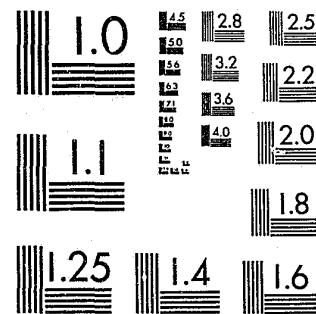


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National Institute of Justice
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10/5/83

PROBLEM EMPLOYEE SURVEY:

An analysis of employee
problem areas in law enforcement

U.S. Department of Justice
National Institute of Justice

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*Note: Computer Data Available at Library

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ACQUISITIONS

ACKNOWLEDGEMENTS

The author wishes to express his appreciation to those students of the 117th through 121st Sessions of the FBI National Academy, and representatives of various law enforcement agencies around the country, who participated in this survey.

The candor of these participants, in responding to survey questions resulted in much needed data for today's manager in Law Enforcement.

Appreciation is extended to Richard M. Ayres for his support and encouragement of this project, to instructors of the Management Science Unit, FBI Academy, who made available the use of their classes, for gathering survey data, and to Robert Yates for his invaluable observations of the statistical data.

EXECUTIVE SUMMARY

Executive Summary

A study was undertaken to analyze various types of employee problem areas in law enforcement.

Students of the 117th through 121st Sessions of the FBI National Academy and supervisors from various law enforcement agencies around the country were surveyed, via written questionnaire. The objectives of the questionnaire were twofold: (1) to identify most frequently occurring and serious employee problem areas in the law enforcement community; and (2) to determine if identifiable factors can be associated with employee problems. These objectives were accomplished via data from response to questions and statements.

The questionnaire was designed to provide data in several major areas: (1) profile of respondents; (2) identifying the employee problem areas as to frequency of occurrence and severity; (3) causes of the problem; (4) recommendation for and success in solving the problem; (5) commitment of supervisor to problem area; and (6) profile factor(s) of problem employees.

Profile of respondents - The questions and statements providing the necessary data for the profile of respondents were: What is the manpower complement of your department?;

What is your current rank?; What is your current level in the organization?; How long have you been in law enforcement?; How long have you been in supervision in law enforcement?; What is your management training background?; How long have you been supervising your current group of employees?; and How many of your employees are male and how many are female?.

Identifying the employee problem areas as to frequency of occurrence and severity The data providing information to identify the employee problem areas as to frequency of occurrence and severity were: Select one problem area that occurs most frequently among you marginal and unsatisfactory performers (16 choices); and select your most serious marginal or unsatisfactory performer problem area (same 16 choices).

Causes of the problem The causes of the employee problem areas were from statements asking the respondents to select one area they thought was the primary cause of the marginal or unsatisfactory performance (4 choices). They were also asked to respond to questions which might indicate the respondent's impact on the problem: How long have you been supervising this employee?; and How long has the problem of this employee been in existence? The amount of time the supervisor has been aware of the problem could possibly lend itself to the area of commitment to and success with managing the problem.

Recommendation for and success in solving the problem This area of data collected looked at the respondent's success in solving the problem and recommendation for managing the problem. The questions asked: Were you successful in solving the problem of your most serious problem employee performance?; and What would you recommend for managing your particular employee problem? (7 choices). These questions were both addressing respondent's most serious problem employee.

Commitment of supervisor to problem area The next area from which to seek information was one of supervisors' commitment to the problem. The previous questions addressing known duration of the employees problem could now be viewed by asking the respondent the questions: How much time have you spent with the employee trying to solve this problem?; and What types of management techniques have you used to solve this type of problem?

Profile factor(s) of problem employees The final area was designed to gather information on profile factors associated with the problem employee. The respondents were asked to classify the employee with the most serious problem area by sex, age grouping, nature of primary duty, tenure with the organization, and educational background.

The statistical data provided by the questionnaire survey responses offers an in-depth analysis of marginal and unsatisfactory performers in

law enforcement.

Although respondents offer a variety of individual profiles as to their department size, rank, supervisory experience, education, etc., they become somewhat consistent as to types of employee problems and involvement with those problems. This element of consistency is seen when respondents indicate their most frequent employee problem areas were: (1) doing just enough to get by/lazy (38.5%); (2) absenteeism/tardy (19.9%); and (3) resists change (11.2%). Several other problem areas selected accounted for smaller percent of response: moody (5.4%); poor written communication (5.2%); complacence (4.9%); disorganized (3.8%); turnover (2.9%); alcohol (2.2%); high-strung (1.3%); contentedness (0.9%); moonlighting (0.9%); and other (2.2%).

After reflecting on their most frequent employee problem area, respondents were asked to select from the same category that which represented their most serious employee problem area, which the author felt may or may not be the same. The responses tend to indicate the most frequent employee problem area is often viewed as the most serious. The largest grouping of respondents employees with most serious problem areas were: (1) doing enough to get by/lazy (34.9%); (2) absenteeism/tardy (14.3%); and (3) resist change (10.3%).

A comparison of the most frequent employee problem area with the most serious employee problem area by group size were:

<u>Most Frequent Problem</u>	<u>Most Serious Problem</u>
1. 38.5% gets by/lazy	1. 34.9% gets by/lazy
2. 19.9% absent/tardy	2. 14.4% absent/tardy
3. 11.2% resist change	3. 10.4% resist change
4. 5.4% moody	4. 9.3% moody
5. 5.2% poor written communication	5. 5.1% complacence
6. 4.9% complacence	6. 4.8% poor written communication
7. 3.8% disorganized	7. 4.2% alcohol
8. 2.9% turnover	8. 4.2% disorganized
9. 2.2% alcohol	9. 2.2% turnover
10. 1.3% high strung	10. 1.8% high strung
11. 0.9% contentedness	11. 1.6% contentedness
12. 0.9% moonlight	12. 1.1% moonlight
13. 2.2% other	13. 5.3% other

As evident from the comparison, the problem area of alcohol tends to be seen as a serious problem but not necessarily a frequently occurring problem. Alcohol will be discussed later in depth when serious employee problem areas are compared to other survey data.

When respondents were asked how much time they spent supervising the employee with the most serious problem area, the largest grouping of respondents, 51.9%, indicated, over one year; although respondents tried a variety of techniques addressing the problem, mostly counselling, their ability to successfully resolve the problem overall is only 50/50. This statistic is somewhat misleading as will be seen later when problem areas are viewed individually.

When given the opportunity to select from four alternatives as to the primary cause of employee most serious problem area, the largest group of respondents, 39.9%, chose the employee. The two alternatives of outside influence (factors away from the job environment) and organizational management (other than immediate supervisor) were approximately equal in group size with 26.9% and 26.6%, respectively. It is interesting to note that only 6.6% of those respondents selected the immediate supervisor as a primary cause of the employee's most serious problem area.

Although there were a variety of serious problem areas among the respondents, when given alternatives ranging from salvage (employee maintain a status quo) to firing, the majority, 65.2% chose salvage. The specific alternatives given indicated group responses of: salvage, 65.2%; dehire (suggest they

quit and seek employment elsewhere) 11.4%; transfer (within the organization) 8.0%; fire, 8.0%; retire 3.6%; demote, 3.4%; and promote, 0.4%. A categorizing of responses in this area indicated that approximately 73% of the respondents would prefer to retain (salvage, transfer, promote) their employee with the most serious problem. Respondents' tendency to retain or dismiss an employee due to serious problem areas will be discussed in depth later.

The majority of respondents, 60.9%, indicated that their employee's most serious problem area had been in existence over one year. This becomes an interesting statistic viewed with the fact that approximately 60% of the respondents spent one to sixteen hours attempting to solve their employee's most serious problem performance.

When asked to respond to personal characteristics of the employee with the most serious problem area, respondents indicated that approximately 90% were male, 50% were 25 to 34 years of age, 42% performed patrol duties, 62% employed by department 1 to 10 years, and 80% had educational background ranging from high school diploma through some college credits. These statistics will provide a more meaningful profile when specific factors are associated with employee's most serious problem areas.

A comparison of statistical data provided a most revealing degree of information. The comparisons made were: (1) the most frequent employee problem area with respondent's profile data of department size, rank, years in law enforcement, years supervising in law enforcement, management training, and years supervising current employees; and (2) the most serious employee problem area with respondent's profile data of department size, management level, respondent's years in law enforcement, years supervising in law enforcement, years supervising current employees, time spent supervising employee with most serious performance area, success in solving problem, primary cause of problem, recommendation, length of problem, time spent addressing employees most serious problem, sex of employee, age of employee, primary duty of employee, years employed with department, and education of employee.

These comparisons were viewed to determine characteristics as to problem frequency, seriousness, and individual problem employee profile. The problem areas of absent/tardy, gets by/lazy, resists change, moody, disorganized, complacence, and poor written communication used for comparison in the most frequent problem area had an adjusted frequency of 4.0% or greater. Those having less than 4.0% were grouped in the heading "all other categories."

The employee problem area of doing enough to get by/lazy appears to be the most frequently occurring problem area among virtually all department sizes (excepting 501 to 1,000 department size which selected absent/tardy) from the very small of 0 to 50 personnel to over 1,000 personnel. Respondents in the positions of chief/sheriff through first line supervisor, having varying years of law enforcement experience indicated this was their most frequent problem area, followed by absenteeism/tardy second, and resists change, third. A comparison of respondents educational background and years supervising current employees with frequent employee problem area for the most part supports the aforementioned ranking of problems.

Using the adjusted frequency figure of 4.0% as a selection of most serious employee problem area added the problem of alcohol (4.2%) to the previous list of problems. When asked about their most serious employee problem area, the largest group of responders selected doing enough to get by/lazy; second, absent/tardy; and third, resists change.

Although respondents indicated that overall their success in solving the problem of their most serious employee problem area was 50/50, a closer examination revealed a little different success rate. The supervisor's chances of successfully solving his most

serious employee problem of doing enough to get by/lazy is 39 for 61 against. The problem area of absent/tardy is a little better with 53 for 47 against and resists change problem a little worse, 46 for 54 against. It is interesting to note the supervisors indicated their chances of solving the employee's problem of alcohol 50/50 were better than that of employee doing enough to get by/lazy.

The one serious employee problem area that respondents indicated their chances of successfully solving were better than 50/50 was disorganized, 62 for 38 against.

A comparison of primary cause of problem with employee's most serious problem area produced some interesting findings. The employee was seen by the largest group of respondents as being the primary cause in the problem areas of doing enough to get by/lazy, resists change, complacence and poor written communication; outside influence (factors away from the job environment) for alcohol, moody, and absent/tardy; and organizational management for disorganized. The immediate supervisor represented the smallest group of causes for problem, regardless of problem area. The only problem area in which no respondents indicated the immediate supervisor as a cause of the problem was alcohol.

The majority of respondents in each of the eight most serious problem areas elected to salvage their employee. The one problem area in which the largest percent (78.3%) of respondents chose to salvage their employee was alcohol. A comparison of the alcohol most serious problem area with absent/tardy indicates twice the percentage of respondents recommended firing for absent/tardy problem as compared to those with alcohol problems. The only two problem areas in which respondents did not recommend firing their employee with the most serious problem was resisting change and disorganized.

A comparison of each of the most serious individual problem areas by time periods less than six months, six months to one year, and over one year, indicated the majority have continued for over one year. The only exception was the problem area of disorganized, whose largest groups (40.9%) were evenly divided between time periods of six months to one year, and over one year.

With the exception of the most serious employee problem areas of alcohol, and resist change, the largest group of respondents in each problem area indicated they only spent 1 to 8 hours specifically working on the problem. The largest group of respondents for the alcohol problem spent 9 - 16 hours on problem and for the resist change problem, over 40 hours.

A breakdown by sex of employees with the most serious problem area indicated approximately 90% male and

10% female. A comparison of sex with the individual problem areas produces an interesting insight into specific categories.

The most serious problem area, with the largest group of respondents, for female was absent/tardy 29.8%, following closely by doing enough to get by/lazy, 21.0%. The problem area of alcohol had no female employees. A similar comparison for the male produced some different findings. The problem area with largest group of employees 36.8% was doing enough to get by/lazy, followed by absent/tardy 12.6%, approximately one half the percentage of females in this category. The problem of alcohol, although 0.0% for female, accounted for 4.7% of male problem employees. The most serious problem area of disorganized had a frequency of 1.8% for female and 4.5% for male. The percent of frequency size of the remaining problem areas for male and female were about equal.

A comparison of age of the employee with the most serious problem area indicated: 28%, 30 to 34 years of age; 22.7%, 25 to 29 years of age; 15.7%, 35 to 39 years of age; 11.6%, 40 to 44 years of age; 11.0%, 45 years of age or older; 9.9%, 20 to 24 years of age; 1.1%, less than 20 years of age. This statistical data becomes even more meaningful when viewed by individual problem areas.

The most serious problem area of absent/tardy, when viewed by frequency size of individual age grouping,

shows a rapid rise from 1.3% for employee's less than 20 years of age to 26.9% for the 25-29 age group. The age groups of 30-34 and 35-39 years of age remain fairly constant in size with 24.4% and 21.8%, respectively. The age group of 40-44 and 45 years of age or older, shows a drastic drop to 5.2% and 8.9%. The absent/tardy problem area in this trend appears to increase with the age of the employee up to 25 to 29 years of age, continues as a frequently occurring serious problem area, and decreases in frequency as the employee enters into 40 years of age or older age group.

The most serious problem area of alcohol reaches its largest frequency, 30.4% with the 30 to 34 years of age group. Unlike the trends of many of the other individual problem areas, its beginning shows a more frequent occurrence with the employee less than 20 years of age, 4.3% than the employee 20 to 24 years of age, 0.0%. Unlike the other problem areas, alcohol shows a sudden upswing in frequency for the employee 45 years of age or older, 17.4%, from a decline in the 35-39, 26.1%, and 40-44 age groups, 8.7%.

The trend for the most serious employee problem areas of doing enough to get by/lazy, resists change, moody, disorganized, and complacency for the most part show a frequency trend of increasing from employees less than 20 years of age to 25-29 years of age. A leveling off through the 30-34 age group and declining in frequency from 35-39 age through 45 or

older age groups. The problem area of poor written communication appeared to occur above equally for the age groups 20 to 24, 25 to 29, and 30 to 34. It declined in the 35 to 39 and 40 to 44 age groups.

