



72ND DISTRICT
STATE CAPITOL
P.O. BOX 30014
LANSING, MI 48909-7514

MICHIGAN HOUSE OF REPRESENTATIVES

MIKE MUELLER
STATE REPRESENTATIVE

PHONE: (517) 373-0840
FAX: (517) 373-7590
MikeMueller@house.mi.gov
www.RepMueller.com

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The Collapse of Michigan State Police Morale

By State Rep. Mike Mueller

The motto of the Michigan State Police is “A PROUD tradition of SERVICE through EXCELLENCE, INTEGRITY, and COURTESY. This motto has come into question as of late, with the Michigan State Police (MSP) reaching a crisis point regarding morale, recruitment, retention and integrity. I have witnessed this unravel over the past 10 years. I spent 19 years as an officer, working in two different counties, prior to being elected as state representative. I worked side by side with many current and retired troopers who have and had voiced their disappointment in the top leadership of the department.

Morale among troopers, and sergeants--once proud, highly engaged, public servants--has plummeted. What was once a culture rooted in merit, integrity and public service has been eroded by a toxic leadership culture, characterized by favoritism, retaliation and a glaring standard: “Rules for thee but not for me”. This is codified by the no confidence status of the Michigan State Troopers Association and the Command Officers Association.

Recent developments have made it painfully clear that the top brass operates with impunity while expecting rank and file officers to toe an increasingly unclear and politicized line. Troopers now hesitate to do actual police work, fearing that any decision they make will be dissected not through a lens of

fairness, but political expediency or personal bias. Disciplinary actions seem less rooted in objective policy and more in personal vendettas. The climate is one of fear, not support.

The data reflects the MSP administration's growing disillusionment. Early retirements and resignations--many by those with years of experience who once intended to serve 25 years or more--are at an all-time high. Simultaneously, interest in joining the force is plummeting. Once a coveted career path, serving with the MSP no longer appeals to new recruits who hear stories of internal dysfunction and poor leadership.

Perhaps the most telling sign of this deterioration is the recent employee surveys. Participation was abysmal. And among those who did respond, optimism and approval of leadership were virtually nonexistent. This silence is deafening, a clear message that the rank and file no longer feel heard or valued.

Promotions, once awarded based on merit, work ethic and professional reputation, are now handed out or withheld based on personal relationships or retaliatory motives. Meanwhile, collaboration with local law enforcement agencies has deteriorated. Where there was once mutual respect, and joint effort, there is now isolationism, driven not by necessity, but by the whims of leadership who see cooperation as beneath them.

The public deserves to know what is happening behind the badge. MSP troopers continue to serve with honor despite these internal challenges, but they do so under an increasingly heavy burden. It's a shame to see an elite agency unravel due to leadership that has lost its moral compass and forgotten the principles of accountability.

The decline of MSP is not inevitable. It can be reversed, but only by someone who is willing to reflect, reform and restore the trust of others squandered. Until then, the silence of the survey and the exodus of dedicated officers will speak louder than any official statement ever could.

Highlights of Rep. Mueller's Investigation

2020 James Grady was promoted to Captain of the training division.

September 2023 James Grady was promoted to the position of Col. Of the Michigan State Police

November 27, 2023 Detroit Free Press releases an article, Command Staff at MSP Flint Post Suspended Amid Internal Investigation.

- As a result of the promotion scandal the MSP paid out the following from their general fund:

Kimberly Vetter	\$80,000
Matthew Jordan	\$43,500
Aaron Martin	\$32,500
Michael Roth	\$180,000
Benjamin Murphy	\$90,000
Casey Allison	\$57,500
Total	\$482,500

**April 29, 2025: Free Press article indicating an additional 5 troopers have filed a lawsuit regarding promotional scandal.

Dennis Hartman

Dennis Lapan Jr

Olivia Sivy

Christopher Zylk

Stephen Cavner

Free Press Article:

Internal Investigation revealed Brantly would favor or target certain individuals for promotion or non-promotion and "For those who she wanted promoted, she would feed them answers to test questions and provide the test questions to prepare for taking the examination".

- It was a belief amongst upper command and filed services troopers that Brantly was initially going to be Col. Grady's pick for #2 because of their previous relationship prior to the investigation into the promotional scandal in Flint.

- One former command officer (Who wished to remain anonymous) witnessed on numerous occasions Brantly traveling from the Flint Post to the training academy on Wednesday's to have lunch with then Captain Grady.
- Brantly retires in-Lui of being terminated (ABC 12 news April 18,2024)
- June 12, 2024, Free Press Article: "Grady was a friend of Brantly's who told her to "Be careful" during the investigation. According to an audio recording of Grady's Jan, 5 Internal Affairs interview.
- He also told Brantly, "Not to trust anyone" due to his belief at the time she hadn't done anything wrong.
- Grady said, "I am actually very disappointed for everything that has occurred" However, the MSP Command Officers Association President believes Grady, "Did not answer the questions fully and truthfully".
 - This is also supported in the comments of the employee survey and ice survey. This is part of the morale issue.
 - We also have the audio recording of his interview.

**December 24, 2023, SP/1st LT. Brimacombe is promoted up four ranks to the Chief Deputy Director, 2nd in charge of the MSP

- While reviewing the employee engagement survey and the ICE survey, it was clear this caused dissention amongst the employees both civilian and enlisted. It was clear employees did not agree with this promotion and felt betrayed by the upper leadership of MSP.
- Members expressed their lack of support for leadership by voicing the promotion of Brimacombe goes against the integrity of the department because of the several internal investigations by the Professional Standards Sections (PSS) regarding her conduct and behavior.
 - PSS 332-21 – Misuse of Department Vehicle - sustained.
 - PSS 333-21 – Training not completed/failed to submit documents to HR- sustained.
 - PSS 349-21 – False complaint against supervisor – unfounded
 - PSS 499-21 – F/Lt. Brimacombe knowingly filed a false and disparaging complaint against Capt. Deasey (Her supervisor) – Unfounded
- *** Once F/Lt. Brimacombe was promoted to #2, Captain Deasey was demoted to First Lt. (Two ranks). This contributes to the lack of morale in the field and with civilian employees.

April 2, 2024: From internal documents obtained by the unions through FOIA:

- Col. Grady requested performance pay for Lt. Col Brimacombe, despite being advised of the departments consistent application of the policy restriction by then Director of Human Resources, Stephanie Horton.

- An employee MAY be eligible for performance pay award IF the employee has been employed in THEIR CLASSIFICATION for AT LEAST ONE CALENDAR YEAR
- Stephanie Horton emailed Col Grady on April 1st, 2024, advising him it was her advice to HOLD HIMSELF TO THE SAME STANDARD THAT YOU HOLD MEMBERS OF THE DEPARTMENT TO.
- Stephanie Horton gave the same advice to former Col. Gasper when he requested the same for Major Hawkins.
- Col. Gasper followed the advice of HR Director Stephanie Horton and did not award Major Hawkins a performance bonus because he was not off his year probation in rank (Email April 28,2023 between Col Gasper and HR director Horton)
- Stephanie Horton further said, “I cannot recall any instance where we have deviated from this performance pay policy for probationary members.
 - Lt. Col Brimacombe’s performance bonus was approved on April 24, 2024, for \$9,155.80.
 - This one-time payment under FAC (Final Average Compensation) will increase her retirement pay by approximately 2800 a year for life and there after for any surprising spouses.
- This was mentioned several times throughout the surveys and in a direct link to the poor morale.
- From members, its not uncommon for policies to expire and they are followed until re-written.
- Col Grady has just re-written this policy to loosen requirements.
 - This also is codified with several survey responses from members indicating, “Rules are for the rest of us and not them”.

June 12, 2024, Free Press:

- “Two high level officers, who had reached the rank of Lt Col and Major, including the highest-ranking woman in a classified position, unexpectedly retired in June.”
 - Lt. Col Amy Dehner – Left due to poor leadership and not a clear plan for the mission of the department.
 - Major Beth Clark – Chose to retire instead of demotion.
 - In addition, the longtime human resources director, Stephanie Horton, left SUDDENLY after 23 years, describing her final few months as REALLY TUMULTUOUS
 - During exit interview she stated, “Changes in leadership is starting to fracture the staff.
- From speaking to members of the department (Current/Retired) I was told Stephanie was a dedicated employee, with a wealth of knowledge, who “Bleeds blue”.

March 9, 2025: Free Press Article: Contracts of Senior Leadership Staff not Renewed.

- Lt Col Chris Kelenske

- Lt. Col Dale Hinz *****
- Major Beth Clark
- Major Ryan Pennell

*****Lt. Col Dale Hinz was one of Col Grady's Field Training Officers (FTO) in Adrian in 1998

- Once Grady was promoted to Col, he demoted Lt. Col Hinz down 4 ranks to Lt.
- Note: from speaking to members and former members: Lt. Col Hinz was Col Grady's 2nd FTO at the Adrian Post. I learned that Col Grady did not pass the academy the first time and had to repeat. I was also told his first FTO recommended he not pass, however, the post commander at the time requested Hinz (An FTO at the time) to help Grady get through the program.
 - We have not been able to obtain any further records from the Col., due to lack of cooperation. Have not requested and will during oversite if necessary.

March 5, 2025, Free Press:

- In August 2022 Troopers stopped Jacob Long while riding a bike at night with no light. According to court records a struggle ensued and Jacob Long was injured by the troopers.
 - Jacob Long is the sister of Tiffany Homola
 - Tiffany Homola Facebook messaged then S/F LT. Brimacombe who was responsible for risk management which settles lawsuits against the department.
 - According to court records of the testimony of S/F Lt. Brimacombe was only an acquaintance of Tiffany Homola due to THEIR ex-husbands being friends.
 - She did not recuse herself from the criminal case even though she held a spot within the MSP that settles civil lawsuits against the department.
- Brimacombe informed the internal affairs about the call she received from Tiffany Long (Brimacombe also instructed Tiffany Long to contact the MSP) and a criminal complaint was filed against the troopers involved with the contact with her brother, Jacob Long.
- During the investigation, Shiawassee County Prosecutor Scott Koernor told investigators he felt pressured from MSP Headquarters to make a decision one way or another but said Brimacombe, "Never him."
 - John Cecil, an investigator for Shiawassee County Prosecutor told investigators at a basketball game he had an "Extremely Loud" five-minute conversation in which Brimacombe said Koerner needed to make a decision and the troopers didn't have the authority to stop Jacob Long.
 - Brimacombe testified at the preliminary examination for the prosecution against the troopers in May of 2023. She indicated it was a consensual contact and therefore did not have a reason to have contact.
 - Troopers contacted Jacob Long because he was riding a bike at night without a light. MCL 257.622 indicates if riding a bike at night you need a light in front that can be seen from 500 feet and a white light to the rear.

- Brimacombe testified that the kicks Jacob Long received during the struggle were not consistent with MSP training received.
 - We have requested the training records for firearms and defensive tactics for Lt. Col Brimacombe due to the internal investigation that was sustained for her failing to keep up on her records. How could she testify on use of force if she was not currently up to date on training, however, it has been over a month and several request and we still have not received those records.
- At the preliminary exam, a district court Judge dismissed a felony charge of misconduct in office against Trooper Lukas, saying Long refused troopers commands and tried to harm the troopers. Prosecutor Koerner then asked the remaining charges against Trooper Lukas and Simpson be dismissed.
- Jacob Long files lawsuit against MSP (Free Press Article)
 - Now according to the article in the Detroit Free Press, Lt. Col Brimacombe, once in charge of risk management advises her successor at MSP on how to settle this lawsuit without disclosing her involvement in the criminal case.
 - This shows a lack of integrity with the 2nd highest ranking officer in the MSP and is also subject matter in the surveys about the lack of leadership.

***** Jacob Longs Lawsuit was filed in April of 2024. Settled and dismissed in September of 2024.

- The article goes on to indicate that MSP typically presents government immunity claims and other defenses that can drag cases on for years.
- Further, the article indicates of the six (6) federal lawsuits alleging excessive force filed against MSP Troopers in the Eastern District of Michigan during 2024, the Long, case is the only one settled at the time of the article (March 5, 2025)
- The PSS report was so heavily redacted it is not clear whether Brimacombe coerced Chaffee (Her replacement) into settling case so fast.
- Emergency Response Compensation (ERC): It was brought to my attention by a retired trooper and confirmed by current troopers that members are allotted ERC for carrying their firearms off duty.
 - According to one of the PSS reports it indicates that Lt. Col Brimacombe then S/FL Brimacombe may not have been qualified to carry a firearm.
 - I have requested her firearms training records and have not received them.

- I have also requested her pay stubs for that time from DTMB and am awaiting a response, however, the PSS reports are so heavily redacted the truth may not ever come to fruition.
 - It is not clear if she is not providing them, or they don't exist or if Col. Grady is refusing to cooperate.
- While reviewing legislative transfers it was noted that the legislature last term approved a Legislative transfer of \$810,000 from post operations to fill four (4) additional unclassified positions within his executive leadership team.
- Further, from reading the surveys and doing some inquires I learned that Col Grady promoted a post commander from Metro north with the rank of 1st LT. to Captain of the Commercial Motor Vehicle Division.
 - This promotion passed over an inspector with 29 years of motor carrier experience with a post commander with zero (0) experience.
 - Inspector Morris has filed a lawsuit against the department.
- WHMI Radio October 27, 2021: Former MSP Captain Files Discrimination Lawsuit in Livingston County.
 - Former Captain Michael Caldwell filed a lawsuit against former Col. Joseph Gasper and Lt. Aimee Brimacombe
 - The federal lawsuit was partially dismissed.
 - Was awarded \$40,000 (According to another article)
 - A deposition was held in March of 2021 in Livingston County at the office of James Fett where Lt. Brimacombe was present representing the MSP.
 - During a break, with his attorney not present, Caldwell alleges Brimacombe questioned him about his testimony.
 - Fett told WHMI it was a, "Blatant violation of the ethics of rules" to do so and that after it was placed on the record that she had done so, Lt. Brimacombe, according to the lawsuit, retaliated by filing a complaint against Caldwell with the MSP Internal Affairs, alleging he had committed perjury, and that the complaint, "Was made of malice, not out of duty" (PSS 135-21)
 - A request for charges and an arrest warrant against Caldwell was made following an Internal Affairs investigation.
 - The Livingston County Prosecutors Office denied the charges.
- I requested the PSS 135-21 from MSP on 04/16/25 and have not received a response.
- This is yet another case Brimacombe accused a superior officer of misconduct that was unfounded.
- We requested the 2024-2025 Travel Rate Exception documentation.

- Col moved conference to Detroit after allegedly being told it would be too expensive.
- I was informed its usually held in Grand Rapids but since the Col was from the Detroit area he moved locations (which is understandable because it close to his home and he previously worked there, however the added cost was not responsible).
- I was informed a reasonable rate for meals was between \$20.00 - \$25.00, however, for this conference it was \$49.50 breakfast, \$51.30 lunch.
- I was informed these amounts would never be approved.
 - I was informed the form was submitted the day before conference and not in time to be approved, however, the conference was already planned.
 - These forms are typically submitted weeks before scheduling/booking for pre-approval.
 - I was told the request was ultimately denied; however, they have not submitted this requested documentation.
 - I was told the conference went over budget by \$40,000
- This was the third instance, where in my opinion, the Col did not use good judgement with funds. The other two include:
 - Performance Pay for Lt. Col Brimacombe
 - Legislative transfer – transferring 810k to have four more unclassified positions that were not filled.
- Lastly, we have an attached a document listing what we requested, date requested, date received, reason for asking and if the documents were received.

Rep. Mueller's MSP Request Report:

Requesting to subpoena highlighted information listed below

1. Request: Survey results from the Biennial Internal Control Evaluation Survey/ Employee Engagement Survey.

Date: 2/18/25

Reasoning: Assessment of trooper morale.

Response: 3/19/25

2. Request: List of civil lawsuits made against MSP over the past four years, including the amount of money paid out in each case (if any), the date of the incident, and the date that the suit was settled.

Date: 3/5/25

Reasoning: Review current and past lawsuits against department.

Response: 3/18/25

3. Request: All completed internal investigation reports and the Internal Affairs Final Disposition Report regarding the following internal investigations.

PSS-332-21 Charges related to the Spl/F/Lieutenant Brimacombe's use of the department vehicle and related insubordination were sustained.

PSS-333-21 Charges related to her (Brimacombe's) failure to properly notify HRD of any physical or mental condition that could result in an illness, or temporary disability, or medical leave of absence were sustained. Training not completed for extended period.

PSS-349-21 **False** Complaint against supervisor(s) - The investigation was handled by Insp. Lisa Rish, who thoroughly documented several interviews, including those of Captain Deasy and Ms. Horton. Both Captain Deasy and Ms. Horton refuted Spl/F/Lieutenant Brimacombe's allegations. Their interview summaries as drafted by Inspector Rish are copied verbatim into this report. PSS-349-21 was closed as unfounded.

PSS-499-21 F/Lt. Aimee Brimacombe knowingly filed a false and disparaging complaint against Deasy, which resulted in an unfounded internal investigation (PSS-349-21).

Date: 3/6/25

Reasoning: To review misconduct of Lt. Col. Brimacombe and show why troops and command in the field are disappointed in her selection, contributing to lack of morale in the department.

Response: Highly redacted reports provided between 3/18/25-4/15/25.

4. Request: 1.) How many troopers vs. civilian employees at post operations?
 - 2.) Can you work with DTMB and provide a breakdown of the departmentwide budget line item?
 - 3.) How many public affairs employees are there within the department?

Date: 3/25/25

Reasoning: Information for budget development.

Response: N/A

5. Request: The work ticket, or receipts, for the work done by DTMB for hanging the photo at the post and the washer and dryer install at the training academy, including the markups. Please also share any other receipts you may have from work contracted with the DTMB or other contractors that were overseen by the DTMB.

