at the top are so far removed from the work we do at the bottom that they don't consider what it took to even get us to a point where they could call someone to get a pass to allow them to abuse their authority. Yet here we are taking another survey where members across the state will share similarities, and those same people will stay in a position of power, and we will be taking another survey 6 months from now, asking what changed the last time we took one. They are liars. They have lied to us. They have lied to the media. Its documented and recorded. Yet we are supposed to fall in line. We chose this! I remember when MSP cared about the TROOPER. I remember when MSP supported the TROOPER. I remember when everyone's job who wasn't a trooper, was to support the TROOPER so that they could take care of the citizens of our state. We are so far removed from this is. It's extremely disheartening.
192	Top level management does not communicate with us. Communication is a two-way interaction. Top management sends down policies without asking road troopers for any input at all, and the result are policies that hamstring us, force us into situations that put the public at risk, make our department look weak to the public and taken advantage of by criminals, and strain the already abysmally low moral.
193	Top management applies controls as it relates to road troops. They do not live by the same standards.
194	Top management does not appear to communicate with anyone not in top management.
195	Top management does not communicate with anyone.
196	Top management does not lead by example. Constantly involved in quid pro quo scandals. Top management has been accused of several improprieties and no action has taken place.
197	Top management doesn't encourage anything that does not meet their agenda. Anyone who disagrees with the top management is punished. Communication cannot make it to top management because everyone is in fear of the retaliation that will come from the top management.
198	Top management doesn't understand forensic science, and many enlisted members disrespect lab personnel by ordering them around and expecting their work to be prioritized over other cases
199	Top management has demonstrated how to break those control breakdowns and violations as to be difficult to enforce them.
200	Top management has displayed behavior that they themselves are making potential violations and sometimes reporting potential violations can be very difficult. Also, communication is and has been an issue for some time.
201	TOP management has made some improvements (thanks for clarifying work from home flexibility), whenever division management gets involved it's almost never good  communication across organizational boundaries- "chain of command" either scares people away from saying anything or makes it take why longer to get an answer- people have been reprimanded for trying to get answers from HR, other areas, even when they weren't doing anything wrong
202	Top management has never been more disconnected.
203	Top management is corrupted and therefore cannot be relied upon to make any decisions ethically.
204	Top management is currently being investigated for not following laws and/or policies. The actions of top management has lead to a loss of trust and credibility.

205	Top management is incompetent
206	top management is not effective at anything
207	Top management is not trusted, not liked, and it is clear they are not on the side of our troopers. Throwing our people under the bus at the first opportunity has caused serious distrust.
208	Top management lacks integrity.
209	Top management only cares about themselves. They are above the rules and regulations. They do not care about what local worksites have to say or think.
210	top management pushes for trooper discipline even after prosecutors refuse to prosecute and makes it a point to let those under their command that they don't care about the departments moral
211	Top management regularly violates laws, policies and rules. Why are they held to a different standard than us?
212	Top management sits upon their pedestal, not dealing with the day to day of the peasants on the road, until a minor policy violation is noticed and an iron fist is dropped to put them back in line.
213	Top management's interest/involvement in my work is usually a distraction from actually completing the work.
214	Tprs/Sgts have trouble trusting anyone in the agency.
215	Troopers are being disciplined for at fault accidents when we are required to drive in horrible weather conditions. This hurts morale!
216	Upon promotion I never received any binder reference my new responsibilities. Top management (Col and Lt Col) violate our O.O. and policies yet nothing is done. If the roles were reversed, I feel sorry for the member who commits the same violations.
217	Vision - not shared by top management resulting in good people leaving the department.
218	We are at the point that the Lansing swamp is so far disconnected from actual law enforcement, that even the command officers union is assisting with filing an ethics complaint against Col. Grady. It seems to me that the job is continuing to get done in spite of Col. Grady, not because of him. Internal affairs has shown they are solely a tool of Lansing whose primary job is to clear high-ranking people from any wrongdoing. I have filed several complaints regarding improprieties committed by internal affairs, and they have all been marked as unfounded. This is despite mountains of factual evidence to the contrary.