Although the majority of employees with the most serious problem area performed patrol or investigative duties, a comparison of duties with individual problem areas offers a more in-depth profile of problem employees.

The problem area of absent/tardy was the most frequently selected (34.4%) among most serious problem employees performing clerical duties. This was closely followed by doing enough to get by/lazy, 20.7%, and resists change, 17.2%. There were no problems mentioned in the alcohol or poor written communication categories.

The problem areas of absent/tardy and doing enough to get by/lazy were the most frequently selected (17.6% each) among employees whose duties were primarily technical. There were no problem employees mentioned in the alcohol or poor written communication categories.

The problem area of doing enough to get by/lazy was the most frequently selected (41.4%) among employees performing patrol duties. This was followed by absent/tardy with 14.8%. The problem area of alcohol accounted for 5.5%.

The problem area of resists change was the most frequently selected (23.8%) among employees performing supervisory duties. This was closely followed by doing enough to get by/lazy, 22.4%. The problem area of alcohol was evenly selected with absent/tardy at 6.3% each.

The problem area of doing enough to get by/lazy was the most frequently selected among employees who have administrative, traffic, or investigative duties. The second most frequently selected problem area for employees having administrative duties was disorganized, for traffic and investigative, absent/tardy.

With certain previously noted variations, the problem areas of employee doing enough to get by/lazy and absent/tardy do not appear to be unique to any particular employee duties, but about equal in occurrence among a variety of employee duties.

An analysis of comparison of the employee with the most serious problem area to the number of years they have been with their department indicated that 32.0% have been employed 6 to 10 years, 31.1% employed 1 to 5 years, and 22.8% employed 11 to 20 years. The two groups which had the lowest number of most serious problem employees were those employed over 20 years, 8.0%, and those employed less than one year 6.1%. Regardless of the number of years employed by their department, less than 1 year through over 20 years, the most frequently selected employee serious problem area was doing enough to get by/lazy. The second

most frequently selected problem for those employed less than 1 year through 6 to 10 years was absent/tardy. Resists change was the second most frequently selected for those employed 11 to 20 and over 20 years.

The two most serious problem areas of doing enough to get by/lazy and absent/tardy indicate some interesting trends as to frequency of selection. The first problem appears to be about equal in selection among the 1 to 5 through 11 to 20 employee tenure groups. Absent/tardy on the other hand is quite different. It begins a rapid increase in frequency of 7.7%, less than 1 year employed tenure to 42.3%, 6 to 10 years employed tenure. From here it steadily declines to 6.4%, over 20 years employed tenure. The problem areas of resists change, moody and disorganized follow the same frequency of selection trend as the absent/tardy problem area.

The most serious problem area of alcohol was similar in frequency of selection trend with the largest groups approximately equal in occurrence among the 1 to 5 through 11 to 20 year employee tenure.

The most frequently selected employee tenure for the most serious problem areas of complacency and poor written communication was 1 to 5 years.

The last factor of possible association with the employee having the most serious problem area was education. The education of employees with the most serious problem area were: 52.1% high school diploma;

27.3% some college credits; 11.0% undergraduate degree; 5.1% graduate degree; 2.4% unknown; and 2.2% no high school diploma. Regardless of the education of the problem employee, the most frequently selected response in each educational category was doing enough to get by/lazy. The second most frequently selected problem area varied between absent/tardy, resists change, and complacency.

The problem area of absent/tardy decreased in frequency percentage among the different most serious problem areas with an increase in education of employee, from 18.2%, no high school diploma to 7.4%, graduate degree.

The statistical data from this study is provided as a vehicle to equip the law enforcement manager to better address the problem of marginal and unsatisfactory performance. The author has left to the reader, any conclusions to be drawn from this study.

OBJECTIVES

OBJECTIVES

The objectives of this study are two-fold in nature:

1. To identify most frequently occurring and serious employee problem areas in the Law Enforcement Community.
2. To determine if identifiable factors can be associated with employee problem areas.

METHODOLOGY

METHODOLOGY

The methodology used in this study was to survey via a written questionnaire students of the 117th through 121st Sessions of the FBI National Academy and selected supervisors of various law enforcement agencies around the country. One hundred and eighty-three students of the 117th session of the FBI National Academy were randomly selected to develop and test the questionnaire for clarity and significant data. After selective modification of the questionnaire, the survey was conducted.

Of the 1,200 law enforcement supervisors surveyed, questionnaire responses from 554 were selected. The screening factors for selecting questionnaires for gathering meaningful data were gleaned from the following questions: (1) Does the respondent currently supervise employees? and (2) Does he have a problem employee? The data from the questionnaires was analyzed manually and by computer with the results set forth in this report.

STATISTICAL PROFILE DATA OF RESPONDENTS,
PROBLEM AREAS, AND EMPLOYEES

Profile Data of Respondents, Problem Areas, and Employees

A. Size of respondent department

1. 29.8% (165) 0-50 personnel
2. 16.3% (90) 101-250 personnel
3. 15.9% (88) 51-100 and over 1,000 personnel, respectively
4. 13.0% (72) 501-1000 personnel
5. 9.0% (50) 251-500 personnel

B. Rank of respondents

1. 32.3% (179) were lieutenants
2. 25.3% (140) were sergeants
3. 16.8% (93) were captains
4. 11.0% (61) were chief
5. 14.5% (81) were of other ranks

C. Management level of respondents

1. 46.2% (256) were mid management
2. 27.1% (150) were 1st line supervisor
3. 26.2% (145) were top management

D. Number of years respondent has been in law enforcement

1. 36.6% (203) were LE 12-16 years
2. 28.5% (158) were in LE 7-11 years
3. 16.8% (93) were in LE 17-20 years
4. 13.4% (74) were in LE over 20 years
5. 4.7% (26) were in LE 2-6 years

E. Number of years respondent has supervised in law enforcement

1. 40.1% (222) supervised for 2-5 years
2. 35.1% (194) supervised for 6-10 years
3. 21.9% (121) supervised for over 10 years
4. 2.9% (16) supervised for 0-1 year

F. Management Training background of respondent

1. 34.4% (189) had attended special management schools
2. 22.5% (124) had attended undergraduate management courses and special management schools
3. 14.2% (78) had no management training
4. 13.6% (75) had attended undergraduate management courses
5. 4.4% (24) had undergraduate management degree
6. 4.2% (23) had undergraduate management degree and special management schools
7. 3.8% (21) had graduate management degree

G. Number of years respondents have supervised current employees

1. 56.6% (313) have supervised their current employees 2-4 years
2. 25.7% (142) have supervised their current employees 0-1 years
3. 15.0% (83) have supervised their current employees 5-10 years
4. 2.7% (15) have supervised their current employees over 10 years

HA. Most frequent employee problem area

1. 38.5% (213) - doing enough to get by/lazy
2. 19.9% (110) - absent/tardy
3. 11.2% (62) - resists change
4. 5.4% (30) - moody
5. 5.2% (29) - poor written communication
6. 4.9% (27) - complacence
7. 3.8% (21) - disorganized
8. 2.9% (16) - turnover
9. 2.2% (12) - alcohol
10. 1.3% (7) - high strung
11. 0.9% (5) - contentedness
12. 0.9% (5) - moonlight
13. 2.2% (12) - other

HB. Most serious employee problem area

1. 34.9% (191) - doing enough to get by/lazy
2. 14.3% (78) - absent/tardy
3. 10.4% (57) - resists change
4. 9.3% (51) - moody
5. 5.1% (28) - complacence
6. 4.8% (26) - poor written communication
7. 4.2% (23) - alcohol
8. 4.2% (23) - disorganized
9. 2.2% (12) - turnover
10. 1.8% (10) - high strung
11. 1.6% (9) - contentedness
12. 1.1% (6) - moonlight
13. 5.3% (29) - other

I. Time spent supervising employee with most serious problem area

1. 51.9% (286) - over one year
2. 27.9% (154) - 6 months to one year
3. 20.1% (111) - less than 6 months

J. Respondents success in solving problem

1. 55.5% (291) - not successful in solving employee problem area
2. 44.5% (233) - successful in solving employee problem area

K. Primary cause of employee most serious problem area

1. 39.9% (218) - employee
2. 26.9% (147) - outside influences (factors away from job environment)
3. 26.6% (145) - organizational management (other than immediate supervisor)
4. 6.6% (36) - immediate supervisor

L. Respondents recommendation for dealing with employee most serious problem employee

1. 65.2% (359) - salvage (status quo)
2. 11.4% (63) - dehire (suggest they seek employment elsewhere)
3. 8.0% (44) - transfer employee
4. 8.0% (44) - fire
5. 3.6% (20) - retire
6. 3.4% (19) - demote
7. 0.4% (2) - promote

M. Duration of employee most serious problem area

1. 60.9% (335) - over one year
2. 23.6% (130) - 6 months to one year
3. 15.5% (85) - less than six months

N. Amount of time respondents spent attempting to solve employee most serious problem area

1. 37.6% (206) - one to eight hours
2. 20.6% (113) - nine to sixteen hours
3. 18.1% (99) - over forty hours
4. 11.3% (62) - seventeen - twenty-four hours
5. 9.3% (51) - 25-40 hours
6. 3.1% (17) - no time spent

O. Sex of employee with most serious problem area

1. 89.6% (493) - male
2. 10.4% (57) - female

P. Age of employee with most serious problem area

1. 28.0% (155) - 30 to 34 years of age
2. 22.7% (126) - 25 to 29 years of age
3. 15.7% (87) - 35 to 39 years of age
4. 11.6% (64) - 40 to 44 years of age
5. 11.0% (61) - 45 years of age
6. 9.9% (55) - 20 to 24 years of age
7. 1.1% (6) - less than 20 years of age

Q. Primary duties of employee with most serious problem area

1. 42.8% (237) - patrol
2. 24.0% (133) - investigation
3. 11.4% (63) - supervision
4. 6.7% (37) - other
5. 5.2% (29) - clerical
6. 3.4% (19) - administrative
7. 3.4% (19) - traffic
8. 3.1% (17) - technical

R. Number of years employee with most serious problem area has been employed by department.

1. 32.0% (177) - 6 to 10 years
2. 31.1% (172) - 1 to 5 years
3. 22.7% (126) - 11 to 20 years
4. 8.0% (44) - over 20 years
5. 6.1% (34) - less than one year

S. Education of employee with the most serious problem area

1. 52.1% (288) - high school diploma
2. 27.3% (151) - obtained some college credits
3. 11.0% (61) - undergraduate degree
4. 5.1% (28) - graduate degree
5. 2.4% (13) - unknown
6. 2.2% (12) - no high school diploma

SELECTIVE STATISTICAL ANALYSIS

FINDINGS

1. The most frequently occurring employee problem area, 38.5% (213) is doing just enough to get by/lazy.
2. The second most frequently occurring employee problem area, 19.9% (110) is absent/tardy.
3. The third most frequently occurring employee problem area, 11.2% (62), is resists change.
4. The most serious employee problem area, 34.9% (191) is doing enough to get by/lazy.
5. The second most serious employee performance problem area, 14.3% (78) absent/tardy.
6. The third most serious employee problem area, 10.4% (57) is resists change.
7. The majority of respondents, 51.9% (286) have supervised their employee, with the most serious problem area over one year.

8. Respondents indicated they have approximately a 50-50 chance of success in solving employee problems.
9. When asked to rank four factors as to the primary cause of an employee's problem, respondents indicated the following: (1) employee 39.9% (218), (2) outside influences 26.9% (147), (3) organizational management 26.6% (145, and (4) immediate supervisor 6.6% (36).
10. When given the option as to what should be done with the problem employee (salvage, transfer, promote, demote, retire, dehire, or fire), the majority of respondents 65.2% (359) chose salvage.
11. 60.9% (335) of respondents indicated their employee's problem has been in existence over one year.
12. 37.6% (206) of respondents have only spent 1-8 hours attempting to solve their employee's problem.
13. 20.6% (113) of respondents have only spent 9-16 hours attempting to solve employee's problem.
14. The majority of respondents 58.0% (319) only spent 1-16 hours attempting to solve employee's problem.

15. Of the 554 employees selected by respondents as having a most serious problem 90.0% (493) were male, 10.0% (57) female.
16. Approximately 51% (281) of employees with most serious problem were between the ages of 25-34 years of age.
17. The largest group of employees with most serious problem 28% (155) were 30-34 years of age.
18. The age group 45 years of age or older only accounted for 11.0% (61) of employees with the most serious problem.
19. The 20-24 years of age group accounted for 9.9% (55) of employees with most serious problem.
20. The smallest group of employees with most serious problem 1.1% (6) were less than twenty years of age.
21. The primary duties of the largest group of problem employees with most serious problem, 42.8% (237) were patrol.

22. The primary duties of the second largest group of employees with most serious problem,, 24.0% (133), were investigation.
23. The primary duties of the smallest group of employees with most serious problem, 3.1% (17) were technical.
24. The majority of employees with most serious problem, 63.0% (349) has been employed by the department 1-10 years, with 32.0% being employed 6-10 years.
25. The majority of employees with most serious problem, 52.1% (288), have only a high school diploma.
26. Doing enough to get by/lazy was the most frequently occurring employee problem area for department sizes ranging from 0 to 50 through 251 to 500 and over one thousand in number of sworn personnel. The most frequently occurring employee problem for the 501 to 1000 personnel department was absent/tardy.
27. Five of the six department sizes ranging from 0-50, to over 1,000 (501-1,000 personnel excluded) selected absent/tardy as their second most frequently occurring problem area. The 501 to 1,000 personnel size department selected doing enough to get by/lazy as their second most frequently occurring problem area.
28. The third most frequently selected employee problem area for all six department sizes was resists change.

29. The respondents in the ranks of chief, sheriff, captain, lieutenant, sergeant, detective, and investigator indicate their most frequently occurring problem area is employees doing just enough to get by/lazy.
30. The respondents in the ranks of chief, captain, lieutenant, sergeant, detective, and investigator indicated their second most frequently occurring problem area is absent/tardy.
31. The respondents in the rank of sheriff indicated that employees being moody and absent/tardy were their second most frequently occurring problem area.
32. The respondents in the ranks of chief, sheriff, captain, lieutenant and sergeant selected resisting change as their third most frequently occurring problem area.
33. The second most frequently occurring problem area among investigators is poor written communication.
34. Supervisors success overall in solving employee problems is approximately 50/50.
35. Regardless of the range of years supervising in law enforcement (0 to 1, 2 to 5, 6 to 10, or over 10 years) the majority of respondents in each group, except 0 to 1 year, selected doing only enough to be by/lazy as their most frequently occurring problem area. The respondents in the 0 to 1 years supervising group were evenly divided between absent/tardy and gets by/lazy as most frequently occurring problem area.