Date: 3/25/25

Reasoning: Investigating DTMB operations relating to interdepartmental charges.

Response: N/A

6. Request: The firearms and defensive tactics training records for Lt. Col. Brimacombe or any other surname associated with her over the last seven years.

Date: 3/25/25 & 4/8/25 & 4/15/25

Reasoning: Investigating potential perjury or fraud for being paid Emergency Response Compensation (ERC).

Response: N/A

7. Request: Employee engagement survey report from 2017.

Date: 4/16/25

Reasoning: Compare previous survey results to current survey.

Response: 4/21/25

8. Request: PSS report regarding the Michael Allen Caldwell perjury report submitted to the Livingston County Prosecutor's Office.

Date: 4/16/25

Reasoning: Investigating misconduct of Lt. Col. Brimacombe

Response: N/A

9. Request: Funding breakdown on 911 money coming from phone surcharges, including landline and cell phones.

- How much money is coming in?
- Where does the money go?
- Are the funds restricted?

Date: 4/21/25

Reasoning: Budget development.

Response: 4/29/25

10. Request: Travel Rate Exception Request for 2024-2025

Date: 4/22/25

Reasoning: Investigate overspending.

Response: N/A

11. Request: Lt. Col. Brimacombe's employee earnings statements from September 1, 2019 through August 31, 2020.

Date: 4/23/25

Reasoning: Investigate possible ERC compensation without maintaining proper training qualifications.

Response: Referred to DTMB, then they referred us back to MSP.

12. Request: Personnel file of Lt. Col. Aimee Brimacombe (and all previous names), including all records of discipline and proposed discipline regarding the improper use of a state vehicle, lack of training records and the unfounded PSS against Captain Deasey.

Next, Chair Mueller is requesting all emails between former Col. Gasper, Lt. Col. Dehner, HR director Stephanie Horton, and Inspector Lisa Gee-Cram regarding the recommended discipline for the previously stated incidents.

Date: 4/23/25

Reasoning: Investigation into Lt. Col. Brimacombe.

Response: N/A

13. Request: ICE survey results from 2017.

Date: 4/24/25

Reasoning: Compare previous survey results to current survey.

Response: N/A

Side Notes:

- I learned that Lt. Col. Brimacombe maintains her own training records and could provide these upon request, if she so chose. However, she appears to be intentionally withholding this information from me.
- My sources within the department have indicated that I will not be receiving any more correspondence from department leadership until they figure out if legislative subpoena powers are legally binding.



MICHIGAN STATE POLICE

Biennial Internal Control Evaluation Survey Results and Analysis

For the period of October 1, 2022, through September 30, 2024

Report Date: February 18, 2025

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Survey Purpose

This survey was conducted as part of the Michigan State Police (MSP) Biennial Internal Control Evaluation (ICE) required by MCL 18.1485(4). The primary objective was to assess internal control and risk management activities to identify areas of strength and potential areas for improvement. An integral part of good management is to evaluate and improve internal controls, both soft and hard, which can enhance the operations of any organization by promoting more effective and efficient asset use, deterring fraud, and improving compliance. Internal controls help ensure the direction of policies, procedures, and practices designed and approved by leadership are put in place and are functioning as intended to provide “reasonable assurance” regarding the achievement of organizational objectives.

Methodology

This assessment was designed around the soft controls operating principles of the Tredway Commission's Committee of Sponsoring Organizations (COSO).

The survey was structured as a series of 44 statements (see Appendix A) distributed among five sections representing the COSO internal control components as follows:

- Section I: Agency Culture (ten statements)
- Section II: Goals and Obstacles (seven statements)
- Section III: Policies and Procedures (eight statements)
- Section IV: Information and Communication (ten statements)
- Section V: Evaluation and Feedback (nine statements)

Michigan State Police department members were asked to select a response that best described their reaction to each statement using a Likert scale that ranged from “Strongly Agree” to “Strongly Disagree” with a “Don’t Know” option for participants who did not feel they had enough information to agree or disagree. They were also asked to offer written comments at the end of each section in cases where they selected the Disagree or Strongly Disagree options. These text responses are not part of this analysis but provide valuable insight. (see Appendixes B, C, D, E, and F) Statements responded to in the affirmative (Strongly Agree, Agree) indicate a strong or good perception while negative answers (Disagree, or Strongly Disagree) indicate a poor or weak perception.

Completed surveys were anonymous. Survey responses were compiled based on information gathered from publications for similar assessments performed on this subject.

For comparative purposes, the weighted average response for each statement was calculated as well as the overall weighted average for each component section of the survey. The following values were assigned to responses for these calculations: 4= Strongly Agree, 3= Agree, 2 = Disagree, 1 = Strongly Disagree. Because the “Don’t Know” response is not necessarily indicative of either a positive or negative perception these were not assigned a value or included in the calculation of the weighted average score.

The weighted average scores were compared for each internal control component to evaluate the overall perception of the component and for each component statement to identify areas of

strength and opportunities for improvement. Since affirmative answers indicate a good or strong perception, the corresponding weighted average values of 3.0 and above indicate a strong positive response. Values below 3.0 may indicate an opportunity for improvement, considering other factors as well.

Results and Analysis

Response Rate

On January 28, 2025, an anonymous survey link was sent to 3,169 members. As of February 7, 2025, 1184 members completed the survey for a response rate of 37%. This is an increase of one percent from the 2022 survey response rate of 36%.

Component Section Analysis

The weighted average responses by the internal control component (see table below) indicate that overall perceptions of internal controls appear to be reasonably positive for 2024. Although scores for three out of the five components fall under the desired minimum of 3.0, none signify a significant overall negative perception.

Component Section	Weighted Average Scores		
	2024	2022	Difference
Agency Culture	2.95	3.24	-0.28
Goals and Obstacles	3.20	3.22	-0.02
Policies and Procedures	2.90	3.10	-0.20
Information and Communication	2.88	3.03	-0.15
Evaluation and Feedback	3.18	3.20	-0.02

The component sections with the highest averages for 2024 are *Goals and Obstacles* at 3.20 and *Evaluation and Feedback* at 3.18, both with no significant change from the 2022 survey.

The component sections with the lowest average for 2024 are *Policies and Procedures* at 2.9 and *Information and Communication* at 2.88, with *Policies and Procedures* increasing negative perception by 0.2 from the 2022 survey.

The component section with the highest increasing negative perception by members is *Agency Culture* with an average score of 2.95 in 2024 down by .28 from the 2022 survey of 3.24, which was the highest average component section that year.

The component section with the highest number of respondents answering “Don’t Know” statements is *Information and Communication* with 2696. (see table below) Providing “Don’t Know” responses on survey statements can give the respondents a way to avoid making choices about something they have no opinion about or have no experience with, which can provide the organization with areas to focus on. However, this survey method can lead to low-quality data because respondents may select “Don’t Know” to avoid thinking about the topic altogether.

"Don't Know" Responses to Statements

Component Section	2024
Agency Culture	972
Goals and Obstacles	926
Policies and Procedure	273
Information and Communication	2696
Evaluation and Feedback	998
Grand Total	5868

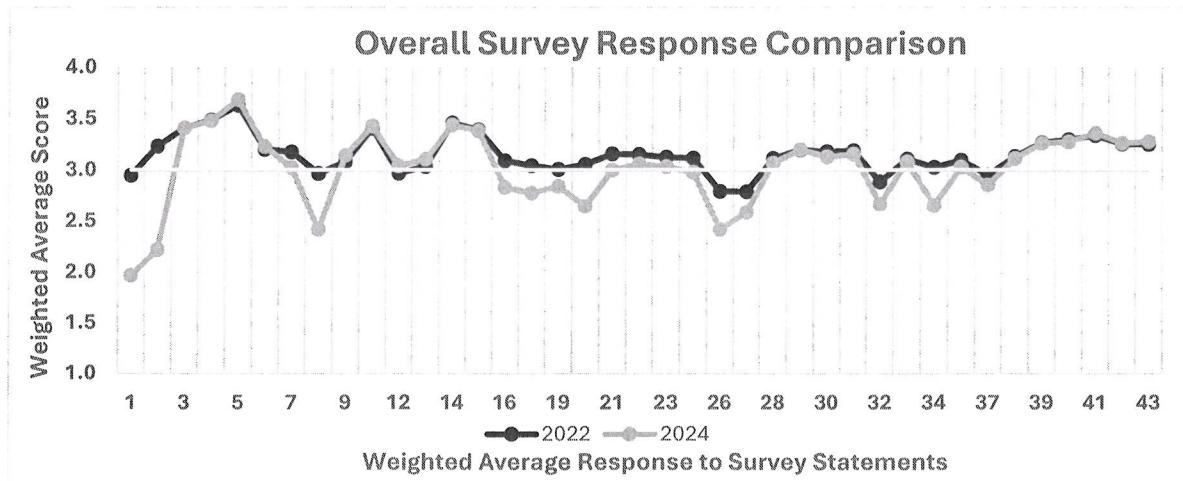
Component Sections Statement Analysis

Statements where the average response was 3.0 or above are identified as areas of strength. Statements where the average response was less than 3.0 should be evaluated as potential areas for improvement. The statements of "Don't Know" responses will need to be analyzed to help management understand where members are genuinely uninformed about certain topics causing a lack of knowledge and understanding to answer the statement.

As demonstrated in the graph below the weighted average responses to thirteen statements fell below the 3.0 threshold, indicating a negative perception response with a range of 1.97 to 2.98. Twenty-six statement responses were at or above the 3.0 threshold indicating a positive perception response ranging from 3.0 to 3.69.

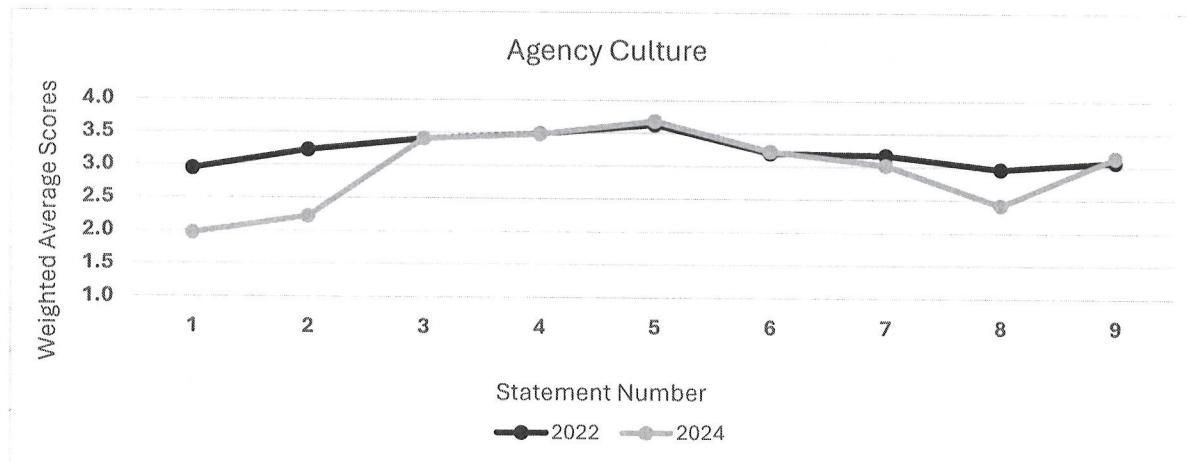
Nine statements increased in positive perception ranging from .01 - .07 change from the 2022 survey. Two statements remained the same from the previous survey and twenty-eight statements increased a negative perception average score ranging from 1.01 - .01 change.

The three lowest average statements (1, 2, and 8) all fall in the Agency Culture component. Statement 2 was the highest increasing negative perception with an average score of 2.22 in 2024 down by 1.01 from 3.23 in the 2022 survey.



Agency Culture

The agency culture sets the "tone" of an organization, influencing the control consciousness of its people. It is the foundation for all other components of internal control. This survey component consisted of nine Likert scale statements and one open-ended.



Areas of Strength

	Agency Culture Statements	Avg.
3	My division/district management demonstrates high ethical standards.	3.41
4	My division/district management strives to comply with the laws and regulations affecting the agency.	3.48
5	My supervisor complies with the laws and regulations affecting the agency.	3.69
6	The performance targets in my work unit are realistic and obtainable.	3.26
7	Integrity of financial and operational results always takes priority over meeting acceptable performance targets.	3.02
9	My team has the capability to effectively perform the duties of my position should I be unable to return to work for an extended period of time.	3.14

Potential areas for improvement

	Agency Culture Statements	Avg.
1	The top management of my agency demonstrates high ethical standards.	1.97
2	The top management of my agency strives to comply with the laws and regulations affecting the agency.	2.22
8	Management commitment to integrity and ethics is communicated effectively throughout the organization, both in words and deeds.	2.42

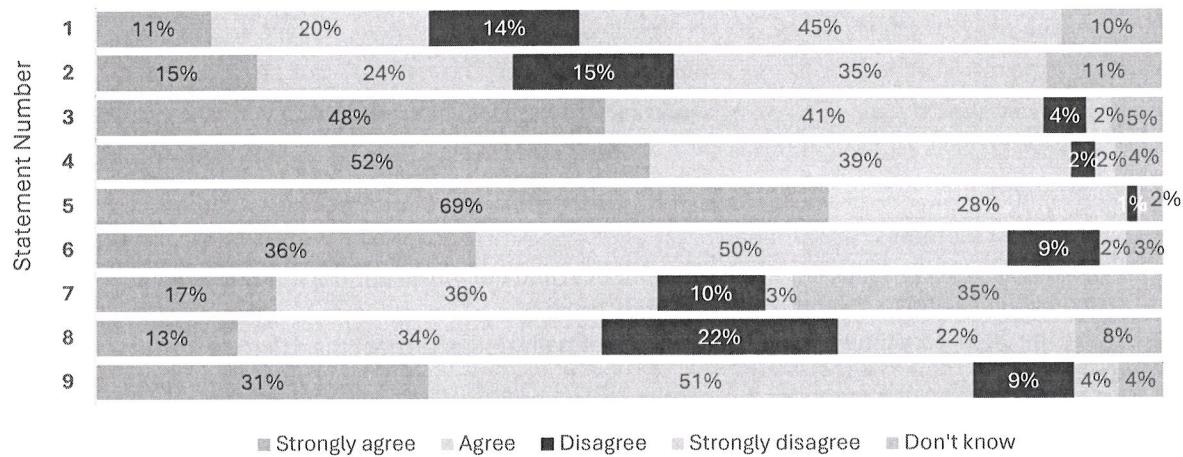
Agency Culture comments from statements (see Appendix B)

10	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.	486 comments
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Percentage of Respondents

The percentage of respondents for a Likert scale survey is important because it provides a clear and easily understandable picture of the distribution of opinions across each response category, allowing one to accurately interpret the overall sentiment and identify significant trends within the data, rather than just relying on a simple average which might not capture the full nuance of responses.

Agency Culture



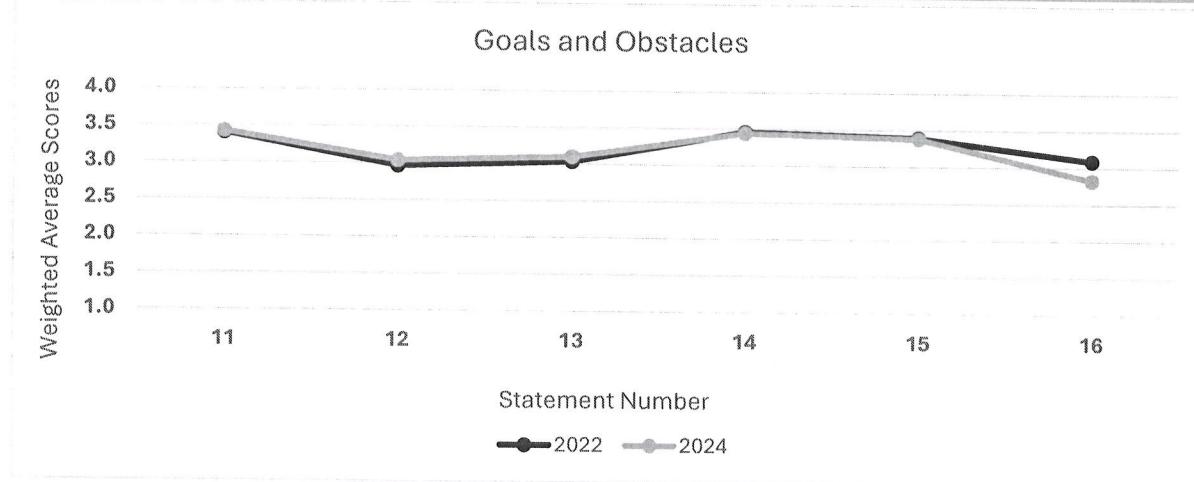
Statement 5, My supervisor complies with the laws and regulations affecting the agency, followed by 4, My division/district management strives to comply with the laws and regulations affecting the agency, then 3, 6, and 9 have the highest percentages of affirmative (Strongly Agree, Agree) responses which indicate a strong level of positive perception of MSP.

Statement 1, The top management of my agency demonstrates high ethical standards, followed by 2, The top management of my agency strives to comply with the laws and regulations affecting the agency, and 8, Management commitment to integrity and ethics is communicated effectively throughout the organization, both in words and deeds, have the highest percentages of negative answers (Disagree, or Strongly Disagree) that indicate a poor or weak perception by members.

Statement 7, Integrity of financial and operational results always takes priority over meeting acceptable performance targets, has the highest percentage (35%) of respondents (408) answering, "Don't Know".

Goals and Obstacles

Organizations identify and analyze potential obstacles to the achievement of their goals to determine how to best manage them. This survey component consisted of six Likert scale statements and one open-ended.