219	We have not had any communication with Lansing since the new administration took over.  At the post level, I have specifically notified my command of improprieties of a sergeant in which he told a trooper to destroy evidence and then lied to save himself. That sergeant was allowed to remain in command of people despite significant integrity and leadership issues and even after a PSS investigation and discipline remains in command of others with what seems like it never happened.
220	We have so many policies that are changed it is difficult to keep them straight. The lines are so blurred with what is expected of us vs. what policy says. It feels like we have more policies than laws to think about when taking enforcement action
221	We have troopers that feel they can jump chain of command and go right to inspectors in Lansing in DEI and LIE about superior officer and when caught in the lies they are not addressed appropriately they are just moved to another post to go on and do it all over again. We refuse to fire people that lie including the chief deputy director, but we will go after hard working troopers that protect the public from harm.
222	What can I say other than if you report something it only gets looked at if it is about someone they want to go after, if it's someone they like nothing is done. Command has a two standard discipline process that goes after some and others can't do anything wrong no matter what it is. The command can violate common practices and give themselves incentive bonuses when they haven't earned them and the Governor's office just shrugs their shoulders like meh.
223	What communication? Never even seen the big man

224	When bringing issues/concerns to higher management, I've gotten reprimanded for using too condemning language in my complaint and/or for "jumping chain of command" (when I did not have a supervisor in place at the time) - they cared more about reprimanding me about those things than the actual content about my concern so I've just learned to not say anything and do my job
225	When I was promoted, I never received a binder or any formal documentation to assist me with my new position.
226	While I agree that communication "across organizational boundaries within the agency" generally enables us to perform our jobs effectively as asked in Q27, I'm aware of instances where SMEs in one bureau are recommending approval of agreements for the benefit of one of its worksites that would directly impact the work and responsibilities of worksites in other bureaus, and seemingly never reach out for input from the other impacted worksite before sending the agreement "up the chain" for approvals and execution. For example, agreements that would purport to allow access to information or facilities by certain persons without first reaching out to CJIS to help identify potential concerns with allowing such access, or agreements that would restrict the manner and extent in which we keep, maintain, disclose, or dispose of MSP records generated under the agreement without ever reaching out to the Records Resource Section for input on how such requirements would impact its core functions and responsibilities.
227	While top management does do a good job of encouraging employees to report violations, we're tired of hearing after the fact about top management being some of the biggest rule breakers or seeing examples of it still in things like the promotion process despite the most recent debacle in Flint. It's as if management hasn't learned their own lessons - "do as I say, not as I do."
228	While top management speaks of wanting feedback and input on topics, rarely is constructive feedback implemented in manner that effects those that are actually doing the jobs in the field. If the feedback does not fit the narrative that #1 and #2 want, then nothing changes, often at the detriment of those who are actually doing the work in the field. The agency has demonstrated repeatedly that if an idea is presented that #1 or #2 agree with then there will be consequence. The culture is "fall in line or else," creating an atmosphere that limits discussions and growth for members. We have too many "yes men," because people are afraid to make independent decisions or have constructive conversations with their supervisors for fear of retaliation or not being promoted further. Top management has created an atmosphere of distrust, fear, and no confidence.
229	Whistle blowing is always subject to reprisals here. Our top management was proven to have engaged in that behavior in a professional standards investigation.
230	Why are we even talking about suspected improprieties, our Troopers do good, suspecting that they even would like of improprieties is offensive, our post is at the lowest level of Troopers in its history, Moral is just as low. Let's talk about that.
231	Wrongdoing has been addressed to previous immediate supervisors, but the issues were swept under the rug; issues pertaining to Troopers' off-duty actions, Troopers dereliction of duty, etc.
232	Wrongdoing is not addressed if management is "friends" with said individual. They look at you like you did something wrong if reported.
