

283	<p>The "Leadership Team" doesn't act in the best interest of the department. The Leadership Team acts in the best interest of the Leadership Team. The Director and and lieutenant colonels are unable to answer questions, explain their actions, or provide sound reasoning for their decisions. They avoid talking to the troopers because they don't have answers or would be embarrassed by their answers. The troopers feel they are not supported because the Leadership Team has not shown any support to the troopers in the field.</p> <p>The lack of communication and decision to terminate nearly the entire previous Leadership Team by the Director clearly shows the inability to lead. Post commanders, worksite managers, and sergeants lead and develop members present at the worksite.</p>
284	<p>The "metrics" within my unit of FSD are unattainable and unrealistic. Division wrongfully terminated a fellow FSD member, and no repercussions came from that action. It appeared like a vendetta as opposed to a terminable offense.</p>
285	<p>The "top management" has tarnished my belief that the MSP is a world class organization. I have no faith in the top management to protect it's members and uphold the core values of this department. I strongly believe our department is in dire need of new leadership.</p>
286	<p>The agency culture is in disarray, from the top down. The director and his chief deputy director do not care about the men and women who are doing the job. Too much pandering to public opinion.</p>
287	<p>The agency is hiring people for enforcement positions that they should not. This is unsafe for all, especially for the employee in question. If a 21-year-old applicant has no life experience that can be applied to the profession of law enforcement, they should not be hired. Experience such as: Having woken up on their own and arrived at work on time. Played organized Sports. Changed a flat tire on a car. Been alone in the woods, in the dark. The wrong people are being recruited and hired and everyone that pays attention knows it. This is endangering the citizens of Michigan and is a direct result of "Top Management" not demonstrating high ethical standards.</p>
288	<p>The agency top command is not held accountable for their actions and lack ethical fortitude. Quick to condemn those below them in efforts to look better to the public at the expense of subordinates.</p>
289	<p>The allegations of fiscal impropriety against command is highly concerning, along with the Colonel's decision to higher as second in command a person with questionable integrity issues. The allegation that the second in command pressured a prosecutor to charge troopers and then was a party to a financial settlement to people she knew is highly suspect. Also the fact that the Colonel and his chief of staff allowed themselves to go to a Lions football game where the second in command could be seen on national television filming players with a cell phone. I can't imagine a situation where troopers would be allowed to take personal footage of players during a sports event where they are being paid to conduct a law enforcement service.</p>
290	<p>The analysts that make up the majority of our section are overworked and stressed. Like with all state government we are short staffed and the work load keeps growing. This stress is causing our analyst to look elsewhere in state government for work even though they like the job that they currently have.</p>
291	<p>The author is not comfortable with providing much information here. The Director has fostered an authoritarian style of leadership which has resulted in fear and distrust.</p>
292	<p>The changes made by the New Top Management seem to "NOT have the agency members back" and make it harder for officers to uphold the laws and regulations of the State of Michigan. The changes seem to be in favor of criminals & people who break the laws. This does NOT encourage people to obey the laws and regulations.</p>

293	The Col and Deputy Col have not displayed integrity in my opinion. Both of these individuals have had numerous investigations since taking these positions, to include: an ethics complaint after the Colonel and Deputy Colonel authorized their own bonus' of 10,000 and 9,000. The Michigan State Police Officer's Association believed that the Col. answered questions in regard to a promotion scandal at the Flint Post, fully or truthfully. The Deputy Col. has a history of using her grade and or position abuse her authority. The Col and Deputy Col were recently filmed at a Lions game, in uniform, using their position as a way to meet Lion's players, which is strictly forbidden by troopers working these details. These instances, I feel, do not represent the Michigan State Police in an ethical manner.
294	The Colonel & Lt Colonel are perfect examples of why DEI hires don't work. They are an embarrassment to the department!
295	The Colonel and Lt Colonel have had several widely publicized issues recently. I believe the quote from an internal email stated, "my advice is to hold yourselves to the same standard that you hold other members of the department to." It was simple advice and advice a good leader would gladly have adhered to but they didn't.
296	The Colonel and Lt. Colonel do not demonstrate "ethical standards". PSS found the Colonel to be less than truthful during an interview and he's supposed to be leading us? It's a disgrace and an embarrassment to the legacy of the MSP. My grandfather who is a retiree cannot believe what this department has come to. He describes it as unfathomable. The Lt. Colonel is being investigated for misconduct as well. Which I would imagine, all of it will be swept under the rug. There is no faith in leadership and the department has gone too far in their politics. They don't back their Troopers and it shows. Many of us are strongly considering a career change.
297	The Colonel and Lt. Colonel have made it clear that this is a "do as I say, not as I do" regime. When the Governor's office has to make it known that the Director and Deputy Director are unclassified employees and don't fall under the same rules / expectations as their subordinates, when confronted with ethics concerns by both the COA and MSPTA, that is a problem. The only time their unclassified status should matter is when the Director or Deputy Director have to make a decision that is unpopular, but for the greater good of the agency and or people of the state of Michigan. Their unclassified status should not be used in defense of questionable ethics.
298	The Colonel gave himself a bonus he was not entitled to
299	<p>The colonel has been found to be "less than truthful" during a professional standard interview he has also did not care about department norms when suspending individuals essentially indicating they are guilty until proven innocent. Voiced his opinion he did not care about department moral and held positions open for an individual until they were off probation.</p> <p>Brimacombe essentially UDAA'd a department vehicle and then disobeyed a direct order to return the department vehicle as well as used her position and status as a member of MSP to influence the outcome of charging decisions and the careers of Troopers.</p> <p>Both Grady and Brimacombe took a bonus which based on past president they were not entitled to and when this made it to the media there was an official statement f indicating they were not held to the same standards as MSP.</p> <p>Rules for thee not for me.</p> <p>Also, prior to the Colonel becoming Colonel he taught a DEI class and in a roundabout way said to be racist and if you pull over a car and the occupant is a minority think about how they may have been oppressed and don't issue a citation.</p>

300	The colonel is a joke and routinely brings the department in disrepute. He is apparently above the ethics of being able to give himself a bonus for less than 6 months of work in a position and his deputy director a bonus for less than a month of work even after human resources advised him it wasn't ethical.
301	The Colonel is not abiding by the rules and regulations set for himself. He has shown time and time again that he is above the law and also does not follow the standard practice. He gave himself a \$10K bonus when it was not available for him. Then his response to that is that he is able to do whatever he wants, and he doesn't care what the Michigan State Police think of him, even though we are in a vote of no confidence. His integrity is garbage, and he does not reflect the rest of MSP. He also promoted Lt. Col. Brimacomb as a friend and DEI hire, over other qualified candidates, when she has had prior discipline for idiotic behavior that does not reflect the troopers on the road. Command does not have our backs, and it is a joke within the department. Other agencies are even starting to see the divide between troopers and high up command staff.
302	The colonel of the MSP has embraced cronyism over competence. He and the Lt./Col. have engaged in self-serving behavior at the detriment of the agency.
303	The command of the MSP is a joke, unethical, unprofessional, untrustworthy, and only worried about themselves.
304	<p>The command of this department has obviously displayed significant ethical issues and everyone knows it. They have destroyed the reputation of the state police through their actions. We consistently see in the media how they have no problem accepting Lions tickets or giving themselves a bonus with not only any consequence but with blatant disregard of any moral code.</p> <p>District command, though better and does seem to display a moral compass, still displays issues with favoritism and reluctance to adapt to the reality of the situation. We have seen a push for highway enforcement, putting troopers at risk without true need for it. The ratio of drivers to serious crashes is the lowest on the major highways when compared to the rest of the county but remains the most dangerous place for traffic enforcement. Troopers are forced to participate in highway traffic initiatives in order to increase ticket numbers that do nothing for the community and serve only to make command officers look good, so they have something to point to during meetings. We put zero emphasis on "looking past the stop" any more due to the use of force issues that SCP has had. Instead, we trade it for ticket writing that hurts our reputation with the community and turns us into the stereotypical mindless robot troopers the community thinks we already are. Meanwhile, young hybrid gangs continue to operate and take over urban communities while we simply respond to clean up the messes they make with no proactive enforcement. Teams like HST are celebrated for writing a bunch of tickets and troopers that follow suit receive the same treatment. Troopers with multiple issues for attitude and unprofessional behavior are continually given a slap on the wrist because they write a lot of tickets but a hard-working trooper with a pile of felony arrests is consistently SCP experience is irrelevant. We have seen nearly every LT in the district replaced at this point for misconduct, however both inspectors who are supposed to be their supervisors remain completely untouched. When Tri-City had two LTs removed from an incident with a BlueTeam being submitted, the inspector that also approved the same report received no discipline.</p> <p>I want to be clear, the overall command of this department is a joke. They are the most disgusting a corrupt form of leadership I have seen in this department and deserve to be criminally charged for the things they have done. District command is not that. I believe Captain Morenko's heart is in the right place and he is doing what he thinks is best. But what he thinks is best is only what is best for him and is strongly missing perspective of what is best for the community and the people we serve.</p>
305	The command staff appear to have the "Do as I say, not as I do" attitude.

306	The conduct and lack of ethical leadership of upper management is to the point where it has spilled into the public eye several times over the last year making the internal struggles in the department more of a black eye to the citizens of the department.
307	The department doesn't care about allowing road patrol to enforce laws. We are more concerned of listening to the loud minority than the majority of people who want us to enforce laws. Which is our basic job. Dept is more interested in violating people on minor policies to discourage police work. All power has been taken from LTs at the post making everything go to IA creating a department of people working in fear. As a result of the fear people don't act and create unsafe situations. MSP only cares about DEI and not true skills, knowledge, and getting the correct people for the job.
308	The departments standards are no longer. Troops are scared to do their jobs because they are not backed at any level. Sergeants are quick to blue team troopers and professional standards is happy to dish out punishment. It is bad enough with the environment these troopers are in where the public does not like them and is quick to point fingers but to have all levels of management do the same and not defend the troopers. Troopers are resigning left and right and there will be a lot more to come. This department runs off good employees and hires the opposite so the perception of the department looks good to the public.
309	The director and chief deputy director are fucking morons and criminals
310	The director and deputy director are quite possibly the most unethical people in the department. Their corrupt behavior is shameful, such as giving themselves unearned bonus payments and using their positions to gain access to an NFL game in which they were not working as part of the assigned detail. How can they be setting the standard for the rest of us to follow? They are an embarrassment to this agency.
311	The Director and Deputy Director are worst examples of any of the past Directors I've seen in my many years. Do as I say, not as I do. Let's award ourselves a 10K bonus during our "last two". Interfering with an internal investigation and being less than truthful in the interview. Promoting a Lieutenant 15 to Captain after holding the position open for months with an acting Inspector who actually know that division being passed over. Promoting a person who likely interfered with a criminal investigation, even if that could never hold up in a court, the mere implication should have prevented the promotion. Apparently character no longer counts in the selection process. Using your position to gain favor or gratuity with the public - BEING RECORDED ON LIVE TV AT PRO FOOTBALL GAME IN UNIFORM! No Director has ever been at a game? Using your department phone to record the players entering the field? WTF?
312	<p>The director and deputy directors do not demonstrate ethical behavior. They time and time again show that they are more concerned with pushing a political agenda, and do so, rather than do what is best for the citizens of the State of Michigan. (I shouldn't be able to tell how they voted by their behavior and statements, we all are supposed to be apolitical when in uniform and representing this department). They have created a culture of distrust in command. A culture of looking to go after our own for minor, (and questionable) policy violations, or else be looked at yourself. This is not conducive to good moral. While I'm not condoning or suggesting we should just look the other way when an officer does something wrong, we do need to look at the totality of the circumstances and recognize that our job is very fluid, and we can't write blanket policies that best serve our citizens everywhere.</p> <p>The director and deputy directors have demonstrated by action that they are happy to work in the gray areas of laws and regulations when it best benefits them. Such as the latest, giving themselves bonuses.</p> <p>I answered "Don't Know" to Q8 simply because you did not separate division/district management and top management. I have complete faith and trust in my division/district management and they effectively communicate that to me. Not so w/top management.</p>

313	The director and senior deputy director have been involved in multiple scandals, none of which have been investigated by PSS; meanwhile other departmental members, mainly troopers are subject to PSS investigations on virtually any allegation brought, the double standard is breathtaking. Further, approving bonuses for yourself which is outside of departmental norm and procedure is unethical and does not meet MSP's supposed integrity standard.
314	The Director and some of the leaders of the department immediately under his command do not seem to be in touch with the reality of the entire department. Based on the credible information provided to the members the director has made public statements being critical of members actions well in advance of any investigative process, he and staff have made determinations directly against multiple eyewitness accounts of certain incidents. Director statements in interviews that were made public during an investigation are highly indicative an untruthful person. The details of the current alleged ethical violations made by the director and his assistant are highly suspicious. I have heard numerous other instances of poor ethical actions by the director in his past that have been alleged by other members. I agree I have no proof of these actions; however, I can say that in my time in service (nearly 30 years) I have never heard of a director having the "smoke" around him like this one. In addition, I can also say that I have never felt fearful to answer these types of questions as I am concerned about repercussions for saying how I feel.
315	The Director Issues an ethics Official Order that the entire Department must follow and in the order is written an exception for them where it states that the Director is the only one able to authorize an exception. That seems like the director doesn't need to follow the same standard when they should be held to an even higher one.
316	The Director seems more concerned with DEI and public appearances than with core policing responsibilities. Several of our initiatives are becoming more reminiscent of social services.
317	The division leaders have not shown they have high ethical standards in their actions. They refuse to put directives in writing and instead pass them along verbally with the threat of insubordination if you do not follow the directive, because it is a verbal command from a superior.
318	The executive leadership team clearly favors the enlisted members in their decision making over the needs/concerns of civilian members. The top two department members have demonstrated a lack of ethics in the promotional process as well as in how performance management bonuses are awarded.
319	The head of our department would be the best example of what is wrong with our Dept. Being ethical and held to a higher standard is pressed on troopers everyday by higher command in Lansing, but is not done by themselves. Requesting their bonuses for the "work" that they do early, using their positions for self gains, having inappropriate work relationships with people under their command to name a few. When troopers commit similar or lesser offenses, they are drug through the mud by PS, and I would say treated like a criminal but with this new admiration, criminals are treated better then troopers. This admin should be embarrassed for the current state of MSP and how they have dragged this Dept. to such a low level.

320	<p>The high command of this department has made one thing abundantly clear: truth and integrity mean nothing to them. They operate under a hypocritical “rules for thee, but not for me” mentality, selectively choosing which policies to follow while ruthlessly enforcing even the most trivial rules against troopers and sergeants. Meanwhile, Internal Affairs is weaponized against those who dare step out of line, ensuring that rank-and-file personnel are held to impossible standards while leadership remains untouched.</p>
	<p>Integrity does not exist within the so-called leaders of this department. Instead, they work in the shadows to shield themselves from accountability, willingly sacrificing the department’s reputation and credibility in the process. Their blind allegiance to DEI policies has irreparably damaged our standing with both the public and other law enforcement agencies, further proving their incompetence.</p>
	<p>This department is not disgraced by its troopers—it is disgraced by those at the top. Even with the MSPTA grievance looming over them, they refuse to take responsibility. But we all know the truth: no matter how deep the corruption runs, they will never willingly step down. And that is the greatest failure of all.</p>
321	<p>The incompetence by our highest command is truly a detriment and embarrassment to the Michigan State Police. The agenda put forth by this command is also embarrassing to the citizens, communities we serve, and the members.</p>
322	<p>The lack of ethical standards of the top management of this department is obvious.</p>
323	<p>The leaders of our agency have been in the news more for alleged legal and ethical violations over the last year than I can recall in any other time in the history of the department. These allegations reflect poorly on our department and its members. Considering these allegations are against those in top management positions and are not being addressed by their bosses at all speaks poorly for everyone involved. There is very much a rules for thee but not for me feeling coming from our upper tier.</p>
324	<p>The leadership of this department at the highest level of management is completely inept. If this department was a private business/corporation, it would have gone bankrupt multiple times by now. The confidence in leadership in this department is the lowest it has ever been, and swift changes need to be made immediately to salvage any hope of getting this train back on the track.</p>
325	<p>The leadership team has consistently demonstrated unethical behavior (i.e. Flint hiring issues, large payout to a subject for an arrest, and immediately and publicly releasing a statement about the D/Sgt. Keely to name a few)</p>
326	<p>The Leadership Team of this agency is a farce.</p>
327	<p>The MSPTA membership has voted no confidence in our upper management. There is instability within the ranks. We are overly committed to DEI principles and lack strong leadership, though members with strong leadership capabilities and life experience, etc, apply for positions routinely. We take these surveys every 6 months to a year, nothing changes, other than more policies, more procedures, that affect the working members of the agency and seemingly don't apply to leadership as they facetime from the tunnel at the Detroit Lions Game.</p>
328	<p>The numerous Professional Standards Investigation into the top admin in the department paints a negative picture to the citizens we serve, and our law enforcement partners throughout the state.</p>