Areas of Strength

	Goals and Obstacles Statements	Avg.
11	I have the necessary skills, knowledge, experience, and training to perform my duties and responsibilities and to meet the agency's objectives.	3.43
12	I have the necessary time and resources to perform my duties to meet the agency's objectives.	3.04
13	In my division, we identify barriers and obstacles and resolve issues that could impact achievement of the agency's objectives.	3.10
14	I am aware of my authority level, duties, responsibilities, and accountability.	3.44
15	I am aware of the laws and regulations impacting my responsibilities and am trained to ensure that the agency is in compliance.	3.38

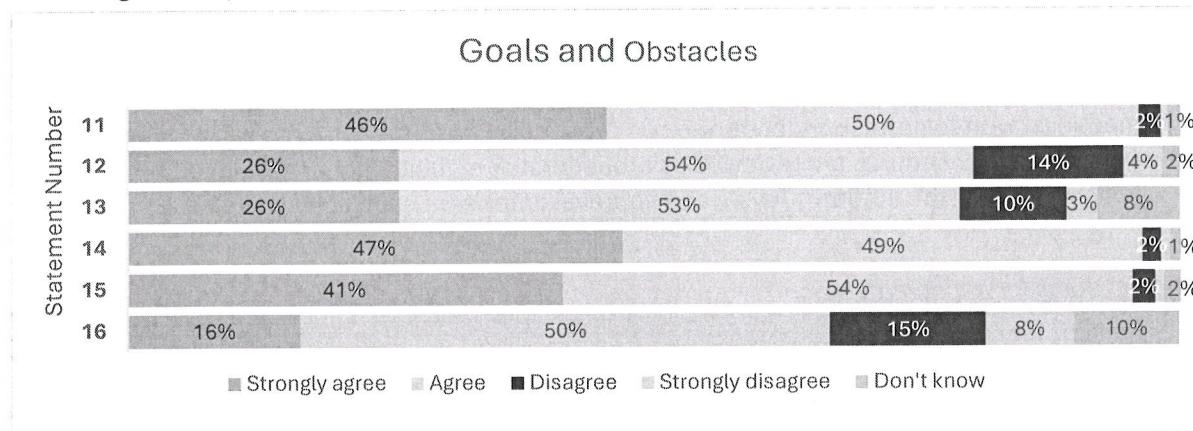
Potential area for improvement

	Goals and Obstacles Statements	Avg.
16	The agency's goals are defined and in keeping with its overall objectives.	2.86

Goal and Obstacles comments from statements (see Appendix C)

17	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.	202 comments
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Percentage of Respondents



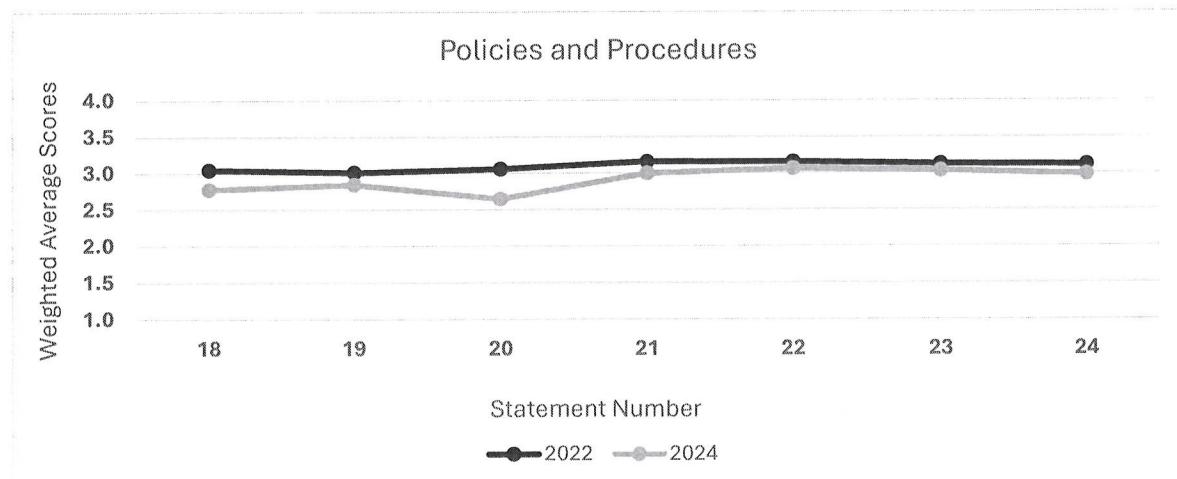
All statements in this component have percentages over 65% with affirmative (Strongly Agree, Agree) responses which indicate an extremely strong level of positive perception of the department.

Statements 11, I have the necessary skills, knowledge, experience, and training to perform my duties and responsibilities and to meet the agency's objectives, 14, I am aware of my authority level, duties, responsibilities, and accountability, and 15, I am aware of the laws and regulations impacting my responsibilities and am trained to ensure that the agency is in compliance, all have greater than 95% affirmative responses.

Statement 16, The agency's goals are defined and in keeping with its overall objectives, has the highest percentage of negative answers (Disagree, or Strongly Disagree) at 23%. This statement also has the highest percentage (118) of respondents (118) answering, "Don't Know."

Policies and Procedures

Policies, procedures, and other safeguards help ensure that objectives are accomplished. This survey component consisted of seven Likert scale statements and one open-ended.



Areas of Strength

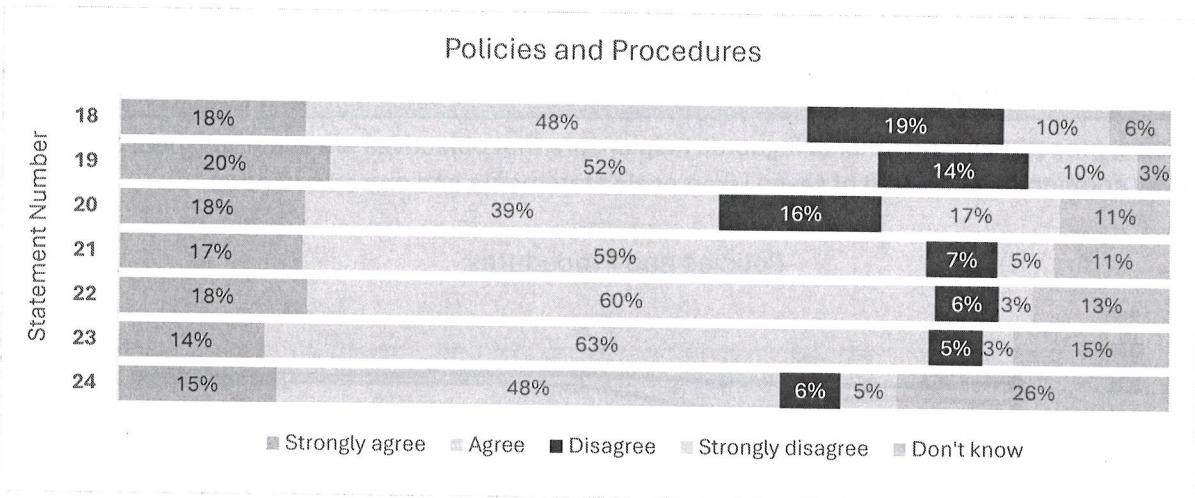
	Policies and Procedures Statements	Avg.
21	The agency reinforces the importance placed on internal controls to ensure the accuracy of records and adherence to policies and procedures (i.e., through meetings, written correspondence, etc.).	3.00
22	Policies and procedures are reviewed as procedural or regulatory changes occur.	3.06
23	Policies identify the authority levels and approval criteria for each activity	3.03

Potential areas for improvement

	Policies and Procedures Statements	Avg.
18	Policies and procedures have been developed to ensure that the agency's objectives are met, operations are effective and efficient, and laws and regulations are followed.	2.77
19	The policies and procedures in my work unit allow me to do my job effectively.	2.84
20	Staff who break laws and regulations affecting the agency and are discovered will be subject to appropriate consequences.	2.64
24	Policies and procedures are approved by the appropriate level of top management.	2.98

Policies and Procedures comments from statements (see Appendix D)

25	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.	296 comments
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Percentage of Respondents

Statements 19, 21, 22, and 23 all have the highest percentages of affirmative (Strongly Agree, Agree) responses over 70% which indicates a strong level of positive perception of the department.

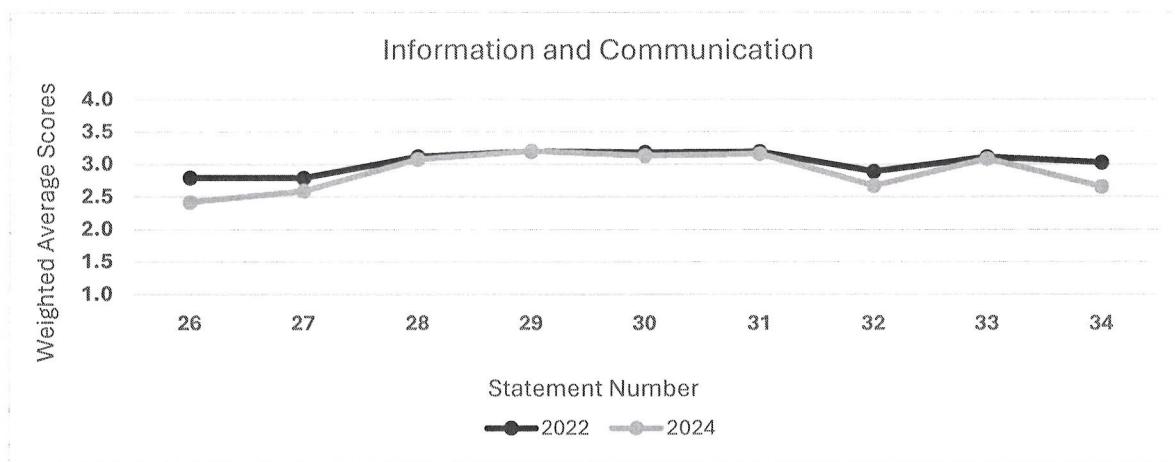
Statement 20, Staff who break laws and regulations affecting the agency and are discovered will be subject to appropriate consequences, has the highest percentage (33%) of negative answers (Disagree, or Strongly Disagree) that indicate a poor or weak perception by members, and

statement 23, Policies identify the authority levels and approval criteria for each activity, has the lowest percentage (8%) of negative responses.

Statement 24, Policies and procedures are approved by the appropriate level of top management, has the highest percentage (26%) of respondents (305) answering, "Don't Know."

Information and Communication

Pertinent information must be identified, captured, and communicated in a form and timeframe that enables staff to carry out their responsibilities. This survey component consisted of nine Likert scale statements and one open-ended.



Areas of Strength

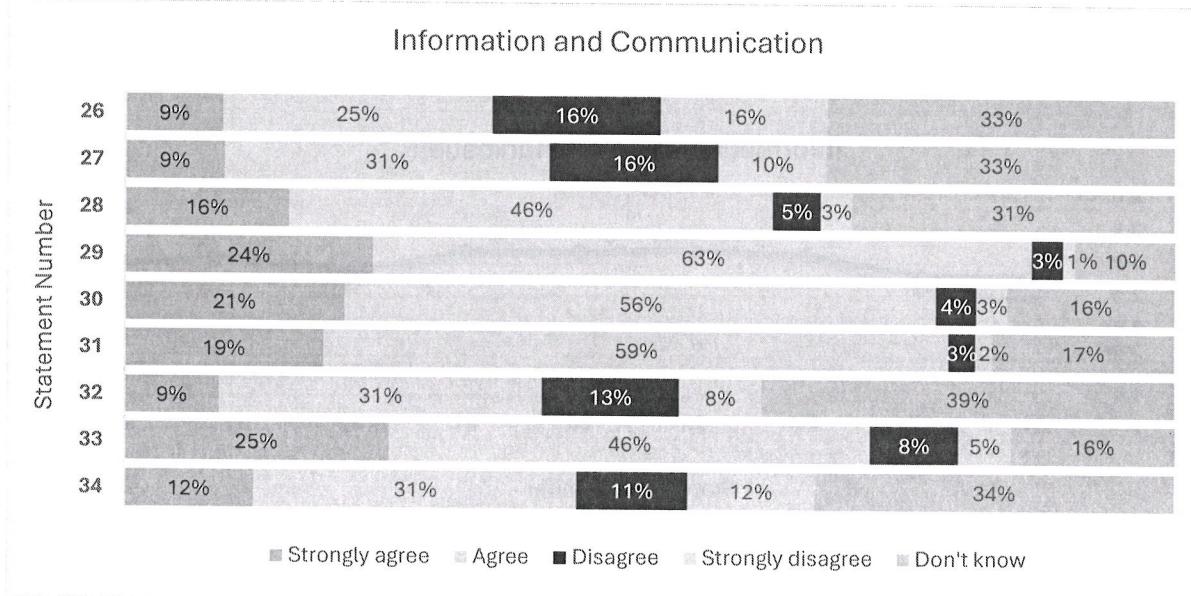
	Information and Communication Statements	Avg.
28	The agency ensures that new staff receives an orientation binder and access to policy and procedures and official orders.	3.07
29	I have sufficient information to do my job.	3.20
30	A communication channel exists for reporting suspected improprieties.	3.13
31	I understand Official Order 02-01, Section 10.2 regarding the communication channel for reporting suspected improprieties.	3.15
33	If I report wrongdoing to my supervisor, I am confident that the wrongdoing will be addressed.	3.08

Potential areas for improvement

	Information and Communication Statements	Avg.
26	The interaction between top management and my work unit enables us to perform our jobs effectively.	2.42
27	The communication across organizational boundaries within the agency enables us to perform our jobs effectively.	2.59
32	Persons who report suspected improprieties are protected from reprisal.	2.67
34	The top management effectively encourages staff to proactively communicate control breakdowns and/or overrides, and potential violations of laws, policies, and rules.	2.65

Information and Communication comments from statements (see Appendix E)

35	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.	235 comments
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Percentage of Respondents

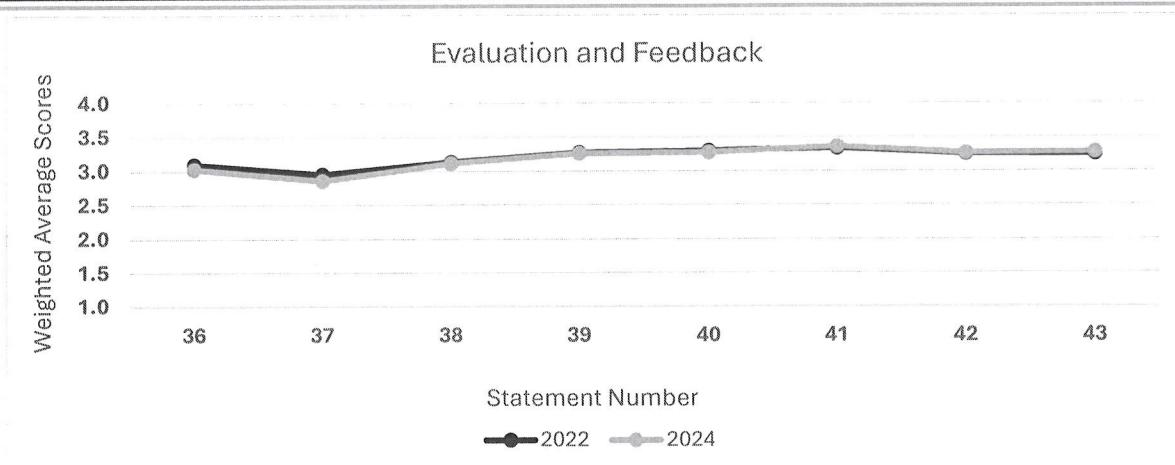
Statements 28, 29, 30, 31, and 33 all have the highest percentages of affirmative (Strongly Agree, Agree) responses over 60% which indicates a strong level of positive perception of the department.

Statement 26, The interaction between top management and my work unit enables us to perform our jobs effectively, has the highest percentage (32%) of negative answers (Disagree, or Strongly Disagree) that indicate a poor or weak perception by members, followed by statement 27 with 26%. Statement 29, I have sufficient information to do my job, has the lowest percentage (4%) of negative responses.

Statements 26, 27, 28, 32, and 34 have the highest percentages (> 30%) of respondents answering, "Don't Know."

Evaluation and Feedback

Through evaluation and feedback processes, an organization assesses, tracks, and monitors its performance over time. This survey component consisted of eight Likert scale statements and one open-ended.