233	Yeah right! You can say this is an anonymous survey all you want but we know it is not.
234	Yeah right.
235	Yvonne Brantley

## Appendix F - Evaluation and Feedback Comments

Evaluation and Feedback Comments	
1	"control issues and give feedback on the control environment" I have no idea what you are asking with this question.

2	"My supervisor reviews my performance with me at appropriate intervals." - my supervisor has not completed a performance review for me
3	<p>37. The investigation is done by the Lt. in a timely manner but the investigation takes forever to get approved by HR and passed down. we have had an investigation that was completed in August and then was not given to someone until March. LT. completed the investigation told the member they were in violation then HR did not decide on a proposed punishment until December and the meeting wasn't had until March.</p> <p>39. Supervision gives our PA's but does not go over the PA's with us just sends an email to sign them.</p> <p>42. The only follow up that is done is if there is another complaint.</p> <p>43. Issues are not handled unless there is a formal complaint. Which could probably be avoided if they were more proactive with the approach.</p>
4	<p>A White Michigan State Police inspector is suing the director of MSP, alleging that he was overlooked for a promotion to captain and division commander that was instead given to an "unqualified" Black lieutenant.</p> <p>Inspector Patrick Morris filed the federal lawsuit Tuesday in the U.S. District Court Eastern District of Michigan, seeking \$75,000 in damages, a promotion and an injunction against MSP director, Colonel James Grady II.</p> <p>Morris, who has been with MSP for 29 years, was the acting captain and commander of the Commercial Vehicle Enforcement Division and inquired about taking the position permanently. However, Morris claims in the lawsuit that Grady, who is Black, denied him the promotion because he is White and has an opposing view of the diversity, equity, and inclusion (DEI) policy.</p> <p>The lawsuit alleges that Grady has a "radical view of DEI" and held the promotion open specifically for a Black candidate. It also alleges that Grady "believes the Michigan State Police Diversity, Equity and Inclusion program is a license to violate state and federal law and a vehicle for reparations."</p> <p>CBS News Detroit reached out to MSP for comment, to which a spokesperson said, "The MSP makes promotions based on merit, performance and organizational need. We do not comment on pending litigation."</p> <p>Grady was named MSP director by Gov. Gretchen Whitmer in 2023. CBS News Detroit also reached out to him for comment but we did not hear back.</p> <p>Morris says he interviewed for the position and claims in the lawsuit that Grady, who was part of the interview panel, was 15 minutes late, appeared distracted, and only took a few notes. Morris alleges that the interview was a "farce" and says that Grady asked him about his thoughts on DEI during the process.</p> <p>"Plaintiff (Morris) indicated that he believes in 'diversity,' but that it must occur organically, and all employment decisions must be based on merit. Defendant (Grady) does not tolerate views of diversity which differ from his own and has made this clear to members of the MSP," the lawsuit reads.</p> <p>According to the lawsuit, Morris alleges that the Black lieutenant who received the promotion had "no substantive knowledge of commercial vehicle enforcement."</p> <p>"The promotion meant that the lieutenant bypassed the Inspector rank (Plaintiff's rank) to become Division Commander (Captain) of a division he knew nothing about. Plaintiff was, by all accounts, the most qualified candidate in all of the MSP for the position," the lawsuit alleges.</p>

	Morris claims in the lawsuit that he suffered loss of earnings and career opportunities and experienced humiliation, outrage, and mental and emotional distress.
5	Again, its all negative. We do a great job of investigating ourselves.
6	As a civilian employee, having an enlisted member as a supervisor makes the communication a bit difficult since it is not the nature of an enlisted member. It is a bit more closed off and on your own, not collaborative and communicative that it needs to be for a civilian position.
7	At the District level, MSP is amazing. There is a huge disconnect between the district and Lansing.
8	Based on past issues, while the supervisor may agree a problem exists, convincing the next level or getting anything resolved does not happen.
9	Blueteam is the fall of the department. Tprs/Sgt can't trust anyone. Upper management that are unethical never get punished.