36. Respondents supervising 2 to 5 years, 6 to 10 years, and over 10 years selected absent/tardy as their second most frequently occurring problem area.
- 37.. Respondents supervising 0 to 1 year were evenly divided between resists change and poor written communication as their second most frequently occurring problem area.
38. The largest group of respondents from department sizes ranging from 0 to 50 to over 1,000 personnel, selected doing enough to get by/lazy as their most serious problem area.
39. Although alcohol had a low incidence of selection as a most serious problem area, among department sizes, its percentage 8.0% of occurrence in the over 1,000 department size was almost twice that of any other department.
40. Of the respondents from department sizes 101 to 250 and 251 to 500 personnel only 1.1% percent and 0.0% percent, respectively, selected alcohol as their most serious problem.
41. Although a supervisor's overall success in solving a serious employee problem area is 50/50, his success rate in solving the serious problem area of doing enough to get by/lazy is 61/39 against him.

42. The supervisors chances of successfully solving a serious employee problem area are:

	for/against
1. Absent/tardy	53/47
2. Alcohol	50/50
3. Gets by/lazy	39/61
4. Resists change	46/54
5. Moody	47/53
6. Disorganized	62/38
7. Complacence	46/54
8. Poor written communication	50/50

43. The largest group of respondents for the following most serious problem areas selected as the primary cause of the employee problem:

Problem	Primary Cause
1. Absent/tardy	Outside influences
2. Alcohol	Outside influences
3. Gets by/lazy	Employee
4. Resists change	Employee
5. Moody	Outside influences
6. Disorganized	Organizational Management
7. Complacence	Employee
8. Poor written communication	Employee

(outside influences were view as factors away from job environment).

44. Regardless of the most serious employee problem area the smallest size group viewed as a primary cause of the problem was the immediate supervisor.

45. The ranking of most through least number of respondents when comparing the most serious categories to the primary cause of the problem are:

Problem	Primary Cause Ranked 1st, 2nd, 3rd
1. Absent/tardy	- Outside influence/Employee/organizational management/immediate supervisor
2. Alcohol	- Outside influence/employee/organizational management
3. Gets by/lazy	- Employee/organizational management/outside influence/immediate supervisor
4. Resist change	- Emmployee/organizational management/outside influence/immediate supervisor
5. Moody	- Outside influence/employee/organizational management/immediate supervisor
6. Disorganized	- Organizational management/employee/outside influence/immediate supervisor
7. Complacence	- Employee/organizational management/outside influence/immediate supervisor
8. Poor written communication	- Employee/organizational management and outside influence/immediate supervisor

46. Of those individuals selecting employee's with alcoholism as their most serious problem, approximately 80% chose to keep the alcoholic with their department when given alternates of keeping through firing the employee.

47. A comparison of the most serious employee problem areas of alcohol with absent/tardy indicates supervisors were more likely to fire an employee for absent/tardy 17.9% than for alcohol 8.7% problem.

48. The largest groups of respondents for most serious employee problem areas indicated the employee problem had been in existence over one year.

49. The time period have the largest number of respondents as to supervisors time spend on employees most serious problem are:

Problem	Time
1. Absent/tardy	- 1-8 hours
2. Alcohol	- 9-16 hours
3. Gets by/lazy	- 1-8 hours
4. Resists change	- over 40 hours
5. Moody	- 1-8 hours
6. Disorganized	- 1-8 hours
7. Complacence	- 1-8 hours
8. Poor written communication	- 1-8 hours

50. A comparison of sex of the employee and the employee with the most serious problem reflects the largest problem area to be absent/tardy 30% followed closely by doing enough to get by/lazy 21% among female. There were no female employees with an alcohol problem.
51. A comparison of sex of the employee and the employee with the most serious problem for males reflects the largest problem area to be doing enough to get by/lazy 36.8%. The problem areas of absent/tardy and alcohol accounted for 12.6% and 4.7% of respondents, respectively.
52. Except for the age group of less than 20, the problem area of doing enough to get by/lazy was the most frequently selected most serious employee problem area for six (6) age groups ranging from 20 to 24 years through 45 years or older.
53. The most frequently selected problem area for Employee with most serious problem, who were less than 20 years of age, was resists change.

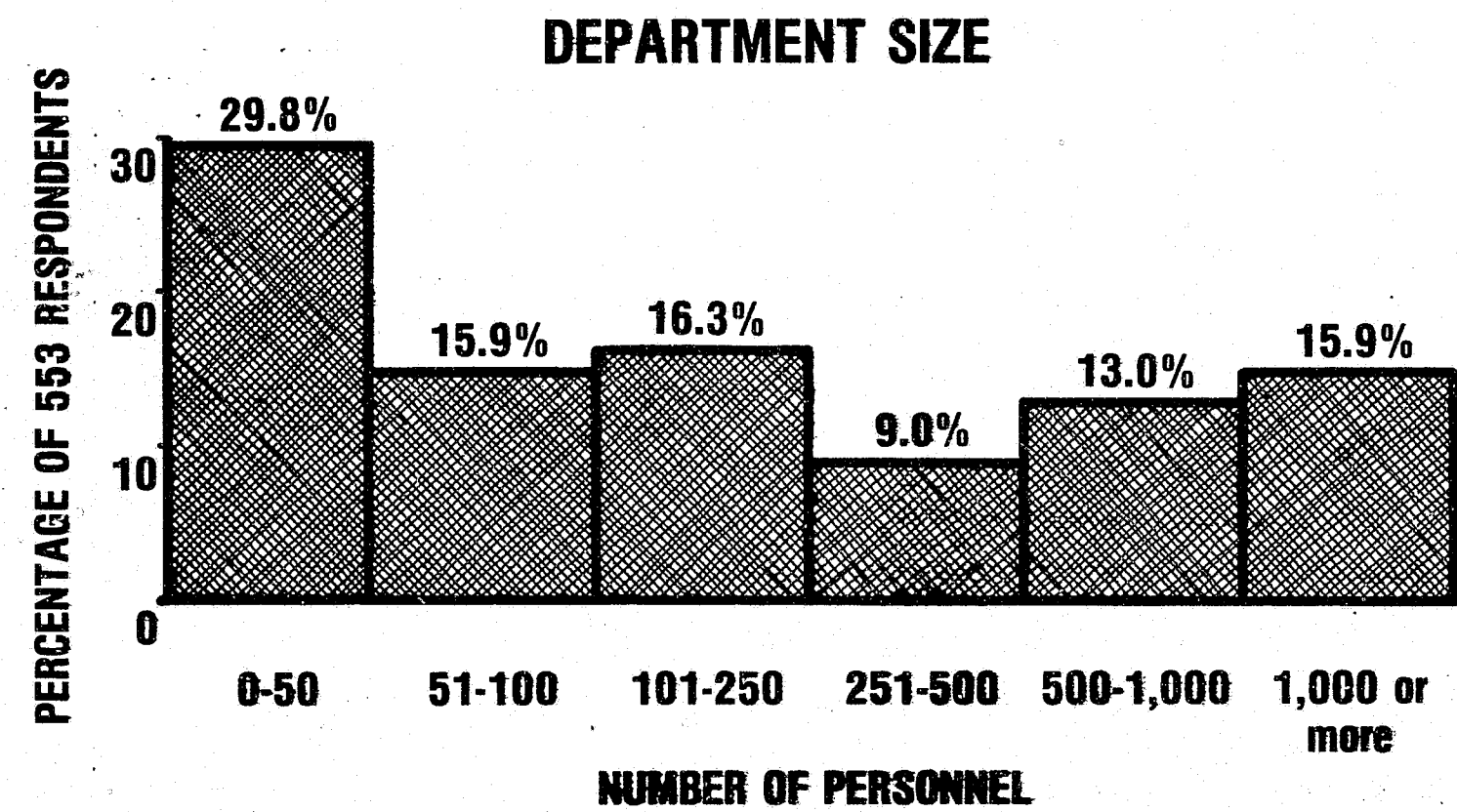
54. The problem area of alcohol increased as a percentage of the different problem areas from 0.0% in the 20-24 age group to 7.0% in the 35-39 age group. Alcohol as a percentage of the different problem areas leveled at 6.6% for the 40-44 years and 45 years of age or older groups. The age group of less than 20 years of age was not statistically meaningful.
55. The most serious employee problem area of absent/tardy had its largest grouping 19.8% in the 35-39 employee age category. Its lowest grouping 6.3% was in the 40-44 age category.
56. The frequency of the most serious employee problem area of poor written communication decreased with the increase of employee age categories, e.g. 20-24 age category, 13.5%; 30-44 and 45 years of age or older category, 0.0%.
57. The largest group of employees with the most serious problem whose duties were clerical was absent/tardy 34.4%. Doing enough to get by/lazy was the second largest group 20.7%.
58. The problem area of alcohol as a most serious employee problem did not appear for the employee's whose duties were clerical or technical.
59. The problem area of doing enough to get by/lazy was the largest group of employees with the most serious problem area, whose duties were either patrol, administrative, traffic or investigative.
60. The largest grouping of employees with most serious problem (23.8%) whose duty was supervisory was resists change.

61. The second largest grouping of employees with most serious problem 22.4% whose duties were supervisory was doing enough to get by/lazy.
62. The largest percentage of employees with alcohol as their most serious problem 6.3% performed supervisory duties.
63. The problem area of doing enough to get by/lazy was the largest group of employees with most serious problem regardless of their tenure.
64. The most serious employee problem area of doing enough to get by/lazy was the largest group of employees for education groups ranging from high school through graduate degree.
65. Employees with a graduate degree had the highest percentage occurrence of alcohol problems 7.4% of the various educational groups.
66. A comparison of education of employee and most serious problem area shows a steady percentage decrease in selection of absent/tardy, with an increase in educational background, e.g. 18.2%, no high school diploma; 7.4%, graduate degree.

GRAPHIC SECTION

Question (A): What is the manpower complement of your department?

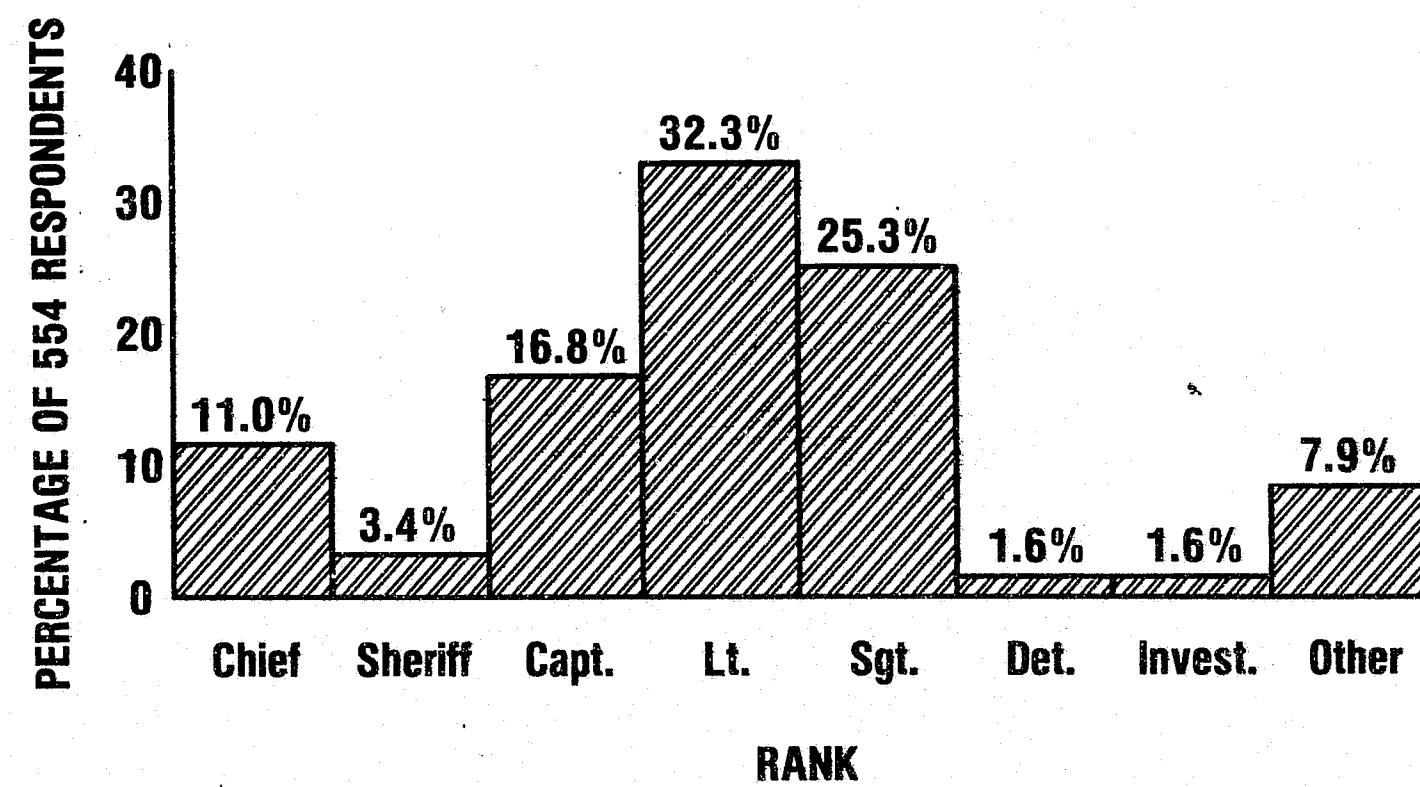
- | | |
|---------------|--------------------|
| (1) 0 - 50 | (4) 251 - 500 |
| (2) 51 - 100 | (5) 501 - 1000 |
| (3) 101 - 250 | (6) 1000 - or more |



Question (B): What is your current rank?