*Areas of Strength*

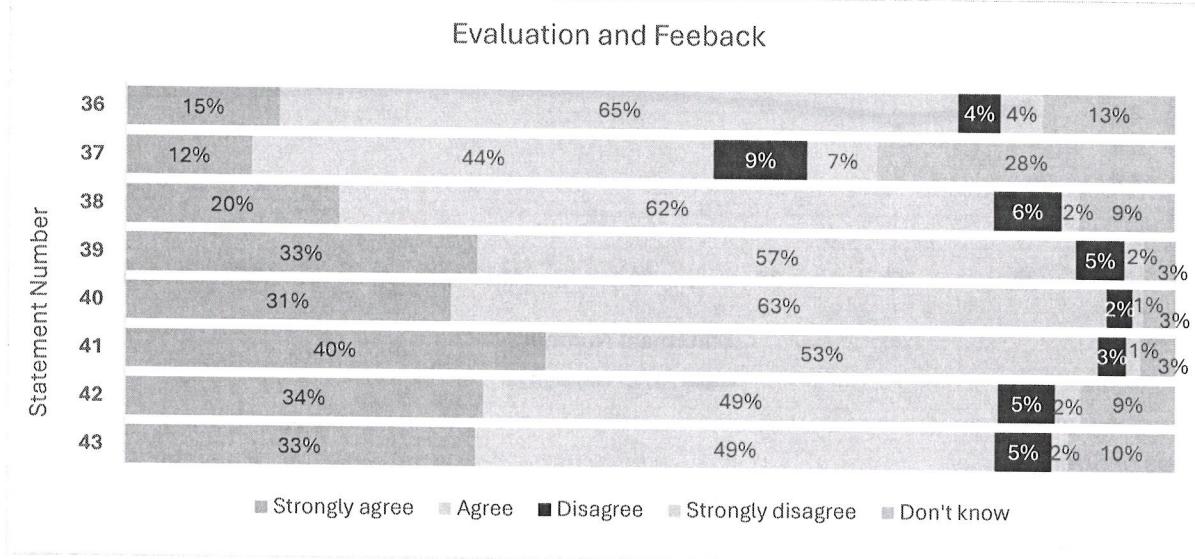
	Evaluation and Feedback Statements	Avg.
36	I understand Procedure Manual 03-03, Disciplinary Procedures and Proceedings, regarding how customer feedback and complaints are investigated in a timely and effective manner.	3.03
38	Staff in my work unit know what actions to take when they find mistakes or gaps in performance.	3.11
39	My supervisor reviews my performance with me at appropriate intervals.	3.26
40	I know what action to take if I become aware of unethical or fraudulent activity.	3.27
41	My supervisor is accessible to personnel and provides opportunities for personnel to discuss control issues and give feedback on the control environment.	3.36
42	My supervisor performs the necessary follow-up to ensure that the "root cause" of a deficiency is identified and corrected.	3.26
43	My supervisor ensures that deficiencies are identified, reported, and resolved in a timely manner.	3.28

Potential area for improvement

	Evaluation and Feedback Statements	Avg.
37	External and/or internal customer feedback and complaints are investigated in a timely and effective manner.	2.85

Evaluation and Feedback comments from statements (see Appendix F)

44	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.	123 comments
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Percentage of Respondents

Seven of the eight statements in this component have percentages over 80% with affirmative (Strongly Agree, Agree) responses which indicate an extremely strong level of positive perception of the department.

Statements 39, 40, and 41 all have percentages $\geq 90\%$ with affirmative responses.

Statement 37, External and/or internal customer feedback and complaints are investigated in a timely and effective manner, is the only statement with $>8\%$ of negative answers (Disagree, or Strongly Disagree) at 16%. This statement also has the highest percentage (28%) of respondents (334) answering, "Don't Know."

Appendix A – Survey Statements

Agency Culture Statements	
1	The top management of my agency demonstrates high ethical standards.
2	The top management of my agency strives to comply with the laws and regulations affecting the agency.
3	My division/district management demonstrates high ethical standards.
4	My division/district management strives to comply with the laws and regulations affecting the agency.
5	My supervisor complies with the laws and regulations affecting the agency.
6	The performance targets in my work unit are realistic and obtainable.
7	Integrity of financial and operational results always takes priority over meeting acceptable performance targets.
8	Management commitment to integrity and ethics is communicated effectively throughout the organization, both in words and deeds.
9	My team has the capability to effectively perform the duties of my position should I be unable to return to work for an extended period of time.
10	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.
Goals and Obstacles	

11	I have the necessary skills, knowledge, experience, and training to perform my duties and responsibilities and to meet the agency's objectives.
12	I have the necessary time and resources to perform my duties to meet the agency's objectives.
13	In my division, we identify barriers and obstacles and resolve issues that could impact achievement of the agency's objectives.
14	I am aware of my authority level, duties, responsibilities, and accountability.
15	I am aware of the laws and regulations impacting my responsibilities and am trained to ensure that the agency is in compliance.
16	The agency's goals are defined and in keeping with its overall objectives.
17	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.
Policies and Procedures	
18	Policies and procedures have been developed to ensure that the agency's objectives are met, operations are effective and efficient, and laws and regulations are followed.
19	The policies and procedures in my work unit allow me to do my job effectively.
20	Staff who break laws and regulations affecting the agency and are discovered will be subject to appropriate consequences.
21	The agency reinforces the importance placed on internal controls to ensure the accuracy of records and adherence to policies and procedures (i.e., through meetings, written correspondence, etc.).
22	Policies and procedures are reviewed as procedural or regulatory changes occur.
23	Policies identify the authority levels and approval criteria for each activity
24	Policies and procedures are approved by the appropriate level of top management.
25	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.
Information and Communication	
26	The interaction between top management and my work unit enables us to perform our jobs effectively.
27	The communication across organizational boundaries within the agency enables us to perform our jobs effectively.
28	The agency ensures that new staff receives an orientation binder and access to policy and procedures and official orders.
29	I have sufficient information to do my job.
30	A communication channel exists for reporting suspected improprieties.
31	I understand Official Order 02-01, Section 10.2 regarding the communication channel for reporting suspected improprieties.
32	Persons who report suspected improprieties are protected from reprisal.
33	If I report wrongdoing to my supervisor, I am confident that the wrongdoing will be addressed.
34	The top management effectively encourages staff to proactively communicate control breakdowns and/or overrides, and potential violations of laws, policies, and rules.
35	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.
Evaluation and Feedback	
36	I understand Procedure Manual 03-03, Disciplinary Procedures and Proceedings, regarding how customer feedback and complaints are investigated in a timely and effective manner.
37	External and/or internal customer feedback and complaints are investigated in a timely and effective manner.
38	Staff in my work unit know what actions to take when they find mistakes or gaps in performance.
39	My supervisor reviews my performance with me at appropriate intervals.
40	I know what action to take if I become aware of unethical or fraudulent activity.

41	My supervisor is accessible to personnel and provides opportunities for personnel to discuss control issues and give feedback on the control environment.
42	My supervisor performs the necessary follow-up to ensure that the "root cause" of a deficiency is identified and corrected.
43	My supervisor ensures that deficiencies are identified, reported, and resolved in a timely manner.
44	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.

Appendix B – Agency Culture Comments

Agency Culture Comments	
1	<ul style="list-style-type: none"> - Top leadership has had numerous allegations of not being ethical and not complying with the laws which is public knowledge at this point. - Communication between top leadership to Troopers is very poor. No one knows the direction of the agency. The agency is more invested in public relation then it is doing police work. We are basically secretaries who hand out business cards and rely on other local agencies to do the police work. -Numerous shifts that are worked now a days are with minimum staffing which leads to my team working with sometime 3-4 Troopers for two counties. This leads to heavy call volumes and playing catch up all night. Due the workload, follow up and other priorities get pushed back to the point of being questioned by command. The work conditions have made it impossible in certain posts to stay on top of your work and not constantly drowning. -Under the new regime of the MSP, no changes were made for the better. Troopers are getting jammed for monotonous things. Meanwhile, we have top representees of the MSP: -driving state vehicles to Florida -colluding with prosecutors to charge troopers -getting involved in civil lawsuits related to personal relationships -using their title to get access into locker rooms at Lions games (photographing players coming out) Added no type of value to being at the detail which is the whole purpose why the State Police requested -releasing information regarding on-going criminal investigations involving members -Flint Gate Scandal -removing teams that benefits our communities (SCP, HST, etc) -having a mindset of reactive policing instead of proactive policing -self awarded bonuses
2	"do what I say, not what I do." Our leadership team is not ethical and has violated O.O.1 on multiple occasions with no consequences. When our Professional Standards team looks into these allegations, they are found Un sustained within a couple of days when there is clear evidence of violations. Our leadership team is above the standard and is not an example as troopers are disciplined for lesser offenses on a regular basis. The only want to fix this issue is to remove the leadership team and replace them.

3	<p>#1 &2 Top management has shown that the rules are for the rest of us and not them. From questionable bonuses paid to the top two, to the vindictive removal and demotion of numerous high-ranking members to positions they are completely over-qualified for, the decisions made by our "leaders" are consistent violations of OO #2-1 Sections 9.1, 9.2, & 9.3, "deportment". Telling everyone, including police leaders from around the state, how difficult it is to be Col of the MSP is another example of making us look bad. It's a tough job, we get it, just own it and be better. You don't think the troops have it tough out there on the freeways, getting assaulted, shagging calls, feeling the hate??</p> <p>There are many more examples of unethical behavior which would not be tolerated at lower ranks. It is extremely disappointing to each of us that love this department.</p> <p>#8 Integrity and ethical behavior are preached from the top two but the DEEDS are a different story. Certain people are clearly held to a different standard.</p>
4	#1 and #2 did not earn the right to hold their positions and they CLEARLY only care about themselves. A vote of no confidence from your Troops should tell you it's time to GET OUT!
5	<p>1 & 2: Given there are currently investigations involving the issuance of unwarranted performance bonuses, lack of concern for enlisted morale, and lack of interaction with enlisted from top management I would say I strongly disagree with the statements.</p> <p>9. Our squad currently runs on approximately 2 Troopers per county with no other overlap or reserve. In the county I am assigned to, it is only my partner and I for the State Police from 4p-2a. If one of us calls in sick or is on vacation, there is no other Trooper which is scheduled for backup. The call volume can become overwhelming, especially when the sheriff's office can only staff one deputy as backup to assist with calls.</p>
6	<p>1) I do not trust the Department's decisions concerning the transition to the Sig Sauer P320 pistol and related un-commanded discharge documented in the 7th District. I do not trust the pistol nor the Department's response to knowledge of the Sig Sauer P320 pistol's suspect safety history and I fear the consequences of another un-commanded discharge.</p> <p>2) Motor Carrier Officers are compensated at an obscenely lower rate than the Troopers working substantially similar public safety roles on the highways of this state. Motor Carrier Officers are expected to provide the same high level of professional law enforcement work while driving nearly identical patrol cars and managing similar risks to health and safety at a discount rate compared to their Trooper co-workers. The publicly leaked communication from the Department opposing legislation to include Motor Carrier Officers in the hybrid pension program is just one of many examples of the denigration experienced by CVED members.</p> <p>3) Complaints against Department members are taken seriously, which is a good thing; however, there is little protection for members who suffer false accusations and lies.</p> <p>4) I have read too many articles in reputable newspapers alleging misconduct at high levels, for example the \$10,000.00 Director bonus scandal and hiring process violation accusations.</p>

7	<p>1. Col. Grady is being investigated for giving himself a 10,000 dollar bonus.</p> <p>2. Col Grady has inappropriate relationships with his Lt. Col and have given himself financial compensations that he should not have. It Makes the Michigan State Police look corrupt.</p> <p>4. I am not sure who our division management is however, they are not fair and equal across the board with discipline. They held a spot for a person who was in training and being investigated for assault on a police officer. Now we are still down several positions and being mandated weekly.</p> <p>6. It is unobtainable to get a high score on job categories for yearly evaluations because in order to get meets expectations you have to do everything correct. Doing the bare minimum in the job category gets the same score as someone who does more. I also feel as though the supervisor should go over your evaluation with you but they just send it out and say your evaluation is ready sign it now that it is all done online they used to personalize it when it was on paper.</p> <p>8. The communication on this subject is pretty nonexistent.</p> <p>9. Our center is down between 8-10 spots on a regular basis. We have been forced to work short due to call offs and we are forced to overtime every week. The dispatchers are overworked and it is not fair or healthy. We need a new CAD with an updated mapping system the current CAD doesn't have an updated map, addresses in townships don't validate which means we have to bypass the system and can't keep critical records for troopers responding to an address multiple times to let them know about past runs. CAD admins work from home so much they aren't in office to fix equipment except like once a week. Our headset batteries die often. When we need to take a break we have to short the floor to do so. Mainly being short staffed is the huge issue! HR also makes it impossible to get rid of people in training for attendance issues, integrity issues, or anything non-performance related.</p>
8	<p>1. Just search Michigan State Police and the Detroit Free Press.</p> <p>4. Complete disregard to section policies, CSC regulations, Code of Federal Regulations. All things are bendable to accomplish anything, mission critical or not.</p> <p>5. Complacent with the answers to #4</p> <p>6. The agency being concerned with my wellness and my mental health is nice, however that is where it stops, I have no desire for the agency to be part of either of those things. If a wellness initiative is a performance objective, I want it in my position description with the % of my time that is supposed to be dedicated to it. Additionally, as a civilian employee who testifies against violent criminals, I have no desire to be involved with community engagement while being associated with MSP. I do not have a vest; I am not allowed to carry my firearm during work activities. I am not going to be a member of the agency in public.</p> <p>7. See answer for question 4</p> <p>8. Words</p>
9	2 troops for a very busy county is not enough to keep up on follow-up and case review.
10	A lot of questions have been raised about the integrity of top-level management within our organization that have gone unanswered.
11	A position within my unit was not backfilled leaving my already understaffed unit unable to meet critical needs of the division.

12	<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>
13	<p>Accountability should be held at all levels within the department. Any investigations of misconduct should be done by an unbiased, separate third party with no political skin in the investigation. Management not showing support or backing up troopers for responding professionally and bravely to calls for service where lives are saved or choice decisions are made that are well within the scope of our duties because of fear of social backlash is unacceptable. Having management that will not give the verbal or procedural support to its troopers to effectively doing their job is unacceptable. We are not just here for community engagement, we are here to keep the public safe by means of force when necessary. Management is setting up law enforcement for failure, liability, and public safety risks.</p>

14	Actions of top managements conduct not consistent with ethics and integrity this department was once known for. (Well known investigations of top command via media coverage) Employees are held to a much higher standard than top management. Factual information related to the investigation of top management conduct is "unfounded" after investigations. Promotional process in this department has become a joke. The days of promoting people based on merit and actual interview scoring is over.
15	After submitting and maintaining a vote of no confidence for Col. Grady, I'm not sure why we (MSPTA members) still have to explain why any of us don't believe he (or the deputy director) is not upholding or demonstrating sound ethical standards. For the same reason, I do not understand why I have to elaborate on my disagreement that top management strives to comply with laws and regulations affecting the agency. "Rules for thee, not for me" comes to mind. When the MSPTA and MSPCOA has found reason to file a formal complaint against the top management to the State of Michigan Board of Ethics and the AG's office, I think that speaks for itself. Is it even worth elaborating further? I hear so many enlisted members voicing their concerns and displeasures with so many things, mostly impacted or done by the top management, yet no one seems to care. So why bother in these surveys? Our agency is far more concerned with writing policies and appeasing media outlets with the "optics" of things rather than actually solving crimes.
16	All of the disagree's refer to high command being investigated.
17	All responses are in reference to the Col and Deputy Director: All you need to do is read the no confidence proposal and the complaint sent to the ethics committee from the MSPTA and the COA to get an understanding of why there is no one in this department that supports them. Do as I say, not as I do seem to be the ethical standard for them. There is not faith that anything will change as the ethics committee has already said the Director does not have to abide by the rules he enforces. That sounds like a dictatorship and definitely is not ethical. Please remove these two from office. This was once a great department and can be again with the right leadership. Never in my 30 year career have I seen other police agencies and leaders of other police agencies speak so poorly of us, and that is in reference to the upper command.
18	All team members are currently working at maximum capacity, with a case backlog of several months. My absence would only result in less getting done, which is not effective. The feeling of being increasingly overburdened only lowers efficiency, which would cause an even longer backlog.
19	All too often members of the leadership team have demonstrated do as I say and not as I do (Lions game video, holding positions open for specific people, and simple as where you park your vehicle not in a parking spot but around Trooper Memorial). Members view these actions as rules apply but not to them when the above actions are taken.
20	As I understand it the director is currently under investigation for violations of law or policy. We have been given very little detail, other than it's existence which lacks any form of transparency. I have also read articles and heard throughout the department of the director and others in Lansing lying during investigations. There is nothing ethical about the current leadership and they would gladly and quickly throw a Trooper under the bus to protect their own status and position. I am not sure if it is incompetence or ego but either way it is unacceptable. The districts appear better off to a degree and at the post level, I have not observed any ethical or legal issues indicating this is not a systemic or work culture issue and is isolated to the few in charge. (I recognize I do not work for every post and this could be different elsewhere in the state)
21	As seen in recent media reports, the top-level command of my department does not demonstrate high ethical standards.

22	As to Q9, while the individuals on my team certainly have the capability to effectively perform the duties of my position should I be unable to return to work for an extended period of time, we lack the capacity to effectively do so. If we were to reasonably use a baseline for each team position that reasonably expects each team member to commit to a competent and full 8-hour day/40-hour work week, then even without a member of the team being absent from work for an extended period of time, we struggle to effectively perform all of the duties of our positions within that "normal" and reasonably expected work week.
23	As to Q9: My position is specialized and my unit is small. I would consider my unit to be understaffed and if I were gone for an extended period, it would create a significant hardship on the unit.
24	At my worker level, I do not get enough communication/messaging from top management to know whether their efforts are ethical and having integrity. The only messaging I receive is from local news services when they publish articles about the drawbacks of the agency and the management in specific.
25	Based on recent news articles indicating that the COL and LTC have betrayed the trust of its agency and community members they took an oath to serve, along with messages from the MSPTA union, it is clear that the top management display an ethical dilemma. It is difficult to work for an agency where the top management is viewed as unfavorable. Additionally, the infidelity (cheating on spouses) is problematic within our agency which shows a lack of integrity at all levels.
26	Based upon hiring practices for promotion that have been observed from the director's office, I have no faith there is any integrity in the director or the senior deputy director. I have been more embarrassed to work for MSP based upon position selections and news articles with accusations and actions of the director and his office.
27	Because of recent events, I can see how my division supervisor treats others in the division horribly. Several senior people, who are completely vested into terrifically difficult yet meaningful projects are ready to quit and just walk away.
28	Because they dont demonstrate ethical standards... Attend a lions home game to "check on the troopers?" get real... not a chance. Or the dilemma with Brimacombe and the flint troopers being charged - the "victim" was her friend. Oh great.
29	Because we as a State Department, have the worse Director and Deputy Director in history. They can not be trusted and their views/goals are a joke and an embarrassment to the individuals who do care about the department to include the citizens of the great State of Michigan. The two at the TOP think they do not have to abide by the same rules and regulations set forth by the Department they are supposed to be in charge of. What a joke. This is unacceptable to the public and to the members of the department.