10	Brass needs to sit in a Blue Goose as I don't think they realize what is actually happening on the road anymore.
11	Citizens are not "customers" this isn't ATT. The so-called customer is the victim in a crime, not the suspect who complains a trooper didn't say please and TY. Furthermore, we need a policy for citizen complaints which requires them to complete an affidavit, we have the right to know our accuser, the affidavit should have the option of holding the complainant liable for outright lies and false reports.
12	complaints take far too long to investigate. It appears this may be due to the number of complaints investigated, MSP needs to "weed out" some of the complaints that are frivolous.
13	Coworkers in my section do not take constructive feedback well.
14	Dependent on the situation and deficiencies. Sometimes items are addressed or left to linger.
15	Disciplinary Procedures are a joke, they are NOT fair an equitable, upper command gets nothing those below get hammered!! over, in some case total B.S. he said she said non-sense
16	discipline process is confusing and rarely happens the same way twice.
17	Displinaries seem to take so very long to process, no matter the outcome. It is extremely stressful for the worksite as a whole, not to mention the person in question.
18	Due to the last anonymous survey not being anonymous, I will not be giving details for why I responded with disagree or strongly disagree.
19	Eureka! Q38-42 you have proof that this employee does have a pulse!  Management isn't the issue. I have fellow employees who are less than respectful when it comes to punctuality and regularity in attendance. And I'm sure management would with tremendous gusto discipline/correct said employees but are unable to since HR has taken upon themselves to discipline by committee if at all.
20	External and internal complaints are not investigated fairly, transparently, or in a timely fashion. Using internal affairs to investigate everything means that furthermore, the majority of people working in internal affairs have no moral code other than "what the department says, goes." So no, I do not believe that complaints are investigated in an effective, fair, timely, or otherwise appropriate manner.
21	<a href="https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/">https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/</a>
22	I am aware of the policies and procedures, however, why are they not followed for top command? Don't say they are, because we can clearly see they are not and have not been since this new top command was implemented. Let a trooper make a mistake though, and it's time to investigate and discipline!
23	I can't speak to what other people do with information they have.
24	I disagree with the current evaluation and feedback system, as I believe it has become overly simplified, reducing performance assessments to a pass/fail standard. In my experience, this approach does not encourage employees to strive for excellence or personal growth. Past evaluations systems included distinctions such as "high performing", "meets expectations", and "needs improvement," which provided clearer feedback and motivation for individuals to excel. The current system, by only recognizing whether an employee meets the status quo, does a disservice not only to the department but also to individual

	professional development. A more nuanced evaluation process would better support both organizational success and employee growth.
25	I do not understand disciplinary procedures because it seems like the goalposts are constantly shifting depending on who is being disciplined.
26	I don't believe the necessity in having countless 14's conducting investigations of members, for 90 days at a time, utilizing overtime as needed, "unlimited" according to members from professional standards. Those same 14's have been quoted as saying "professional standards is the hidden gem of the department", speaking to working from home, overtime budgets, etc. It's an absolute embarrassment. There are 27 working troopers at one of our busiest posts, and we have countless members in Lansing, investigating those members, and countless others at the training academy doing God knows what on a daily basis. While our uniformed troopers go call to call. Tuff times call for tuff people. I would challenge our command staff to pick up a shift once in a while, but I know they are so far removed from patrol, and having 12 logins, and running LEIN, and doing an edaily, or an ecrash, report that it would be pointless to even suggest the same. There couldn't be a clearer separation from the bottom to the top than we have right now. The upper command has no idea what the troops are doing or struggling with on a day-to-day basis.
27	I don't know. We just have to deal with it because we are grunts
28	I feel the disciplinary procedures have gotten out of control. If someone makes a complaint about someone, the post leadership team has to immediately contact the inspector and ask if a Blue Team needs to be initiated. The post leadership team can't even ask the trooper or Sgt. what happened or any clarifying questions. This wastes a lot of valuable time and takes desecration away from the post level for instances where things may be cleared up with a single conversation. It also puts undue stress on the member when they all of a sudden get a notice of investigation and it turns out the complaint is erroneous and could have been handled in a better manner.