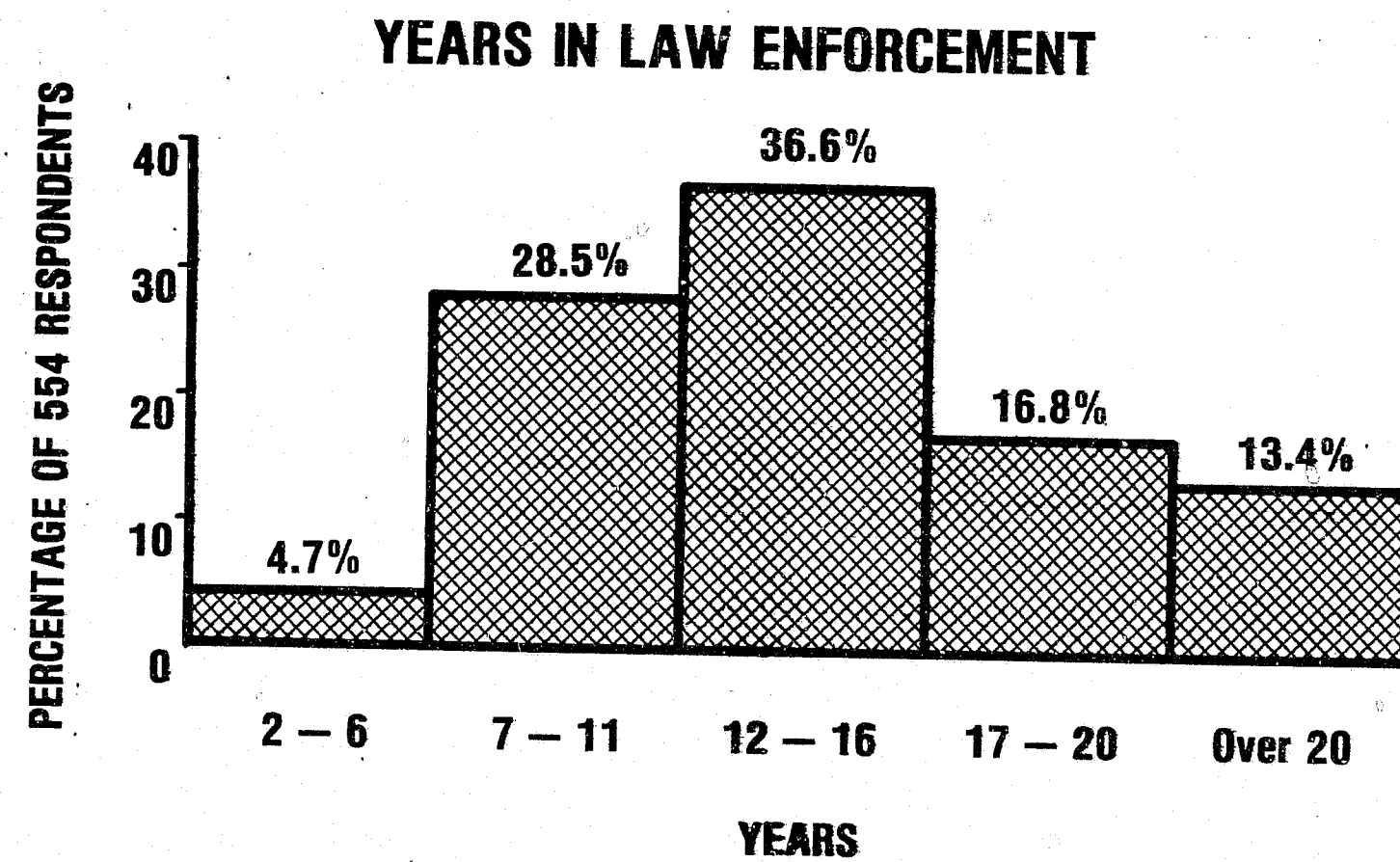
- (1) Chief, Assistant Chief, Deputy Chief
- (2) Sheriff, Under Sheriff, Deputy Sheriff
- (3) Captain
- (4) Lieutenant
- (5) Sergeant
- (6) Detective
- (7) Investigator
- (8) Other

RANK OF RESPONDENTS



Question (D): How long have you been in law enforcement?

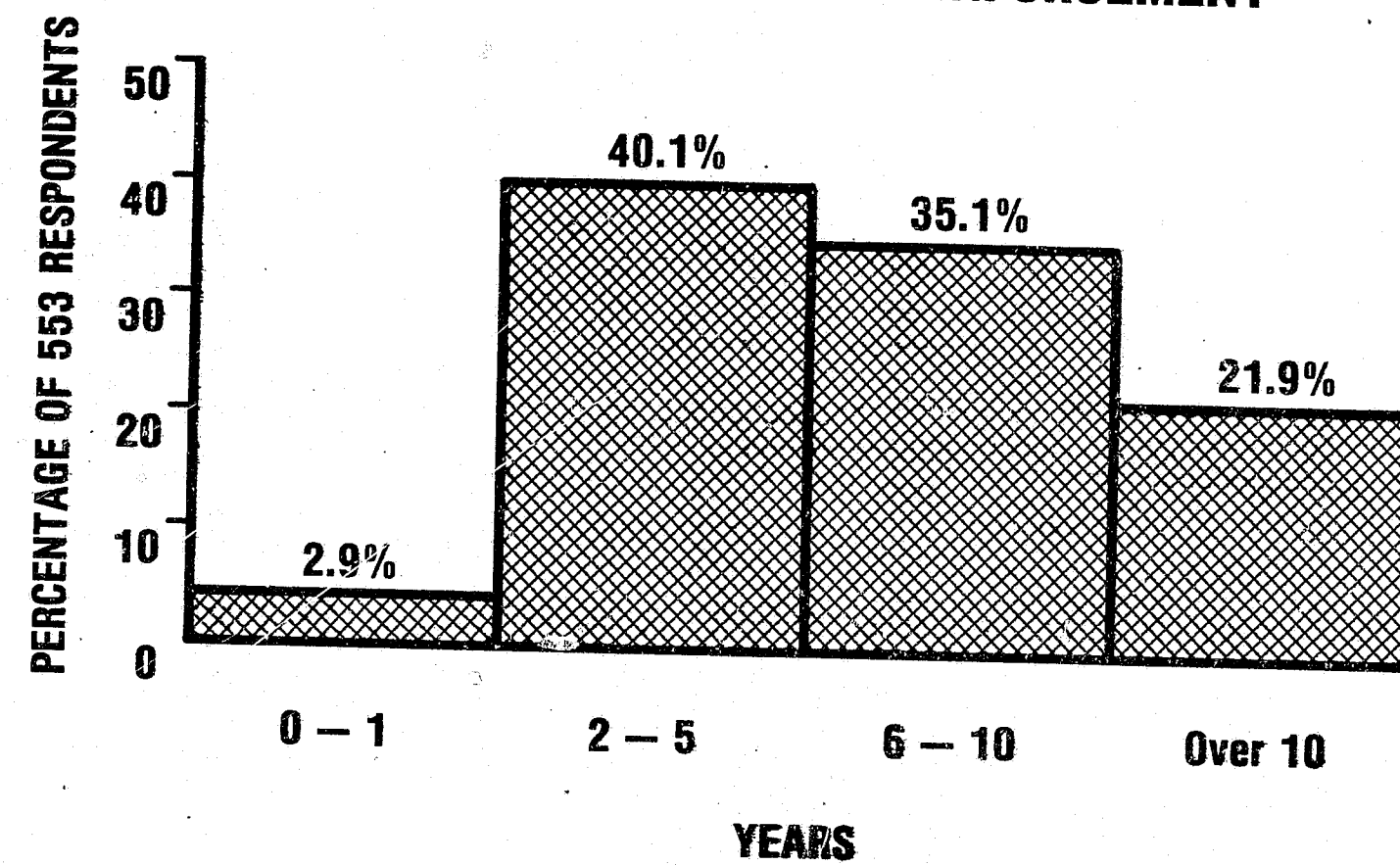
- (1) 0 - 1 year
- (2) 2 - 6 years
- (3) 7 - 11 years
- (4) 12 - 16 years
- (5) 17 - 20 years
- (6) Over 20 years



Question (E): How long have you been in supervision in law enforcement?

- (1) 0 - 1 year
- (2) 2 - 5 years
- (3) 6 - 10 years
- (4) Over 10 years

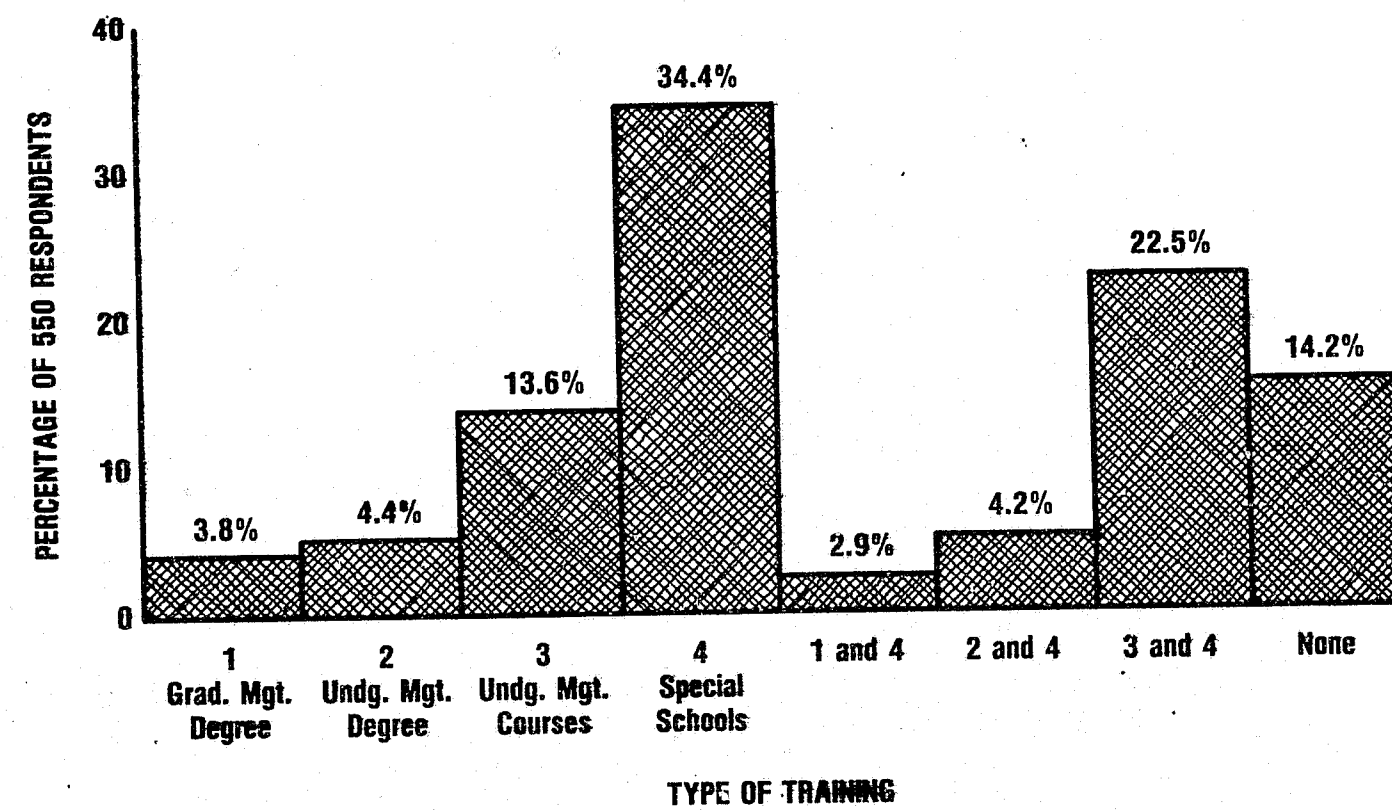
YEARS SUPERVISING IN LAW ENFORCEMENT



Question (F): What is your management training background?
(Select highest level only)

- (1) Graduate Management Degree
- (2) Undergraduate Management Degree
- (3) Undergraduate management courses -
nonmanagement degree
- (4) Specialized management schools
(department or otherwise)
- (5) Both (1) and (4)
- (6) Both (2) and (4)
- (7) Both (3) and (4)
- (8) No formal training in management

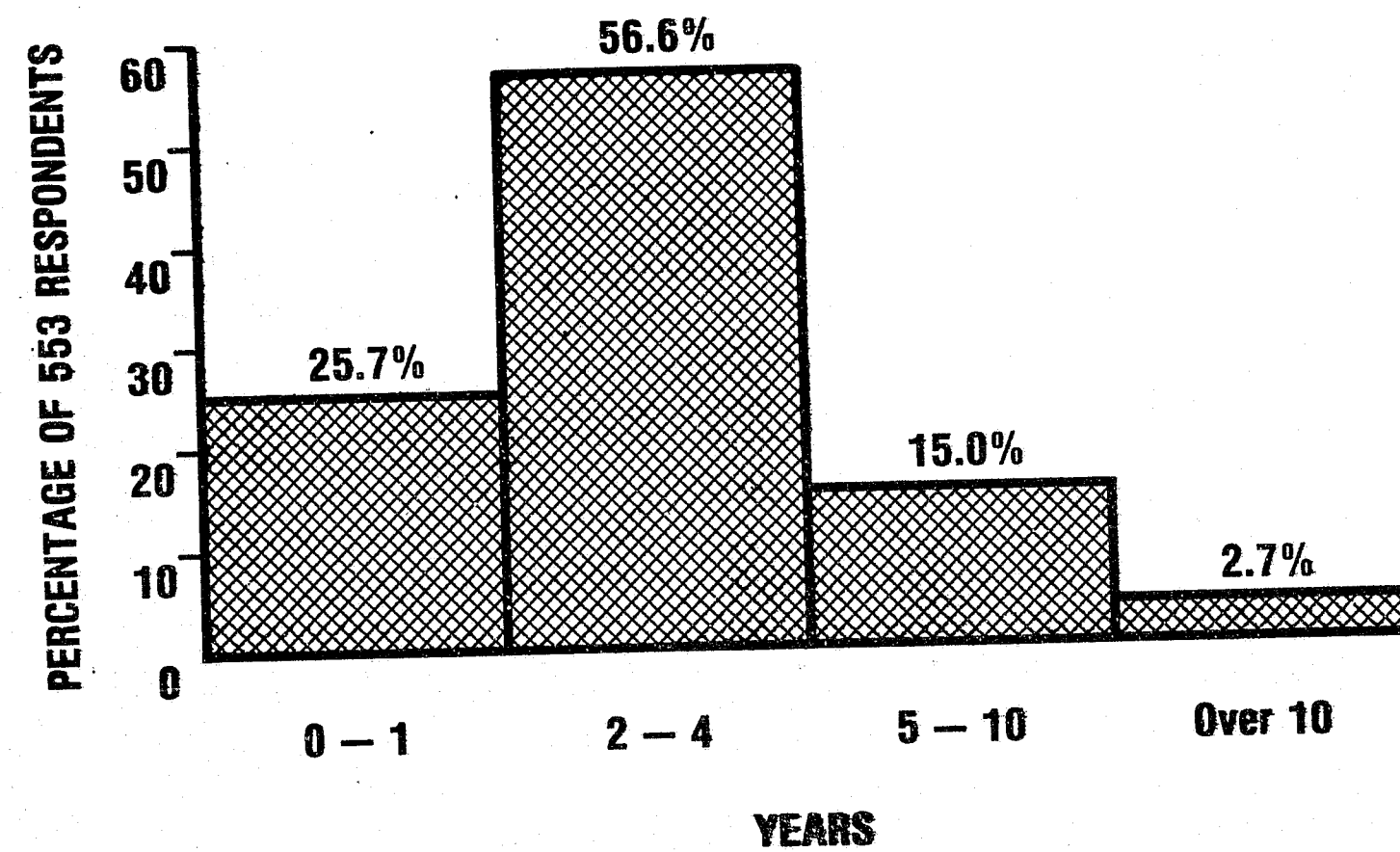
PRIOR MANAGEMENT TRAINING



Question (G): How long have you been supervising your
current group of employees?