329	The once highly coveted Michigan State Police is in shambles due to the upper command. Troopers on the road are doing their best to do an already high stress / complicated job and now we are doing it with one hand handcuffed behind our back. We are unable to effectively enforce the law. Citizens who flee are free to go due to department policy. Citizens who do pull over are expected to be cited with enforcement action. Local Police and Sheriffs departments are performing their duties and occasionally are left at an unsafe advantage due to our department policies prohibiting us for assisting and taking action. Crime rates have spiked, homicide rates have spiked and our ability to combat them has lessened. Local agencies are pursuing vehicles to no end due to the Michigan State Police not being able to assist and safely perform a P.I.T maneuver to end a chase. Troops moral is at an all time low. We feel if we are involved in a critical incident we will be thrown to the wolves and hung out to dry with no support from Lansing. We need help. We cannot effectively do our jobs.
330	the only thing I hear about top management lately is the scandals.
331	The press coverage of top management makes me extremely uncomfortable. It calls into question the integrity of our agency as a whole both in public and private.
332	The public statements made by executive level command are not consistent with the actions they take, and accountability seems to be applied only in selected and retaliatory circumstances.
333	The recent actions/behaviors of the Director and Chief Deputy Director make it quite clear where they stand on matter of ethics and regulatory compliance: "Do as I say and not as I do."
334	The RRS is under constant pressure to perform higher and achieve more, although we are working as hard as we can. This results in unrealistic expectations being put in place, and ultimately lowers morale as it's entirely too hard to keep up and meet every single expectation.
335	The top brass out of MSP HQ does not display any ethical standard and does not comply with MSP policy.
336	The top command in the MSP has shown that they are permitted to act how they want. I believe the phrase "rules for thee not for me" is a very fitting. There is an extreme level of distrust from Lansing to the field, hence the no confidence status the MSPTA has submitted as a voice of the troopers and sergeants statewide. The posts and districts are doing a fantastic job.
337	The top command of this agency appear to be self serving and is an embarrassment to the agency. How do you hold subordinates to a high standard when you do not hold yourself to the same standard?
338	the top command of this agency is the WORST that i have seen in 36 years, you have no integrity, spend money like drunken sailors, take home vehicle non-sense, out of state travel B.S for so called training, work from home (what a joke) there's no accountability. if you wear the uniform of this department you should be at you office (not home) every single day!!!! hidding in you home office, behind your laptops, cell phones, teams meetings and zoom meetings or B.S. open office hours is NOT leadership. true leader don't hide in there offices or behind the rank!!!!!!!!!!!! get you heads out of the sand and be true leaders!!!!
339	The top leadership has lied in internal affairs investigations but are not held accountable. They told the department to a standard they are not willing to abide by. They are a prime example of the "ivory tower". The Director and his counterpart need to resign or be relieved of their duties if this department has any chance of being successful.
340	The top leadership has proven several times that they abuse their positions and take advantage of their position without remorse or indication they wish to change. Cheering for players at a Lions game while on-duty is a serious ethical problem that the average trooper would face discipline over. The constant bashing of troopers in the media and public also shows the leaderships discontent of our troopers. WE ARE NOT RACISTS, OUR LEADERS ARE. They prioritize DEI, race and gender over everything and that is unacceptable. We are all created equal, regardless of race. Stop making this department about race and make it about keeping Michigan safe and solving crimes.

341	<p>The top leadership in the MSP acts in an unethical and inappropriate manner. They seem to have a mindset of, "do what I say, not as I do." They are more concerned with themselves and what is good for them, rather than what is right or good for those that work for them. As a Post Commander I expected to act in an ethical manner and am tasked with holding my members accountable for their actions. However, no one holds the Col. Grady nor Lt. Col. Brimacombe accountable for their actions. Recent examples are giving themselves bonuses, without justification, effectively taking away funds for junior leadership through pay for performance, their recent LIONS game appearance using a phone to record players, despite everyone else being told not to do so, and the fact that my troopers and I are expected to be at work full time, yet they are working from home three days a week. These are just examples from the last two months. Overall, there is not a person in this agency that has confidence in our current director or deputy director.</p>
342	<p>The top leadership of this department appears to be corrupted. There have been too many incidents where leadership has demonstrated a "rules for thee but not for me" attitude. There is an open ethics complaint at the Attorney Generals office currently.</p> <p>The division I work in is completely out of touch with what needs to be done to get work done in a timely manner. In addition the department, with help from those within my division, had an employee terminated. The employee got their job back in arbitration and will most likely win a a lawsuit due to the lack of due diligence by those involved.</p>
343	<p>The top management (Colonel Grady and Lt. colonel Brimacombe) do not place any value on ethics or integrity, which is clear through their actions. In the positions that they hold, they should have a level of accountability, which is non-existent. They need to uphold themselves to the highest standard as it pertains to integrity, accountability, and leadership.</p> <p>Our agency used to be a sought after place of employment, but these two individuals are ruining the reputation and merit of the Michigan State Police. Instead of promoting great law enforcement work, they instead are happiest when they are able to find a reason to punish our members for doing their job. It is sad that they spend more time investigating troopers doing great police work, instead of by finding ways to make our agency better.</p> <p>As we have seen in the news various times, the level of corruption that exists with the Colonel and Lt. Colonel is astonishing. How can we keep them in such highly valued positions where they hold so much power. I do believe people can change, but people cannot undue what is already done. Punishment needs to occur for them, and they need to pay for their actions, just like they expect a trooper to do when he forgets to wear his hat or swears (which is very necessary in law enforcement at certain points).</p> <p>The meaningless IA investigations against Troopers is a complete and total waste of time and resources, and the upper command promotes such investigations. Another complete and total waste of time is the Knowb4 trainings, and other video trainings about diversity. There is NO police value, and it is clear that these videos are designed to keep troopers off of the road to prevent them from doing their job, which is to SERVE and PROTECT our community members. People are not happy with the Michigan State Police or their mission anymore, and it is sad to see such a great department being disintegrated by incompetent leaders. I truly hope a change happens soon and that we can get our old MSP back.</p>

344	The top management demonstrate exactly why I am so against DEI hires. They have no business being in these positions. They demand perfection out of our troopers and will throw them under the bus the second they get the chance. They are criminals and have no business being in leadership positions. If MSP continues to promote people like this, our organization will fail. I am embarrassed at the lack of quality and intelligence of our command. They do not have the troopers (the only members who actually matter in this department) best interest at heart. They care about themselves only. Let's allow common sense and logic back into MSP please.
345	The top management has given themselves bonus when HR recommended against it. The second in command recommended a payout for a defendant that she knew personally and gave the maximum payout without needed higher approval. Although the Govenor has come out saying that rules do not apply to them I believe they acted unethically, and it shows poorly on our department. They also hold their subordinates to a standard that they do not hold themselves at. The top management is creating policies that are more restrictive than the law which is preventing the department from being successful at the mission.
346	The top management in the agency do not have the integrity and commitment to run the agency. The focus is strictly DEI and self promotion. The MSP is in the worst shape I have seen in my 30 years of being here. You cannot speak freely due to retaliation and nothing is based on work ethic or merit anymore. Just a very sad place to be, especially if you are a white male.
347	The top management in the MSP has time after time shown that they are dishonest. Look at the large number of IA investigations and harsh penalties (mostly deserved) by other MSP members compared to the allegations, non responses and failure to communicate and answer questions by the top management.
348	The top management of my agency act in unethical ways and are a disgrace to the uniform. The MSPTA has filed several items detailing the reasons for the above statement. It has been brought to the attention of the attorney general for criminal charges, yet they are somehow still in their positions of authority. The agency members no longer have trust or respect for the top management, which as you can imagine, causes an extremely toxic work environment.
349	The top management of my agency demonstrates a lack of everything that is encouraged and promoted in MSP. There is zero integrity in what they do, there is zero respect in who they are and what they represent, and in fact are often the butt of many jokes within the department because of the known reputation they have having worked with many on the road. Their leadership is the exact opposite of what the trainings tell us to do and how to act. Very disappointing that they "represent" A proud tradition of service through excellence, integrity, courtesy
350	The top management of my agency demonstrates no ethics.
351	The top management of my agency does not have ethical standards, does not live up to the reputation of the Michigan State Police, does not have the confidence of its members, and cannot effectively lead.
352	The top management of my agency has shown numerous times in the past few years that they do not care about the people in the Tpr. and Sgt. positions well-being. From the emotional side of being blatantly lied to, providing wrong or misinformation, and submitting forms to IA to fail to supervise on Sgt's after they themselves approved the same blue team. Furthermore on a physical side, upper command fails to change uniforms, gear, or provide other items requested to do the job of a Tpr. or Sgt. due to "financial" or "tradition" reasons.

353	<p>The top management of my agency may be the worst in the history of the agency. Top management has violated rules regarding awarding themselves with pay bonuses that were not allowed or justified. The selection of top management by the director were not of persons not based on merit. The second in command was subject to discipline, yet selected to be the chief deputy director and received a four-step jump in promotion. The top command is quick to condemn members of the agency who are saving lives, and risking their own lives to protect others without first investigating matters to determine if there is any misconduct. The promotional process has also been plagued by practices of misconduct by command resulting in a biased selection process and selection of candidates that are not the most qualified or deserving of the positions. These are just a few of the reasons to question the ethics and the attempts to be in legal compliance of the agencies top command.</p>	
354	<p>The top management of our agency can most accurately be described by the saying "Rules for thee and not for me" Some adjectives that could be used to describe them are, loathsome, nauseating, ghastly, and malignant. I have never seen so called leadership purposely draw a divide in an agency the way they have. Without doubt the most self-serving individuals in the department are #1 and #2. They are currently the laughingstock of command officers' nationwide. One suggestion would be to spend a little less time using their rank to influence internal investigations, criminal investigations, and civil lawsuits for their own personal benefit: while also lying very poorly (tisk tisk). I have been called a forward thinker many times for what's it worth. Surely there is enough time in a day to take a break from being narcissist's and to live in objective reality, but this remains to be seen. I don't know if this is an appropriate time to ask for a \$10,000 performance bonus however, I just checked with me, and I think I deserve it. Please advise if there is anything I need to sign or if it would potentially put me in a different tax bracket.</p>	
355	<p>The top management of our agency have repeatedly demonstrated the practice of "Good for Thee, but not for me." There is zero trust in top echelons of command by the troopers. Our law enforcement partners no longer have confidence in the State Police and we are no longer the leader in law enforcement and have lost most, if not all respect amongst our law enforcement partners.</p>	
356	<p>The top management of the agency does not feel like they care about the boots on ground and will protect their integrity while finding ways to push blame to the lowest level.</p>	
357	<p>The top management of the MSP (Colonel and Lt/Col.) are imbedded in controversy after controversy and set a presidency of "rules for thee, but not for me" mentality. Disrepute can be brought to this department through media coverage of these "allegations" even when "unfounded." It is also well known, Lt. Col. was under discipline when promoted, which goes against the standards of the MSP. It also does not help when the Colonel and Lt. Col. are observed on national television (Detroit Lions game) with their phones out (troopers get disciplined if they work this detail and have their phone out) recording the players. They have no business being the heads of this department.</p>	
358	<p>The top management of this agency continues to make headlines and social media with their unethical behavior and antics. "Do as I say, not as I do" has never been more prevalent. There is zero trust in upper command in this agency and it has never affected us more.</p>	
359	<p>The top management of this department is failing on all levels. The leadership at the top of this department is an embarrassment to the Michigan State Police and public. Change needs to be implemented. The motto "do as I say, not as I do" defines the top management within this department.</p>	
360	<p>The top management seems to have the ideology of do as I say not as I do. It is frustrating to be held to a higher standard when the people in the spotlight are not held to the same standard.</p>	
361	<p>The top management, meaning our Colonel and Lt. Colonel have poor ethics and essentially do whatever they want. They only do and care about what benefits them (i.e. Pay performance bonus, Lions Game access). They are "untouchable" due to being "unclassified" employees of MSP and they make it known in their actions.</p>	

362	The top of our command is allowed to give themselves performance appraisal bonuses and take photos in the tunnel of Ford Field with Lions Players. If anyone especially a road troop would be disciplined and asked to no longer work games. Our departments reputation has been tainted because of this regime.
363	The top officials of the MSP have demonstrated their lack of integrity and ethics. Examples: Lying during internal investigations, encouraging members to be charged with crimes, and rewarding themselves with large cash bonuses. Additionally, DEI has to go. We need to get back to merit based hiring/promotions, not checking boxes based on race/sex etc.
364	The top two clearly have demonstrated lack of moral and ethical standards for themselves on multiple occasions. You can check the news, that shows you everything you need to know. An internal investigation "clearing" them is clearly biased. It is subordinates investigating their superior. That investigation should have been done by an outside authority.
365	The top two command of this department has been under legal and ethical scrutiny since their assignments began.
366	The troopers are the most forgotten about in our department when they are the basis of the department. Look in the news, command has made a name for themselves and for the department. We never used to be like this. We need an actual leader and not people who call themselves "leadership".
367	The Troopers who make this department work have ZERO trust or faith in our department's leadership above the post and district level.
368	The upper management has been an absolute embarrassment to the MSP. It seems they have two sets of rules; ones they enforce on everyone but fail to follow for themselves. Integrity matters, and the lack of their integrity stains everyone.
369	The upper most section of the State Police is in serious need of change. From the outside it appears a Col and Lt/Col lack serious integrity and ethics.
370	The very top management in this department right now is a classic example of failed leadership. There is a clear and obvious disconnected between the field and the very top. No signs of support coming from the top. DEI and other political agendas are what is currently driving this department.
371	The workload is greater than the amount of time to get my processes done.
372	The workload my section and my team are expected to accomplish this year is too much for the current staff alone if I were not able to return to work for an extended period of time.
373	There are currently pending issues and investigations with the top-level command of our agency. These allegations don't allow me to have trust or confidence in those command officers.
374	There are no staff under me or shadowing me in my position. If I leave, no one is comfortable with the software or the program I run to take over.
375	There are several roles I play as the manager of my unit that my staff would have difficulty performing were I unable to work for an extended timeframe. Though I'm confident they would adapt and be able to fill in for me, it just would take some time to become proficient at all that I do.

376	<p>There are so many things to cover in this area. First the amount of IA's or articles calling into question our leadership's integrity and ability to bend the rules to make it work for them. The Colonel's ability to dismiss or stop an active IA against him or his team. This includes the nepotism in the hiring process, cover up in third district hiring, promotion for the CVED Captain spot and many more.</p> <p>Then the Colonel and members of the leadership team get to go to the Detroit Lions Monday Night Football game in uniform. This was benefit not offered to other department members and a high misuse of tax dollars so the Colonel can attend the game. There is no need for the Colonel to be at a game in uniform, he is not enforcing laws or protecting citizens. If there was an incident he would be in a command center somewhere not at the field. No other state employee gets to use their position to get into a game for free. If it was for a public relations activity this could be done at any location. They received this solely because of their position and used the department for their personal gain. If a trooper showed up in uniform to a U of M game and said they need access and then went to the field to watch the game, I am sure there would be some kind of reprimand.</p> <p>When the training departments recommendation to use the Glock but someone in the leadership team request the training department to come back and the training department did recommend the SigSauer. Then when the SigSauer has an accident discharge the department continues to use the firearm in question leaving department members in a state of not being able to trust the weapon. Further the department did not solicit the opinion of the members before making this shift that has been controversial.</p> <p>I found it ludicrous the fact that MCO's requested a 15% pay raise and the department denied it. Then found out MSPTA requested a 25% pay raise and the department came back and gave them a 26% raise, while leaving the rest of their employees with a 6% raise. Only later did MCO's 10% get approved. The pay discrepancy has grown between the different classes but the job descriptions have not changed. To throw on the fact MCO's are asked to do more and more trooper responsibilities. We are put in the same patrol cars(to make it look like the troopers are on the road working, even though we do not have the authority to do the things they would be doing on patrol), where the same uniforms while on patrol, back up troopers on calls and so many other things. MCO's are being injured and have for the first time suffered a death, but the leadership has moved on from that and has done nothing to support MCO's. The driver that killed MCO Kerstetter he would not have necessarily had the authority to do anything but is asked to do the same dangerous job as a trooper. Further the department slaps MCO's in the face with we can not give you any more pay but we have more overtime for you. Exactly what everyone wants more time away from home. Then the colonel having his subordinate sign off on his pay raise still while still not having enough money for the employees that keep him in his position.</p> <p>Further when MCO's do have a chance to better themselves and have some kind of benefit at the end of a successful career in the form of a pension, the leadership team sends a message to our representatives saying that they are not in favor of the bill but give no reason as to why. Finally when MCO's and other law enforcement have a chance to get something the leadership team kicks us to make sure we stay down.</p> <p>Further a recruit went through recruit school and had an issue with losing consciousness. This was taken to the leadership team and the leadership team did nothing. This information was not passed along to the field. The recruit graduated and came to the field and lost consciousness while on a stop jeopardizing his safety, the safety of the public and other department members. None of this information was communicated and is still not clearly communicated to the field which could have maybe assisted in preventing a serious incident.</p> <p>The lack of support from the leadership team has been concerning from some time and is now really showing.</p>
377	There are some unrealistic expectations that have been implemented in the section
378	There are too many reasons to list and no one cares anyhow.