29	I find myself asking "what could I be doing different or need to change and/or improve on" vs my supervisor giving me feedback regularly. Generally, the "root cause" of the deficiency told to be not my problem. Feedback on said problem is nearly never discussed with those who are dealing with the problem first hand.
30	I have concerns about my boss's leadership style. Based on my own observations and feedback from others, his communication often comes across as belittling and demeaning. There seems to be a consistent pattern of disrespectful behavior, and at times, it feels like his actions are more motivated by personal interests than the well-being of the team.  As a result, it seems that my direct supervisor is unable to support me fully. She has not voiced her own concerns about his behavior, and I understand that, given the circumstances, she may also fear speaking up to him.
31	I have never been counseled or had performance reviews at relevant times. Generally, once a year, leadership at the post realizes my appraisal is late and quickly creates it for me to sign. A 1LT previously told me appraisals are meaningless and I should not care about them.
32	I have not had a performance review in years.  My supervisor did not report traffic crash reported to them to protect a favored subordinate.
33	I have not had performance review nor am I sure if there is system to effectively provide reviews
34	I have not had yearly performance reviews.
35	I have witnessed complaints against employees where they were not even notified of the complaint until it was essentially resolved.
36	I haven't had a review.
37	I know for a fact that investigations have taken over a year to complete and without getting in the person they just trying to add things on that the thought the person did wrong. Not all complaints are investigated if they like the person management just lets things slide i know for a fact this has happened as i watched and report the actions and nothing was done because the person is still doing the actions today that he should have been terminated for because it states what he is doing in official orders you will be

	terminated for. I know for a fact that the investigator that was told about different actions flat said it was not investigated and when asked why his answer was i don't know that's the best he could say.
38	I know what I can do to report unethical behavior but if it's at the captain level or above than I won't because I fear retaliation.
39	I neither disagree nor strongly disagree with any of the above questions.
40	I think it depends on who the person being investigated is
41	I think Sergeants should focus more on individual troopers than all of them at once. For instance, if one trooper is deficient in something, don't email the whole post to discuss the deficiency. Address the trooper or problem individually. We are great at speaking to civilians regarding issues or complaints but struggle to talk to each other.
42	I trust and respect my supervisor, but I do not feel the same about top management. Again, if decision making were decentralized as much as possible, I would have a far better outlook on the agency. Decentralized management means I am likely to have a closer more personal relationship with whoever is making decisions. Therefore, I know exactly who to go to with my questions and concerns, and will feel that my concerns are being addressed. Currently, I can voice my concerns in as many anonymous surveys as I want which are then delivered to top management, but I never see any improvements based off my feedback; and I know for a fact I am not the only one with these concerns.
43	I want to point out that a past supervisor of mine would have fallen into the strongly disagree category for questions 41-43. He was not a supervisor that you could report things to, nor would anything be done about reported issues within the section.
44	I was involved in a incident, it was reported immediately, but the follow-up did not happen for almost a month afterward. There was never any follow-up or answers given to me, even though I was the primary party of the incident.
45	I'm not aware of how complaints are handled or how long they typically take to investigate.
46	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.
47	Internal and external complaints have spun out of control. Teaching recruits how to do a blue team on each other, is the first step in an agency eating itself from the inside out. Investigating every meaningless complaint that comes to a work cite is unnecessary. People call to complain, just because they hate the police and want to be on youtube. We need to stand up for our employees and let troopers be troopers. Yes we work for the people, but when all of your employees have turned their backs on you, you will wont have anyone to help the good people who need help.
48	internal investigations are not done in a timely manner. The criminal investigation must have a time cap to it as well. I understand internals are capped at 90 days. The criminal investigation must be completed within those same 90days as well. There's no reason this agency cannot do that with that amount of time.
49	Internal investigations are too lengthy regarding certain complaints.
50	Investigated in a timely manner....When Brimacombe OD'd was that investigated in a timely manner? What about her running two marriages and have a trooper kill himself?