- (1) 0 - 1 year
- (2) 2 - 4 years
- (3) 5 - 10 years
- (4) Over ten years

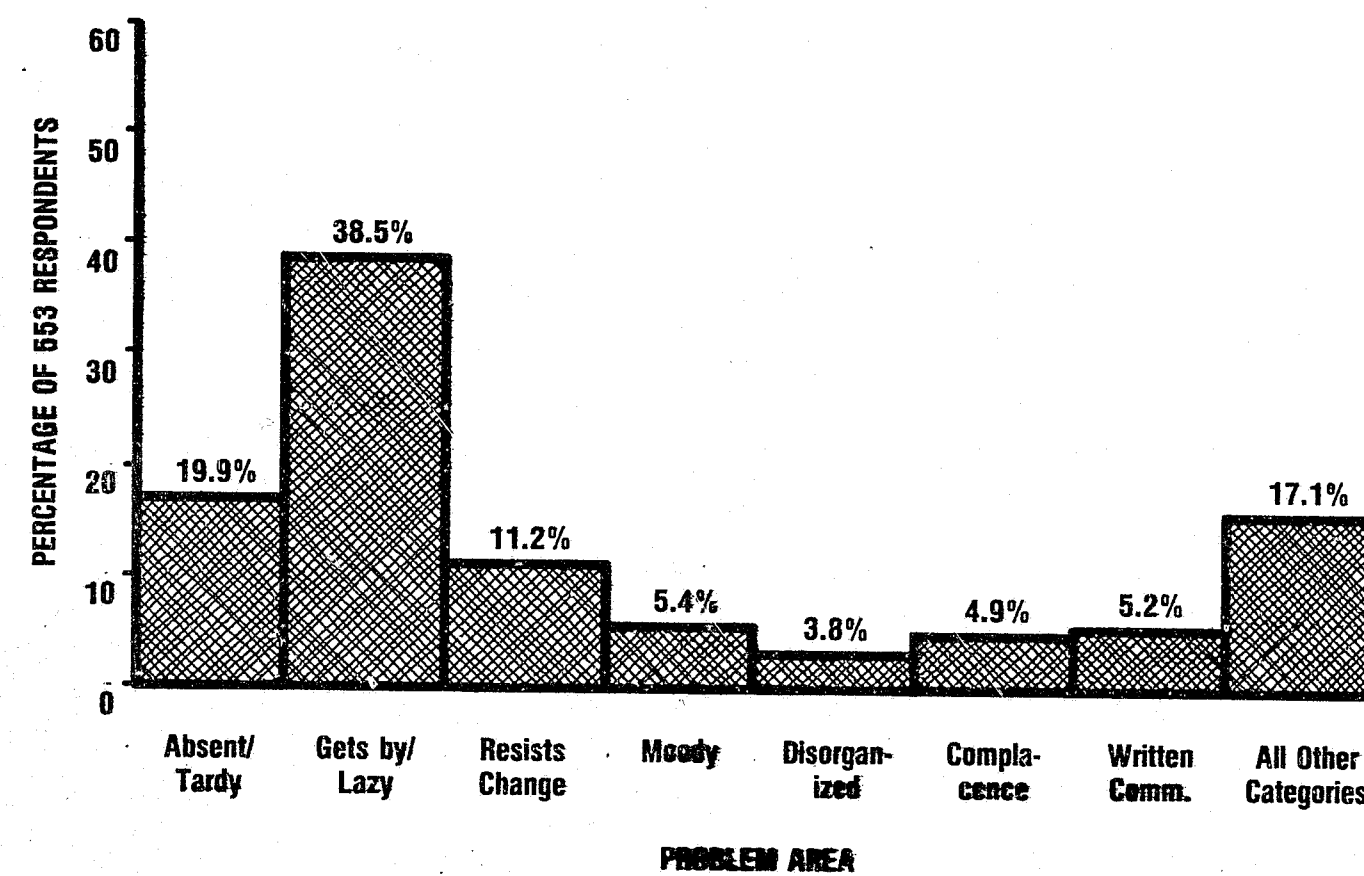
YEARS SUPERVISING CURRENT EMPLOYEES



Question (IA): Select only one that occurs most frequently among your marginal and unsatisfactory performers.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

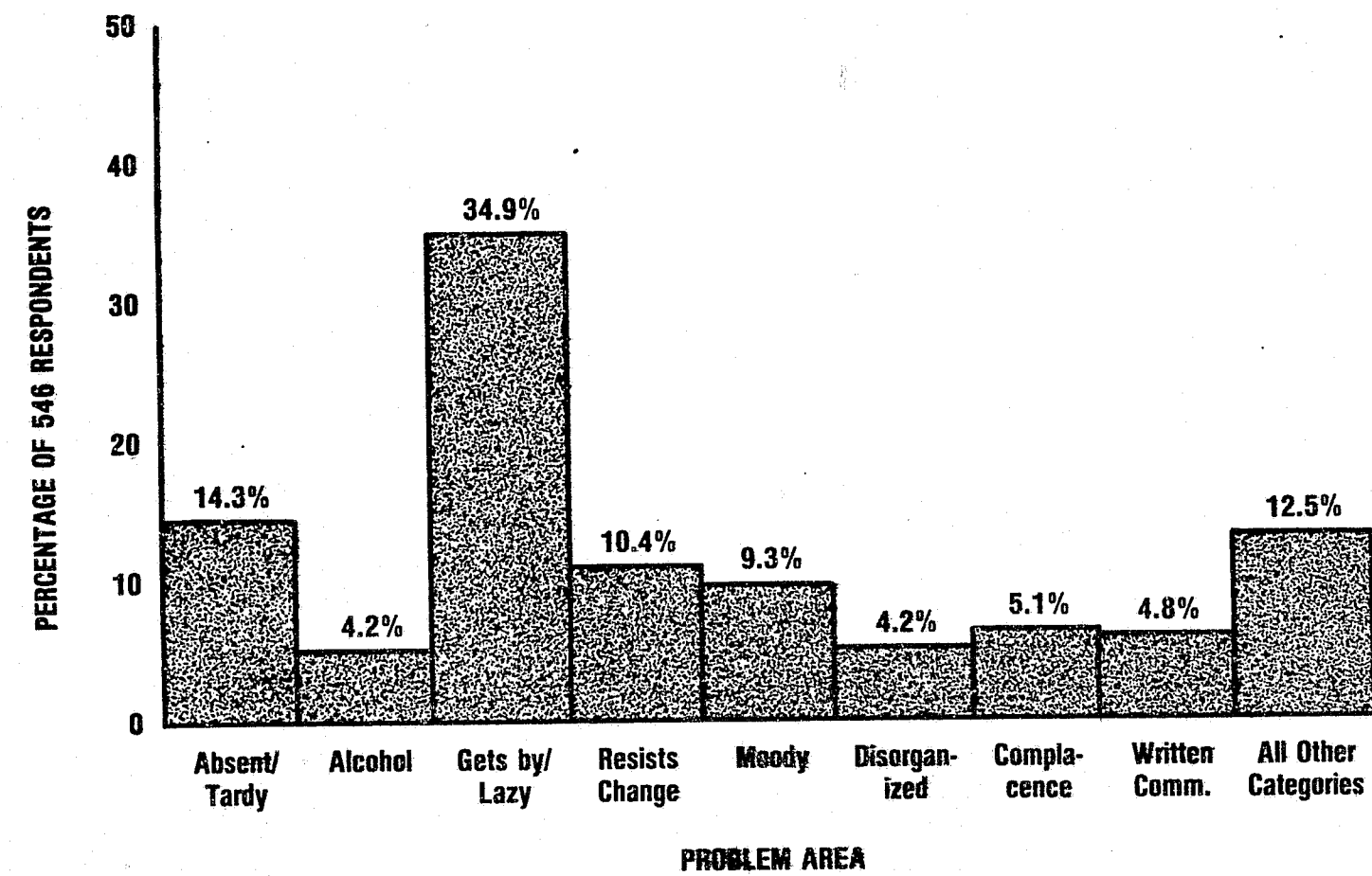
MOST FREQUENT PROBLEM AREA



Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

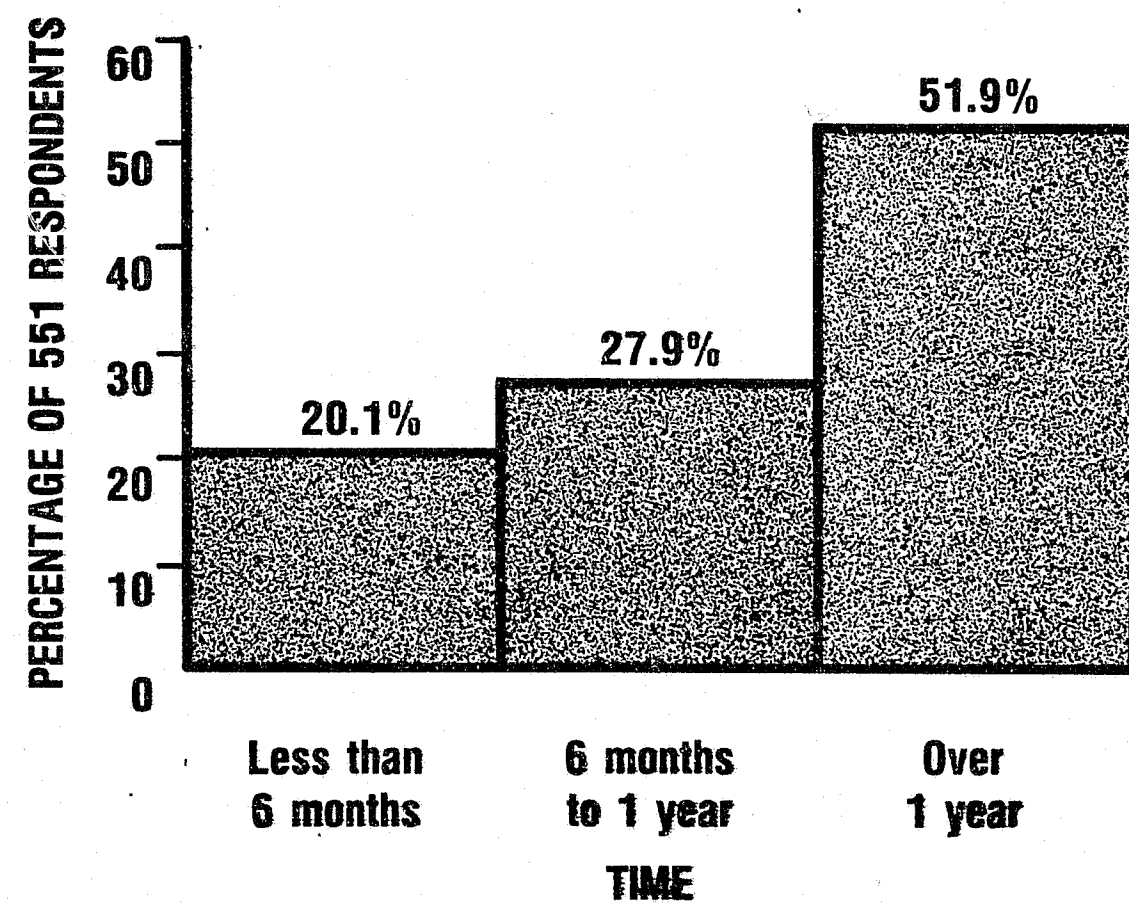
MOST SERIOUS EMPLOYEE PROBLEM AREA



Question (J): How long have you been supervising this employee?

- (1) Less than 6 months
- (2) 6 months to 1 year
- (3) Over 1 year

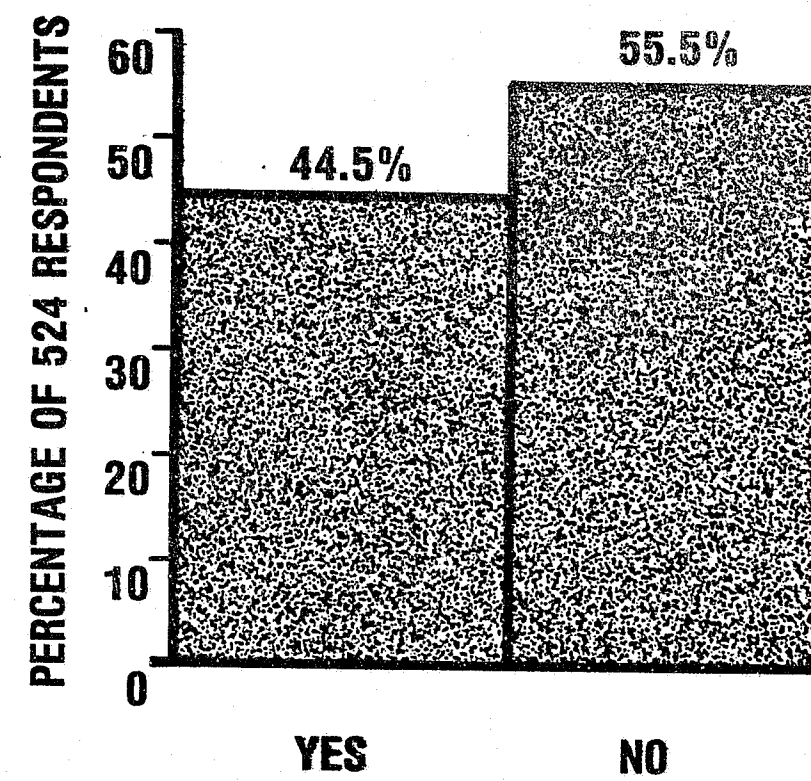
**TIME SPENT SUPERVISING EMPLOYEE
WITH MOST SERIOUS PROBLEM AREA**



Question (L): Were you successful in solving that problem?