379	There are too many scandalous, unethical situations taking place with the top management. So much of 'do as I say, not as I do' or 'rules for thee but not for me'. It's very discouraging for the boots on the ground and staff supporting the agency, and frankly embarrassing. Spending absurd amounts money on ridiculous 'top leadership' meetings but denying funding for actual equipment and necessities that troops need to successfully perform their duties. Even in giving the benefit of doubt - the appearance and look of the agency is terrible. We are NOT looked at as the amazing agency we once were. Such a shame.
380	There has been a consistent theme of issues regarding integrity at the highest levels of office in the organization.
381	There has been questionable decisions made by the colonel and chief deputy director. The decisions have not been communicated well so it's hard to say what exactly went into the decisions. MSP is getting significant bad press regarding these decisions making the entire agency look bad and makes it harder to do our jobs. For example, there was a no confidence vote brought forth to the ethical standards committee regarding the colonel and chief deputy director.
382	There have been a series of serious and credible accusations made against members of top leadership.
383	There have been several incidents involving top management that lead members to believe they are not ethical and set their own standards.
384	There have been several instances where the two top "cops" in my department have been less than ethical. They hold themselves to a different standard than other department members and no one seems to care. The multiple news articles that bring me shame to say I am a State Trooper. Those articles are about MSP leadership doing unethical things. Our upper leadership (Col. Grady and Lt/Col. Brimacombe) can be summed up by this news article: https://www.abc12.com/news/local/2-msp-troopers-file-lawsuit-against-deputy-director-claim-she-pressured-prosecutor/article_aa578966-7d13-11ef-a582-2bcd53395131.html
385	There have been several recent occasions that Command has moved forward with options that cost the department more money, but the outcome is the same or worse than the alternative, cheaper options.
386	There is immense work to be done in my division. A crucial position was cut to fund a brand-new section and provide a promotion to an internal candidate. Some of the responsibilities of this new section are shared by an existing bureau in the agency.
387	There is no accountability for the command staff (Specifically the Colonel and Lt/Col) in this department. They are a disgrace to the agency, the state, and law enforcement in general. It is embarrassing to have them in charge. People in those positions should be leaders and lead by example. The examples they show to their staff are how to abuse their power for personal gains which is against everything we as the State Police stand for.
388	There is no accountability with the top management of this organization.
389	There is no trust in command beyond direct post command officers. IA is a joke, hunting for troopers to make their resume look good. Staffing is diabolical and still troops are barely hanging on trying to complete tasks within the allotted time. There is no motivation to give troopers for why they should stay here. Try to be a trooper and you will catch criminal charges. Try to do the bare minimum and stay out of trouble, then you will get written up and put on a re-training order. The perception is, anyone above a post F/Lt has no idea what this job is like and are entirely looking out for themselves, just waiting to ruin the motivation and career of real police officers. Troopers are fighting for spots to get off the road and go do nothing for a paycheck, because the writing is on the wall that this department does not care about them and is actively working against them. It is unknown if this is intentional, or due to incompetence. How many people will leave MSP before something substantial changes?
390	There is not a bench for my position. It is a bench of one. Simply cross training a person on it would not work.

391	There is not excess capacity or enough cross training for my team to effectively perform the duties of my position should I be unable to return to work for an extended period of time.
392	These are my opinions and don't need to explain them. Even though there are plenty of examples.
393	These have to be a joke. The Col. and Lt. Col. couldn't find their way out of an empty room if the only way to get a door was telling the truth. Rules for thee not for me. Must be nice to be put in such a spot that our actions don't matter but we get such nice bonuses, raises, and perks. Spend your whole career cheating to the top, never do any police work, and try to tell others how to do it. Couple of bums.
394	These survey's are a waste of everyone's time. We make recommendations and nothing changes. When I joined MSP we were an elite agency and now we have turned into a laughing stock among our peers. Not only have many employee's complained about our Colonel and our Lt Colonel along with the both the MSPTA and MSPCOA but nothing gets done. We've still got these two inept people at the top. The corruption is rampant and our agency stinks because of it.
395	They are not aware of all of the duties I perform. They do not have access to my files at this time. My supervisor does not include me in meetings or updates with the rest of the team.
396	they would be able to fill my position with mandates. we are very short staffed and have overtime every day in order to be fully staffed in order to fulfill all the duties for my position
397	This agency and my unit has no apparent interest in work ethics or accountability or integrity. Leadership is "do as I say, not as I do" mentality.
398	This agency has been filled with hypocrisy for a long time. It just gets worse as time passes. If you want to see any change, Top management as well as anyone who hasn't worked a shift in a blue goose in over a year, NEED to go hit the road for 2 weeks. There is no excuse for a leader to tell someone to do something they themselves would not do. My car is open, and I am willing to take any Colonel, Light Colonel, or Policy Writer along with me for 2 weeks.
399	This agency is a joke which starts at the top.
400	This department is going on the wrong direction. They do not care about Troopers and the work Troopers do. They would rather us sit at the post complete a bunch of stupid trainings, so the department looks good and has nothing to do with police work. The department also looks to jam every department up for any little thing. Our command is destroying this department.
401	<p>This department's top "leadership" consistently reinforces the phrase "do as I say, not as I do". The Colonel was found to be less than truthful during his investigation, but it was all swept under the rug. Troopers that are found less than truthful get fired. The Colonel awarded himself and the deputy director \$10,000 bonuses against the recommendation of HR. It is highly unethical to award yourself any type of bonus, let alone one that has no precedence and goes against what HR says is acceptable. The departments morale is the lowest it has ever been and the Colonel thinks this is a good reason to give himself and his second in command a hefty bonus</p> <p>The Deputy Director assists civilians in bringing lawsuits against the department and brings down new reputation of the department. The Deputy Director also disobeyed direct orders when she failed to bring back a state owned vehicle after being explicitly told to do so, and was not disciplined for it.</p> <p>The Colonel releases highly inflammatory statements about controversial incidents in the state, further spurring the public to not only distrust the department, but law-enforcement as a whole.</p> <p>The actions of the top two command staff of this department do not reflect the actions of people who want the best for their department. Instead, it appears to be two people who are doing their best to serve their own interests.</p>

402	This is a repetitive issue that rank, and file are tired of. It would be nice to have leaders that don't get articles written about them every week in the paper. Additionally, it would have been nice to qualify for the same pay for performance that top leadership gave themselves with months on the job and their subordinates had to wait a year and a half.
403	This is the most disappointed I have been in the top management since becoming an enlisted member.
404	This is the worst and most unethical top management I have ever seen and worked under. Complete loss of confidence in the leadership of this department. My supervisor is completely incompetent. Him and many others in this department are only promoted because they are "yes" men or check a box for the fake DEI movement and were never real cops who know how to do the job or lead.
405	To protect my career I will not elaborate and merely suggest a simple Google search of top 2 and use common sense to read between the lines.
406	Too many news stories about improper bonuses, scandals, and cronyisms.
407	Too much weight is put on DEI, therefore people are being put in positions / promoted merely to promote a more diverse leadership versus people that meet qualifications. Again, this is a department of who you know, and not what you know. I don't feel any support from the Director as a LE officer.
408	Top brass gives themselves bonuses against direction of HR, has been less than truthful on record (IA refuses to investigate them and looks the other way), misuses equipment and funds, and bullies anyone who disagrees or challenges their views.
409	Top command has failed to gain the trust of the department
410	Top command including the Colonel are corrupt, lack integrity, self-motivated for political gain, and need to be terminated. The department DEI's motivation and lack of concern for motivating department members to fulfill their duties and responsibilities owed to the public (ie. crime prevention and letting us do our jobs such as targeting high crime areas like SCP and having discretion with vehicle pursuits and not going after troopers for doing their jobs). D/Sgt. Keely is a prime example of the failed leadership in this department, he never should have been charged with a crime for protecting the community from a violent criminal. Stop the wokeness, the country has spoken, and we the people do not want DEI policies in place.
411	Top leadership has made it apparent they do not care about membership morale. Top leadership cares more about transparency rather than defending their members. Top leadership utilized their position to be inside the tunnel for a Lions game and then utilized their cell phone to record. This would have been submitted to professional standards for review if a trooper had done the same thing. It makes the membership feel that top leadership operate in a rules for thee but not for me mentality.
412	top leadership in Lansing has shown to be unethical and only out for themselves. Hopefully what benefits them is also good for the department or too bad for us.
413	Top leadership in this department has shown numerous times they do not perform their duties ethically. If their actions were done by a trooper/sergeant, we would be reading about a "retirement in lieu of termination" on correspondence.
414	Top leadership is an absolute joke. They are turning the MSP into a woke and weak agency. The colonel has a vote of no confidence and continues to display poor leadership and does not lead by example. We need leaders that have a backbone and support their troops, not throw them under the bus any chance they get. Internal investigations are way out of hand (for the minor/stupid complaints) and bring morale down. Recruitment and retention would be a lot better if the top leadership had our backs.
415	Top leadership lacks integrity and trust. District and Post leadership is excellent.
416	Top leadership says they want MSP members to be a "family" and be leaders and perform to their best abilities, however, it appears by the leadership's actions, that it is more of "do as I say, not as I do". They do not support the members in uniform in the field, which are the ones most visible to the public. Not supporting those at the "bottom" of the chain from the top does impact decision-making, leadership, and mentorship, and will not cultivate a thriving culture, which in turn affects personnel/staffing.

417	Top Management - words but not in actions past or present. The past is often a huge indicator of what to expect in the future. Promotion alone does not cause one to suddenly stop being who they were.
418	Top management (particularly Colonel Grady and Lt. Col. Brimacomb) are not respected. There is zero trust between top management and everyone else. Between Grady giving himself bonuses he doesn't deserve, Brimacomb signing off on lawsuits she has a financial conflict of interest in, and Brimacomb driving a department vehicle on a personal vacation to Florida and receiving zero discipline for it, there will be no trust of top management in MSP as long as those two are part of it. The governor literally could not have made a worse choice when he chose Grady to lead the department. He isn't fit to lead anything.
419	Top management (specifically #1 and 2) have brought our agency into ill repute. Their respective actions speak louder than their words. They are an embarrassment to our agency in their actions, behavior, and leadership.
420	Top Management and their actions have showed the field "operations" bureau where they stand, or "service" bureau it is now ...such a critical change!
421	Top management appears to feel they're exempt from the ethical and moral expectations they set for the rest of MSP. They're also appearing to value loyalty over quality in the promotional processes
422	Top management at my agency continually demonstrate an attitude of the rule of law and policies of this department do not apply to them.
423	Top management continues to demonstrate poor ethical standards, as you can see by every news article that is released.
424	Top management continues to lose the trust of membership, the greater law enforcement community, and the public; for reasons including: allegations of lying during an internal investigation, awarding family friends settlement money, forming new policies and partnerships with the AG's office against the advice of the field, and handing themselves performance bonuses contrary to past practice and against the advice of HR. I often feel the need to distance myself from top management in order to maintain credibility with my local partners. -D/Sgt. Aaron Tubergen
425	Top management continues to show a lack of regard for its members, including policies put into place and the punishment arising from those policies.
426	Top management currently being investigated
427	Top management displays low ethical standards by their actions. They act as though the laws and policies of this department do not apply to them. There are very few people within top management that I trust to have the department's best interest in mind. The top management seems to care about political appearance and stance rather than enforcing the laws.
428	Top management does as they please and are not held to the standards expected of subordinates. Example - approving themselves for bonus's in excess of \$10,000 in violation of standing and past practices even after consulting with the "experts" in HR and being told not to do so.
429	Top management does not act in the best interest of this department or the residents of Michigan.

430	Top Management does not adhere to the same standards as set for the rest of the department. They should be setting an example and not using a loophole saying that civil service rules don't apply to them. Past ethical practice should have provided a good roadmap to follow. They are supposed to be the highest example of integrity. The Colonel and his Lt Colonel should be putting the department before their personal gains. Top management does not display integrity or ethics in words and deeds. The trust and hope that members had initially has crumbled. The selection of Lt Col for second in command continues to be frustrating when the reputation of our department is becoming laughable. No one thought things could be worse than the last administration but selecting the Lt Col was a double down move. There are so many respected strong and smart commanders near the top, but the peak is failing us. Troopers are afraid to do their jobs, and some are leaving to work for other agencies. That is a smack in MSPs face. Historically MSP was never a training ground for other agencies, but it has become one.
431	Top Management does not seem to be ethical or have high moral standards. There is no trust in the internal investigations being done on top management. Leadership should lead by example. And the example the Director and Deputy Director are providing is unprofessional and unbecoming of leadership. Lower-level employees have been terminated for less.
432	Top management has been in the news frequently with allegations of fraud, misconduct, and scandals. The most recent being the hiring scandal out of the Flint Post. Although it isn't technically the top management, it certainly is an awful look for the department as a whole.
433	Top management has brought this department into disrepute through their statements and actions. The concept of "performance bonuses" in the law enforcement profession is questionable in and of itself, but the idea that going outside the norm and giving oneself a performance bonus despite the short tenure in such a position is highly unethical. Especially considering the general opinion of most department members is they have effectively lost faith in top management's ability to hold themselves accountable to the same ethical and moral standards they set for others. It is clear to most that the decisions made by top management are made with the goals of the managers in mind, not what is best for this department, its members, or the public they serve.
434	Top management has clearly demonstrated bias in nearly all of their practices; the department is suffering due to the people obtaining positions they are not qualified for. Implementation of numerous directives are adverse to our function as a law enforcement agency and clearly politically driven without any valid rational from top management.
435	Top management has driven the moral of this department into the ground.
436	Top management has proven not to have integrity nor follow the laws. Recent media reports revealed this. Specifically the embezzlement by way of wage bonuses outside the scope of policy and procedure.
437	Top management has zero integrity, violated policies and lied to investigators.
438	Top management i.e. the director (James Grady) and deputy director (Aimee Brimacombe) are the epitome of the saying "rules for thee, not for me." The complaint of improperly receiving nearly \$20000 in bonuses shows that high ethical standards are only expected of rank and file members as opposed to its leaders.
439	Top management in our department have lost respect by department members. They haven't listened for years and continue to decimate Troopers doing a tough job. A lack of support and very willing to start the discipline process. Our jobs are belabored with red tape and it's easier for Troopers not to do anything then be proactive and potentially set themselves up for discipline. Our Troopers have lost purpose and replaced it with "risk mitigation".
440	Top management is being investigated for ethics violations.

441	Top management is damaging moral in this department. I see news reports way to often about ethical and legal violations amongst them and nothing ever happens. If a trooper where to do the same things they would be fired without hesitation. They preach integrity but when they are caught being less than truthful in an investigation, nothing happens. The job cannot be done in an effective manner because we are all worried about how it will be seen rather than doing things the way we are trained to. There needs to be change in leadership for this department to have good moral again.
442	Top management is looked upon very poorly in this department currently. Their actions have decreased moral greatly and trust is low based off of their recent actions.
443	Top management is not held to the same standards as the rest of the department.
444	Top management is politicized and either believes in or are carrying out unethical and immoral politically motivated policies
445	Top management is spending all it's time defending all of their wrong doings versus leading the agency
446	Top management is supposed to set the standard and comply with it for the department. Instead top management has given themselves a hefty pay increase, been in the media multiple times for ethic and legal issues. Has operated in the do as I say not as I do for example using their position to be in the tunnel at the Lions game where no one should be let alone in uniform while having personal phone out and videoing. Or using their position to cause legal issues for someone that has no affiliation with the department only a personal relationship. Using department resources for personal use and it got overlooked. There is no longer integrity in this department.
447	Top management lacks integrity and leadership. Top management does not have the support from the field and has failed this agency. The field is unable to effectively protect the citizens it serves in fear of wrongful and political prosecution, bad policy, and policy aimed at supporting criminal activity. When members can't even stop wrong way drivers or secure city partnerships are ended, top management has completely failed the citizens we serve, and have taken away the capability for members to effectively perform the duties they swore an oath to uphold. Morale is the lowest it has ever been. Quality of recruiting is the lowest it has ever been. Members are leaving faster than the department can replace. Post are suffering due to lack of numbers. Neighboring agencies laugh at how embarrassing our agency has become. These surveys never go anywhere and are a waste of time.
448	Top management needed the Gov to actually say they don't have to follow internal policies/rules or Civil Service rules, nor do they follow Constitutionally protected rights of innocent until proven guilty. Regardless of personal opinion, this should be protected rather than attempting to influence others by convicting in the public square. Persons can still be held accountable in the right forum. It doesn't save money in a lawsuit.
449	Top management of our agency has a reputation of questionable actions and appears to believe they do not have to follow the same standards and policies all other employees are expected to adhere to.
450	Top management of this agency is useless, incompetent, woke, embarrassing, and self-serving. Nobody in this department trusts the top management or their decisions. There is clear misconduct being covered up. MSP as an agency is now a laughing stock nationwide based on their actions and decisions. Nobody wants to work for MSP due to the lack of leadership and incompetence and misconduct, specifically coming from Grady and Brimacombe. Members are leaving due to their leadership and recruiting is at an all time low because of them.
451	Top management operates under "do as I say, not as I do" and are not leaders.
452	Top management plays by their own rules and regulations. No accountability.
453	Top management seems to change the rules to suit themselves.