51	Investigations are NOT completed in a timely manner.
52	Investigations are prolonged and are not resolved in a timely manner.
53	Issues/deficiencies have been addressed directly to supervisors/top management in the past. Those issues were never addressed.
54	It doesn't matter how much we report unethical practices, mistakes, problems, or wrongdoing. There is a protected class in this department so there is no point because nothing will happen. My supervisor is one of the worst I have ever had. There are leaders and there are supervisors, and he is one of the worst supervisors I have had to work under.
55	It's hard sometimes to know what actions to take when I become aware of unethical practices when the highest levels of MSP don't lead by example.
56	I've identified numerous unit deficiencies over the years, rarely are they addressed.
57	Leadership doesn't want to hear about deficiencies unless it's an opportunity to jam up a trooper.
58	My direct supervision is great.

59	My direct supervisor is afraid to make a decision, and not willing to have further constructive conversations for fear of making waves or drawing attention to him or herself. He or she does not like confrontations, and lacks the confidence to address issues. They tend to shy away from issues in order to avoid making waves or drawing attention to themselves. I am frequently frustrated with their lack of action(s) or inactions, as he or she is more worried about optics rather than addressing the issue(s) that need to be addressed. If the issue make him or her look bad they will address it after a period of time, however if the issues doesn't effect them they are likely to either forget about it or not do anything with it.
60	my immediate supervisor has been on administrative leave for almost 4 months. There were concerns regarding the supervisor prior to their leave.
61	My supervisor did not do any of my unit's performance reviews until 7-8 months until after they were due. She is also the main reason our unit does not run efficiently, being constantly behind on her work (even though she receives a lot of assistance) and it in turn affects us since we might have to wait for her to assign work for us to do.
62	My supervisor does an excellent job at identifying issues and reporting them to management/leadership. But it goes there to die. Those of us that go above and beyond get treated harsher for doing more. Those that do next to nothing get by and do not get the push back that others receive.
63	My supervisor is a toxic leader who should not be in command.
64	My supervisor is hardly ever at work (inconsistent and constant leave) and scheduled our 2024-2025 performance meetings in September/October 2024 when they were supposed to be in April
65	My supervisor is not the problem. It is command.
66	My supervisor is not very proactive, but we currently have a really good team that does not require them to be on guard for issues. When there were issues previously, my supervisor did not take an active role in working with the individual to resolve them and shied away from tough conversations.
67	my supervisor is the issue and command just lets him ride out his time.
68	my supervisor is unable to resolve root cause of deficiency as it is brushed over due to association with long term employee
69	My supervisor is very new, so I am not sure how this would be handled by them. It remains to be seen.
70	My supervisor often jumps to conclusions and does not allow others to fully speak for themselves.
71	My supervisor rarely reviews my performance with me.
72	My supervisor rarely talks to me, and when they do, it is not about anything identified in any of the questions above. Conversations are very "surface level" and not about anything pertinent.
73	My supervisor's door is constantly closed.
74	Not a lot of follow through by my supervisor.
75	Not all external customer feedback and complaints are investigated in a timely matter. Many external customers have to communicate them multiple times before they are investigated.
76	Not everyone completely cares about gaps or mistakes.
77	Not sure I truly understand the process. Because it feels like some random person can call off the street and say you did something and your are automatically in trouble feels like there is no backing troopers these days
78	Note on Q36: Searching PowerDMS for "03-03" doesn't return any documents. It returns a tag to the document for the Procedure Manual 03-03, but if you click on it, it says there are no documents. I did find it through the folder tree - but it makes it difficult to find answers if you don't know the document number or that it exists.
79	OC shows investigations to have a several month backlog - only reporting as of October.
80	Our former immediate supervisor was more interested in "being friends" with Troopers rather than "ruffling feathers." She sugar-coated problems rather than facing them head-on. Our current and new immediate supervisor has taken a completely different approach and has been successful with his direct leadership.