30	<p>Between ethical and insubordination issues displayed by top command of this department, lack of confidence that top command will support the field and the work they do, rather than creating an image to the general media in times of critical incidents, failure to make sure members have support for themselves and family in times of internal investigations (admin leave whether paid, unpaid, etc. checking in on members throughout the very long and drawn out process as they await final decisions on investigations to whether they will be charged or not), failure to review incidents with common sense knowing that troopers acted in the best interest of the safety of the community, coupled with the inability to look at things situationally other than through a black and white lens.</p> <p>The profession is complex in nature as it is, and I am clear that it is a choice to be a State Trooper. Worrying about your next incident, whenever that may be, whether command is going to support the actions you took, even when they are ethical, moral and make sense for the situation you are in, is not a problem that members in this department should have to consider when putting on their uniform every day. I have observed significant actions displayed by troopers during search warrants, high risk traffic stops and other incidents where hesitation was present due to concern of losing employment or being charged criminally. These statements are clearly opinion based but reflect a large majority of the members of this department. Several members have and will delete the email providing the link to this survey due to lack of confidence that their opinions are irrelevant and will truly not be taken seriously.</p> <p>Tpr. Shane Hauff</p>
31	<p>Both the Colonel and Lt Colonel have blatantly committed crimes which have been intentionally under investigated i.e. the Colonel's involvement with Yvonne Brantley, The Lt Colonel's lawsuit regarding pressuring a prosecutor to charge troopers, and both authorizing performance bonuses for themselves which were unlawful.</p>
32	<p>Brimacombe has a history of ethical violations and Grady's appointment of Brimacombe alone, demonstrates ethical concerns in his leadership. This was followed by a less than truthful witness interview and a collaboration of the two to violate a longstanding policy for financial gain yet hold others to their double standard. This is the worse leadership I've seen in my career. They continue to embarrass this agency and make decisions that will take years to recover from. They do not have the respect or trust of civilian and enlisted member of all ranks.</p>
33	<p>Can't do that in this department.</p>
34	<p>Clearly there is an issue if concerns are getting sent to the board of ethics.</p>
35	<p>Col Grady and LtCol Brimacombe have demonstrated they are corrupt, power-hungry politicians dedicated to 2 things: (1) enriching themselves and (2) pushing mindless, left-wing woke narratives and initiatives. They are doing this at the expense of actual crime-fighting. They have dishonored the badge and embarrassed our agency in the eyes of the Michigan and national law enforcement communities. They are so far from being actual leaders that they don't even address troopers in a public forum anymore. They have so little moral fiber they can't even bring themselves to answer a question from a trooper about their behavior. Col Gasper, although I disagreed with him many times, at least had the fortitude to keep the lines of communication open. Col Grady and LtCol Brimacombe are despicable human beings and I cannot wait for them to receive the just reward of their actions.</p>
36	<p>Col Grady, and Lt. Col Brimacombe are poor examples of leaders and certainly are not ethical! There is no one in the Department who respect them. NO ONE!</p>

37	<p>Col James Grady and Lt. Col. Aimee Brimacomb have exhibited characteristics of unethical leadership. From the pay for performance benefits they received that were inconsistent with accepted practices, lack of clarity with the Flint Post Scandal, unethical commitment to illegal/unethical DEI practices, a lack of commitment to communicate with department members, and a lack of prosecution for embezzlement or strong employment sanctions for Lt. Col. Brimacomb's inappropriate use of state owned property. If any trooper had done this, they would have received a different outcome than creating a top position within the department and holding it until the lack of proper punishment was cleared. Additionally, IA is out of control and struggles to maintain an understanding of how policing (responding to calls, traffic policing) can be carried out with the petty policies when there is a lack of accountability of the department leaders.</p>
38	<p>Col. Grady and Lt Colonel Brimacombe have both abused their position to give themselves pay for performance bonuses that would not be allowed for anyone else in the agency with less than a year in their role. They did so after being advised they should hold themselves to the same standards as those under them. These bonuses not only resulted in a lump sum financial gain, but will also continue to benefit them in increased retirement payouts.</p> <p>Col. Grady has been accused of lying to cover up his knowledge and implicit approval of the promotion scandal that rocked the Flint Post.</p> <p>Lt. Colonel Brimacombe is accused of unethically encouraging the prosecution of troopers cleared of wrongdoing. She is also accused of unethically arranging the settling of a lawsuit against the department that awarded a relative of a close friend to her just under a million dollars. The settlement amount was purposefully designed to go under a threshold amount that would have caused further scrutiny of her unethical behavior.</p> <p>Lt. Col Brimacombe was disciplined for misusing a state owned vehicle for personal benefit just prior to her promotion to second in command.</p> <p>There is no doubt that Col. Grady and Lt Colonel Brimacombe are unethical and disgraceful "leaders". The only doubt that remains is why nothing has been done about it.</p> <p>It should be noted that the apparent moral high ground of the department is Lt. Colonel Sosinski, who should be leading this agency.</p>
39	<p>Col. Grady and Lt. Col. Brimacomb have demonstrated time and time that there is "good for thee and good for me". Take the pay for performance raises for example. They earned max pay well before they had a year in rank, however, "classified" members are required to wait a year, and very few often earn 5%. Sadly, they have zero respect from the membership of the agency.</p>
40	<p>Col. Grady has no integrity nor does he care for public safety. We are so understaffed if I was to go on FMLA nobody would be able to complete a complete investigation in a timely manner.</p>
41	<p>Col. Grady is an idiot and Lt. col. Brimicomb is a criminal.</p>
42	<p>Col. was potentially involved in the MSP Flint controversy and appears to have not been truthful when questioned. Lt. Col. was said to have used her position of authority to intervene on behalf of a family friend and charge Trooper's criminally for misconduct.</p>

43	Colonel Grady and Lt./Colonel Brimacombe should never have awarded themselves pay for performance raises. They exempted themselves from standards that the rest of the department is held to. Colonel Grady also made the Samuel Sterling case about race in his press release - which it was not - and should have gone to bat for a member. He has surrounded himself with sycophants, made so much about DEI (and promoted a number of people of color over far more qualified candidates), and is out of touch with the membership. The ethics board complaints against him by both the MSPTA and the Command Officers Association should make that clear. He and those he appointed to positions around him have lost the trust and respect of those he leads and should be removed from his position or demoted.
44	Colonel Grady is a criminal along with his immediate staff. They should be charged, fired, and replaced immediately.
45	Colonel Grady shows a blatant disregard to ethical standards, lacks morale clarity, and continuously performs in hypocritical behavior as a leader.
46	Colonel's performance bonus, treating of officers involved in critical incidents
47	Command in my district and post are excellent and present no cause for concern. I know they have my back. Colonel Grady and Lt/Col Brimacombe clearly play by different rules when it comes to misconduct and accountability, particularly the Col given how he handled his IA regarding the post commander who was dismissed. I don't know anyone who works for the department who trusts or agrees with their leadership. Upper command always struggles to connect with those in the field because they do not work directly with us; however, the current administration is trusted less than any other that I have seen in my 10+ years in this department. While troopers are subject to the most scrutiny, command is subject to the least. Top commands top goals for the agency are to not be sued and to enact a DEI agenda that weakens us. When upper command visited our post we raised concern about certain policies, like the pursuit policy. Our objections were met with ridiculous arguments against what we were communicating and it was clear that objecting to the administrations options was an exercise in futility. Command made it clear that they do not trust our judgement and do not care about our opinions; though, we are the members most responsible for keeping the public safe and making quick decisions during rapidly evolving situations. The administration has been quick to disavow members who they feel are in the wrong when the courts and common sense disagree. I should mention that I have not had bad experiences with Lt. Col. Sosinski or Lt. Col. Pennell, since I'm naming names, but under current leadership I suspect they are not able to do their jobs the way they would like. Finally, the decision to send criminal investigations against our members to the AG's office in every case is currently hurting our post. We have had trooper off for month for a ridiculous accusation that will never get charged. The tax pays are spending tens of thousands of dollars without getting any benefit due to this policy in a time when we already are short on the road. That trooper may not return due to his treatment. If he were in any other profession he would not have missed a day of work. Unfortunately, this is another example where the process of being investigated for possible wrongdoing is worth than the actual punishment will be or even would be if the accusation were substantiated.
48	command protects each other and has zero integrity. command lies to make people believe issues are going to be addressed.
49	Communication across my division is poor related to any helpful information that affects my job.
50	Communication and transparency have been a major issue in several areas. Questionable promotion practices have led to concerns with the current leadership. Also, the lack of support from the Department for CVEP has been baffling, on several occasions.
51	Co-workers are not cross-trained on each other positions. All tasks are very individualized and there is never enough time to teach other coworkers my tasks.
52	Current investigations into higher command are causing me to question their ethics

53	Currently, top leadership in our department is extremely poor. They do not hold themselves to the same standards as what they expect of those under their command. They are ethically corrupt and don't seem to care. The pay for performance bonuses they awarded themselves was ethically and morally wrong. Because of this extremely poor leadership, I have never seen the morale in our department be as low as it is today, and the morale is continuing to spiral downwards at an incredible rate.
54	Demonstrated through the bulletins, Troopers and supervisors are being punished in areas that upper management has fallen short with no repercussions. Command's efforts toward effectively police is being overshadowed by people's thoughts going to "Am I going to get in trouble for this, because of policy" rather than trusting training and what can be legally done. Discretion in decision making is fundamental. Taking away discretion for the sake of liability is a financial decision. The public has an expectation of us as the State Police that is currently not being met.
55	Department leadership (Colonel and Lt. Col.) hold the department to standards they don't hold themselves to. They are a very poor and sad example of leadership in a department full of amazing leaders. They reflect a poor image of the state police to the public in the media and are for some reason appear to not care about anyone but themselves.
56	Department leadership has shown a willingness to violate ethical standards and policies by lying to investigators and ignoring departmental policies regarding promotions and ethical conduct. This conduct has brought discredit to the agency and negatively impacted public perception of the Michigan State Police-- behavior that is unconscionable and would most certainly end a more junior trooper's career under comparable circumstances, but is allowed to continue in a "do as I say not as I do" command climate. District leadership engages in questionable personnel management actions, playing favorites while depriving troopers of promotion opportunities and hurting readiness / staffing at the post level.
57	Department members have no confidence or trust in the current top leadership of the department

58	<p>DETROIT FREE PRESS: Complaint alleges Michigan police director and top deputy improperly received bonuses.</p> <p>DETROIT FREE PRESS: On June 12, the Free Press reported that the Michigan State Police Department was in turmoil amid Flint promotion scandals and high-level departures. On June 14, the Free Press reported that people inside and outside the department were "rankled" by MSP Col. James Grady's response to an incident in April in which a trooper driving an unmarked police vehicle hit and killed a fleeing suspect. The topic has elicited multiple letters from readers with opposing viewpoints.</p> <p>DETROIT FREE PRESS: LANSING — A civil service hearing officer has reversed the firing of a Michigan State Police lieutenant implicated in a promotion exam cheating scandal at the Flint post and ordered the officer reinstated with back pay and benefits.</p> <p>Lt. Thomas Dhooge was one of seven MSP officers disciplined earlier this year after officials learned the Flint post commander, 1st Lt. Yvonne Brantley, had been giving favored candidates for promotion advance copies of the exam questions. Dhooge received exam questions in advance of his own promotions exam, though he said he never used them to prepare, and was also accused of knowing that others had cheated.</p> <p>The Colonel and Lt Colonel (second in command) have caused irrefutable damage to the reputation of the MICHIGAN STATE POLICE. MSP is no longer respected by local or county sheriff departments in Michigan and in surrounding states. The DEI hires of the governor show she is not concerned about the safety of the citizens of Michigan, she is only interested in advancing her political career and has made hires to appeal to and grow her voting base. MSP will NEVER completely recover from the damage already caused by the current administration.</p>
59	Different standards held by those in top leadership vs everyone else; failure to uphold policy regarding sexual harassment
60	Director and Chief Deputy Director should be fired. Also, I do not have confidence this survey is confidential.
61	Director Grady and Deputy Director Brimacombe continue to bring poor light to the MSP. In my 30 years, this is by far the worst morale the membership has ever had, and it is entirely because of those two. Multiple news stories have been published with zero accountability from Grady and Brimacombe. The \$10,000 raises they gave each other prior to the time period all other commanders must attain, while possibly technically legal, is just an example of the horrible leadership qualities of these two. There are many examples of poor leadership and ethics, and one only needs to search the major news stories about both of them.

62	Director has no ethics and does not follow any kind of ethics. My opinion is that he is the worst director and disgrace to the Michigan State Police. He was caught lying in the Flint Scandale and nothing happened. I believe it states in official orders if you are caught lying in an investigation you will lose your job. He also handed bonuses to him and another division director and when the HR director didn't agree with his bonus Scandale she was pretty much forced out. My opinion is he should be removed from his position immediately. My opinion is he only has his job because he is a person of color. I have never seen moral this low in the organization in my career. People are retiring and giving up a half million dollars in drop money because of his leadership or their lack of. There is an inspector Sarah Krabs that lied flat lied to civil rights and nothing was done to her!!! Again, it states if you lie during an investigation, you will be fired. The difference is that enlisted is treated so much different than civilians it is not even funny. I think everyone should be back in the office 5 days a week I know people for a fact that don't work when they are at home how is this allowed?? What are we doing for the people that have to come in the office 5 days a week?? This agency is a disgrace because of leadership not all leadership. Thanks, and have a blessed!!!
63	Disciplining troopers for using cell phones at work events and then they use them record the Detroit Lions. Double standard. Lt. Colonel gets and SRT Durango to drive. Why spend money on that type of vehicle. Unnecessary. Lt. Colonel pushing the issue with prosecutors' office to charge troopers after complaint is submitted. Investigation is done, it is out of our hands at that point and looks like management is trying to make an example out of someone. Choosing not to deal with wrong way drivers and take measures to disable the car as soon as possible to avoid head on collisions. Failure to protect and serve. I could list more but it wouldn't matter. I don't trust my command.
64	<p>Division management is never transparent about policies and changes, JUST one example is that a requirement of our yearly performance reviews is community engagement and we've been directed to severely limit this with a murky directive that doesn't clearly explain what we CAN do and with no transparency as to WHY this decision is being made. If a worksite is more than able to handle their workload while frequently engaging with the community then leave them be.</p> <p>Division management also tends to give blanket directives based on the actions of a specific individual or a specific worksite without addressing that individual/worksit directly</p> <p>Division management also requires continuing education but regularly severely restricts how many people can go to trainings and/or denies some trainings just on their own personal opinion on the training, all in the name of "FTEs"- if it is required, trust your people to choose the trainings that apply to them and let them go.</p> <p>the very top management has been in the news several times, including very recently, since starting that role and while these claims may be unsubstantiated it looks incredibly bad and makes me not trust anyone up top</p> <p>top management and division management usually don't come across as transparent- if you issue a new policy, you should say WHY you are doing that (and not with vague jargon)</p>
65	DO we really need to explain the multiple "do as I say, not as I do" actions and policies of our top two in command! It is outrageous these two still wear this uniform and pretend to "lead" this great organization.
66	Do what I say, not what I do!
67	Does it matter?
68	Don't know- I don't have enough information to form an opinion.

69	Double standard in action. Do as I say, not as I do, Col. repeatedly late to meetings (word of mouth), down on Ford Field. Ethically how can we allow dangerous criminals to run from us and put the general public in danger (including OWI)
70	Due to the current shift bid, I find myself going from call to call as well as being assigned a number of investigations from the detective bureau. With only two troopers, including myself, assigned to Genesee County day shift, finding time to do follow up is limited. I thoroughly enjoy traffic enforcement and have hardly had the time to do that during this shift bid. The number of calls I have taken does not compare to the night shift. This has caused me high stress and is causing me issues at home with stress. Follow up has also led to me working on my days off.
71	Due to the last anonymous survey not being anonymous, I will not be giving details for why I responded with disagree or strongly disagree.
72	Exec council members are exonerated for obvious breaches of ethics within the dept., such as influencing investigations and prosecutors. See Lt. Col. AB
73	Executive leadership is currently under investigation for multiple integrity violations, including giving monetary bonuses to themselves (Col. Grady and Lt. Col. Brimacombe), as well as continuing to utilize and mandate a primary duty pistol that has been demonstrated to be unsafe or unreliable for unknown reasons, and in order to maintain the use of the pistol, hundreds of thousands of dollars in unnecessary purchases/waste (new holsters and weapon mounted lights), including using a light that has not been tested by the department (Lt. Col. Sosinski). I do not have trust or faith that the executive leadership has the best interests of the department at heart (nor does the MSPTA nor COA) and they have demonstrated they have integrity issues which warrant concern.
74	Executive leadership is housed in a silo. I don't know what their direction is or why. Our division is fantastic and cares about what we do - even though we're very understaffed and the agency will not commit funding to help - and supports all of us and our mission. Agency leadership could learn something from them.
75	Executive Management circumnavigates policy and procedures in order to place other persons/friends in positions of authority/promotion. Projects an appearance of do as I say, not as I do. The divide and trust between upper command and lower ranks continues to separate even further.
76	GCSD Division Command routinely lies, provides misinformation or false information about upper command, division direction, her personal objectives and section staff members. She breeds hate and discontent, division and discord. The work environment is borderline hostile and always trying.
77	Given recent news reports it is hard to describe our TOP management at MSP as ethical. The fact that they have been named in multiple lawsuits and discipline hearings based on unethical practices causes me to question their "ethical standards."
78	Grady and Brimacombe have failed the MSP.
79	Having news articles circulating about the director and assistant director having improperly received bonuses, while lower ranking members or civilians are struggling financially and barely scraping by, with our healthcare going up so significantly, its disheartening. Some weeks I dont even know how I am going to pay my bills, yet you can give 10k to #1 and #2. Having an assistant director with discipline for using a state car for personal use, then having that effect civilians that are using state cars to have to be so specific with forms and guidelines... all while our #2 is the prime example of the problem.