454	Top management seems to regularly go against their own preaching. The colonel has a terrible reputation with the rank and file and seems to completely ignore their input to the direction of this department. He then goes ahead and gives himself a bonus for "doing a good job". The second in command is clearly unethical and does not even remotely hold herself to the same standards she holds others. She was directly involved in two troopers getting charged and the "victim" getting a pay out just below the maximum before the governor has to approve it. It was also determined she had an almost direct connection to the "victim" of the lawsuit. Anyone else involved in something like that would immediately be fired.
455	Top management was recently replaced, so limited data to go by, but what was done so far holds promise.
456	Top management within the organization cares about themselves and only themselves.
457	Top management wouldn't be in the news all the time if they had strong ethical and high integrity standards. Some decisions they make have no financial sense and do not move the agency towards success. Also, it is expected to improve the agency but they continue to take from the work units. It's not possible to improve anything at this time. It's frustrating.
458	Top management's ethics and integrity have been publicly questioned, which has harmed department credibility.
459	Transparency has been an issue in several areas and some questionable promotion practices has me doubting the ethical integrity of current leadership.
460	Unauthorized and undeserved "Performance bonuses". Promoting friends and DEI over merit and proven capabilities. Reduced consequences for friends who violate policy versus the rest of us. Command lying under IA without consequences versus termination for us. Actively strongarming a Prosecutor to put charges on Troopers and subverting proper policy and procedure to give friends money in a spurious lawsuit. District Command actively limiting overtime due to jealousy of the money Troopers make. Command unwilling to establish a "Minimum Staffing" that is appropriate to the area we cover, call volume and what is necessary to "Serve and Protect" the public and ourselves, because the Department values budget over Trooper and public lives.
461	Upper management / leadership is an absolute joke. Hypocrisy, corruption, and lack of communication will be the legacy of this current administration.
462	Upper management appears to have many scandals and issues arising based on things they have done. First time in my career I have noticed it on this scale to the point where they don't appear to hold themselves to the same standard as those they represent. Although I didn't agree with everything previous administrations have done, I always felt like they were ethical and practiced what they preached.
463	Upper Management are corrupt criminals. They gave themselves \$10,000 bonus after three months of being appointed as a political puppet. This is insane and every single enlisted member is embarrassed of our upper management. They should be removed immediately but it won't happen because of the Political game in Lansing. What they are doing and have done is very unethical and spineless. District Management just promotes whoever they want or whoever they are friends with. Interviews in MSP have been proven to be rigged and we would be silly to think it was isolated to one or two posts around the state.
464	Upper management does not seem to care about the overall morale of the department and seems more concerned with public optics and opinion than the wellbeing of department members.
465	Upper/Top management has shown to have HUGE integrity issues. They have no business being in the positions they are in. They have next to ZERO respect in/from the agency.

466	vendor account access would need to be changed or new accounts made for the individual and navigating the process for certain tasks would need to be learned and would be easier to be taught than self learned. there is a lot of unspoken knowledge that comes with the position and learned over time.
467	Violation of MSP policy and standards on multiple occasions. Throwing troopers under the bus and not having their backs.
468	We all know the Director has no integrity.
469	We are currently under a no confidence status with our current Colonel as he has declined to interact with our MSPTA. He and other higher ups have been investigated for several different incidents which put our department in a bad position with the public.
470	We are expected to do too many unnecessary trainings and power dms. It takes away from our actual police work. We do more unneeded trainings than we do work. Our top leaders appear to care only about themselves and not the troopers out on the road.
471	We are often told one thing and find that in the end, top management does not follow through. We have been told if we recruit people and they want to come to our post, we will get them, only to find they are being sent elsewhere. We are very short staffed. Recruiting efforts are going unrewarded. Good/great people are leaving the department due to not receiving any support or backing from command.
472	We are presently understaffed and have been asking for additional staff for some time. Our unit seems to always be under a fire drill to get things accomplished.
473	We are understaffed and can barely keep up let alone time to learn someone else's completely different job duties. To expect employees to just absorb the duties of an entire position for an extended length of time is ludicrous. We had an employee out for almost a year and it negatively impacted my own training for my position while I had to do their duties as well
474	we are understaffed. should i be gone for an extended period of time, it would have a detrimental effect on my coworkers.
475	We have a lot of training on ethics and integrity and while I feel like we all understand what that means for us, the powers above do not always practice what they preach. It's really hard to respect people who tell you how to act and then do the opposite.
476	We need another person training in the areas of my responsibility
477	When strongly disagreeing with the top management questions, I specifically mean just the top two members. The news stories have been continuous for the past year and have sowed more distrust than I have seen in my career with top management amongst all enlisted members. Additionally, it appears to be a real hinderance to recruiting and they have not addressed it in any way either internally or externally.
478	When there are news headlines and investigations on a monthly basis questioning the ethics of the upper command it is hard to believe those people are being held accountable. The upper command will "hang" an enforcement member "out to dry" in the blink of an eye with zero investigation however when there are accusations of wrongdoing by upper command the response is always no comment until further investigation. The MSP has hiring and retention issues even with a massive raise because there is zero support from high command and the "do what I say not what I do" mentality is rampant in high command.
479	why it wont do any good never has so im not wasting my time
480	With regard to the Director and Deputy Director of the Michigan State Police; I have never been led by two more undesirable people in my entire lifetime.
481	With the low number of enlisted persons who are assigned to my post in my position others would be unable to perform their duties and my duties if I were on an extended leave. The department does not seem to care and has denied our post when we have asked for another enlisted person to fill this position I am in.

482	Work load is not often obtainable. Often given too many small projects that are marked as low priority to my large projects; however, they will have a follow up date that is nearly impossible to meet given the amount of open projects, plus normal everyday grant work.
483	Worst Col. in the history of the department.
484	Yeah right! You can say this is an anonymous survey all you want but we know it is not.
485	You only need to read the newspaper to understand the absolute dearth of leadership, accountability, and ethics in the top 2 commanders of this agency. One is a moral succubus and the other is a half-wit moron. I'll let you decide which one is which.
486	Zero accountability amongst the top management, majority of the higher leadership are not leading by example and seek punish and demoralize troopers who are out doing thier job instead of building trust and ensuring high morale amongst all levels of the MSP . When troopers feel like they do not have to hesitate when making decisions while dealing with adverse and high stress situations because they know the department will support them and view thier actions based on the circumstances at hand and the facts known to the trooper in the moment, MSP will never be truly able to promote a culture of highly motivated, humble, caring, decisive, aggressive and selfless devotion for service, This is because supervisors and higher management care only about thier own ego and status as if a person that obtains Higher rank or billet instantly knows how to lead and is superior...these spineless , unqualified and incompetent "leaders " have destroyed MSP. The destruction of MSP is the ultimate disservice to the people of Michigan , who we swore to serve and protect

Appendix C – Goals and Obstacles Comments

Goals and Obstacles Comments	
1	#15 Discretion is not allowed by supervisors anymore. Supervisors who are struggling to decide on policy violations are required to contact PSS or labor relations so one person can tell you based off of THEIR discretion. Because they are omniscient?? Or is it the fact that they are so far removed from working the road they don't remember what it is like? The system is broken and the membership is paying the price. From the troopers to command in the district, we are often guessing whether or not something will be found as a violation or worthy of a Blue Team complaint. It should not be this way.
2	12. My unit is significantly understaffed and faces challenges in meeting mission needs. Additionally, we are extremely vulnerable to the dire consequences of losing a staff member due to illness, burnout, or competing job opportunities. 13. We don't seem to have common operating picture about barriers and obstacles and dedicate resources to initiatives of lesser overall importance. We need better communication about the challenges that exist in the various units.
3	13. We avoid the issues until it actually causes a problem instead of fixing the problem before it becomes a problem
4	15. I'm trained and make leadership aware of shortcomings, that are ignored.

5	<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>
6	<p>After being passed up for several promotions and being told conflicting information on how to achieve success, despite advanced education, numerous instructor positions, and specialty skills, I am not sure what department leadership is looking for. I am aware of my job responsibilities, however I am not sure what the expectation of any department leadership is required other than to fall in line and not to question the process or disagree with leadership.</p>
7	<p>Again, leadership has shown to be extremely ineffective, mostly due to their lack of integrity and respect from the members. Why we have civilians in charge of police operations is beyond my comprehension. They have shown time and time again they have no clue how to operate in law enforcement.</p>

8	Again, my unit is limited by manpower. Due to the staffing limitations, often our response to agency need is reactive rather than proactive. I feel as though I have expressed my thoughts regarding the barriers within my unit. Perhaps my communication has not been clear or changes are in the planning phase which has not been communicated down.
9	Anything pertaining to training is a department wide failure. We do not train enough to be proficient in anything. We receive the bare minimum and rarely anything more. When I seek out additional training within the department, it has been denied. We need significantly more training and time to train if the expectation is we are good at our job, let alone, set the standard (which we do not anymore). We do not have time to complete everything expected of us. Between complaints, traffic, being our own secretary, and the countless other tasks given to Troopers, we could not reasonably get everything done to a high standard. The departments goals have shifted so drastically under the current administration that it is impossible to know what standard we are held to; It certainly is not the standard and reputation Troopers spent years building.
10	As a sergeant, I have no say in how training is created or executed. I have no say in how or what obstacles should be removed. Any recommendations that are given are quickly ignored.
11	As for goals, I have no idea what the overall agencies goals are right now... maybe diversity? As for training, the technical training for my specific job position i.e cellebrite, axiom is too expensive for the department. This hinders my investigations.
12	As previously stated, Resources and time lacking due to being the only Trooper assigned to my shift in that county, local department manpower shortages and long drive time/geography between calls makes it difficult to meet the standard of follow up investigation/ report time frames. The department does not enforce the law as it is written and creates polices contrary to the law, telling us specifically when we are not allowed to enforce it.
13	As to Q12, while my team generally has the necessary resources to perform my duties to meet the agency's objectives, there is not always enough time to do so within a scheduled work day or work week as previously noted.
14	at the Northville laboratory, we are constantly bombarded with priority cases while using outdated equipment in an aging building that needs multiple repairs/upgrades.
15	Barriers are constantly being identified and defined however addressing those barriers does not always happen and leaves a lot to be desired. Communication regarding what is being done to address barriers does not generally happen, giving the impression that management either does not understand the issue or care about it. Additionally, decisions that should be routine and expected of those in top management positions are not timely and generally take a long time for a decision to be made and disseminated. Recently, many new meeting groups have popped up to try to address some issues to the level that those involved can, however these meetings seem to only be a waste of time as people just talk in circles or spin their wheels on a certain personal issue an nothing is actually solved/addressed.
16	Because of the MSP command no one really knows where the department is headed or how it's going to get there.
17	Communication with my division are acceptable, but definitely lacking within my team / unit / section.
18	Coworkers and middle managers identify or point out issues to higher command, we are told they are heard, but then no or very few beneficial changes are implemented until there is a major failure in systems.
19	Currently I feel that the department as a whole is unsure on objectives overall. If anyone were to ask me what the departments "goals" or "objectives" were for the upcoming year, I would have to tell them "I do not know." Upper management in this department makes extremely vague statements regarding objectives.

20	Department keeps taking from the road keeping us from being able to complete the basic task of the MSP and that is calls for service and traffic policing. Department only cares about not getting law suits and creates a work environment that promotes doing nothing.
21	Departmental leadership doesn't want to hear about barriers and obstacles. No leaders from the post level to the department listen to troopers on the road. Goals are vague and rely on platitudes-- true mission-type objectives are lacking.
22	Despite being a law enforcement agency, top management of the department seems to value law enforcement the least of anything we do.
23	Difficult to answer these questions as there are NO goals or objectives that have been relayed to forensic science division by the agency.
24	Do as I say, not as I do seems to be a common theme with management
25	<p>Due to budget issues, my team does not have the proper personnel or resources to effectively do our jobs.</p> <p>The agencies goals are published at a high level. The actual way that those are accomplished are less transparent and hard to understand what is being done at the worker level to meet those objectives.</p>
26	Due to staffing levels across posts in the state, proper investigations are not able to be completed due to high call volume and not enough time to complete them. Troopers are often times left with a decision to "abandon" their co-workers to investigate a case while the workload lands on the shoulders of others or get back out there and take more calls. This is significantly impacting new troopers who haven't yet cut their teeth on complex cases and are often overwhelmed and left with little assistance, at no fault of the post, or district.
27	Due to the last anonymous survey not being anonymous, I will not be giving details for why I responded with disagree or strongly disagree.
28	Employees are constantly bombarded with continuous updates to over 1,400 pages of internal rules and regulations and told they must at all times be aware of and only act according to the the most recent revisions. Human's can only relearn different realities so many times before they can no longer remember what the most recent reality is.
29	End DEI policies and weak leadership preventing troopers from preventing crime and keeping the public safe. Stop the DEI and cultural awareness training and give us actual police training. The public expects us to keep them safe, they don't care about DEI practices in the agency. Troopers are walking on eggshells and are afraid to do their job in fear of "insulting" someone and being reprimanded for it. Law enforcement officers have to make split second decisions and when involved in a violent situation, there are no rules except surviving and protecting the public from a threat. However, MSP has decided to play the game of politics and charging troopers for doing their jobs. Grow up and stand behind the troopers or get off the throne. The Colonel is our leader and should be standing behind the agency, not caving into political wokeness.
30	Everyone in this department are expected to maintain the integrity and work towards goals that the COL states but does not set up for success
31	Executive leadership is in a silo. Don't know how we fit into what their goals and objectives are for the agency.
32	Extremely understaffed but still handling the same call load. Overflow of cases with no assistance from teams.
33	Finding the necessary time to complete all the mandatory online trainings on top of a regular case load can be difficult.
34	Fully aware of the LIMITED AUTHORITY of MCO's. I don't understand why MCO's are made to look like troopers? The disparity and prejudice instilled in the MSP culture from the top down is disgusting.

35	Having "basic" goals of modern policing and community engagement is past where we are as a State. We need to focus on supporting our people and not worrying about the logistics.
36	<p>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.</p> <p>Lansing instructed recruitment members with focusing on minorities and females even if they are unqualified as that was who they are targeting. Lansing gives special treatment to females and POC with training opportunities, leadership, promotions, duties, and teams. Every female in the district went on a week "training" (vacation) out of state which costed wwwaaaayyy over training budget only because they were females. But when a male trooper asked to go to in state training for \$300 gets denied due to lack of coverage.</p>
37	https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/
38	human resources are not distributed on an equitable basis
39	I am expected to do tasks far above my pay grade and when asked to be reclassified I was told to keep doing the tasks and they will hire someone else to do them eventually. But I watch others doing far less with the same title get reclassified without an issue.
40	I believe our Department has gotten away from policing and enforcing laws.
41	i believe there is to many online training things between powerdms, knowb4, and all the other ones. with such low manpower and so many calls for service, more time is taken away from actually being the police and protecting the public because of useless online sessions
42	I cannot say what my agency goals are. Top leadership does not clearly define or communicate any real goals. It is all vague, political messaging.
43	I couldn't even tell you what the agency's goals are anymore. It seems like the goals are anything but looking out for our members or solving crimes. Obsession with policy writing and "accreditation" seems to have taken over any goals we were once guided by. Am I aware of my authority level, duties, responsibilities, and accountability? No because for the past few years our agency has gone into such a spiral about policies and political issues that I'm not sure what authority a Trooper even has anymore. Necessary time and resources? Absolutely not. Our money gets spent on things such as brand-new shotguns and pistols that we didn't need; pistols that many even feel safe carrying! Or the second tactical vest in about 5 years, which couldn't have been cheap and was completely unnecessary. Our computer crimes unit won't even analyze data extracted from phones anymore because they are so overworked, they literally don't have the time or personnel for it. Our agency is consistently 10+ years behind because of our obsession with "traditions" and policies.
44	I definitely have a shortage of staff to accommodate the level of work, instruction and programs we oversee. This shortage can cause challenges in delegation of work, prioritization and opportunity for growth.