(1) Yes (2) No

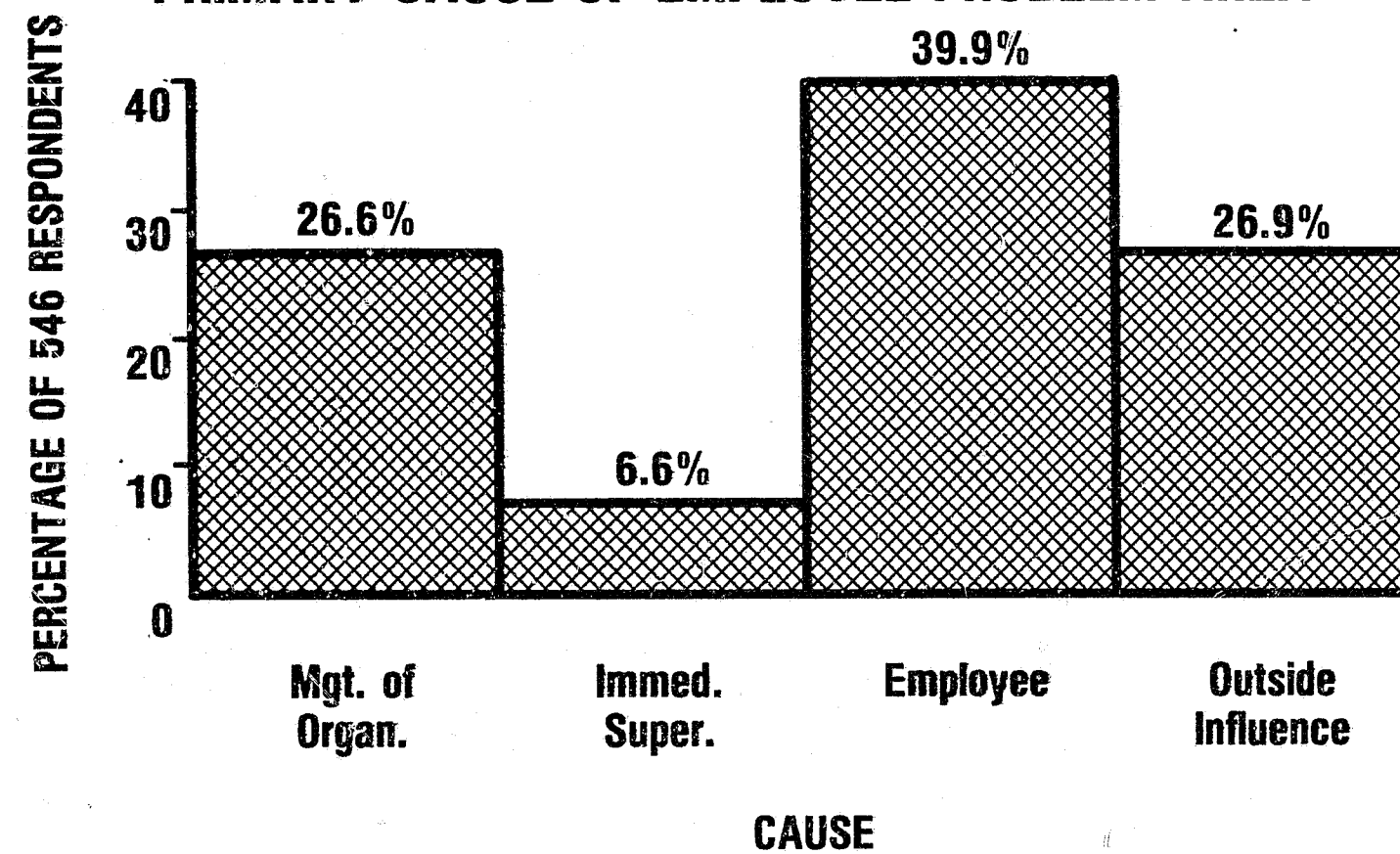
SUCCESS IN SOLVING PROBLEM AREA



Question (M): Select one of the following that you think is the primary cause area of the employee's marginal or unsatisfactory performance.

- (1) Organizational policy, procedure, practices, rules, etc.
- (2) Immediate supervisor
- (3) Individual employee
- (4) Outside influences (factor(s) unrelated to the job)

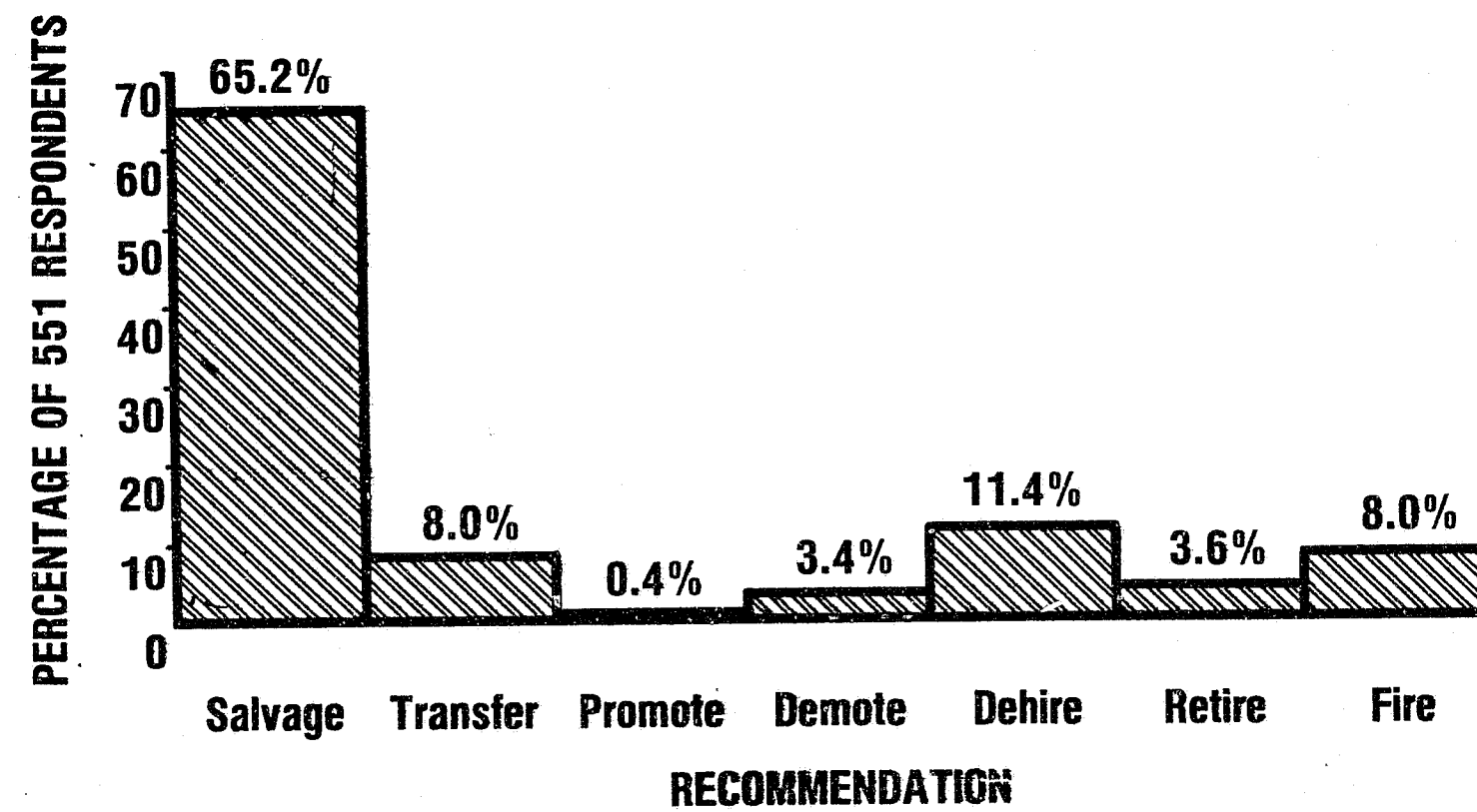
PRIMARY CAUSE OF EMPLOYEE PROBLEM AREA



Question (N): What would you recommend for managing your particular employee problem? (Select one)

- (1) Salvage (keep employee and work with them)
- (2) Transfer
- (3) Promote
- (4) Demote
- (5) Dehire (suggest other employment to employee)
- (6) Retire
- (7) Fire

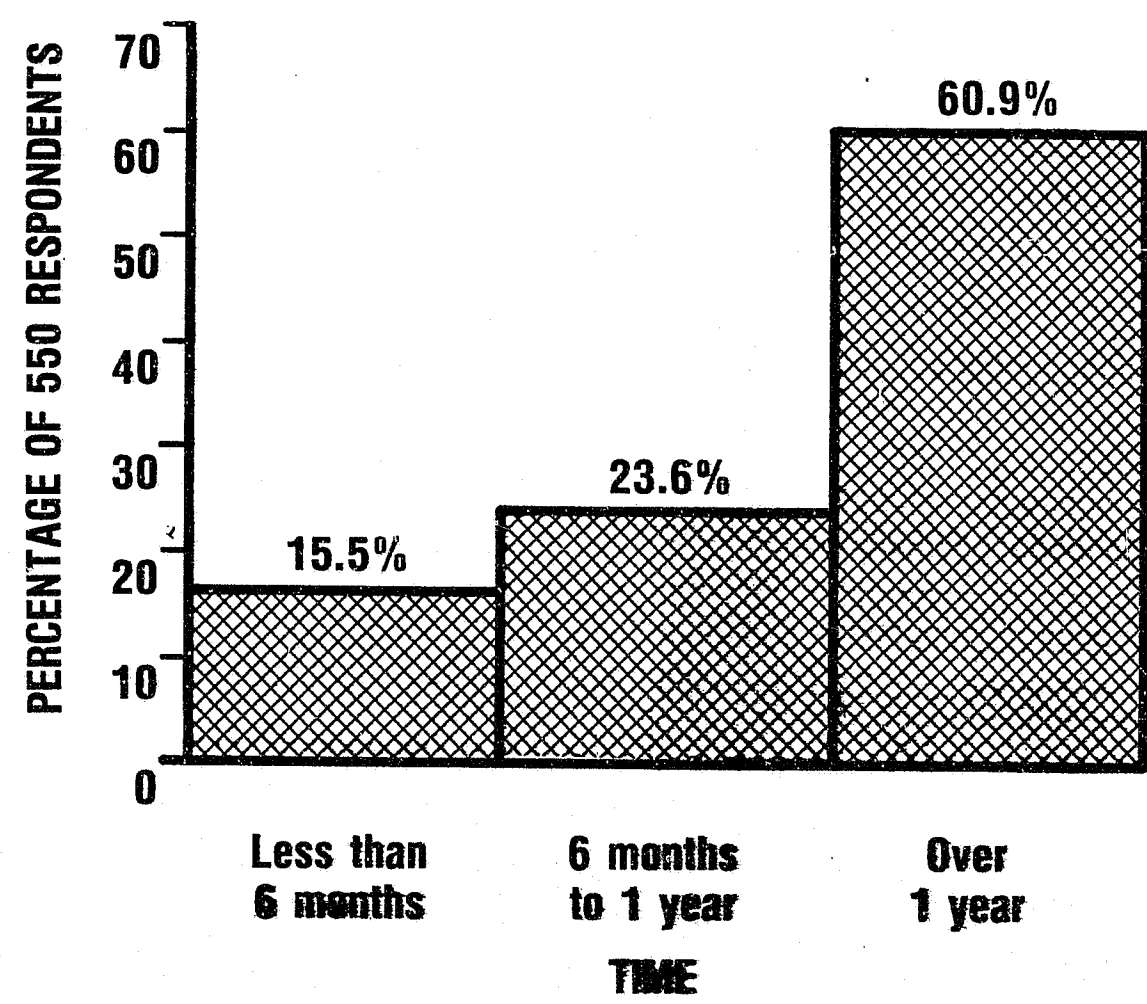
RECOMMENDATION FOR MANAGING PROBLEM EMPLOYEE



Question (0): How long has the problem of this employee been in existence?