80	Having the "Top Management" constantly discipline employees for absolutely minor policy violations that have zero effect on the department while at the same time committing egregious violations of the law, the department policies, as well as being completely and utterly immoral and unethical is the epitome of hypocritical. Then having "Top Management" use the same system that they are employing to systematically attack members with cover up their disgusting behavior is so disheartening and demoralizing that it cannot even be called an impairment of the efficiency of the department because it is so far beyond that it has completely destroyed it. The arrogance and narcissism is unbelievable and the department will be better off once they are all gone.
81	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.
82	Higher command in the Michigan state police has proven they are corrupt and with the scandals should stand down for someone that has the MSP values at heart. This is not a political organization. This is for the community and taxpayers. Higher Command could care less about the members under them and have proven they only care about themselves. Staffing shortages make sure my squad would be unable to function if i was gone.
83	https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/
84	https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/ Communication is very poor within MSP. Integrity and ethics are communicated through buzzwords.
85	https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/ Even if this didn't happen, it stills gives the agency a black eye. Repeated strife and scandals do nothing to strengthen the legacy or reputation of the department.
86	https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/ https://www.abc12.com/news/msp-director-accused-of-not-being-truthful-in-flint-post-investigation/article_c5bbb8ba6-f390-11ee-a82d-b711eb952323.html

87	<p>https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/</p> <p>https://www.freep.com/story/news/local/michigan/2024/12/13/msp-settlement-sidestepped-whitmer-reporting-requirement-brimacombe/76885559007/</p> <p>https://www.michigan.gov/ag/news/press-releases/2024/12/13/ag-nessel-appeals-dismissal-of-neglect-of-duty-charges-against-msp-trooper-saginaw-police-officers</p> <p>And I have no idea what in the world #7 is asking.</p>
88	https://www.freep.com/story/news/local/michigan/2025/01/08/msp-unions-complaint-michigan-ethics-board-james-grady/77538577007/
89	https://www.freep.com/story/news/local/michigan/2025/01/14/state-police-ethics-complaint-grady-brimacombe-performance-bonuses/77659956007/
90	https://www.michigannewssource.com/2025/01/michigan-state-police-showdown-unions-call-out-leadership-to-ethics-board/
91	I am currently the only person who coordinates my program. The few other employees in my section have other duties and responsibilities and little knowledge of the program that I coordinate.
92	I am not aware of a trooper, sergeant, d/sgt., or a lieutenant of any classification who has any faith in our colonel or senior Lt. Colonel Brimacombe.
93	<p>I am not confident that we understand the need to provide excellent service to our communities, and our Training Division certainly does not understand the post operational needs. We seem to feel it's more important to train rather than perform the police duties we been employed to provide. I feel our department does, and always will, provide enough pertinent training to coincide with Calea guidelines and MCOLES. We do not, and it is not, necessary to have quarterly trainings as it is impossible to schedule, and will take away from the daily post operational needs. We are currently in the Winter Firearms Training month, and yet our Training Division has not put out their program guidelines, which is tying our hands with our post's training abilities/times to train. They undoubtedly will drag their feet with all training facets until the vacation season arrives, which is April through October. All of our yearly training should be conducted prior to April. We then can supplement smaller training sessions at the post level when it is conducive to do so.</p> <p>As for the top management, we have come to learn of possible lying during an internal investigation, yet no discipline has transpired. If the facts as we have been told are true, this becomes an integrity issue at the highest levels of this department. This has brought dissention and a black eye on our agency, as well as law enforcement in general.</p>
94	I am so sick of these surveys. Nothing changes. This dept has become a joke. The leader is nothing but a DEI hire.

95	<p>I am struggling to gain a clear understanding of what success looks like for a recruiter in our organization. Despite asking for specific metrics and guidelines several times, I have yet to receive a direct answer. The leadership seems to lack clear direction, and as a result, we are approaching recruiting without the necessary knowledge or strategic insight. Neither myself nor my supervisors have received sufficient training or education in recruiting, and it often feels as though we are taking a trial-and-error approach, hoping something works.</p> <p>This lack of clarity and experience may be impacting our ability to attract quality candidates. It's becoming evident that applicants can sense our uncertainty, which is likely contributing to a lower caliber of applicants applying for positions. In addition, I frequently find myself needing to go above and beyond just to cover myself, and it seems that candidates are being pushed further down the line, with each person passing them off to someone else.</p> <p>I believe my team adheres to policies and procedures to the letter, but at times, it feels like we are constrained by them, rather than empowered to find effective solutions.</p> <p>I am also deeply concerned by some of the things I've heard from top leadership within the agency, as communicated by my union. These concerns have raised red flags for me and only add to my unease about the current state of our recruitment process and overall direction.</p>
96	I am the only one who does my job.
97	I am the only one who performs my duties at my worksite. No one here would be able to fill in for me if I were to be hit by a bus.
98	I answered don't know on some of the questions, as there has been a change in management, and staffing shortages, so the workload in my unit has been excessive, and not sustainable for one person to perform long term.
99	I believe it is COMPLETELY unethical to raise your own salary as the Director did. I believe that when it was challenged, certain individuals were mistreated in their positions. The double standards of the Director and Deputy Director are far from ethical.
100	I believe it is well documented why there is a lack of trust with our leadership. It seems the rules apply to everyone but them. Our "leaders" are a poor representation of this great department and our members.
101	I believe it is wrong to skew operational processes whereby a district wastefully spends taxpayer money.
102	I believe my job duties are too specialized for others to adequately pick up if I was out for an extended period of time.
103	I believe my team would be able to perform my duties but probably not to the standard at which I do. Just because it's consistently my job duty as opposed to assigning them to new people who have to learn and adapt to it.
104	I believe some people in this organization just want to IA people because they believe it makes them look like they are doing the right thing. I think the reason people are getting IA is ridiculous! In addition there is no standard behind it. One trooper does the same thing everyone else does including his supervisor however he gets in trouble multiple times for it but no one else does. The issue behind it is everyone does it across the state police. However feels very selective on who they wish to target for this behavior.
105	I believe the Director of MSP is not qualified for the position. I believe he has put people in place that push his political and personal agenda. The director has shown that he promotes people underqualified for a position and unethically gives himself a raise. The Col. Grady is the worst thing to happen to the Michigan State Police and he makes me embarrassed to be a part of this agency. My opinion on the man is not based on the color of his skin but as what I believe to be his pitfalls as a human.

106	I believe top management has failed this department several times, not only in direction of the department but also in actions. The leadership below top management has been amazing, but not above. Top management completely failed in supporting the troops and department members.
107	I choose not to answer for fear of retaliatory or punitive action.
108	I disagree with the first two questions because it appears that the "good for thee, but not for me" is taking place at the top. Multiple scenarios I.E. using departmental vehicles for personal vacations, then refusing to return the vehicle when ordered, filming at a lions game, and not dismissing yourself from a case in which you had a personal relationship with the victim would result in punishments up to termination for anyone else other than the top leadership. There should not be a double standard based off rank. This erodes trust between the troopers and command when standards and punishment are not dealt fairly. I am confident in my district command and their decisions, however.
109	I do not believe Col. Grady and Lt. Col. Brimacombe are qualified for their positions and have displayed a shocking double standard when meting out discipline. The agency claims to care very greatly about ethics and doing what is right, but then punished a trooper for doing the right and ethical thing of stopping a wrong way drunk driver from continuing to operate their vehicle in a reckless and dangerous manner.
110	I do not believe the Director does not lead by example. His values do not align with mine.
111	I do not disagree or strongly disagree with any of the above questions.
112	I do not fee the top management of my agency demonstrates high ethical standards or complies with such because they are involved in multiple incidents/scandals/investigations with proof that they do not make the most ethical choice that they would expect their employees to make. Performance targets at my post are based on traffic stops and citations for the financial benefit of the post commander in a bonus. The amount of traffic citations expected is unrealistic and takes away officer discretion.
113	I do not think top management of MSP demonstrate ethical behavior due to the hiring of non-qualified people over better candidates to run our division.
114	I don't believe that top management has the same ethical standards as the majority of the employees.
115	I don't disagree with the questions. Our department is not run correctly and needs a complete overhaul of upper command. They are not leaders.
116	I dont even know where to begin. Top management promotions are highly questionable with no clarity. Even the media smears the MSP name from the shady things going on. See over and over again the top person for the positions being over looked by "good ole boy" system of hiring. ALL MSP PROMOTIONS NEED TO BE DONE BY NON MSP PANEL. *example- If a Lt or a Sgt, or even any other rank are up for promotion, there should be someone from HR, Civil Service, and Labor Relations or what ever set up... Too many best buds promoting people and the better applicant getting screwed over.
117	I don't know on some things. I see news articles stating that higher command has done questionable things. I try not to judge and wait for answers that never seem to come. I dont hear any explanation or comment even when the event has possibly passed. There never seems to be anyone at least saying we acknowledge this was in the paper and we cant talk about it right now. The only thing I saw recently was something involving a high command officer was unfounded. Again have know idea what the details are or what was in question.
118	I don't know what this question means: Q7. Integrity of financial and operational results always takes priority over meeting acceptable performance targets. Is it possible to provide examples or context in future surveys. Also, some of these questions feel impossible to answer truthfully. I'm not sure how I can comment on the ethics of people I do not work with directly.

119	I don't think that it is any surprise that our Col. is one of the most disliked, non-respected, and disgraceful individuals to work in the department. He blatantly lies, constantly puts the department in disrepute, causes an immeasurable amount of low morale, and still feels the need to give himself and his right hand substantial bonuses. Our command would rather see us look pretty for pictures than to actually prevent crimes and SAVE people. Sadly, this mentality will lead to the loss of innocent lives. There is a huge disconnect between command and the troops/Sergeants who actually do the work. I don't know how to fix everything, but I believe I can speak for most of the department when I say we should begin with a new, and better, colonel.
120	I feel my division director (GCSD), consistently acting as a road block to my work performance. Division Director has failed to provide a consistent message as she will tell our supervisors one thing and change her statements toward troops. Division Director is currently working with my former post commander to undermine my attempts to effectively work.
121	I feel my section is under-staffed for the workload we are expected to manage. Section staff and the unit manager below me have many specialized lanes and a workload that does not allow redundancy to be trained for all the functions of my position.
122	I feel our top management is not doing a good job with ethics or integrity, and they are following orders from woke, liberal, non-common-sense politicians who do not trust or have law enforcements back. Instead of doing what is right morally, ethically, and within the extent of the law. They are making us follow orders that are good for me but not for thee. Top management is not leading by example.
123	I feel some of the leadership team has exercised some unethical/legal activities which reflects very poorly on the department. Others on the leadership team I feel present an ethical and strong leadership style.
124	I feel top management does not high ethical standards. Too many "friends" are being hired passing over more deserving individuals who have worked hard to get where they are.
125	I feel we do not have enough staff to effectively cover the amount of work that is required.
126	i fully disagree with the direction of this department. after nearly 30 years of service, the only time i've seen morale lower was under the extreme budget cuts by gov. granholm. i believe upper management is blind to the things spoken about them including the distrust the ranks have for them. i also believe the fear of civil liability consumes the mission rather than doing what is good for public safety. i've even hear inspectors and captains express their disgust of upper management polices and in-experience to me personally. it is no surprise about the difficulty of msp's recruiting. i know that if i was in the position of an applicant, i would look elsewhere where you can actually be the police instead of a well dressed hand puppet

127	<p>I have been employed for 10+ years by MSP through various positions. I no longer understand what our mission is as an agency, especially as an enforcement member with nearly 8+ years of patrol experience. We do not take action against criminals; I spend more time completing DEI training and signing off on multiple new policies in Power DMS then I actually doing police work. I was required to read and sign a policy on how to properly complete a car assist... this was taught in recruit school and is beyond pointless, insulting really. The amount of DEI training and Power DMS crammed down everyone's throats the past four years is killing the overall moral of the department's enforcement members, administrative staff and mid-level managers - even with the groups of people this is meant to protect. These types of repetitive and monotonous tasks come off as insulting to everyone's basic skills and intelligence.</p> <p>I firmly believe the department's actions and beliefs no longer coincide with the best interest of the citizens, public safety, law, and importantly its enforcement members. I know I speak for a large number of employees when I say MSP's current actions and beliefs are a large part of our recruiting and retention problems - I am looking elsewhere even if it involves taking a pay cut and starting over just to be able to do my job, what is right even if it's unpopular in a small number of the public's eye, feel supported by my command staff, and I won't have to feel like I need to look over my shoulder all the time about potentially violating even the most minimal policy. I received a memo almost 10 years ago and have had no other discipline since but it's always that constant fear and pressure the executive council and internal affairs seems to rule with that can go unchecked by anyone.</p> <p>There have been multiple instances of bad press with executive council members being accused of less than savory activity in the news with no discipline or statement about how they plan to do better. But a trooper with three years on and no discipline failed to put in his written report he tension checked and double locked a prisoner's handcuffs then checked them again at the prisoner's request gets a memo for that? Come on, none of us even know all the policies without looking them up. Someone had to dig to find that particular policy to write him up for it instead of talking to him one on one and coaching him/her. That was a teaching opportunity, and this agency blew it. How do you think he/she is going to perform after that? IA and executive council just come across as the rich high school bully that dishes out punishment as they see personally fit with no repercussions.</p>
128	I have been hearing a lot of negative information about our top management.
129	I have full trust in the leadership at the district and post level, I have no trust in the department leadership team. They have demonstrated they are relentless at disciplining lower levels of the department for things other departments praise and will inappropriately delegate the investigations of themselves.
130	I have no confidence in Col. Grady and Lt/Col. Brimacombe. This department, under their leadership, is constantly put in a negative light through repeated lawsuits and news media articles. They have, in my opinion, lost the confidence of the enlisted members in this department and the constant negative publicity they receive erodes the public trust in those who they are supposed to be leading. History has shown that when the public loses trust in their law enforcement, the job of the enlisted becomes much more challenging and potentially deadly.
131	I have no faith in top leadership. They have been caught lying and now they provide themselves with inappropriate monetary bonuses.
132	<p>I have no faith in top MSP Officials to back me during an ethical discharge of duty that is conflicting with the political climate. I have seen Troopers lodging complaints against other members lying throughout the investigation and getting preferred treatment by the Department.</p> <p>To question #7, I do not know what is being asked "financial and operational results" v "acceptable performance targets".</p>

133	I have no opinion on any topic. I am a lowly hourly employee and am not in the realm of understanding how ethical (or unethical) any of my bosses are on a professional level.
134	I have witnessed a high level of disrespect by upper management that I did not agree with.
135	I have zero confidence in our top management, Grady and Brimacome have no integrity or ethical compass and shouldn't be leading this department. They are an embarrassment to this agency and have weakened the very foundation the department was built on. EXCELLENCE, INTEGRITY AND COURTESY.
136	I have zero trust in the top management of MSP. They have not shown integrity, they do not support us, they care about what "looks good on camera" rather than if something was done correctly or not.
137	<p>I listened to the internal investigation interview with the colonel that was on the news and found that the interview lacked the fervor and candor that would be required in an investigation into top officials with such serious allegations. It made me wonder why. The colonel was deceptive, he downplayed his involvement, and wasn't honest and forthcoming in his answers which shows he was actually more involved and knew more than he was stating. The interviewer did not probe or question anything he said at all that an investigation of this caliber deserves. Why aren't we asking more questions and just giving him a pass?</p> <p>The colonel's press release in which he spoke of his skin color was wholly and completely inappropriate. Skin color had nothing to do with that incident. I don't know why it was interjected. He forgets so quickly that he too killed an unarmed black man. He was quick to lay blame to that officer in Kentwood and it is happening too regularly. Police officers are citizens of the United States too and should be afforded the same due process and considered innocent until proven guilty. He has not been treated as innocent and still has not been proven guilty to this day. If MSP leadership doesn't start having the membership's backs, they will not be trusted and they will continue to lose good officers who refuse to work for a corrupt leader who's giving himself and his hand picked second in command bonuses. Ok, that's not a leader. I don't know why he was chosen but he doesn't represent us.</p>
138	I strongly disagree that the top management acts in an ethical way due to the Colonel specifically going out of his way to provide himself a large bonus for only 6 months of work in a position, among other reasons.
139	I strongly disagree that the top management has high ethical standards because there is a lot of news articles highlighting unethical behaviors and actions. However, the top management individuals are not disciplined or held accountable and all their actions go unfounded by professional standards section. I personally believe it makes MSP look untrustworthy to the public as well as within the agency.
140	I strongly disagree with the statement that the top management of our agency demonstrates high ethical standards. My perspective stems from concerns regarding promotional practices, which appear inconsistent and lacking transparency. Additionally, there have been instances where top-level management was involved in investigations related to lawful integrity issues. In these cases, I felt that transparency and truthfulness were not fully demonstrated, which has significantly impacted my confidence in the agency's ethical standards.
141	I think everyone does the best they can and attempts to make the most integral and honest decisions. It doesn't always seem that way.
142	I think Paul Egan has already said it best.
143	I think the news speaks for itself. This department has the lowest morale I have ever seen. The choosing of certain people in leadership positions have ruined my perception of how this department cares for the people that work for it.
144	I will not go into specifics of investigations or media reports related to these individuals, but I have no confidence in the integrity of the Director or Chief Deputy Director. The decisions they have made and actions they have taken demonstrate a self-seeking, do as I say, not as I do attitude.