45	I disagree that the agency's goals of law enforcement are in keeping with the direction Col Grady is attempting to take this agency. Col Grady has shown he cares much more about left-wing talking points about equity or race than actually enforcing the law.
46	I disagree with the statement that, in my division, we consistently identify, barriers and obstacles and resolve issues that could impact the achievement of the agency's objectives. While we do identify barriers one of the most significant challenges we face is being understaffed. The lack of manpower directly affects our ability to cover our assigned areas effectively and to serve the public in the state of Michigan proficiently. Additionally, there are time management tools and resources available that could help us meet our objectives, but these have long been overlooked or disregarded. Addressing these issues would greatly improve our ability to achieve the agency's goals.
47	I do not always have enough time to complete all of the assignments I have. I don't feel the division takes time to fully investigate barriers and obstacles that are affecting others from achieving goals.
48	I do not disagree or strongly disagree with any of the above questions.
49	I do not have the necessary resources or funding to do my job successfully. We are gravely understaffed, we have programs that do not work and do not have adequate office space.
50	I do not have the necessary time or resources to do what my community needs. I can check a box that works for the department but not for my community. We are short staffed and underfunded. We make it work because we believe in what we do. To be fair, the agency's goals are defined. I just don't believe some of those goals to be in line with what we profess our objective as an agency to be.
51	I do not have the resources, personnel, or administrative assistance to complete my duties. I am fulfilling the role of 3 positions. I spend more time working than I am paid for (which is fine) but still cannot keep up with all of the tasks, as I'm the only one able to do them, not having any assistant. Meanwhile, my division director consistently raises barriers, introduces additional minor tasks that require extra time, usually for no other reason than they want to (after our people push back with a reasonable point as to why it is unnecessary), and undermines my authority at every turn. Employees are told to bypass chain of command when it comes to the division director but expect to be punished if they bypass the chain with anyone else. The departmental direction is clear and it seems the division director, at times, works against the direction of the department. It puts hard working employees in a terrible position.
52	I do not know what the agency's objectives actually are. It used to be about enforcing the laws of the State of Michigan and public safety, but it has changed so much. I am not sure most of the rank and file troopers have a clear idea on what our responsibilities and objectives are. The department keeps changing things and adding things to appease the public.
53	I don't believe that top management behaves in a manner that is consistent with the overall objectives of the organization.
54	I don't believe the department is focused on our main goal which is public safety. Our policies lately have handcuffed the troopers from doing their jobs effectively. It appears, based on our recent policies, that the department is more concerned with public opinion than public safety. CALEA is only adding red tape to a department whose previous standards were regarded throughout the country as being the gold standard. We don't need to fix what wasn't broken.
55	I don't feel I have enough time to fully investigate the complaints I take. This is due to not having enough working troopers. I am taking more complaints than I can investigate due to this. I either more troops on the road with me or an administrative day to catch up and make progress in my investigations.
56	I don't have the necessary time to perform my duties. It takes more than 40 hours a week, on a continuous basis, to keep up with my job duties.
57	I don't know what the agencies objectives are anymore

58	I don't think I know exactly what the agency's goal are - is it the Strategic Direction? While I do feel that I have most of the skills to do my job, I'm constantly being asked to do more with no training in how to do that task. Or being assigned the tasks of another employee (in a different classification/level) because they cannot handle their workload.
59	I don't trust that the leadership is doing everything above reproach. I can't honestly say that they have the agencies best interest at the foremost priority.
60	I feel like I could always use more time. I never have enough time to accomplish all of the tasks or things that would make things run more efficiently.
61	I feel that the road map is a mess and so very broad and undefined that there is no measurement of success. It is very general and looks like it really nice with the graphics but when looking at it there is no real measuring stick. Further one of the departments pillars is traffic safety. I know of post that have little to no traffic activity. It is not unusual for me to take a trip across the state and maybe see a trooper out working traffic, most of the time I do not see any though. The traffic numbers across the state are pitiful. I know post that traffic activity does not happen outside of grant OT. There is a solution to the traffic safety issue, give MCO's authority over all vehicles on the road. But the department again will not look for a solution outside but continues to not use their resources in the most efficient manner.
62	I feel the Metro North Post is grossly understaffed to effectively complete its mission.
63	I have received pursuit training once; while in recruit school. I have also received PIT training, but that was nothing compared to pursuit driving instruction, both of which were several years ago. I have never been in a pursuit on the road. Therefore, I have not received any refresher training nor have I obtained valuable real-world experience. Pursuit/emergency driving is a perishable skill and must be maintained either through regular training or actual application. Due to policy changes and recent disciplines, it is clear that the agency does not want us to pursue; so why even teach pursuit driving and PIT training?
64	I have skills well beyond my position and I'm grossly under utilized.
65	I really do not know what the goals of upper management are for the department as it relates to the day-to-day post activity.
66	I receive and seek out additional training and attend informational meetings. We do not receive assistance or support from HR when needed. It appears their function is to support/protect the department. It is increasingly difficult to get necessary information from them so that staff can feel secure that they are receiving the correct benefits and compensation. It is important that we ensure they are stable and accurate in their compensation packages so they can pursue the law enforcement side of their careers.
67	I used to understand my job and how to do it. Now I am unclear what I am supposed to do to complete my job in accordance with the Director's "vision" of the department.
68	I work in a very busy division, and it seems there is never enough time to get everything done. I am relatively new to my position, so there is a lot to learn still.

69	I'd like to start off by saying it is so stupid how we have fallen for this accreditation process, and the headaches it started. We have way to many official orders and one can not possibly remember them all, on top of all the useless training that's are pushed on us that have nothing to do with law enforcement. MSP has fallen into a delusion that we have a bunch of racist/inept people working here so we need to show them the light. Along with the more and more training we are given travel funds to go to training which is great, but it'd turned into a micromanaged accounting department where you can only go to "select trainings" so much for being diverse. Plus with all of the mandatory in house training, we take troopers off the road to attend these useless trainings when time could be better spent serving their communities. If you're going to have a bunch of useless training you should at least provide overtime the road patrol coverage is not affected.
70	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.
71	I'm not sure what our agencies goals are under this administration
72	In CCU, we are expected to combat the worst crimes imaginable; crimes against children. However, it seems that there is a disconnect between the work we do and the work we are expected to do? Why are troopers being shot down for forensic training? How is it expected that troopers will want to stay when they aren't allowed to obtain the most important training specific to our job. How do we conduct interviews with suspects who use technology every day, how do we locate the evidence? If we are throwing all our evidence on the DFA employees, then how will anything get done? They are already inundated with their own work. The big thing about this is that there has not even been a direct answer of WHY... and that's the most frustrating.
73	In my division, we constantly identify barriers and how they can be corrected or improved. Even after the sgt agrees and voices the obstacles to upper command, Lts, the Lts advise they will look into it and dismiss that discussion.
74	In my division, we identify barriers and obstacles and resolve issues that could impact achievement of the agency's objectives. GCSD Division Director creates barriers and obstacles, issues that impact achievement and agency objectives.
75	In our unit I feel like we meet on a semi regular basis and go over things that pop up from time to time. Upon my hire the rule and regulations were clearly articulated of what my expectations were.
76	In reference to Q16: There is simply too much to explain regarding the blatant contradictions between our duties and certain policies.
77	In regards to Q14 at no time do I feel I should be assigned any duties or responsibilities that are not within my scope of practice! The fact that I feel a hearse should be the tail vehicle of a 2-3 car funeral procession is all you need to know as to the person that was hired.
78	Investigations are handcuffed because we outsource investigative tools to civilian members requiring unnecessary delays
79	is our goal law enforcement? if so, we are failing to meet that objective through poor leadership
80	Issues impacting time and resources take YEARS to figure out change, and even changes do not solve the real problems.
81	It doesn't matter how much I explain whether I agree or disagree with the questions of this survey, nothing ever changes. This is just to check the box.
82	It is difficult to keep with the overall objectives of policing, which is keeping citizens safe by arresting criminals when the Col and Deputy Director seem to enjoy disciplining Troopers. The lack of trust has been a problem for enforcement members not knowing if they should do certain things for fear of retaliation. The new policies do not allow proper policing. This also leads to poor morale, which is the Directors responsibility, even though he has been quoted as saying it's not his job.

83	It is really hard to tell some days.
84	Lack of communication from the Col.
85	Lately, things feel very disorganized and tasks are assigned randomly. Tasks that would appear to be a responsibility of a higher level are often delegated. Command appears to justify existence by attending meetings, even when their presence is unnecessary.
86	Law enforcement isn't "Customer Service". Our goal should be to enforce the laws of the State of Michigan having integrity and respect for all. The ideology of "Customer Service" has spiked crime in this state and made it dangerous for our Troopers on the street as "Officer Presence" is no longer a thing. There is a fine line between order and chaos.
87	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
88	more concerned with optics rather than enforcing the law. willing to throw members under the bus, rather than back them, if it is an easier path optically
89	MSP does not have enough people to function at its current capacity. Introducing new objectives and vision goals is unrealistic, as myself and others are barely able to function in our current roles.
90	MSP's strategic direction plan only lists projects. There are no metrics to measure to see if these projects are helping the agency reach their goals.
91	My division has a tendency to be reactive instead of proactive - they never care to implement suggested solutions to potential problems until the problems actually become problems and it's too late to manage
92	MY division has identified our barriers however, the barrier is our division director.
93	My division identifies problems, but does not take any meaningful action to resolve those issues. There is a LOT of talk but nothing is put into action.
94	My division needs more time and money. The agency's goals cannot be defined and in keeping with anything when the helm of the ship is rotten to the core.
95	My team is missing important resources to allow us to meet our goals and objectives without impacting other teams having to borrow resources. Goals of the agency our unclear.
96	My worksite has an incredible workload that is too much for current staffing levels. We need more bodies, or more overtime to be able to effectively accomplish our goals.
97	No idea what the agency's goals are. Seems to be saving the State money and taking the path of least resistance when dealing with any lawsuits which both contradict each other
98	Nobody knows what's right anymore since the higher you are in the agency, the more you don't follow what you hold everyone else accountable for. You're held to a higher standard until you rise in rank.
99	Not enough time with current staffing levels to complete routine work
100	Not sure what the agency's goals are exactly. Law enforcement does not seem one of them.
101	Objectives for this agency are broad in scope and have never even been addressed directly to the members of the agency by top level management.

102	<p>often seems like there is too much red tape and bureaucracy when it comes to upgrading necessary software like our LIMS systems, takes too long to implement improved procedures because of bottlenecks at the top, even when simple/tiny changes are requested they don't get done</p> <p>seems division management CREATES more barriers and micromanages rather than identifying and removing barriers (for example despite previous Colonel directives allowing WFH flexibility, division management restricted it to only being mondays and fridays, again for no logical discernable reason, until the new colonel updated his policies further and they were forced to change)</p> <p>Division should be offering guidance on Smith vs. Arizona but i've heard almost nothing from any level of management- instead i'm going to be learning about it through a DNA Labs International webinar</p>
103	Often, I am denied training that would help me perform my job duties or do them better.
104	Our agency goals are defined but the overall objectives are not achievable due to department leadership decisions limiting number of troopers at our post even though we have recruited new hires for our post. Troopers have been assigned elsewhere.
105	Our chase policy is clearly in contradiction with our duty to intervene. We as law enforcement officers are required to step in a prevent crime we see from occurring but instead of doing that in many situations, we have to let the criminal's win, making the community less safe than if we did intervene. A suspect vehicle that attempted to rip an ATM out of a bank parking lot was located by troopers with the chain still dragging off the back and troopers had to let it go. We let local agencies attack crime that we sit on the sideline of because we are so afraid of getting sued. Law enforcement is messy and the department needs to understand civil litigation is part of that. We don't need to hold troopers back from protecting the community. We need to train them better on how to do the right thing. By standing on the sidelines, I feel it opens us up to more lawsuits due to our failure to protect the community.
106	Our focus on DEI has harmed our ability to reach our main objective - assuming that objective is to provide high quality, professional general law enforcement services. If our main objective is to promote DEI ideology, then I guess we're doing just fine.
107	Our goal is to prevent crime and arrest criminals. The colonel has turned this department into a joke with his liberal policies that hamstring our ability to arrest violent criminals. His main focus is his DEI programs which have no business in law enforcement. He has no business being colonel and should be replaced.
108	Our objectives as a law enforcement agency consist of protecting and serving the people of this state, enforcing the laws and apprehending suspected violators of the law. This agency has created an environment where proactive police work is directly, and indirectly, strongly frowned upon and discouraged. Rather than working with our legislators to strengthen the laws in our state related to resisting/obstructing/fleeing law enforcement, and making such crimes mandatory felonies to discourage that behavior, the department insists on governing the speed in patrol cars and eliminating pursuits. Rather than encouraging and rewarding members for aggressively pursuing criminal activity to enhance the safety of the people in this state, the agency prematurely assumes members are guilty/at fault during use of force/critical incidents and inciting aggressive 'witch hunt' style PSS investigations against department members depending on the 'optics' of the situation. We are required to remain fair and impartial as a law enforcement agency, not showing preference to any political view, race, gender, culture, religion etc. however, this is clearly not the case as seen in our policies, hiring/promotional processes, and disciplinary proceedings.

109	Our policies no longer reflect public safety at the core, but rather, maintaining "good optics" at the expense of public safety.
110	Our unit is understaffed and with people leaving/retiring it will only get worse.
111	Overall vision for the direction of the agency is not well communicated to worker-level staff. In years past we have had specific points of focus and direction and now I perceive that there is not one defined direction of travel for the agency.
112	Overworked. Need more staff in order to properly address caseload.
113	Politicized and acting contrary to our law enforcement charter
114	Q11 - would like more specialized training in certain areas Q15 - until something comes up, I do not have the background knowledge for all areas of compliance.
115	Q12 - I have all the resources to perform my job duties, but I am expected to continuously do more and more and nothing is ever taken away.
116	Q12 - Recent additional duties placed on my position prevent me from completing tasks previously completed without issue. The severe lack of personnel prevents me from ensuring the agency's goal are met. Lack of communication and the unreasonable demands placed on our members prevents us from achieving overall objectives.
117	Q12 - we really need to evaluate some of the functions we're performing and whether we should continue to do them the same way. But with the current volume of work - it never stops - so I never get the time to complete any such evaluation or make any changes. This really is too much for one person.
118	Q12. I do a lot of work at home, off duty. I could find time on duty, but at the expense of not traveling to the worksites and seeing my troopers as frequently.
119	Q12: Again, not enough staff.
120	Q12: I am currently doing two people's jobs and the MSP refuses to fill one of these positions.
121	Q12: I can not get away from the amount of trainings that are released on a weekly to almost daily basis. It floods my time.
122	Q12: Staffing is too low to be as effective as we should be.
123	Q13 - Management is intentionally placing barriers to achieving law enforcement objectives within the unit, in favor of community outreach activities. Division leadership is aware of this and appears to support it.
124	Q13- RSS not division. Communication is horrible and feedback is often not well received. Q16- The members are a priority in the agency's goals. More training is not helping the retention issue, nor will it lead to happy employees.
125	Q15- There is confusion in the field regarding updated laws and the interpretation given to the members thru conversation and the written law book
126	Q15. I am aware of the laws and regulations impacting my responsibilities and am trained to ensure that the agency is in compliance. * I am not trained to ensure. I have learned these things on my own. Q16. The agency's goals are defined and in keeping with its overall objectives. * I have no idea what the agency's goals are under the current command other than to make the department less white and for command to ingratiate themselves. Those are the only goals I have heard or seen demonstrated from command.
127	Q16.does not make sense the way it is worded.
128	Q16: The agencies goals go against the oath I took to be a Trooper. We are handcuffed and unable to properly do our jobs. It seems the agencies goals revolve around retaining money and avoiding scrutiny rather than protecting human life.

129	Ref Q12- There are enough PDMS and other miscellaneous trainings that it prohibits me from doing police work.
130	Some post should not have multiple extra patrol cars and people get take home cars, while other post have to share cars and cannot take them home. Would be on the road more and check into service to take calls if we weren't constantly loading and unloading cars. Each Trooper should have an assigned car and its theirs till it miles out or is not drivable.
131	Sometimes I have discretion to make managerial decisions regarding staff and other times I do not and so its really difficult for me to know when I am allowed to manage, and when I am not because its always different and therefore I just err on the side of caution and defer to the manager above me.
132	Staffing a proper chain of command with adequate subordinate to supervisor ratios is lacking depending on where some opinions feel is more important. Some areas have a Lt or F/Lt overseeing one or two persons while others have Sgts filling roles of Lts. We have a Sgt in charge of a dog that will never be where it needs to be when it needs to be there. We have twice the staff at the academy walking around in workout clothes, full time CSTs. We focus more on feel good services and PR than crime and support to other agencies. We are not leaders anymore. The endless online training from multiple sources is ridiculous and interferes with achieving objectives.
133	Statements listed on Section 1 encompass all selections.
134	Supervisors fail to support unit in regard to comments from other unit supervisors regarding how we operate as a unit. Supervisors fail to manage co-workers equitably and prefer an equality approach when an equitable approach is what should be taken in order to ensure work is completed in a timely manner.
135	The agencies goals at this point seem irrelevant as there is absolutely no confidence in top management in our agency. The perception is the top management only cares about themselves and not those under their command. This is apparent when top leadership does not hold themselves to the same ethical standards as they expect those under their command to work within. Past present and departmental policy clearly don't apply to top leadership.
136	The agency directive seems to be fluid and is only enforced when it is politically driven.
137	The agency doesn't communicate their goals, and if so the goals, and vision of the uniformed trooper is not taken into consideration. The vision is not clearly communicated unless it has something to do with DEI policies or CALEA. This department was built on strong traditions. The members built our foundation. We have instilled trust in the public and citizens for over 100 years, and now we allowed someone to come in and tell us that the way we do things is not right. We were the standard, and now we are a laughingstock amongst local agencies, and our peers. This department used to only care about how we can support the uniformed trooper, and their mission. All too often it feels like each work group only cares about supporting their section, and has forgotten that for over 100 years, it was about the TROOPER who supported the citizens of our state and how can we make their jobs easier.
138	The agency goals are more in line with mitigating liability of society with cultural competency than enforcing the law of Michigan and protecting the people. Failure to protect the people with policy and focusing more on cultural competency than building the trust of the public by being reliable in protecting.
139	The agency goals are not defined.