81	Our PSS system is a joke. Citizens are being given a green light to lie about an interaction, and investigation shows it was a lie, and yet somehow, the trooper or sergeant still end up with a discipline. It is unfair, unjust, and ultimately, unsustainable. We will cease to exist as an agency if we can't keep troopers, and our PSS system is forcing good people out the door.

82	Performance evaluations are very often rescheduled and ultimately canceled. I believe this is mainly due to the fact that we have so much work to complete, they don't want to take any additional time from anyone.
83	Performance meetings are too frequent. If no issues are identified and work is being done correctly, then no meeting is needed. That becomes a waste of time.
84	Please refer to the last comment on the previous page.
85	Post supervision is not the problem, command above post level is the problem.
86	Pretty sure we reported unethical procedures with the colonel and it went nowhere.
87	Previous section identified several Commercial Vehicle Enforcement Division policies not published to Power DMS. This discrepancy has been reported through channels but remains unresolved and unpublished even though contradictory emails and memos on the issues exist.
88	PSS complaints are often investigated when there is sufficient information to determine it unfounded from the start.
89	Q37- It's not effective to launch a full inquisition into all activities by an employee if a complaint is received about a specific issue. Example - reviewing 80 hours of prior ICV footage, checking phones and computer activity after receiving a single complaint of a possible traffic infraction by any employee. Initiating a quest to find any possible policy violation after determining that a separate reported minor violation did or did not happen has severe negative impact on employees. The effects are cumulative and the solution I hear proposed by Tprs Sgt's and Lt's more and more recently is to do less work. Less work equals less opportunity for scrutiny. If while reading this you don't think this is a real thing - go and ask a few troopers and uniform Sgt's specifically- and not the ones that agree with everything their boss says.
90	Q37 The PSS process is often cumbersome and can have unreasonable delays. Having troopers off in an administrative leave purgatory for months at a time (or longer) is unacceptable, but the department continues to allow it to happen.
91	Q37. External and/or internal customer feedback and complaints are investigated in a timely and effective manner. - Internal Affair complaints are NOT conducted in a timely manner to the point that most feel they are dragged out on purpose by management.
92	Q39. Not sure when my last performance review was - maybe 3 years ago? and before that it was always late. I don't need one, I'm just trying to answer the question honestly.
93	Q42- several section members transferred out of section due to interpersonal relationships with direct supervisor, commander did not seem to recognize or resolve that issue with the direct supervisor which has continued to result in transfers.
94	Q42 strongly disagree because supervisors consider the opinions of some and let them run amuck making decisions that affect the entire unit with no oversight or awareness of the decisions being made. Q43 strongly disagree because I never get an answer from my direct supervisor for most questions I ask. I have to ask things repeatedly to multiple supervisors and essentially force their hand in order for them to ever make a decision on even simple questions. That is not a way of operating effectively.
95	Q42: The supervisor does not perform the necessary follow-up. Q43: The supervisor does not do it.
96	Q43 - have had a meeting on the books for over a year now to clarify job role and functions with no clear direction.
97	Regarding internal/external complaint review; including the AG's office in the criminal review process has significantly slowed this process. Enforcement members under investigation may be on administrative leave, pending a charging decision, for months or over a year. This policy threatens small teams disproportionately (fugitive, drug, or ES squads), who may all be on admin leave pending an AG decision.
98	Road patrol is required to completed complex investigations within 7 to 10 days. IA process they get 90 days to complete minor policy violation investigations which could be addressed at the post.
99	Staff is overly heavy handed with discipline/correction.
100	Supervisors role appears to delegate tasks, attend meetings, and hope that things get done. Issues that are brought up are often put back on the employee. Success of a section has little to do with supervisors.
101	The 8th District is a great district to work in because we have a lot of common sense type people, and not all the political bull shit that everyone in command from Lansing seems to think we need. Our discipline

	process is a joke it designed to gives good hardworking troopers a hard time over to stupid things. For example Tpr. Andrew Peterson had a complaint filed on him which was investigated and at the conclusion they wanted F/Lt. Paul Campbell to write him up for not signing his bond form. Mind you the money was accounted for and Tpr. Peterson did nothing wrong aside from the form. I mean seriously why? This type of interaction could crush a timid trooper and make him second guess himself, but maybe I'm wrong and our agency wants Troopers who sing and dance with the community instead of do what they were hired to do, you know enforce the law, since we are legally labeled as Law Enforcement.