145	I work on programs independently and no one else is trained on how to do my role or have an in-depth understanding of my programs. The added workload would not be manageable to my peers existing workload.
146	I would decline to provide any explanation as I do not believe the top management of my agency, Lansing, puts any weight or value into my opinions.
147	I would refer you to the ethics complaint published in the Detroit Free Press dated January 15, 2025 where the Colonel put himself and the Chief Deputy Director in for performance pay before they were eligible by our past agency practices. I know from experience that others in similar situations were denied performance pay. While this might not be a Civil Service violation, it is a decision lacking the high ethical standards of the MSP. This combined with the removal of the prior leadership team without cause or explanation destroyed the trust between the executive leadership of our agency and the field. It is unfortunately to the point where it cannot be repaired and members are trying their best to support one another for the two years remaining in this leadership team's likely tenure.
148	If by top management you mean the Director and Deputy Director, I am reading to many news articles that have them doing questionable things. I would like a yearly bonus for the work I do, or to be at the locker room door of any professional sports team. My Division and Unit are ran professionally and ethically and I would not change that.
149	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.
150	I'm doing the work of my level, the level below me and the level above me because my area is not staffed appropriately. There should not be as many complaints in the news about top management if they are conducting themselves in an ethical manner. Promoting a person from the LT level to LTC is, on its face, unethical.
151	In hiring practices, it appears experience and knowledge is outweighed by who you know.
152	In light of the controversial decisions of the Colonel and his Chief Deputy, I don't feel that anyone I know in the agency has confidence in their integrity.
153	In reference to statements Q1 and Q2: Corruption, dishonor, and pride have poisoned top level management. The lack of true leadership is disgraceful.
154	In regard to top management, you need only look at recent scandals with top management to find why I have no faith in them. The vote of no confidence through our union was very well founded.
155	Integrity and communication issues at the top are causing a rift in the culture of this department.
156	It appears there are no standards set in place for following agency policies when it comes to top management, nor does there appear to be any understanding of specific jobs and how they impact the agency as a whole. Outsider opinions with similar jobs/positions seem to take priority when management does not fully understand the differences in these positions.

157	<p>It is an absolute disgrace the way MSP leadership has ignored ethical standards and practice. One needs to look no farther than the promotion of now, Capt. Whitfield. One look over the PUBLIC court filings about the things he has said about women and LGBTQ members of the force should have disqualified him from his former position and certainly should have stopped him from promoting to his current spot of CAPTAIN! One needs to only open the paper to find a weekly story of leadership giving themselves bonuses when no other employee would qualify, giving a HUGE jump in rank to his very best friend and making him Capt. of the Motor Carrier Division when he was neither qualified or appropriate. It's also horrible that we could not raise concerns about such inappropriate measures because .. who are we going to go to with concerns? The Captain who is rude, insulting, unqualified, and openly hates civilian employees so that it can go up the chain to his two best friends Col. Grady and Lt. Col. Aimee Brimacombe (who herself has had numerous scandals and lawsuits) and be harassed or fired? Right. All of it is disheartening and disturbing. So, in closing with no other way to express as an employee things are going VERY VERY badly, I will do so, for my safety, anonymously and hope someone - anyone reads this.</p>
158	<p>It is beyond my comprehension that ANY public servant would receive a "bonus" pay. If anyone deserves "performance" pay, it is the enforcement members who work the road. But even then, it is unbelievable to me that tax payer dollars are allowed to be paid as bonuses. Not only should it be illegal, it is entirely unethical--not to mention if you have not actually *performed* the job for which the bonus is being paid. I do not believe command of the MSP cares about following law or ethics. I do not believe command cares about the enforcement members of the department.</p> <p>The colonel has also demonstrated a preference for hiring and promoting persons of color on the basis of their race rather than their merit or the merit of other applicants.</p> <p>I don't know if post commanders and sergeants are "top management," but the low ethical standards trickle down to them too. I am aware of post commanders who improperly use department vehicles for personal travel, who demonstrate favoritism with shifts, assignments, and responsibilities to the members they deem loyal to them.</p>
159	<p>It is clear that top management does not care about the employees within this department. How can it be ethical to have them in the tunnel for the Detroit Lions Game? How can they say they are for the troops when they are quick to punish troops for doing what is right? How can they think that it is ethical to give themselves a bonus when advised not to?</p>
160	<p>It is difficult to believe and support top management when the perception of their leadership is that they are unethical when making decisions on promotions, performance-related pay increases, discipline, and leadership changes. We are required to adhere to Official Orders regarding truth and honesty, yet the perception across the department is that top management is not adhering to the same Orders nor ethical standards of leading by example. It is also the first time in my career that I feel I cannot provide my honest input and suggestions without fear of losing my position.</p>
161	<p>It is my belief through my own observations that top management at my agency is the ultimate example of lack of ethics. They are more so a politician than a leader for the department only striving to complete the goals of their own agenda and appease a small portion of the general public by throwing Troopers under the bus.</p>

162	<p>It is very clear the top brass in MSP does not hold themselves to high ethical or legal standards. They are not supportive of the troopers, or lower levels of command which is obvious by the poor decision making which has been shown publicly in the media. Making decisions based on personal biases rather than objective criteria at the top level of command is both unethical and unprofessional. This behavior undermines the principles of fairness, transparency, and accountability that are essential for effective leadership. Leaders at the top level of command should prioritize the interests of the organization and its stakeholders above their own personal preferences or relationships. Failing to do so can result (and has resulted) in biased decision-making, favoritism, and ultimately damage the credibility and integrity of the MSP. Ethical leadership requires a commitment to upholding ethical standards and making decisions based on what is best for the organization as a whole, rather than personal agendas or interests. Ultimately, a lack of ethical and professional behavior at the top level of command can have far-reaching negative consequences, impacting trust, morale, and the overall performance of the organization which has been very obvious to the general public we serve and the news media.</p>
163	<p>It would take a very long time to provide a detailed explanation of why I disagree or strongly disagree with any of the above questions.</p> <p>The Reader's Digest version would include the following:</p> <p>Q1, Q2, and Q8: the formal complaint that was filed with the State of Michigan Board of Ethics and the Michigan Office of the Attorney General as well as the numerous policy violations that have been brought to light in recent weeks.</p> <p>Q6: MSP repeatedly "bogs down" their high performing employees by adding additional tasks to their workload that is not included in their job description. Additionally, much of the work we do is siloed so it would not be feasible for another person to effectively perform another individual's duties if that individual was unable to return to work for an extended period of time.</p>
164	It's quite clear that the high echelon of the MSP and Human Resources do what they want and don't care about anyone but themselves. None of them are team players.
165	It's clear that department policies don't apply to the top management of my agency.
166	It's ok for top management to be unethical, however they hold everyone else to a different standard.
167	I've read it multiple times, but I do not understand question 7. Wouldn't my performance targets already be within the confines of having integrity of operational results? Is there an insinuation that my performance targets do not have integrity?
168	Just read the Detroit Free Press articles on our top management to include both MSPTA and Command unions letters regarding our colon and his sidekick. Apparently, the law, policy and standards do not apply to them. My district and post command are awesome, and I am very proud to work for them. I am ashamed of how our top two commanders of this agency have conducted themselves and how they've taken it out on the department's members.
169	Lack of confidence with upper management for many reasons. You know what they are.
170	Lack of training by certain key personnel on a system I am SME on.
171	Leadership at the top appears distant and isolated. Actually have never met any of them. When seen in the building they don't say Hi or interact. The tenor in the agency is negative toward the topLeadership , with examples given of troopers not feeling supported when they are exposed to internal investigation or any minor civilian complaint.

172	Leadership does not have the best interest of the department or state in mind. Leadership appears to focus on personal advancement over everything else. They take any opportunity to grandstand. Promotional process focuses on those who speak, not those who actually do. Many recent promotions have elevated those who have little to no experience in the area they were promoted to. Rules do not seem to apply to those in command, unless they feel like it.
173	Leadership in Lansing is racist and they are just DEI hired by the governor. Leadership in Lansing does not care about the troopers and is out of touch with the job.
174	Leadership in this Department of State Police has shown they care more about public perception rather than the truth. They jump to conclusions without knowing the facts of situations making the department look like fools who care more about race and protecting criminals. They are serving the Governors Agenda which has caused lack of faith in leadership and ultimately deterioration of pride. How can one be evaluated for a performance target that involves individuals' actions that are not subordinates nor members of the same agency? You cannot be held responsible for the actions or lack thereof when the action holder is not your subordinate.
175	Leadership of the MSP are a joke. Nepotism at its finest. Friends hire friends who aren't qualified. DEI stands for DIDN'T EARN IT
176	Leadership seems to be more concerned about themselves and what makes them look good to someone else vs doing what's right for the troops and the community
177	Leadership team is very hypocritical. Decisions are made for what is best for the MSP image, not the troopers on the road. District command is exceptional.
178	Lieutenant Colonel Brimacombe has consistently demonstrated inadequate leadership skills, undermining the morale and effectiveness of our department. Her interactions with the public, marked by observed specific examples, have significantly damaged the department's reputation and community trust. Under her leadership, there have been instances of unprofessionalism, dishonesty, and hypocritical actions which highlight a pattern of poor judgment and inefficiency. These shortcomings raise concerns about her suitability to lead in a role that demands both strategic oversight and positive public engagement. Colonel Grady's decision to appoint her to this position suggests a troubling endorsement of these traits as representative of the leadership direction for our department. This decision warrants reconsideration to ensure the integrity and credibility of our department moving forward.

179	<p>Lt. Col. Brimacombe's IA was deemed Unfounded. An allegation of this magnitude to be deemed Unfounded and posted in Employee Relations with a shockingly brief summary and no evidence provided to members is abhorrent. Additionally, Lt. Col. Brimacombe has been photographed taking photos of Lions players which violates an agreement with the team. The pursuit of transparency in the Department is put to shame when she has been given such treatment while other members are put out to dry. This puts even more strain on any faith troopers have for Command (which is already exceedingly low). Troopers are put through IA investigations and are receiving completely unequal punishment. For example, Trooper Longuski was given a nearly one-month suspension for violating an official order for pursuing a wrong-way driver (saving lives by the way. Over the summer a wrong-way driver killed himself and three others in a crash in the 2nd District). Meanwhile a trooper in Lapeer was given a measly 5-day suspension for making sexual advances on a Cadet. There is NO FAITH in our Department leadership. Troopers are punished for doing their job. Troopers are hamstrung by policies set in place by Command which demonstrates an OBVIOUS lack in understanding of how policing is actually done (i.e. making a policy of transporting prisoners with two troopers / one prisoner - where you force troopers to sit in the back seat, exposing their gun-side to prisoner, where seat belt covers DO NOT WORK BY THE WAY). If anyone actually reads this, know that we do not have any faith in your ability to lead this department. There are police agencies out there who support their members after uses of force, meanwhile we are prosecuted and the department pushes APAs to pursue charges, even after they are denied.</p>
180	<p>Manpower shortages would cause quality issues if I was unable to return to work as I am the only Trooper assigned to my county during my shift. It is difficult to produce the quality and case upkeep required by the department when I am the only Trooper Assigned to the county for my shift. This problem is compounded with local agency manpower shortages and the long distances geographically between calls/ venue locations. Numerous times I have been the only county wide law enforcement where back up is 30 minutes away even if they ran emergent.</p> <p>(integrity and ethics) Post leadership and below is excellent. It seems the department morale is low. It is frustrating and disheartening to observe fellow Troopers being disciplined for saving lives while they correctly enforce the law as it is written. The department seems to be only interested in making policies to tip toe around and appease politicians and punish its lower-level employees when they have the courage to do the right thing. We are required to know thousands of pages of Michigan law and motor vehicle codes on top of knowing hundreds and hundreds of pages of department policies and rules, some of which are contrary to the law. It seems the appropriate thing for the department to do is enforce the law as it is written, and if upper management or the political powers in charge don't like it, they should have the Michigan Congress change the law. That is the way the constitution is supposed to work. We're not supposed to enforce some laws and not others based on who is in a political office or what particular feelings we are having that day. The department creates a sense of fear in doing the legally right thing, and makes you second guess your decision as you may be punished and everything you and your family have will be taken away if you don't tow the line with the current political agenda. How can we be motivated to do the right thing if we are worried about being punished for it.</p>
181	Meeting acceptable performance targets usually takes priority over integrity of financial and operational results
182	Members have been promoted not based on qualifications.

183	Members of the top-level command has demonstrated a clear disregard for the ethical, moral and contractual standards of this agency, such as not being truthful and/or omitting information during PSS interviews, utilizing department vehicles off duty, exciting politically motivated investigations and/or 'witch hunts' against members of the department, deliberately violating contractual rules, laws and regulations, providing bonuses to members of top level command, not supporting the members of this department during politically sensitive critical incidents, among many other things. If any such violation(s) were committed by a lower ranking member of the department, it would result in severe discipline/termination, civil litigation and/or criminal prosecution. Top-level command is not held to the same ethical guidelines and standards as the rest of the agency.
184	Moral: Another word for ethical. Maybe the top management can take a closer look at Moral among troopers. I feel like they are very discontented with troopers and post command. Top management should also take a closer look with beliefs about what is right and wrong for troopers to efficiently combat criminals.
185	Morals, ethics, and integrity are not in the vocabulary or actions of the colonel or his chief deputy
186	MSP command does not have a good reputation.
187	<p>MSP COMMAND IS TERRIBLE AND SHOWS A LACK OF INTERGIRTY, AS WELL AS A LACK OF MORAL & ETHICAL STANDARDS. THE COMMAND HAS BEEN MOCKED AND RIDICULED BY MANY AGNEICES AND NEWS SOURCES ACROSS THE COUNTRY. COMMAND HAS TURNED THIS DEPARMENT INTO THE LAUGHINGSTOCK OF LAW ENFORCEMENT. IT IS CLEAR COMMAND DOES NOT CARE ABOUT THEIR TROOPERS AND HAS SHOWN BLATANT DISREGARD FOR THE SAFETY OF THE PUBLIC. THE POLICIES THEY HAVE IMPLEMENTED INABLE CRIMINALS TO COMMIT CRIME, AND FURTHER ENDANGERS THE CITIZENS IN THE STATE AS WE ARE NOT ABLE TO PROPERLY ENFORCE LAWS AND KEEP PEOPLE SAFE. FUTHERMORE, THERE HAS BEEN COUNTLESS INSTANCES WHERE COMMAND HAS ACTED IMMORAL AND UNAWFUL, WHICH IS PUBLIC KNOWNELDGE AS IT HAS BEEN HIGHLIGHTED BY MANY NEWS SOURCES. THE EXAMPLES WILL FOLLOW.</p> <ul style="list-style-type: none"> - "WORKING" THE LIONS GAME AND USING THEIR TITLE FOR LOCKER ROOM ACCESS TO FILM PLAYERS WHICH WAS BRODCASTED AND EMBARASSED THE DEPARTMENT ON NATIONAL TV. - COLUDING WITH LOCAL PROSECUTOR'S OFFICE TO CHARGE TROOPERS WITH CRIMES. - ADVISING FAMILY FRIENDS TO FILE LAWSUITS AGAINST THE DEPERAMENT WHICH RESULTED IN LARGE PAYOUTS. - DRIVING STATE VEHICLES TO FLORIDA ON UNRELATED DEPERAMENT TRIPS AND USING TAXPAYER DOLLARS FOR THIS. - FLINT POST ISSUES - SELF AWARDED BONUSES -LYING IN AN INTERNAL AFFAIRS INTERVIEW
188	MSP command/management is no longer respected/understood department wide. Command has also preached things while displaying contrary behavior.

189	MSP has seemingly decided at some point along the way to lower the standards and placing officers in unnecessary dangerous positions by forcing recruits from the academy who are not fit for duty. With a long history of nepotism, the MSP do not appear to be correcting this issue that was made very public. DEI appears to be beating out extremely qualified applicants for high level leadership positions. Out of line pay increases to themselves, SIGNIFICANT DISPARITY in pay between MCO's & Troopers. Added duties to the MCO job description with no compensation for additional duties.
190	MSP leadership has never been worse. They not only are terrible leaders but they lie and have committed crimes. It's time for change.
191	MSP leadership has regularly been involved in scandals related to integrity and ethics. This entire leadership cycle has shattered my confidence in the department. Promoting a person who was just involved in a sustained PSS complaint to deputy director, giving bonuses to themselves for less than a year of work (regardless of policy, this is unethical), and interviews with PSS where they appear to change their answers and have to provide clarifying information after the fact are just some of the things that lead to an overall perception of incompetence and corruption. In addition, decisions such as strongly disciplining a trooper for stopping a wrong way driver have made MSP the laughingstock of state police agencies. I have unfortunately become embarrassed to work for this agency in its current state. We need real leaders.
192	MSP Leadership has ruined this department.
193	MSP Leadership is terrible. More concerned with giving themself raises and being promoted They've elected to forget Troopers make the department and the focus of law enforcement, drug and weapon enforcement, crime enforcement has been lost and forgotten. Replaced with DEI, civilian programs, and fake buzz words such as "community policing." You want the community's support? Take bad guys to jail and people notice. Have the PIO's post more about it. People want to see that stuff. Not barbies dressed up as Troopers. This agency has lowered it's recruiting standards to attract lower quality applicants. Fitness is not a priority in this department and it shows. The annual PT test is optional and there's no incentive. Other departments have incentives. Why doesn't MSP? The DNR outperform MSP recruits in the academy. DNR always looks sharp, they still march with integrity, and still do the little things MSP once did.
194	MSP Leadership Team have worst integrity issues I've ever seen and are completely incompetent to effectively lead this agency.
195	MSP top management needs removed so we can get our department back to what it was.
196	MSPTA and Command union has filed a complaint against top leadership in the department to the Michigan Ethics committee. The Official Order on ethics also includes a clause where the director can waive its application to certain MSP members. The director has violated MSPTA contract by putting D/Sgt Keely on unpaid leave when not allowed. The deputy director is being sued by troopers of the Flint post for very questionable unethical behavior. This "leadership" by top command does not bode well for MSP's direction, integrity and instilling trust by its members.
197	Mspta cited issues relating to a lack of confidence in upper command.
198	My colleagues work in silos. The neither care nor want to understand my role within the division.
199	My Division Director is a proven liar, both to myself, the other division employees and to upper command. This person subverts relationships within the division and sows discord and malcontent. I do not trust that this person would be ethical but I am 100% sure this person would shift the blame to others, if any of their actions were to come to light.