- (1) 6 months or less
- (2) 6 months to 1 year
- (3) Over 1 year

DURATION OF EMPLOYEE'S PROBLEM



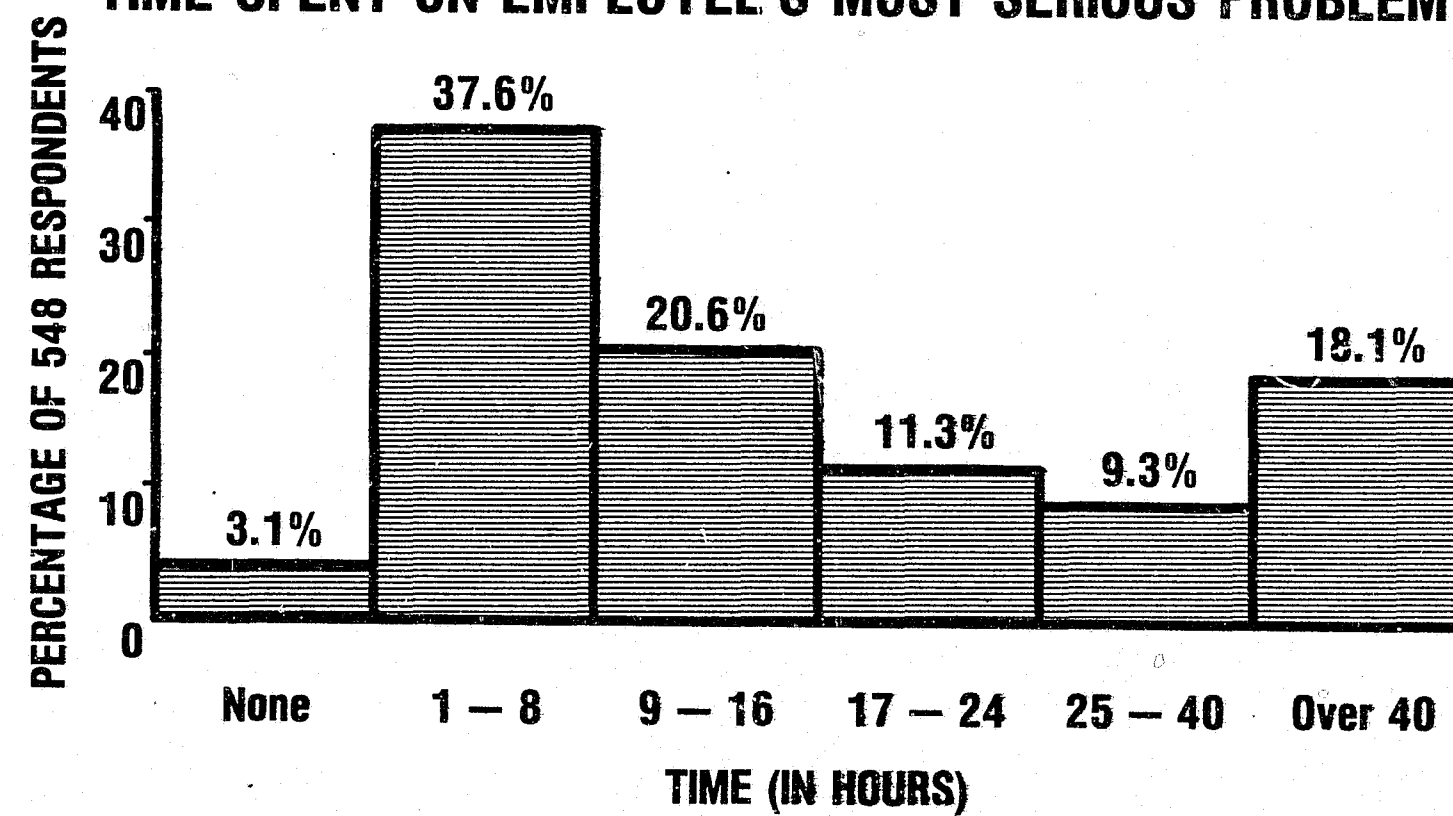
Question (P): How much time have you spent with the employee trying to solve this problem?

- (1) No time
- (2) 1 - 8 hours
- (3) 9 - 16 hours
- (4) 17 - 24 hours
- (5) 25 - 40 hours
- (6) Over 40 hours

CONTINUED

1 OF 3

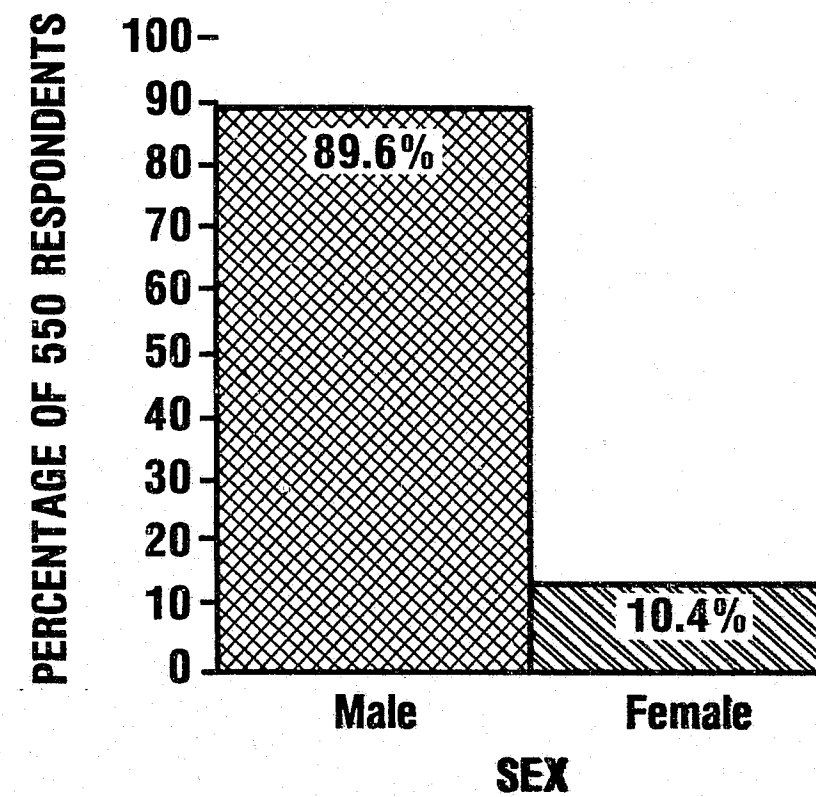
TIME SPENT ON EMPLOYEE'S MOST SERIOUS PROBLEM



Question (QA): How would you classify this employee?

- (1) Male
- (2) Female

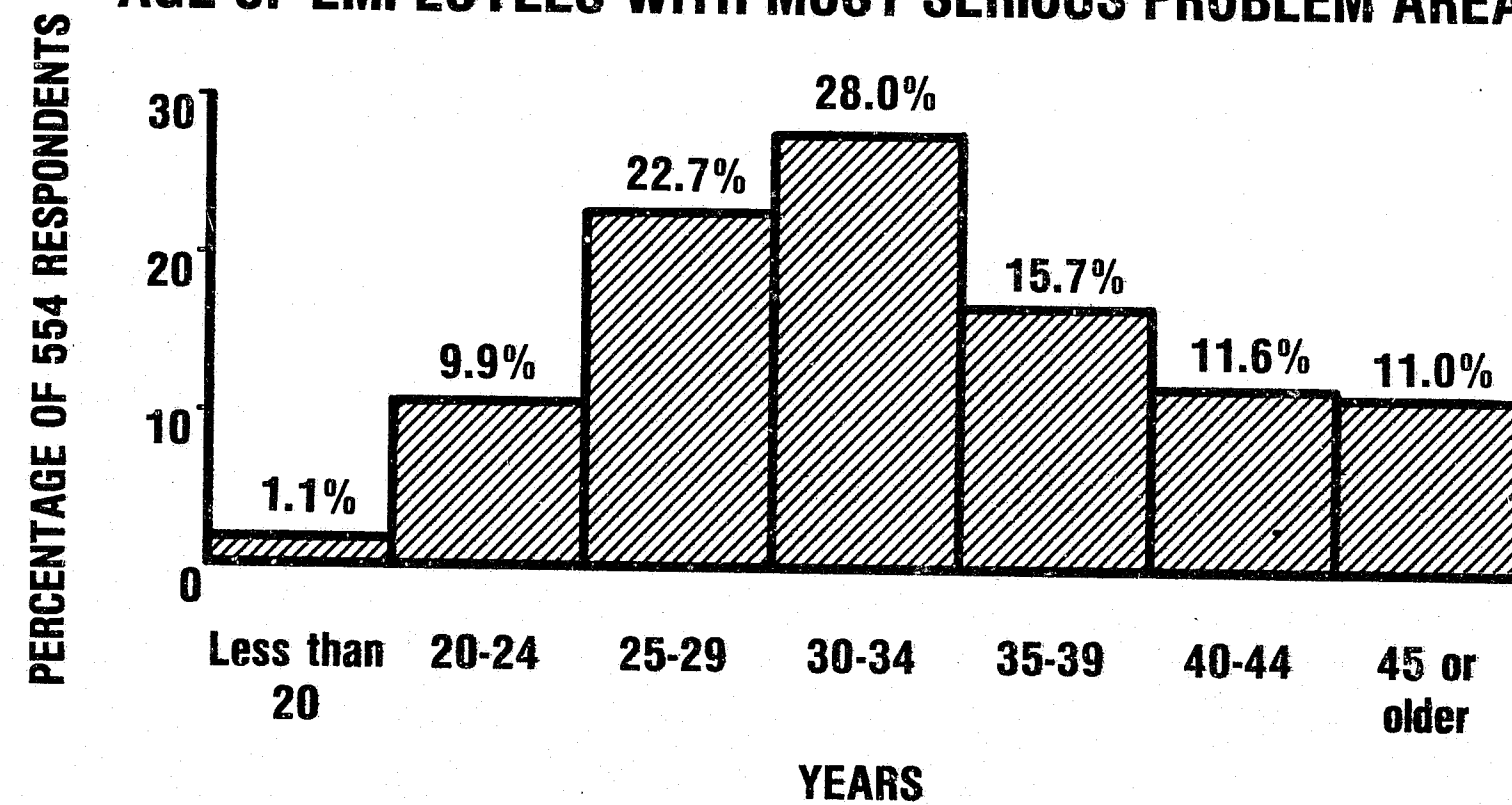
SEX OF EMPLOYEES WITH MOST SERIOUS PROBLEM AREA



Question (QB): How would you classify this employee?

- (1) Less than 20 years old
- (2) 20 - 24 years old
- (3) 25 - 29 years old
- (4) 30 - 34 years old
- (5) 35 - 39 years old
- (6) 40 - 44 years old
- (7) 45 years or older

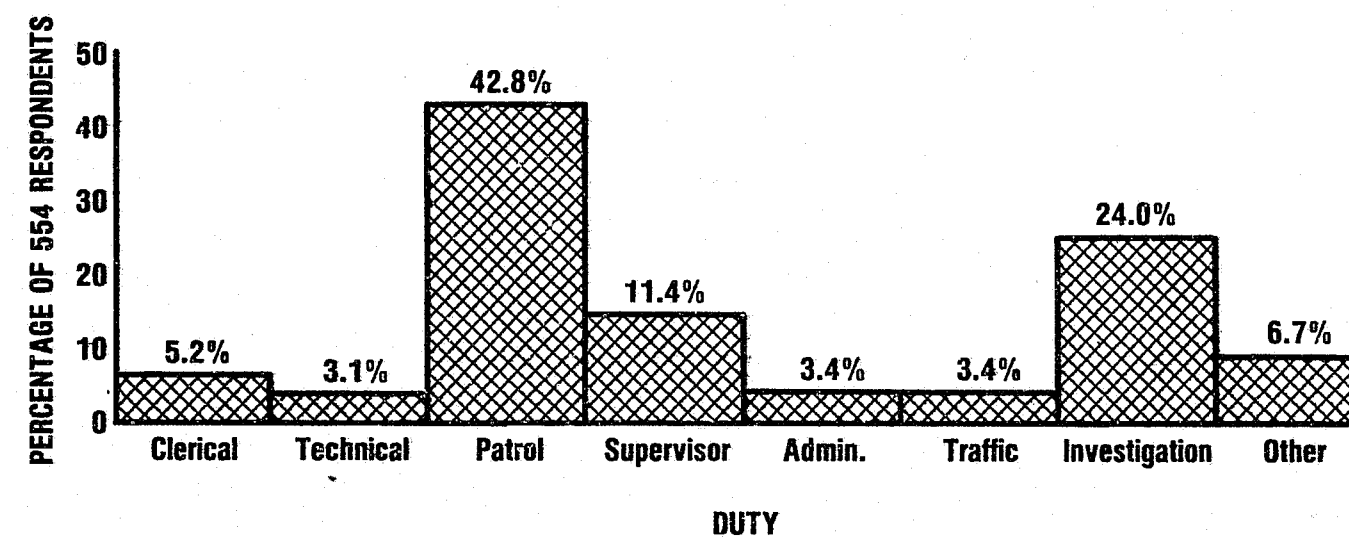
AGE OF EMPLOYEES WITH MOST SERIOUS PROBLEM AREA



Question (QC): What is the nature of this employee's primary duty?

- (1) Clerical
- (2) Technical
- (3) Patrol
- (4) Supervisory
- (5) Administrative
- (6) Traffic
- (7) Investigative
- (8) Other

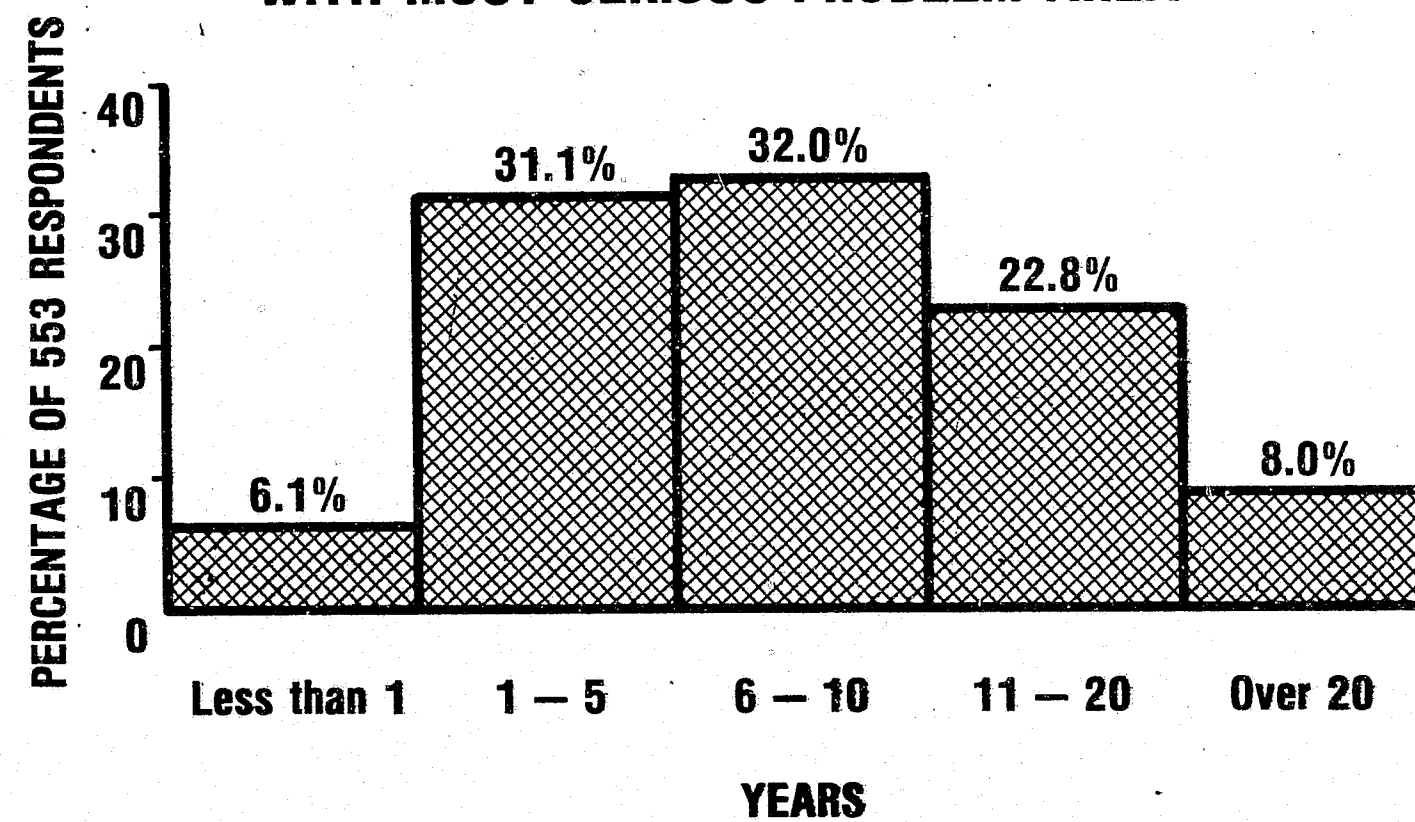
EMPLOYEES WITH MOST SERIOUS PROBLEM AREA



Question (R): How long has the employee been with the organization?