140	<p>The agency has created its own problems. Troopers don't want to be proactive in their jobs. They know that if someone resists arrest or makes a complaint about them, it's been quite obvious the department always sides with the criminal or the complainant. This also applies to internal investigations brought upon a member of the department by another member. For example, in a specific complaint the department had photographic proof that one member lied in an attempt to get another member in trouble. However the department refused to discipline the member for lying and that person is still a so called "working" trooper. This specific trooper has lied throughout their entire career and violated numerous policies and the MSP refuses to do anything about it.</p> <p>When it comes to troopers not doing their job because they are afraid of repercussions, the State of Michigan and MSP can report that crime is down because troopers are afraid to do their job. This has become the political narrative because that's what the politicians including the Governor and the Colonel and higher echelon want, that being more crime and less reporting of the truth. The sad thing about this survey is anyone who has or wants the power to change things will never see it.</p>
141	<p>The agency has lost its way. Instead of focusing on our primary mission of law *enforcement* we've become far more focused on community relationships, social benefits, etc. We need to get back to our core mission and let criminals know that if they commit a crime, we are coming for them. All the kumbaya-ing we are doing isn't deterring criminals, it's emboldening them. They know they can run away from us and we won't chase. Or, if we do, they'll try to sue, and our governor and attorney general are on the side of criminals. Morale is the lowest I've seen it in my 18+ years with the department and it is DIRECTLY caused by our Governor, AG, and top leadership.</p>
142	<p>The Agency has lowered its standards for recruiting and that is shown by the work ethic of newer troopers. DEI being implemented during the promotion process has put people in authority that are not qualified to be there.</p>
143	<p>The agency has too many restrictive policies in place that prevent MSP from achieving its objectives. Policies are hidden within PowerDMS and seem to appear at the leisure of PSS.</p>
144	<p>The agency is misguided by the idiot at the top. They don't give two shits about traffic safety. The col said that traffic stops lead to law suits so we should concentrate our efforts on investigations. We never see troopers on the road making traffic stops</p>
145	<p>The agency is responsible for enforcing laws and protecting the public, but the members are prohibited from taking actions to enforce laws and protect the public. Members of the agency are constantly questioned and subjected to criminal charges when criminals chose to violate the law. If a criminal chooses to endanger themselves and the public by failing to comply with the law and the lawful commands of police officers, why are the police officers being charged with crimes?</p>
146	<p>The agency's goals should be to combat crime but instead the leadership's goal in MSP and Michigan State Government seems to be to punish any law enforcement to the fullest extent possible for any little thing while letting criminals off with a slap on the wrist or offering to drop charges if they testify against a LEO.</p>
147	<p>The agency's goals are more focused on DEI initiatives than policing.</p>
148	<p>The agency's goals are not well communicated with the staff and employees.</p>
149	<p>The agency's goals do not match with actions taken by top leadership. Lack of communication and has feed to the confusion of clear and specific objectives.</p>
150	<p>The agency's goals set forth by the highest command do not meet the objectives of the majority of the members in this department. To be honest, I am not sure who they align with.</p>

151	The agency's goals, broadly, over the last several years have been to increase transparency which Command has obviously failed to do. If you want transparency, then start taking a closer look at the work actually getting done on the road with no "attaboys", no support of troopers when met with lawsuits and criminal charges for professional work. We are all hoping for leadership change. We are all hoping for leadership to recognize how much quality work we do with minimal (dangerously low) staffing. You don't have our backs.
152	The allocation of personnel makes it difficult to complete the mission at the worksite. We are severely understaffed while specialty units are fully staffed. We are less than 1/2 of our 85% staffing goal and continue to work the same mission, causing further burnout and more members to leave the worksite.
153	The country as a whole is moving away from DEI and toward a merit based system. I think that is something that agency members also want and have expressed during past survey's and forums, however, it still remains a large focus of MSP instead of policing.
154	The decisions being made by top leadership are a detrimental to the agency. Take the new AG review policy for example. County prosecutors generally clear members of alleged crimes within days or weeks. We now have a new policy that requires us to submit complaints to the AG's office. The AG has been sitting on complaints for over a year. This causes a great deal of stress for the membership, especially those who have been involved in critical incidents. This was a terrible idea!
155	<p>The Department continues to make the gradual slide into merely an investigative resource for other agencies. If you ask citizens of the state what they think of when you say Michigan State Police, they aren't going to say casinos, or fraud, or wellness, or marijuana tax or any of the other myriad teams and task forces. They are going to say the blue car with the red light with the well dressed, professional UNIFORM trooper.</p> <p>When was the last time you saw more than one trooper on a traffic stop on a freeway or expressway? 90 percent of the time it will be a motor carrier in the median or on a stop.</p> <p>Reassess and redeploy the enforcement members to make a difference at the local levels.</p>
156	The Department fabricates barriers that do not exist and actively ignore real barriers.
157	<p>The Department has moved the bulk of the policies to Power DMS as a centralized repository for conduct and operational behavior. There are several critical CVED policies that remain unpublished in any common location. Many of these policies have been shared in email form only and have not been posted in a permanent location such as Power DMS. For example:</p> <ol style="list-style-type: none"> 1) Enforcement procedures during an inspection where possession of Marijuana is discovered in a Commercial Motor Vehicle (Published NAS inspection criteria contradicts expected division policy). 2) Inspection policy regarding intra-state medium sized operation of Commercial Motor Vehicles (Michigan only moves of CMV over 10,000 lbs. but less than CDL required 26,001 lbs., 16 passengers, or placarded HAZMAT). 3) Most current policy on maintenance of certifications.
158	the department is a shell of it's former self, thanks to Grady and the gang.
159	The department's current stated goals and actions are in conflict and are not clearly communicated throughout the ranks.
160	The division especially the training division, seriously lacks in communication. When there are issues with recruits the agency does not do their due diligence to correct issues. They fail to share safety concerns and put people and members in unsafe situations.
161	The goals established in the "Strategic Plan" are ambiguous, not well defined, and therefore success is nearly impossible to measure.

162	The goals of the agency are aligned with the unethical standards of the colonel for personal gain, not the survival of the MSP
163	The goals of the agency...what are they? How's are DEI division doing? How many millions pumped into that catastrophe? How many more females and minorities have been hired? Because the graduation rate for those has stayed consistent.
164	The goals of this agency, a law enforcement agency, should by definition be to enforce the laws. However, management and our policies are only concerned with liability: what creates liability and how can it be minimized/eliminated. The business of policing is often ugly and dangerous, but it is absolutely necessary. We can't be governed solely by money. The people of this state expect us to do the work that so few are willing to do: taking dangerous people off the streets. Our policies should reflect that, but they obviously do not.
165	The goals of this department are established by top management, who place an unreasonable amount of emphasis on a person's identity, rather than their qualifications and/or ability to effectively carry out their duties. Top management has made it clear through their words and actions that they put more weight in their personal relationships or a person's identity when considering selections for vacant positions. This comes shortly after some department members were disciplined or released following similar activity. This act appears to continue despite the recent controversy, which suggests this is a pervasive issue coming from top management down.
166	The level of my position has been understaffed for years as well as not having as many positions for the level of work that is expected of us.
167	The overall goals are very skewed. Law enforcement is supposed to enforce laws set forth to preserve and protect the State of Michigan and its people. The department has become woke and believe criminals have more rights than that of the people who are the victims of heinous crimes.
168	The requirements of my job require more robust computer capabilities and software than are currently available to me.
169	The requirement for multiple trainings is hurting the ability of troopers and scts to do their jobs of public safety.
170	The top management and AG's office seem to make their own rules regarding what should/should not be enforced. Top management appears to have the belief that a policy violation is a violation of the law. The goal of the department is no longer enforcing the law.
171	The top of our command is allowed to give themselves performance appraisal bonuses and take photos in the tunnel of Ford Field with Lions Players. If anyone especially a road trooper would be disciplined and asked to no longer work games. Our department's reputation has been tainted because of this regime.
172	The workload for the designated classification is not balanced. When more and more are added but reclassification is not initiated it leads to poor morale. The Department of State Police has traffic safety in its Strategic Plan, but they do not support the actual doing of traffic safety. Troopers are disciplined for stopping wrong-way drivers.
173	There are just not enough hours in the day to accomplish all tasks in a timely manner. Troopers and Sergeants are forced to donate hours off-duty in order to meet timelines and in order to submit documents/ reports in a manner described by policy(ies).
174	There are too many projects in the works currently and this team is not able to thoroughly complete these to a level that is expected from an MSP member.
175	There is never enough time, and the tasks continue to multiply
176	They agencies goals and objectives are geared towards race and gender when it should be geared towards the prevention of crime, solving crime and reducing traffic related fatalities. DEI does not benefit the citizens of the State of Michigan in the services we are designed to provide. DEI inhibits us from being effective.

177	This agency has become too political in nature and leaves areas and decisions up to the Trooper who is then second guessed and prosecuted for making those decisions.
178	This department is being run into the ground by poor leadership.
179	Though my role has changed over the past decade my PD has not been updated. Because of this my authority over certain aspects of the work is unclear to peers and subordinates.
180	<p>To my knowledge, the leadership in my section lacks formal education or training in recruiting. As a result, we are often operating without a clear strategy, essentially "throwing things at the wall and hoping something sticks." We have no concrete data or metrics to assess the effectiveness of our recruiting efforts, which makes it difficult to gauge our progress or make informed decisions.</p> <p>I believe that my section, particularly my sergeant, does an excellent job of identifying barriers in the application process. Their attention to detail and proactive approach help ensure that obstacles are addressed, which is a significant strength of our team.</p>
181	Too much emphasis and training on DEI
182	Top level appears to discourage Enforcement of laws.
183	Transition to DEI & other "progressive" ideals at the expense of public safety
184	troopers and sergeants should NOT fear doing there duty. command needs to back the blue
185	Troopers have voiced their complaints and concerns up the chain for years and it never gets taken seriously. As far as the agency goals, the people making them haven't seen what its like to work the road in years. Again, go sit a blue goose for a week and then tell us how you think we can improve. You have no clue what it's like when you have been off the road for more than a year.
186	Upper Management apparently has a different set of rules and regulations; granting themselves perks/gratuities that Troopers would be disciplined for, influencing investigations due to personal beliefs and receiving a questionable monetary benefit. I have never been this disappointed in Upper Management in my entire MSP career.
187	We are a law enforcement agency that seems to forget that we have a duty to enforce the law.
188	We are getting out of secure cities where most of the crime happens, and we have changed the mission of HSP away from interdiction. Both of these things will not make the State of Michigan safer. WHY!
189	we are understaffed - it is identified but there is no plan to resolve just work harder. The work load has increased approx 30% plus but no additional staffing
190	We do not resolve issues well imo.
191	We have focused entirely too much on making the public "happy" instead of focusing on policing in places that need policed. We waste our time following DEI initiatives and don't focus on taking care of our community the way we should.
192	We have not been given a meaningful Strategic Direction or goals to meet in the field.
193	We have repeatedly explained the problems facing our post and have received nothing more than shoulder shrugs.
194	We need more training all the way around.
195	We need more Troopers on the road in uniform. They are the ones doing the actual job. We are so short staffed it is not safe and we will not be able to maintain. Every year the troopers get more of the workload, our bandwidth is at a breaking point.
196	We spend too much time on unnecessary training
197	What are the goals and objectives of this agency? They preach one thing, but then command does quite another. The lowest levels of employees are held to the standard of perfection, meanwhile, starting at the very top, command lines their pockets, uses their position to gain favor and gratuities, and operates with immunity to policies, guidelines, and laws. Read a newspaper. Ask Paul Egan. It is widely and publicly known.

198	While not specifically in my PD, I've become increasingly involved in IT/network setups and I don't have the training or vocabulary to be an asset in that environment.
199	While we may have solutions, other departments stand in the way of implementing them. Or there is so much bureaucracy, that it fails to get implemented in a timely manner.
200	<p>With the amount of training that continues to be pushed out to the field, it seems there is not enough time in the day to accomplish one's task. It is apparent that the department wants members off the road and tied up on administrative task.</p> <p>There is no clear direction from top management on where MSP is at or going. There is no clear communication in the field. There is no communication from top management to the MSPTA.</p>
201	With unrealistic expectations and pressure, it's impossible to feel like we have enough time to complete our objectives. Some are offered OT without other workers' knowledge, which goes to emphasize the fact that we do not have enough time to perform our duties and meet objectives in the normal time a workweek provides.
202	Yeah right! You can say this is an anonymous survey all you want but we know it is not.

Appendix D – Policies and Procedures Comments

Policies and Procedures Comments	
1	"operations are effective and efficient, and laws and regulations are followed" this is a trap statement. Effective and efficient operations are completely separate from following laws and regulations. This style of question is why the department has a bad reputation. Police shouldn't be part of the "gotcha" social media influence.
2	"Staff who break laws and regulations affecting the agency and are discovered will be subject to appropriate consequences." Col. Grady should be fired and Lt. Col. Brimicolum should be in prison for the massive amount of corruption and fraud committed in the last two years. not to mention the compensation they "allocated" for themselves.
3	#20 This all depends on who broke the law or regulation. A trooper might get placed on paid suspension for an allegation, but the Lt. Col. clearly does not. This is wrong. #21 The way our agency reinforces this is by the monthly Employee Relations document on correspondence. We learn by reading what happened to others.
4	18. Although policies are "reviewed" annually they have not been significantly updated to reflect the section's missions and staffing. 19 Although policies are "reviewed" annually they have not been significantly updated to reflect the section's missions and staffing. 20 Polices are bent and broken top down, with little accountability. 21 Agency level, maybe? Section level no, documentation in my section is encouraged but not mandatory. 22 Reviewed, but not changed.

5	<p>19. There are currently policies in place (i.e. pursuit policy) which grossly inhibit the ability to effectively enforce law and traffic safety. The exclusion of the provision allowing for the pursuit of wrong way drivers on a limited access freeway leaves the road level Trooper with double peril. If the Trooper pursues and effectively stops the wrong way vehicle, they are disciplined for violating the pursuit policy. Likewise, if they parallel the involved vehicle, drive in accordance with official orders, and then simply observe the wrong way driver cause an at-fault fatality crash they are also condemned by the department for cowardice and lack of action.</p> <p>20. There appears to be disparity in punishment in regards to rank. Those who are enlisted are generally written up to the fullest possible punishment for the violation, however, command officers are generally allowed to walk away.</p>
6	<p>20. There is a trooper working the desk right now that has a suspended license because he didn't pay a ticket but they won't hire someone in dispatch who has a DWLS make it make sense?</p> <p>21 We have a lot of great policies on paper but the department does not enforce them with actions only with threats. They do however communicate why we have them and when they need to be implemented and when they have been updated but we do not enforce them at all.</p>
7	<p>A lot more should fall on the divisions or districts to decided without finance, bureau, or director approval.</p>
8	<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</p>

	<p>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>
9	Adherence to policy, or morals thereof, apparently do not apply to the Director or Chief Deputy Director. "Do as I say, not as I/we do."
10	Again, CALEA is adding too much red tape to a system that wasn't broken, which just adds more paperwork where it isn't needed. More discretion needs to be given to district/post command when giving punishment to troopers. They know their people better than HR and what would work in correcting the mistakes made by troopers.
11	Again, it doesn't matter if policies and procedures are approved by the top level of management within the MSP. They clearly don't hold themselves to the same standards. This was apparent when the top leadership deviated from past policies and procedures and awarded themselves a "pay for performance" bonus when they were not even eligible to receive this bonus. This was even brought to their attention by the head of MSP HR (at the time) and the top management still deviated from past practices and awarded themselves the top award percentage possible.
12	Again, see Lt. Col. AB
13	Again, the overall impression is rules for thee and not for me. If you are in line with the top tier you are good to go. If you are not, you will be held accountable.

14	Again, the policies and procedures of the State Police are reflective of maintaining "good optics" but greatly hinder Troopers ability to and willingness to actually enforce the law and ensure public safety. We are merely documentors of crime, waiting for something to happen and reacting to it because actual law enforcement sometimes doesn't look great.
15	Any time an order is reviewed it should be reviewed by subject matter experts. Not someone that kissed the cols ass to get where they are.
16	Apparently, our policies and procedures don't apply to all members (Colonel). He clearly violates policies and procedures and ironically, HR, under the thumb of the Colonel, dismisses them. This agency holds a double standard from the top down
17	Appropriate consequences for violations of policy do not exist. The department is grossly discriminative against certain individuals. Discipline is not applied evenly or fairly across the membership. Certain members are protected while others are not.
18	As previously stated, department policies are not in line with the law and tell us to specifically not enforce the law in certain situations.
19	Certain people are subject to discipline and others with higher rank are not. This department likes to use discipline as a form of revenge, ie if an employee defeats a discipline proposal, the agency comes after the employee swiftly for minor infractions.
20	change the pursuit policy!!! we are making it easy for criminals to get away with things as well as the potential to save lives.
21	Civilian employees are always punished way harsher than than enlisted members.
22	Col and Lt. Col have been involved in several controversial issues in the last year. Meanwhile, the membership seems to be held accountable for their actions. Definitely seems to be a double standard.
23	Colonel Grady lied during an internal affairs investigation and still has a job. MSP needs a completely new command presence.
24	Colonel Grady should not be in office. He is destroying this department. His opinion is invalid as he has terrible leadership skills and does not have a fundamental understanding of the basic principles of police work. Grady needs to be fired immediately.
25	Consequences have been excessive compared to the regulation broken.
26	Current MSP policy is yet another way the current administration is damaging the department.
27	Currently in MSP we have a multitude of examples where people at the Tpr. or Sgt. level make what may be deemed as a bad decision at the time or may be a violation of policy but save an unknown number of lives but instead of looking at it from both command vs person working in the field view, command chooses to hold Tpr. and Sgt. to a perfection standard and if any violation is found, there is almost ZERO tolerance. Which makes it seem that instead of giving justified discipline, internal affairs and HR are "proving a point" with extreme discipline.
28	Decision originally allowed at middle management no require top management decisions. Policies and procedures have become overwhelming and impossible to keep up with. This directly impacts members abilities to affective in there assignments.
29	Department has so many polices that also change constantly making them hard to keep up with. Policies are being written by people with little to no road experience that make our jobs takes even longer and create additional work for road making admin staff jobs easier and quicker. Policies are not followed by upper command and not held to the standard the road patrol is.
30	Discipline is more based on showing the public how politically woke they are rather than doing the right thing.
31	Do as I say, not as I do.
32	Don't believe policy's and procedures are reviewed by members who have worked recently in this time period.