102	The amount of IA's in this department is embarrassing. Our troopers are getting scrutinized at the highest level, while corruption and dishonesty within our command runs rampant
103	The department and PSS investigate and sustain what they want to. It is clearly biased and troops are treated like criminals during interviews. Investigators do not want explanations.
104	The department just promotes the people that make the biggest fuck ups in the department and continue to discipline heros that protect the public. We dont train our line officers to IACP recommend standards and then discipline them for making mistakes. We put all our troopers in secure cities and tabacco tax and drug teams and dont give a shit about the general public or the freeways.
105	The Michigan State police complete these types surveys every year, if not multiple times a year. Every single time, Trooper 's voice there strong concerns over the direction of the department is taking and the distrust of the upper command. However, nothing seems to ever change. Troopers and sergeants often question why they even fill out the surveys if it seems to fall on deaf ears.
106	The PSS unit consistently takes the full 90 days to complete investigations, like it's a rule to not complete it earlier. Q37-EFFECTIVE MANNER- a third party can make a complaint and when contact is attempted with who the complaint should be from(involved customer), and when there is no effort from the customer to contact the department back, the complaint continues. This is not efficient or effective. Members would not take reports from third parties in lieu of talking to the victims of investigated crimes.
107	The requirement for the attorney general to review all cases makes the process untimely and ineffective.
108	The top of our command is allowed to give themselves performance appraisal bonuses and take photos in the tunnel of Ford Field with Lions Players. If anyone especially a road trooper would be disciplined and asked to no longer work games. Our departments reputation has been tainted because of this regime.
109	There are MANY gaps in performance throughout my division (more than a handful are egregious gaps), which is easily captured via data and is readily apparent to everyone. However, the vast majority are unaddressed. This creates an unfavorable environment when it is clear that a group of people are severely outperforming others and yet there are no repercussions.
110	There are some problem troopers at my worksite. The issues have been expressed and identified to supervisors with no corrective action.
111	There has been investigation/discipline that has not been finalized in over a year.
112	There is lack of communication as to how to properly report work performance issues without it being taken as being overly critical of the individual that is not properly completing the work. Possibly lack in confidence that issues will be resolved without backlash from the individual doing the improper work.
113	There is not strong communication within my division.
114	This doesn't need to be nearly 50 questions.
115	This is getting to long
116	This place is more concerned with ethics than finding and arresting criminals.
117	To the best of his ability, while waiting on his immediate report to get back with him. New to area but is very thorough and tries to follow through to the best of his ability.
118	We have so many internal controls and I have never needed to seek out discipline procedures so i do not know the policy
119	When unethical behavior is noticed, there are no effective reporting mechanisms in my chain of command. Instead, we are told to mind our own business or these concerns get swept under the rug. This affects individual's respect for the agency's integrity.
120	Whose definition of timely are you going by?

121	Why are we even talking about unethical or fraudulent activities, our Troopers do good, suspecting that they even partake in these activities is offensive, our post is at the lowest level of Troopers in its history, Moral is just as low. Let's talk about that.
122	Yeah right! You can say this is an anonymous survey all you want but we know it is not.
123	You have taken the ability of supervisors to supervise their personnel. If they receive a complaint against a member and do not forward it up the chain of command, they may face discipline issues. You have completely destroyed the moral in this department and the ability of good supervisors being able to discipline or guide young Troopers on the way to conduct business. You now have Troopers on the road afraid to do their job and the job that the majority of our citizens expect them to do. We are no longer leaders in the LE community. Unfortunately, we lead the pack as followers of the WOKE and DEI ways of doing business. This is not what the majority of people and the taxpayers want. This has to change, or we will continue to decline as a department.