200	My duties are not difficult; however, management has not been open to cross-training my position. I have communicated that I am applying for positions outside of the unit and that when I leave, no one will know the procedures or have access to performing the procedures.
201	My position has responsibility of coordinating training throughout the state of Michigan on a monthly basis and is handled by myself. Although my management is aware of my responsibilities, I am the one that coordinates multiple independent contractors and ensures that the instructors are paid. Also, I coordinate the training venues and have to direct report to MDHHS who handles grant funding.
202	My position is fairly new, and I do not have a backup within my actual team - there are others in the division who could do some of the work, however
203	My position is specialized, therefore there are specific job duties that only I or the vendor completes. That is not to say that one of the analysts cannot be trained by the vendor in my absence
204	My post is very understaffed because of the "pick your post" era MSP has gone with for the hiring process. I feel higher command is not held to same standard as regular day Troopers. Higher command seems to be hypocritical and focus more on image rather than fixing things.
205	My section command is amazing and they are truly amazing and care about us and our mission. I don't feel this agency's top command in Lansing has the best interest of its members. This department feels too politically charged. I feel like they are making decisions for us based on personal and political interests. The lack of confidence that I have in Lansing's top command is made up by the true leaders I have the privilege to work under.
206	My unit lacks manpower to effectively provide services to 2,090 enforcement members as well as various outside agencies. Due to extremely limited staff numbers, there is no depth of coverage.
207	My work unit is great, everyone works hard and has earned trust from the top down. I will not comment on top management.
208	Need for working desk manuals for effective cross training.
209	Never before has our top management been in the media in a negative manner like they have been recently, for multiple incidents. As a member of this agency, it's a complete and utter embarrassment!
210	Never in my career have I witnessed top management in Lansing conduct themselves in the way that they currently do, nor have I ever witnessed the top management, ie the colonel, refuse to communicate with the MSPTA and members of this department in the manner that is currently taking place.
211	No attempt by coworkers or manager to cross train into my duties but I have cross trained into others in order to be of help to my coworkers and manager.
212	NO REPERCUSSIONS FOR TAKING A STATE CAR TO FLORIDA? GIVING THEMSELVES BONUSES?
213	Not enough staff to complete the tasks now, within time constraints.
214	Not enough staffing in my team now, if someone out
215	Our Colonel has not shown ethical behavior or integrity by leaving his own members out to dry while openly supporting and standing with the families of criminals. In almost identical critical situations, other leaders such as the Kent County Sheriff have defended their members and denounced the suspect's criminal behavior that ultimately led to the critical incident in the first place. We are put in situations that we don't want to be in by violent criminal suspects, then something bad happens, and the Colonel takes the side of the criminal. It is shameful.
216	Our current Colonel and Lt Colonel are being investigated by ethics committee for obvious violations. Additionally they are willing to throw troopers under the bus for optics.
217	Our department leadership have borderline ethical values as seen in the media.
218	Our Director and Deputy Director would rather appease political figures to further their self-interests than protect the public with their idiotic policies that have already allowed numerous civilian deaths. They have hamstrung the Michigan State Police and are an embarrassment to our history.

219	Our highest management have been proven to be dishonest in internal investigations and are not held to the same standards as membership below.
220	Our leadership is a disgrace. I have zero respect for #1 or #2 and have strongly disagreed with their decisions that only benefit themselves and their own personal agenda. They are destroying this department from the inside out and have lost all respect from members of this agency.
221	our leadership is a joke. They gave themselves a bonus when they didn't deserve it. They lie during IA interviews. They need to resign
222	Our leadership is an absolute JOKE and are getting away with things that other members of the department would be getting IA's for. Not sure where the double standard started and why it is being tolerated to continue, but the members of the department notice it and are unhappy with the trajectory the leadership is taking with this department.
223	Our leadership team does a poor job of leading by example at the highest level. It is apparent they do not follow the same ethical standards the field is required to follow. They have a blatantly visible "do as I say, not as I do" mentality, with no issue to discipline a member for a poor or unsafe policy. The colonel and Lt. colonel have obviously hired people that were not fit for positions, but are close personal friends of those listed. Unfortunately the current leadership at the state level (Governor, etc) will do nothing to correct these problems or discipline these people because they are just as unethical. It has been a sad downfall of our department in my almost 14 years, that directly correlates to Governor Whitmer and her appointees. The upper command of MSP simply can not be trusted to do what is right for our members. They are political pawns who cater to criminals and demographics rather than providing consistent policing.
224	Our MSP leadership is corrupt.
225	Our number two with her bullying behavior ran out and demoted employees due to personal vendettas. She uses her position to further her personal agenda of retribution. Many of those who are at the top level of command came from the outside due to so many with experience being run out and have no idea of how all the parts of MSP fit together. This results in there being no clear direction from the top regarding any of the core missions of MSP. We have no plan of directives for crime reduction, or a real strategic direction. My team succeeds in spite of the top leadership of our agency.
226	Our top 2 command are a disgrace and an embarrassment to the agency.
227	Our top command has shown that they do not follow ethics or laws, hence why there's a pending lawsuit against them from the union. Apparently "rules for thee, not for me" is what they follow.
228	Our top leadership has been shown to be corrupt to the point that the union has no confidence and leadership has pending ethics violations
229	Our top leadership has done shown they are not to be held to the highest standards set by our organization. Integrity does not seem to be the top priority of the top leaders, given the current circumstances and investigations. There is no transparency either.
230	Our top leadership has no ethics and are liars. Do as we say not as we do. The demands put on a uniformed Trooper are too high compared to those who get to work in plain clothes/offices. There is a huge division in workload between the same.
231	Our top management has a track record of questionable decision that have reflected negatively our agency. Ethics are regularly called into question with top leadership. Communication and the mission of the agency is the worst I have seen in my career.
232	Our top management has not been held to the same standards as the front-line troopers is this organization.
233	Our top management may soon be under investigation. A complaint was compiled by our union and forwarded to the governor's office and AG's office.
234	Our top two are a joke...DEI at its finest. Never has the MSPTA and the Command Union been in synch with how incompetent those two are.

235	Our unit wanted to make a reporting change to inform the customer when expired collection materials were used in sample collection. Our division leadership was vehemently against sharing this information with the customers due to the potential legal challenges it would invite. Sharing expiration information is common within the industry.
236	Our upper command has lost the confidence of the Troopers and Sergeants out on the road. Completely lost.
237	Our upper management cares more about DEI and sensitivity trainings than being the best. We've been the best for 105 years and now we have become a department that cares about feelings instead of doing what we have been for the past 105 years.
238	Performance Bonus, Flint IA involvement, & Involvement in other IA/Civil litigation events
239	Performance targets are based on enlisted criteria not civilian, my position covers more than 1 job and the multiple hats I use, it has taken many years to be able to juggle all of the work thrown at me, I am uncertain if 1 person was to replace me that they would be able to figure out what I do and how I do it.
240	Poor leadership results in poor moral and low productivity. Hiring and promotional standards have changed in a negative way, and it will affect this department for many years. I could go on and on and give examples, however it will not make a difference.
241	Promotion procedures continue to be extremely questionable. Political ambitions and/or political alliance seems to influence departmental policy, department punishment, and the promotional process.
242	Q1 - How about the Col. address the performance bonuses he granted himself and his chief deputy. Not only as an MSP member, but a taxpayer this concerns me. Especially due to both these positions already being in the spotlight for other issues and now this. My section works beyond their duties because we cannot get approved for another position, but somehow there is money to grant YOURSELVES a bonus. HIGH ETHICAL STANDARDS - I think NOT!!! The public is supposed to trust law enforcement and the decisions that are made, and this leaves another black mark on MSP.
243	Q1 - It seems as if some members of Top Management have more of a commitment to self than the agency as a whole. Q8 - "Management" is ambiguous and doesn't fit the definitions described on the first page of the survey. That said, the high standards of the department are communicated but specifically integrity and ethics, not so much. Plus, I still think some members of top management are more interested in personal vendettas than the department.
244	Q1 and Q2 - Recent information was learned about ethics violations and MSP policy violations by senior management members. Q6 - My post is unable to meet performance targets due to lack of personnel. The recent cap placed on personnel allowed at each post will prevent us from ever being able to meet those targets. Q8 - This answer is related to my explanation for Q1 and Q2. Q9 - Team members do not have the experience or access to complete my duties without training and changes to specific programs.
245	Q1 and Q2, the director and deputy director have shown, by action and verbiage, that they are a inept representation of this department. Q8: Again, both the director and deputy director have shown that they set principals that they themselves cannot follow. The department is only as strong as its weakest link.
246	q1&2 - Integrity and ethics are clearly compromised at the top level. "Rules for thee, not for me".
247	Q1. I believe the Top Management of the Michigan State Police DO NOT demonstrate high ethical standards. The Director of the Michigan State police was found to have lied during an internal investigation. This is literally the opposite of ethical. 2nd in command for the Michigan State Police gave her friend a million dollars. She also pushed for the prosecution of members when it was not her place to do so. This is again the opposite of ethical. Q8. Top management's deeds do not represent commitment to integrity and ethics. For examples, see above.

248	<p>Q1. The top management of my agency demonstrates high ethical standards.</p> <p>I can't believe this question is even on this survey. Nothing our top command has done would lead ANYONE to believe they have high ethical standards. Every news headline they and the department have been in for the last two years has been about various types of scandals.</p> <p>Meeting with the families of officer involved families and throwing our own troopers under the bus was the tipping point. Not being truthful when investigated for the Flint post yet if it was a trooper, they would be fired.</p> <p>The investigation into Lieutenant Colonel Aimee Brimacombe found no misconduct however she is too closely involved with the family of Jacob Long for anyone to trust the outcome. That paired with the settlement money being \$1 short of amount needed to notify the governor just seems too suspicious.</p> <p>Awarding yourself a raise just looks bad and according to the MSPTA and MSPCOA is a violation of both MSP policy and state guidelines for ethical conduct</p> <p>Troopers/ Sgts on the road have ZERO trust in our leadership and nothing has been done to fix that.</p>
249	Q1/2: Leadership lacks the moral and ethical attributes with recent investigations and press releases to effectively lead the organization.
250	<p>Q1/Q2/Q8-The Col made statements IMMEDIATELY after the incident involving D/Sgt Brian Keely, that were unprofessional and premature, as well as racially motivated and completely unsupportive of the rest of the Department.</p> <p>Brimacombe involved in scandal going after Troopers doing their job and now the embarrassment of our own people suing the Department because of it.</p> <p>The top two should be removed. They are bringing nothing but chaos amongst the membership and lowering morale, along with the fact that members have ZERO faith in their leadership!</p>
251	<p>Q1/Q2: Recent events show that our "top management of my agency" has to take a look at their morals and do things the right way and through the right channels. IE: Giving themselves a little pay bonus. (If the information that I have read in the news is accurate.)</p> <p>Q7: Skip, I'm indifferent on this subject.</p> <p>Q10: The post lacks the personnel and equipment for adequate coverage. We are currently experiencing this as we have two on light duty/ extended SKLV. If we were to have another unable to work, we would be short personnel to cover our service area. We are actively recruiting; however, many who are/would be interested, are too young for the academy as of yet. We have two coming from the academy, but then that leaves the problem of the vehicles. After they conclude their FTO phase there would not be enough cars to equip each officer.</p> <p>Thank You</p>
252	Q1: Leadership signing their own performance pay, also much sooner than all other employees are eligible. Q8: See Q1 response - words maybe, but deeds don't align.
253	Q1: The top management of my agency engages in shady behavior and lacks transparency with lower ranking department members.

254	Q1-The top management of my agency demonstrates high ethical standards is laughable. The top management is the worst it has ever been and they are what is wrong with the department. They think they are above the law in many different ways and it is embarrassing they are leading this department. Q2-The top management of my agency strives to comply with the laws and regulations affecting the agency- Absolutely not. Aimee Brimacombe has flat out committed crimes which are determined to be unfounded only because of the position she holds.
255	Q7. We are consistently tasked with administrative duties that are both time consuming and redundant for the sake of collecting metrics or training records, etc. These things are the responsibility of administrative assistants and if they were taken off the plates of enlisted members, productivity would benefit.
256	Q8. There is no communication from high command other than pushed down policies that hamper proper policing. The director outright refuses to communicate with the MSPTA and hasn't shared minutes from any directors meetings his entire tenure. The strategic plan states that morale is a priority when nothing could be further from the truth. We are being directed by a social activist change agent who is driving this agency into the ground. I'm quite sure that my response is very much in-line with others that you will receive. After nearly 30 years in this agency, I am ashamed of the MSP. We've become a laughing stock in the police community.
257	Q9 - we are understaffed as it is, so taking away someone from our area, myself included, would spread everyone so thin that several tasks would be left undone.
258	Q9. Very shorthanded and long training process.
259	Q9: This comes down to inadequate staffing.
260	Question 1 and 2 apply to the director and chief deputy director. The other bureau commanders exhibit great integrity.
261	Question 6: The performance targets in my work unit are realistic and obtainable? I strongly disagree. There is tremendous micromanaging of traffic stops and arrest activity which has resulted in drop of activity by troopers. No one likes to be arrested or cited for a traffic citation. When complaints come into the post, common sense is ignored when dealing with upset people. Instead the issues is forwarded to the Professional Standards for a full investigation. A common sense approach and trusting sgt's and lts at the post level would help restore faith in command. Question 1: The top management of my agency displays high ethical standards? The colonel and Lt colonel have demonstrated time and again they are untruthful and vindictive against the troopers in the department. PSS investigating the Col and Lt Col for their actions is a farce. The dept should have brought in an outside investigator from the federal government or another state. Investigating your boss who can move you at will, will not result in a believable investigation. Videos, comments, and social media posts all contradict what both the Colonel and Lt Colonel have stated publicly. This is why the lawsuits and charges against troopers are being thrown out.
262	re: Q9: too short staffed for coverage in the event of any extended absence.
263	Recent activities of top commanders demonstrate a problem.
264	Recent Investigations into the Top 2 executive counsel members
265	Recent news and MSPTA releases have caused me to doubt the ethical standards of our agency's top management.
266	Recent news articles involving top level leadership.

267	Recent news media stories as well as internal messaging and happenings throughout the department, whether substantiated or not, have shed a poor light on top management and leadership in regards to ethical standards and integrity. Additionally, my team's performance targets are somewhat vague, however part of our annual performance evaluations is a community engagement section and recently the directives from our Division's management have not supported completing community service efforts to the level that they were being performed prior to the directives.
268	See current complaints against MSP.
269	See media reports about ethical issues in director's office. Leadership in section occasionally decides to disregard policy/procedures in order to take easier routes to achieving goals.
270	See news articles about col. and giving himself an undeserved bonus.
271	See recent complaints made by the MSPTA.
272	Self-Serving Pay Raises granted by themselves. discipline for actions which were "allegedly" committed amongst the upper command staff, as well. Making any form of discipline doled out to be hypocritical, at best. Words and sanctimonious cheerleading speeches do not replace leadership by example. Character matters....to everyone.
273	Senior leadership (in Lansing) in the Michigan State Police does not lead by example and hold themselves to different standards than they do the troops and sergeants. The legacy of the department is in jeopardy if a change isn't made.
274	Several incidents have been reported in the media as well as heard/seen by member.
275	short staffed
276	Short staffed to the point of overflow of cases with no fix or assistance from teams, integrity issues with top command.
277	Simply google Paul Egan from Detroit Free Press for a summary of KNOWN issues currently faced by top level administration. There is a complete lack of trust in Col. Grady and Lt. Col Brimacombe by not only the rank and file, but within command, as demonstrated by no-confidence votes from the MSPTA, and ethics board complaints filed by both MSPTA and COA (command officers association). This distrust of top level management does not carry over to district leadership, which is sound and attempting to right the ship despite the chaos on the 3rd floor in Lansing.
278	Since Colonel Grady has assumed the director role, MSP has been in the news MULTIPLE times with articles questioning his integrity, decision making, hiring practices, covering up for friends. He has, through his actions, behaviors, and words has alienated members of the post and possibly internal departments. He eliminated the backbone and experienced base of the department within four to six months of assuming his position and put YES SIR people in their place. It certainly feels as though enlisted is being hung out to dry and as though we are flying by the seat of our pants while being led by under qualified and inexperienced people at the top level. He is unrelatable and lacks the skill of reading an audience and being able to communicate in a way that draws people in and explains his vision. His actions and behaviors as well as his words scream MY WAY OR THE HIGHWAY. While he says he is interested in opinions, suggestions, and feedback, I don't believe that has been demonstrated.
279	Small unit
280	Some members of department upper command have shown areas of lack of integrity and ethics that are expected of members of this department. These members of command appear to want things to go their way instead of the right way which causes a large lack of trust for them.
281	Some systems within the unit have been in place for years yet co-workers and supervisors have no understanding of them regardless of how many reminders and updates they receive regarding the processes. These are all integral to complying with accreditation and procedurally necessary systems.
282	That whole Lion/Packer game thingy.