33	Double standard with the leadership team.
34	double standards. MSP high command are free to do what they want against policy or law.
35	Due to the last anonymous survey not being anonymous, I will not be giving details for why I responded with disagree or strongly disagree.
36	employee relation updates on the intranet make it clear that enlisted members can get away with just about anything and not get more than a 5-day suspension, pretty sure I've seen the same infractions by a civilian member be met with terminations how am i supposed to know who is approving the policies/procedures as an employee not part of any level of management? where is that information??
37	Employees who break policies and do not receive appropriate consequences. Employees who do not break policy are being punished and put on ADMIN leave for much too long and are suffering with the stress of the unknown.
38	Employees who break policies continuously are never dealt with. They get "talked" to by management, but they don't change their behavior and have no consequences for their actions. It leaves everyone to wonder why we work hard to follow policies
39	Everyone is held accountable, except for the TOP command within the Department.
40	For Q.18: Our current evidence submission policy in Biology does not allow for many 'smaller' offenses to be processed, which I feel is against our agency's policy of being in the industry of serving the public.
41	Get to the real stuff already. We all know how desperately you want a CALEA accreditation, and none of us care about that at all. Enough with the bullshit questions.
42	Having "Top Management" consistently and regularly disregard and violate both the law and department policies has caused irreparable damage to both the reputation and efficiency of the department.
43	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.
44	Higher ups are not held to the same standard as the rest of the department.
45	How can Brimacomb take a state car on vacation to Florida and still have a job - let alone being a Lt. Col! It's insane that she doesn't have to follow state regulations and get away with it!
46	How come a LT only received a memo for falsifying their time sheet and saying they were at training when they weren't when other people at the Trooper level were fired for the same thing? See first narrative.
47	https://michiganadvance.com/2025/01/15/complaint-alleges-michigan-police-director-and-top-deputy-improperly-received-bonuses/
48	I am 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 department.
49	I am sure there are lots of things that get pushed through or not fully investigated based on current political trends in efforts of trying to make the agency look like its proactive in adversity versus giving everyone an equal opportunity..

50	I believe procedures in my division need to be redefined to optimize employee workload.
51	I believe some of the procedures prevent us from doing our job effectively. Multiple sites for training, which can lead employees to not being able to track what training needs to be done. Thought CALEA was supposed to condense the training area.
52	I disagree that the staff that break laws and regulations are subject to appropriate consequences. It seems reading the monthly employee relations in official correspondence that some of the discipline does not align with violations the MSP member committed. Also, seeing how top management makes the news for unethical acts but there is no discipline, and that person is exonerated seems suspicious as well. It is almost dependent on "who you are" not "what you did".
53	I do not disagree or strongly disagree with any of the above questions.
54	I don't know what our goal is anymore. Is it to put criminals behind bars or is it to do everything and anything but that? We have become an agency of emphasizing going to public appearances over investigating crimes. We have our ES Team members Marine Troopers who used to work at the posts taking complaints to doing whatever until they are called upon for their services. Our posts are spread too thin. We have more troopers on TEAMS around the district than actually working at the post. On top of that, we are required almost daily to complete some sort of training online or in person. We sure do look good though for those public appearances.
55	I don't understand the level of punishment members receive. There does not seem to be any consistency in punishment in my opinion.
56	I feel like I'm beating a dead horse with the chase policy so I will not address it. Our use of force policy is being messed with and muddied so much that no one understands what to do anymore. Troopers are charged with crimes resulting from following that policy. Now, they want to give less direction and less training in defensive tactic refreshers and instead just trust post DT instructors, some of which with prior use of force issues, to be the ones teaching scenarios and how to do things.
57	I feel that management outside of BFFD, tries to find loop holes in every policy and they are able to get away with it.
58	I feel that this department has started to cater to the criminal element with no chase policy and dismantling of proactive teams. (SCP and HST).
59	I feel the IA investigations/system has to be dismantled and replaced. We have had troopers on leave for almost a year and no crime has been alleged. The MSP will only learn the mental anguish it causes its members in these situations when the MSP gets sued for millions of dollars. There's no excuse for it and the MSP is better than that. Certain people/areas during this process have too much power and make decisions based on no actual set guidelines resulting in this mental anguish described. There needs to be set guidelines that make sense when considering if a member is to be on leave or to be in a light duty capacity.
60	I feel the policies and procedures change too frequently and are sent out via Power DMS. There are many times where there are 30 to 40 pages of policy and procedures that have been updated or changed for CALEA standard, and these may come weekly at times. It's hard to keep up with all the changes. CALEA at times also adds extra steps to things we used to do more efficiently, all for the purpose of being CALEA certified. There is no emphasis from senior management on actual police work. The shift of importance is DEI and people's feelings.
61	I have no idea how policies and procedures are developed anymore, aside from compliance with some made up body, CALEA. "Staff who break laws and regulations affecting the agency..." this question is ironic after reading the first section regarding the feeling of how ethical our top management is or is not. Anyone above the rank of Captain (maybe a little higher) is held to a much lower standard than those below them. Q24 - I don't know. I don't know who approves each policy.

62	I strongly agree that staff that violates laws or policy will be held accountable.... just not management.
63	I strongly disagree with all of the above. Within the last 2-3 years we have let outsiders control our decision making at the highest level. Our new policies and revisions clearly speak to this. That is if you actually read the countless updates provided daily/weekly. I would suggest that 70-95 percent of the members within the agency simply place their signature information into power dms in order to quickly meets the requirements and move onto their daily tasks. If you actually spend time reading each policy, and doing all the training, know b4, cjis, etc, there would be very little time left to conduct investigations and law enforcement duties. The bureaucracy of this job did not exist 16-17 years ago, and is the leading cause of stress amongst members, not chasing bad guys, or standing on the freeway during icy weather conditions. It's all the other things going on and the fear of violating a policy they probably didn't read that is pushing our members to the brink of quitting. We did this to ourselves. We chose to lower our hiring standards. We chose to stop inducing stress in our academy. We chose to start helping applicants with their paperwork and writing their resumes for them before they are submitted. We chose to introduce DEI policies that affect how we promote members and hire within, limiting our natural leaders. We choose to have a promotion process that doesn't consider if someone did a terrible job at their previous position, but yet if they meet the requirements in a job posting, and if they documented those in a memorandum. We choose to believe that those people are better than the ones who actually lead others, and can function at all levels of their job, and would be an effective leader. We chose to play make belief with Michigan State University and make our troopers seem racist. We chose CALEA, and allow them to ruin our identity that people have sacrificed their lives for. We chose to do this to our agency!
64	I strongly disagree with the statement that policies, procedures, and safeguards are consistently enforced to ensure that objectives are accomplished and that staff who break laws or regulations are subject to appropriate consequences. In my experience, there have been multiple instances where upper management received leniency or avoided consequences altogether for conduct that would have resulted in termination for others. For example, I have witnessed cases where individuals in higher-ranking positions were found to have lied during an internal investigation, but were allowed to remain in the department, with some even retiring without repercussion. This inconsistency in applying consequences based on rank undermines trust in the system and the integrity of the agency's policies and procedures.
65	I think that staff are disciplined based on who they are rather than what they did.
66	I watched as a promotion scandal was kept contained to only one single worksite in the entire state, knowing full well that spread far beyond that. But, if the department says they're good, we just take their word for it? It's insulting
67	I would decline to explain myself as I do not feel the top management of my agency, Lansing, places any weight or value on my opinion.
68	IA has been looking for ways to "gotcha" the troopers. There has been too much unreasonable scrutiny placed on them. IA is picking through hours of unrelated footage to an event and finding ways to get troopers in trouble for administrative violations. It is really taking a toll on morale.
69	If you are involved in an I.A. investigation, and are a Lieutenant or above, you are good to go. Sergeants and Troopers get railroaded by PSS.
70	If you disagree or strongly disagree with any of the above questions, please explain why you feel this way.
71	If you read discipline conferences on a regular basis, you can see constantly that there are department member who break laws (and sometimes do horrific things) that are given their jobs back. I can't fathom how that reflects favorably upon the agency or is not a red flag for further indiscretions.

72	<p>In our complex organizational environment, policies are crucial tools for guiding employees' behavior and ensuring compliance with regulations. However, an excessive number of policies can have a detrimental impact on job performance which has been seen within the MSP. When employees are bombarded with a multitude of policies, procedures, and guidelines, it can lead to cognitive overload. This overload hampers their ability to focus, make decisions, and prioritize tasks effectively, ultimately hindering job performance. It is essential for organizations to strike a balance between having necessary policies for governance and allowing flexibility for employees to perform their roles effectively. Employers should focus on implementing clear, concise, and relevant policies that align with the organization's values and goals. Regular reviews and revisions of existing policies are also vital to ensure their continued relevance and effectiveness which does not seem to occur within the MSP as there are many, many outdated and irrelevant policies to which employees have voiced concerns that have fallen on deaf ears in an effort to mitigate these policies. While policies are essential for ensuring order and compliance within organizations, an excessive number of them can have a detrimental impact on job performance. I, personally, know Troopers and command staff that feel routinely hindered by policies. It is nearly impossible to do this job effectively without violating some type of policy. Even then, it is clear from the scandal which occurred at the Flint Post that countless policies can be violated, and individuals involved will suffer zero repercussions and even be allowed to resign.</p>
73	In question 20 above, the word "appropriate" I do not agree with. Consequences are NOT appropriate in every case.
74	In the forensic science division many of the policies are in writing (emails, Teams meetings, etc...) not in the actual SOPs. The SOPs must be updated to show changes.
75	<p>It appears our Internal Affairs section has become "the almighty" with zero checks and balances from within the department. It's the same people who haven't sat in a blue goose in years that want to armchair quarterback / make policy that jams up good Troops / never try to get back on the road to see the results of what they think they are implementing.</p> <p>It feels like Troopers continue to get hamstrung with more restrictions that change so often even some of the IA Lieutenants have been caught falsely accusing someone of a violation. The way we are expected to transport prisoners is ridiculous. I challenge and welcome anyone to work the road and see how effective their ideas are when they haven't sat in a blue goose in so long, they forget how to do the basics of what a Troop does.</p>
76	It depends on your rank or who you know as to whether you suffer consequences. The goes from the top all the way to the bottom.
77	It is hard to effectively and efficiently do my job when the Lab Director is micromanaging each unit (even those they have limited knowledge on) and requiring every employee to not only record their hours, but also the times of the day they worked those hours, and the activities performed during the time. This all has to then be entered in spreadsheets/whiteboards/calendars and our timesheets. The redundancy is overly time consuming and for what purpose?
78	It seems as though policies and regulation don't apply to the upper command
79	it seems that far too many policies written by upper management are written based on the fear of civil liability over priorities of public safety. the pursuit policy is a joke. msp projects the image of mall security who has their hands tied by corporate fear of civil liability.
80	It seems that some people get away with major rule/law violations, while others get severely punished for the littlest of things.
81	It's funny we are subjected to fair and impartial training, yet the top leadership is far from fair and impartial. It is my opinion that the internal investigations involving the colonel are not fair and impartial. Again, that's not leadership. He should be above reproach especially if he is holding us to that standard.

82	I've witnessed many department members get wrongdoings swept under the rug or overlooked, while I've witnessed other department members get simple errors be raked over the coals and have reputations ruined for no good reason
83	Leadership doesn't get any or not the same discipline as other team members. They have a whole different set of rules. I know when you go into an investigation you are told that if lie you will be terminated, but it's okay for leadership to lie!! Double standard
84	long term employee continues to argue about following internal regulations - for many years was over section and had many financial handlings that were incorrect/costly - no demotion or removal. They actually got a promotion
85	<p>Looking at disciplinary and speaking to people have been through the process it seems that the punishment have been applied subjectively where some are set aside some are severe and then others are passed over. Also, it seems that all this stuff happens under a supervisors nose but they are not held accountable.</p> <p>The BWC reviews open staff members to IA and disciplinary action that no other state employee is held to this standard. Now supervisors are less available for their officers. And now instead of supervisors riding along and making a connection with employees they are relying on video review to monitor staff.</p>
86	Many of our procedures are outdated. However, getting them updated seems impossible or are reassigned to someone other than the person who should be in charge of updating these (e.g., technical leaders).
87	Members who do not follow department policy or standards are not held accountable in a fair manner (favoritism in punishment)
88	More policies and procedures should be reviewed and/or suggested by those who still work in the field, doing what we do out here, not by those who haven't worked the field in years or decades. Policies and procedures should always be backed by facts that support the mission of all law enforcement.
89	More than a few policies and practices/procedures that follow from them are not in the best interests of public safety and our mission
90	MSP Commander and his deputy are not held to any law or standard.
91	My department's response with discipline is inconsistent. Some members are allowed to violate policy, law, and ethics while other members are severely punished for minor or esoteric violations.
92	My job has become over documented over the past 4 years. Almost all efficiency has been lost with little hope of getting it back. Management up to division level has been made aware of these issues with no action taken.
93	My unit does not have written policies and procedures in one place - there are several out "floating around" with no central place they are kept. Regulations change quicker than one policy and procedure guide can be established and maintained.
94	<p>New policies are never ending and feel like they are not all needed and inefficient, but only created to work towards Calea Accreditation.</p> <p>Again, some of the polices and procedures we are expected to follow severely decrease efficiency in our role.</p> <p>Rules and repercussions are not enforced equally across the department. HR personnel(GEE-CRAM) utilize their position to manipulate proposed discipline, only to almost completely drop the discipline at a later time. This should be considered criminal.</p>
95	<p>New standards that are implemented are a detriment to case output. That being said, I understand why they are implemented but it does come with a delay.</p> <p>Reading the employee relations and the subsequent punishments make me feel as if the punishments are not proportional to the misconduct.</p>

96	No idea on any of the above. Members are required to read policies and procedures in a blast format and that's it. You better know it or else. Policies that affect the Troopers do not pertain to upper management. The policies and procedures have nothing to do with my job.
97	No one who has spent actual time on the road patrolling, would agree with the policies/procedures that upper management has put in place. Our department is a laughingstock. We need to be able to POLICE and enforce the laws.
98	Not sure how policies are developed. Our department's main priorities appear to be DEI incentives and not protecting the public.
99	Obviously in my position, I am not privy to discipline meetings or fully understand how Unions affect discipline decisions, however when reading the monthly Employee Relations documents (which I am glad these are published in a transparency effort), there are several instances where it does not seem that the "punishment fits the crime" so-to-speak
100	Official Orders being sent to people in our agency that do not need to sign off seem uneducated. Example a civilian being required to sign off on official order for pursuits policy, PIT maneuvers or how to manage a crime scene when their job duties do not include that.
101	Often times when troopers make mistakes they are hammered with discipline and are left to fight these overbearing levels of discipline. Thankfully when these troopers and sergeants fight these cases the lieutenants and others hearing these, correct the discipline to an appropriate level.
102	One I think some policies cripple our agency such as the pursuit policy and wrong way drivers. You are telling me liability is more important than people's lives!? That's absolutely ridiculous! I think people don't fully understand what the policies are saying and yet wish to take them into their own hands and start IA people when they does nothing but tarnish trooper's reputation. However that IA coulda been resolved if a conversation was had before submitting it to IA however that's not a thing in this department. Seems has if people are just looking to get other people In trouble! Goin through multiple IA and being cleared is extremely frustrating and feels as like it's becoming a hostile work environment to be working in as if I'm being targeted!
103	Only staff at the lowest level gets in trouble for breaking regulations. It is extremely apparent that once you work at HQ, you are above the regulations and not subject to punishment for breaking them.
104	Operations are not always effective or efficient from my experience. Staff who break law are held accountable if they are troopers or sergeants. Higher ups seem to be able to change things as they please to protect themselves when needed.
105	Our division has a solid handle on policy and procedure updates. Not sure who does what in the agency, but official orders appear to be current all the time.
106	Our leadership is a joke. They hamstring our troopers and make being an actual cop very difficult. It is very clear to me that they have been promoted due to their gender and the color of their skin. Everyone in this department knows that none of them have been real cops ever in their carrier. If you haven't performed as a high level trooper, you should not be able to promote.
107	Our opperations have never been less effective or less efficent. Very often when a new policy is put in place is restricts the troopers ability to take enforcement action. Or the policy is worded in a away that it makes troopers hesitant to be pro active police officers.

108	Our policies and procedure manuals went through review some years ago in an effort to reduce the number of redundant, outdated, or unnecessary policies; but now we've replaced all of those with new policies from CALEA that in some cases are even more redundant and unnecessary than the ones we removed. There are too many policies requiring strong top-down management. Decision making authority should be decentralized as much as possible, and policy updates should take strong consideration from troopers on the road, whom the policy most effects. For example, our current pursuit policy does not help ensure the agency's objectives are met nor that operations are effective and efficient. The primary function of a law enforcement agency is to enforce the law and arrest criminals. Criminals do not always willingly stop for police, and many times police do not know just how bad a criminal is until they are able to identify them. However, criminals now know we cannot pursue them and they are taking advantage of it. And every time they run from us, we are forced to sit and watch them get away, only so they can continue breaking laws and victimizing innocent people. Then, if we want to try and find the fleeing suspect later, we have to do hours of intelligence and investigative work, follow up with suspect leads and potential witnesses, all of that only for the prosecutor to possibly deny charges because of insufficient evidence to establish the suspect was in fact the one who ran. None of that ensures efficient and effective operations, and it certainly does not ensure the agency is providing the highest quality law enforcement services to the citizens of Michigan.
109	Our policies and procedures are so numerous, so voluminous and so detailed and updated so frequently that it is unreasonable to expect anyone to be able to recall them at a point in time when they are actually needed. For example; I know more about the defensive tactics techniques i was trained on 26 years ago than i do about any of the half-dozen iterations we've gone to since. You changed a fundamental skill that I'd had for years and never adequately trained me on the new one or the one that came after, or the one after that.
110	Our policies and procedures do not allow for members to achieve our objectives, and they do not contribute to efficiency and effectiveness.
111	Our Policies and procedures have been developed to ensure our department's neutral stance on topics like race and officer's actions. They do not focus on the sole purpose of fighting crime and dealing with it. Crime is blind, if you do it, we should go after you regardless of race while standing behind the officer's actions at the end of the process. Troopers are good and want to do good,let them.
112	Our policies are geared towards a soft on crime approach. They put the troopers at added risk while performing our duties because we are afraid of our agency. Let me make this clear. I HAVE NO RESONABLE STRESS OR FEAR FROM THE CITIZENS WE ENCOUNTER. Those stresses and dangers are part of the job and are expected. 100% OF MY STRESS AND FEAR COME FROM THE LEADERSHIP OF THIS AGENCY. We constantly second guess ourselves during intense situations that create officer safety nightmares because we are afraid of the repercussions of an honest mistake. If a trooper has a bad intent and willfully violates our standards, that is what the punishments should be for. A trooper making a mistake in good intent because situations evolve quickly, should not be punished but turn it into a learning experience. I CHALLENGE ANY LEADER WHO HAS NOT BEEN ON THE ROAD IN RECENT YEARS TO DO WHAT I DO. How long will it be before you violate the official orders when trying to do the job? Our leadership already violates the orders but receive no discipline.
113	Our policies don't allow us to do a single thing about wrong way drunk drivers...
114	Our policies have been put in place to mitigate responsibility for top command. They no longer allow our troopers to effectively perform their duties. The real reason we have recruiting problems is because no one wants to work for a department that won't let you do your job. We're no longer a proactive agency, simply a reactive agency.
115	Our policies have handcuffed us into not being able to protect ourselves and the public.

116	Our pursuit policy is a disservice to the citizens of Michigan. It stands against protecting the innocent and holding criminals accountable. It demoralizes MSP troopers and sergeants who work the road. I believe the citizens of Michigan as a whole would support a less restrictive policy to actually stop criminals quickly and effectively.
117	our top command has no business making decisions on discipline or procedural things when they never met the standards and were pushed along due to DEI and prior discipline.
118	Our top leaders have several complaints against them which outline laws and policy being broken.
119	People who are out policing should be making the policies not the incompetent individuals at HQ.
120	Policies & Procedures are only as good as the leadership who follow them to lead by example. The current Top-Level leadership 1 and 2 seem to follow their own code of conduct.
121	Policies & procedures aren't viewed or updated often enough.
122	Policies and procedures appear to be written to protect the department from litigation rather than allow Troopers to complete their jobs efficiently and effectively. Troopers are often not given the opportunity to carry out their duties in protecting the public due to policies written by command.
123	Policies and procedures apply to troopers and are frequently used to as disciplinary tools. Leadership appears more interested in appeasement and accreditation than actual law enforcement.
124	Policies and procedures are designed to make top management comfortable. Efficiency and efficacy are not priorities. Top management does not give a damn about public safety.
125	Policies and procedures are great if the whole department is held to the same standards. Troopers and Sergeants are held to a higher standard than the Colonel and Lt. Colonel.
126	Policies and procedures are reviewed for the most part, but not in every area and not as frequently as likely appropriate.
127	Policies and procedures effecting road patrol officers should not be reviewed and changed by someone who has not been on the road for several years. They are out of touch with working the road.
128	policies and procedures have been adjusted lately to simply satisfy CALEA and not actually provide guidance. Also, PSS just uses these to target Troopers.
129	Policies and procedures have been changed to meet CALEA standards instead of MSP standards. We are too large of an organization for the CALEA standards/procedures/policies to be at their most beneficial. The changes of many policies and procedures without proper training is confusing and causes unintended disciplinary referrals.
130	Policies and procedures have been developed to ensure certain divisions of the agency meet their objectives, their operations are effective and efficient, and laws and regulations are followed. However, the policies and procedures do not pertain to all divisions due to different responsibilities and roles within the department. Policies are sometimes too broad and need to be more specific to job classification. Also, members who have broken laws and policy have at times been "awarded" in the eyes of other members and did not get dealt the appropriate consequences.
131	policies and procedures have been put in place to hinder troops from doing their jobs effectively, and punish them for doing their jobs and keeping people safe.
132	Policies and procedures in this department do not at all make things effective and efficient. There is so many redundant things troopers have to fill out that could be streamlined for efficiency. The agency needs to think about their directives which could lead to changes in policy. It's embarrassing to watch a pursuit of a felon or violent individual pass you by with every local agency and county department involved as the State Police sits there helpless not serving the citizens of this state
133	policies and procedures seems to be adopted simply to comply with CALEA, and to make us an accredited agency, which no one cares about. policy and procedures limit law enforcement and enhance the enforcement of its members.
134	Policies apparently only apply to certain people for whatever reason.

135	Policies are able to be broken in this agency if you are part of top management without repercussions. It should be a set standard for everyone if a policy is broken, the punishment is the same no matter your rank from Colonel to Trooper
136	Policies are developed to mitigate liability instead of protecting the public and are in line with a small group of anti-law enforcement public interest but do not fall in line with law or the majority of public interest. Policies in this department are not consistent with other departments nationwide.
137	Policies are made by top management that take away from protecting our citizens but do protect criminals. (i.e. Members that should be awarded for their good work/bravery are being disciplined in cases which resulted in heroic outcomes).
138	Policies are not designed for police work. Top management should not be unilaterally implementing policies without input from line staff.
139	Policies are put into place for political reasons rather than keeping police and the public safe. The discipline for violating policy is unregulated and extremely inconsistent. I am not able to effectively do my job without fear of being reprimanded.
140	Policies are rewritten to after they have been violated by top management.
141	Policies have been changed and developed more in accordance with political climates as opposed to actual public safety issues and law enforcement functions.
142	Policies need to be clearly identified if they apply to enlisted, civilian or both. There are policies that only apply to enlisted members. I understand the importance of all Members being aware of all policies. But in PowerDMS, we sign that we have reviewed and will follow each policy. Policies are not updated in a timely manner. An example is the Confidential Informant Policy. The procedure and system for CIs was changed in 2022. IOD updated their portions of the policy and sent to the appropriate individuals. The policy was not updated until recently. Members were violating policy for years due to the policy not being updated timely.
143	Policies under the current administration make it difficult and inefficient to properly enforce the laws and make Michigan a safer place.
144	Policy and procedures are contradicting in several areas as they are continuously changing to meet CALEA accreditation.
145	Policy and procedures are developed and in place, but with a lack of respect for the chain of command from the division director, none of them matter. It causes extra work and scrambling as each layer of supervision has to find out what their people have been told to do or are working on as the direction changes without their knowledge when the division director goes direct with analysts without telling the managers. This has caused conflicting direction for employees, as the managers are following their direction from division command, while the employees are following new direction from division command and it doesn't match up.
146	Policy and procedures are made to meet CALEA requirements and do not make things more efficient. Many of the changes are more cumbersome to the post worksites than any other worksites.
147	Power DMS is cumbersome and is very difficult to use. There are items that you cannot find in Official Orders or the Policies and Procedure manual. It was much quicker to actually find things when we had a book at the Post.
148	PowerDMS has made life very difficult for the road troops. Pushing out dozens of policies at once, demanding a signature, then jamming up folks that are not in compliance is not a good way to do business.
149	Prisoner transport with two troopers and one prisoner is unsafe. Seatbelt locks DO NOT work in rear seat of charger patrol vehicle. Right-handed holster exposed to the prisoner. Prisoner able to lean/disrupt rear passenger trooper, trooper unable to effectively respond due to narrow seats and inability to obtain leverage. Prisoner able to kick driver in some instances.

150	Professional standards investigations - the fact that everything has to be investigated by PS is paralyzing the department. Push the authority for low level offenses back to the post commander level.
151	PSS/IA has become shady. They leave out exculpatory evidence that they find in their investigations and ask leading questions without leaving opportunity for rebuttal. I have heard of several instances where they have violated MSPTA contract by violating interview standards. It is a mess that needs to be fixed. The fact that you can make a career out of staying in IA as a D/Lt is beyond me. The focus is on convicting the trooper rather than fact-searching. IA has its place, but it is being grossly abused and they are proud of it (ie. Tuckey/Seccley).
152	Q 19: DTMB technology policies and procedures are a constant hinderance in allowing our unit to be up to date and successful with changing trends. Although the policies are good in nature and important for securing our infrastructure, DTMB is in total control of nearly every aspect of our specialty role. They are untimely with requests and cannot keep up with constant changing technological needs of our specialty unit. We are always two steps behind and are inefficient as a direct result. As a specialist unit, we cannot be grouped into standard software allowances/use of every trooper. We have also had prior incidents where software which we have been using for years was nearly taken away from us due to user agreement wording in the fine print. These issues directly affect criminal investigations for loss of human life events.
153	Q18 - The rules as written do not care for or allow efficiency of operations. The question as stated is invalid. Q20 - Staff being held to legal standards only applies to low level employees. The higher the rank the less they will be held responsible. A recent employee relations bulletin showed a good example of a 15 level supervisor being found to have created a hostile work environment for subordinates (15 - 50 employees?). Discipline = written reprimand.
154	Q18 - This needs to be improved on a bureau/division level. Q19 - Much room for improvement.
155	Q18 & Q19 - The pursuit policy allows and empowers criminals to evade arrest regularly Q20 - The Colonel and Lt Colonel have been involved in criminal activity and go unpunished whereas a Trooper who stops a wrong way drunk driver is suspended without pay
156	Q18 and Q19 - Policies and procedures sometimes prevent me from doing my job efficiently and effectively because too much time is spent in some areas, pulling me away from other necessary duties. Q20 - Disappointingly, there are several incidents in the recent past where members of this department have been less than truthful regarding incidents and the appearance is that they were not held accountable for their actions.
157	Q19 - As a civilian, I'm required to sign and agree to policies that don't apply to me in PowerDMS. There are way too many policies to be able to properly comprehend and remember. While we are told to talk to management if we have questions about policies, management typically cannot answer questions and has no clear route to getting an answer. In the past, I have been instructed to sign the policy without a clear understanding of it or how/if it applies to me. Violations of those policies do not have a consistent response - civilians are often treated more harshly than enlisted for the same violation of policy. Insufficient time is given between when a policy is issued and when it is required to sign it. Other policies seem overly strict and punitive (such as the IOD Cyber Metrics Policy)
158	Q19- If a specific policy is not in place, I have experienced my supervisors to be 'afraid' to make a decision and fall to the excuse of "no policy on that" vs. making a good decision. Q20- If you have family or know the right person, consequences nearly don't exist. Q24- Often, those who are extremely far from those who will be affected by the policy are approving them. For example, it may have been years since someone has gone hands on with a subject, but they will be making decisions based on research and little to no experience.

159	Q19, Q20: While policies exist that spell out certain requirements, upper management both in the field and at HQ often try to circumvent or find work arounds to avoid policy. Furthermore, those who break many policies are not held accountable for their actions.
160	Q19: Recent department policy changes make it hard to do my job effectively. The community is losing trust in our ability to protect them and many see us as spineless. Criminals are very aware they can get away with committing crimes and we can do nothing to stop them.
161	Q19: there are so many policies and procedures that this job can no longer be done if you follow them strictly. It has gotten so out of hand that a policy and procedure is broken daily by someone.
162	Q20 - I agree 100% for members of this agency, except for the director and those that have a relationship with him.
163	Q20 - It all depends on who you know or are friends with - or on the flip side, who at the top doesn't like you. Some that do egregious things receive no discipline or 'a slap on the wrist' and there are some who have done something 'minor' receive the maximum punishment.
164	Q20 - Past examples prove this depends on rank.
165	Q20- I'm not sure if anyone has broken a law or regulation.
166	Q20. The Colonel was found to be "less than truthful" during the Flint Promotional IA, yet somehow it was determined that no further investigation would take place. However, if a violation is discovered during an IA of a Trooper, which is not related to the principal complaint, an additional IA is started and investigated to its fullest. It seems simple, but your rank shouldn't come with a double standard.
167	Q20. Director and Chief Dep Director were not held accountable.
168	Q20. I believe the punishments and PSS need to be regulated. Why does PSS not require a significant amount of road time to have a better understanding of the job?
169	Q20. Punishments seem to be getting worse for minor violations. Conversely, we all know what the Director got away with. Q22. Sometimes it takes quite a while.
170	Q20. Staff who break laws and regulations affecting the agency and are discovered will be subject to appropriate consequences - this is clearly not true for the top management of our department. The colonel and Lt/colonel have engaged in activities that others would be terminated for. Yet, they have received no repercussions and continue to function in their positions of authority.
171	Q20: Accountability for one's actions does not seem to be consistent across the board. It seems like some people are held much more accountable for their actions and others are "untouchable".
172	Q20: I have personally witnessed members violate O.O.#'s, policies/procedures, and trainings with IA investigations but nothing results. It is very discouraging.
173	Q20: it would depend on who committed the crime.
174	Q21. 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.). * I believe that command attempts to exert pressure on members to get in line with command's goals. There is a fear of retaliation if anyone speaks out--at the "leadership" level as well at worksites.
175	Q21. You should add "Professional Standards" to the adherence of policies. The level in which troopers and sergeants are investigated for minuscule issues is ludicrous. Good troops/sergeants are afraid to do their jobs due to fear of reprisal for frivolous issues. Q24. The departure of Stephanie Horton rings out loud regarding bonus pay for the director and Lt. Col.
176	Q21: I don't think members who repeatedly fail to adhere to policies and procedures are appropriately disciplined.
177	Q22 - there are so many at this point that its unfeasible for troopers to remember each and every one of them to a T in conjunction with being faced with difficult situations on a daily basis.

178	Q24 - often times members are saddled with the responsibility of a thing yet no decision-making authority over it.
179	Question #20, explained in my previous narrative.
180	question 20, if you are a low-level enforcement member you will be crucified if you are the colonel or Brimacombe, you will be promoted and provided a bonus.
181	Question 24, I believe that more people that are currently working in a specific field should have more of a say as to what policies and procedures should be and should not be in place. E.g. higher ups that are not currently involved in the work a certain field should listen to input from currently involved employees.
182	Refer to my previous response and news article.
183	regarding Q19 -- CODIS eligible samples for property crimes are still against FSD BFI submission policies which is a disservice to the agency, victim, community, and me as the examiner
184	Requiring top management to sign off on policy changes when they are not well versed in the policies (being outside their area of expertise) causes delays when they are effectively just rubber stamping something. It is extraneous.
185	Retention and individual post trooper levels continue to be a problem, so operations can be negatively affected.
186	Rules are not followed by top management and can get away with whatever they want. The department sets clown policies that stop the real police from doing their jobs and protecting the citizens of Michigan.
187	See current complaints against MSP.
188	Seriously? Our upper/top management has been CAUGHT violating THEIR OWN polices, with ZERO consequences. They are a "do as I say, not as I do" managers. Completely ineffective. They can get caught not telling the truth, and it gets shrugged off.
189	Sexual harassment cases are inconsistently investigated.
190	Simply put, the department is not run efficiently.
191	Since employee relations are posted on official correspondence - I am shocked at how many times I read the sentence that an enforcement member "broke department policy AND THE LAW" and yet is not charged with the law they broke? How is that person still allowed to be a member of the police? If you as a person don't uphold the laws - how are you fit to ensure others do?
192	Some of the policies and procedures in my unit are unrealistic, while other procedures aren't discussed as a group or put into writing, so things change far too often. This creates confusion, slight differences in procedures from employee to employee, uncertainty, and ultimately lowers morale.
193	Some people are treated differently as far as consequences. Colonels and Lt Colonels appear to be untouchable and not held accountable for their actions like lower ranks.
194	Some policies and procedures are made at the top level (which they should be) but they are also made without consulting subject matter experts in those areas.
195	Some policies and procedures are unrealistic
196	Some policies and procedures have been changed to cause Troopers to question every little thing they do. Changes in policies and procedures were not agreed to by MSPTA and had changed the way MSP's past practice.
197	Some policies have been in place for years that have continually been discussed which are outdated and slow down productivity (UD23). Other policy changes have begun to occur that will affect the safety of specific communities and/or Michigan residents (i.e. highway interdiction teams, safe city partnerships)