- (1) Less than one year
- (2) 1 - 5 years
- (3) 6 - 10 years
- (4) 11 - 20 years
- (5) Over 20 years

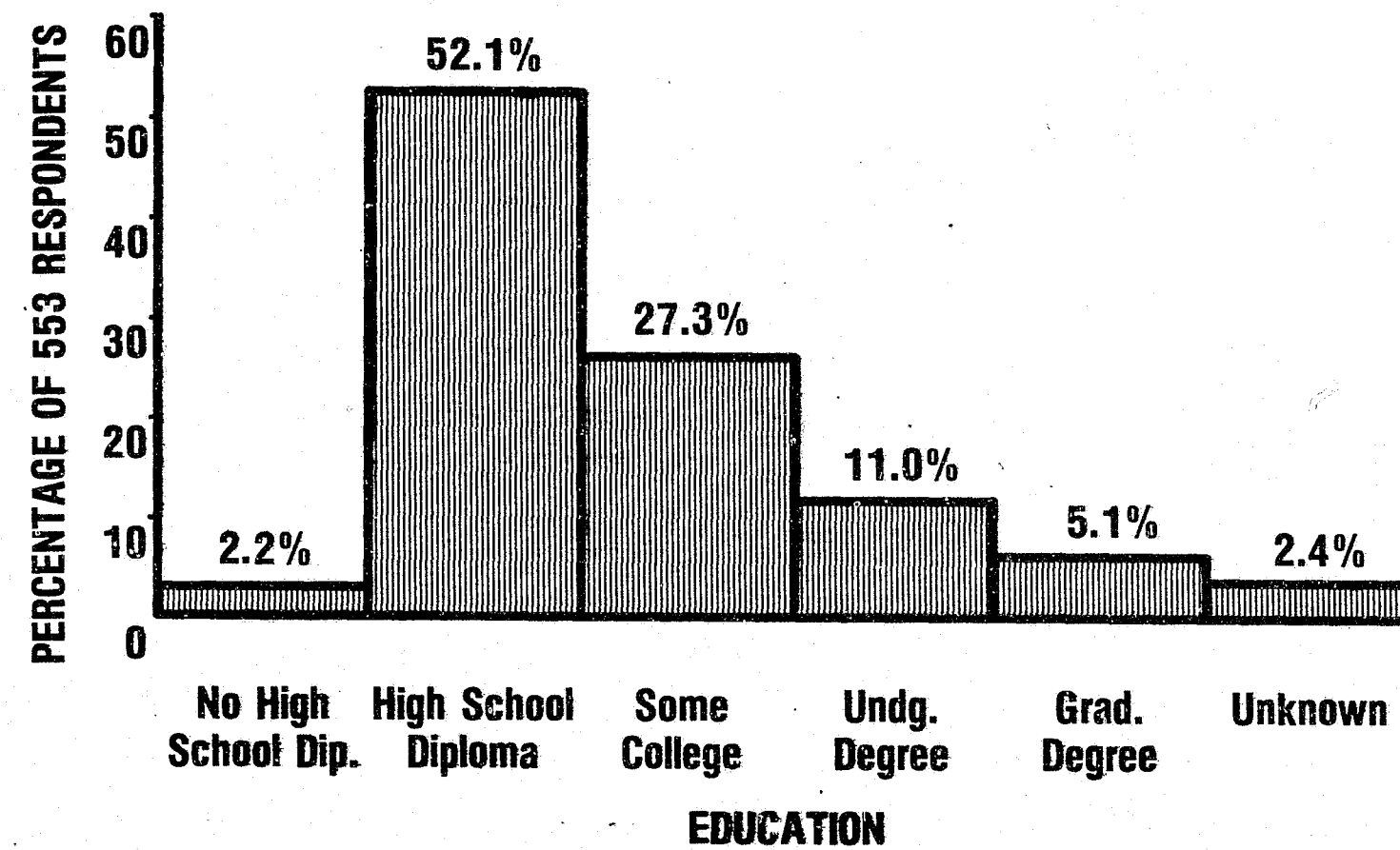
TENURE OF EMPLOYEES WITH MOST SERIOUS PROBLEM AREA



Question (S): What is the educational background of the employee?

- (1) Less than high school diploma
- (2) High school diploma or equivalent
- (3) Undergraduate courses
- (4) Undergraduate degree
- (5) Graduate degree
- (6) Unknown

EDUCATIONAL LEVEL OF EMPLOYEES WITH MOST SERIOUS PROBLEM AREA



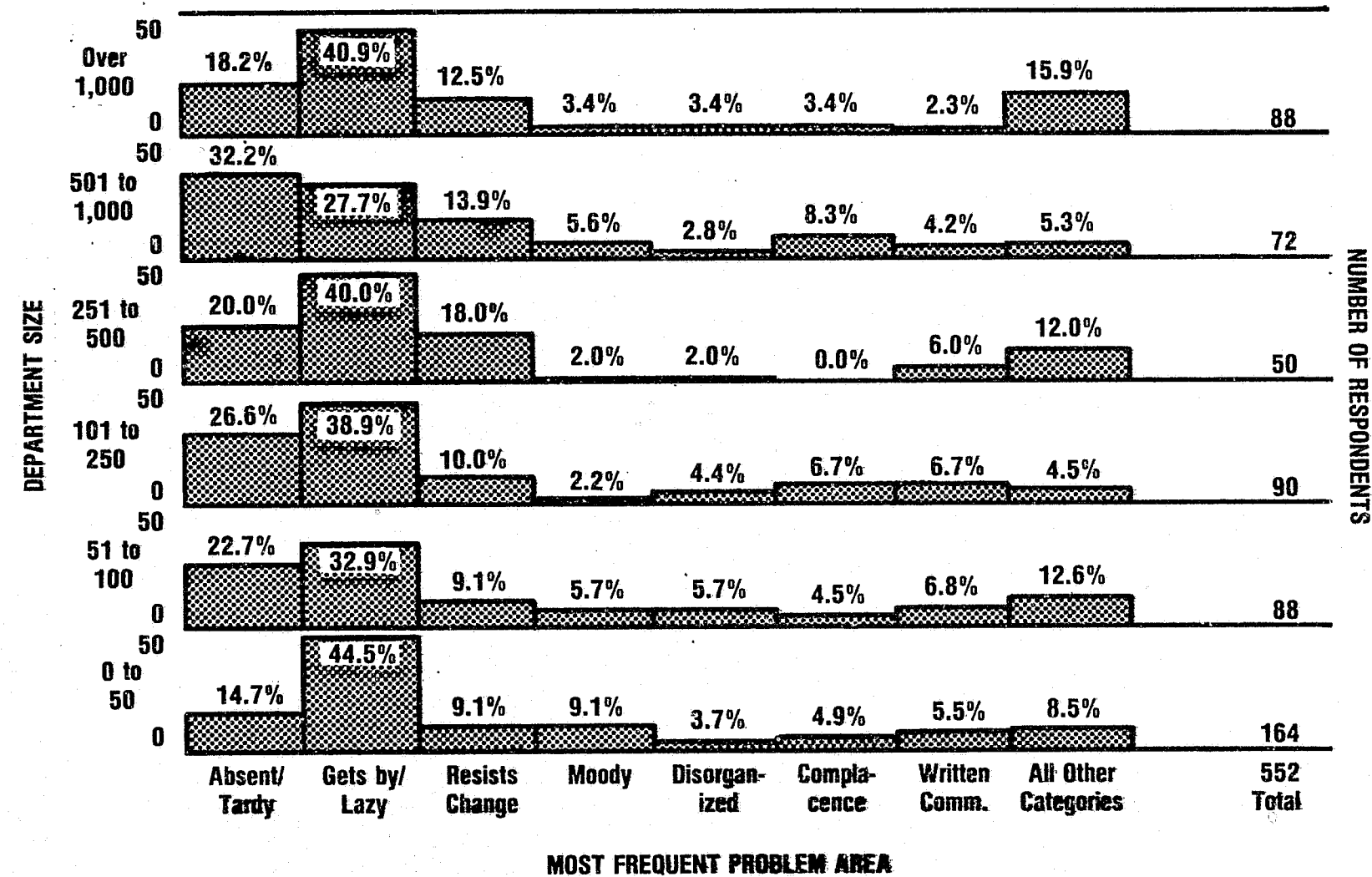
Question (A): What is the manpower complement of your department?

- | | |
|---------------|------------------|
| (1) 0 - 50 | (4) 251 - 500 |
| (2) 51 - 100 | (5) 501 - 1000 |
| (3) 101 - 250 | (6) 1000 or more |

Question (IA): Select only one that occurs most frequently among your marginal and unsatisfactory performers.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

DEPARTMENT SIZE AND MOST FREQUENT PROBLEM AREA



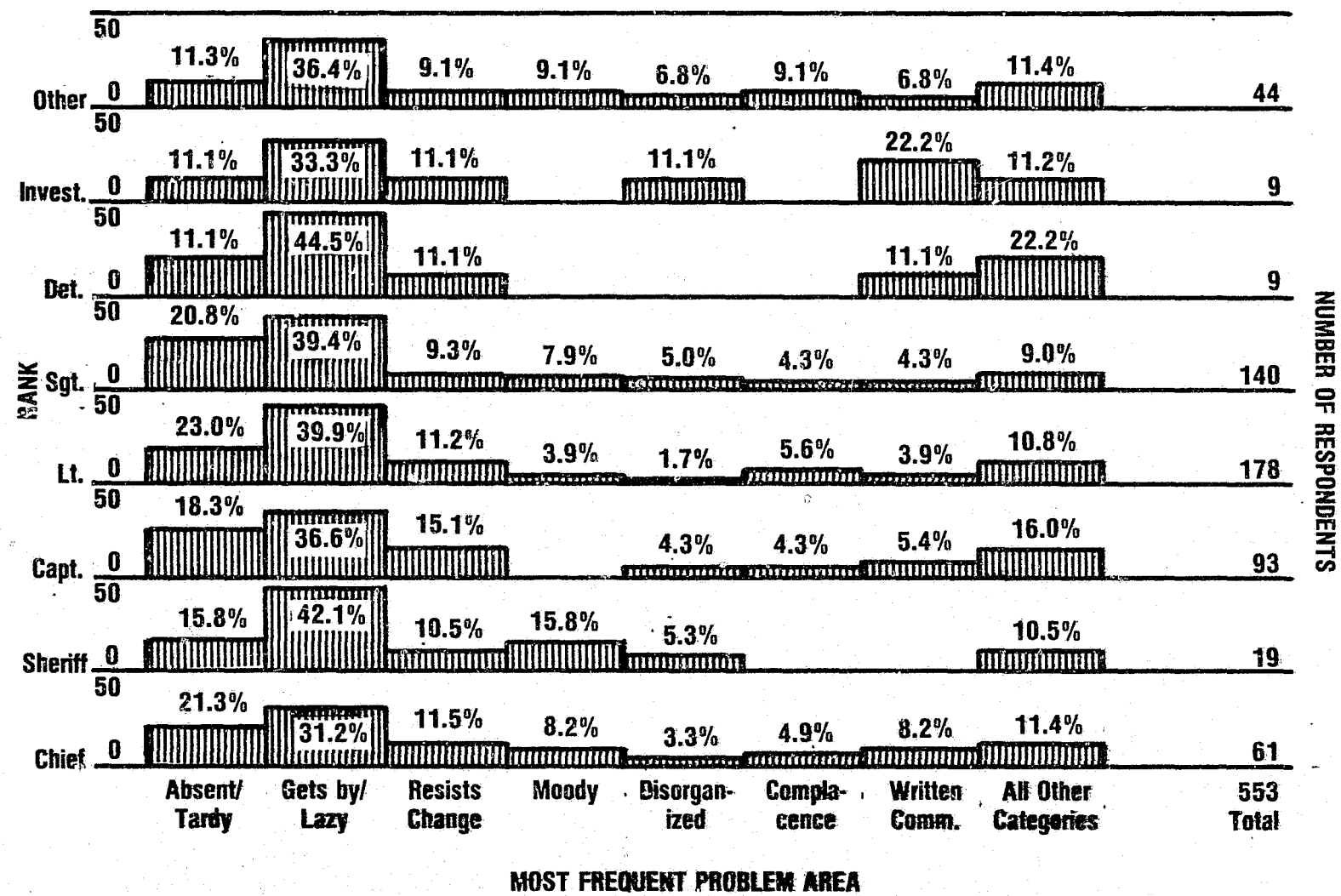
Question (B): What is your current rank?

- (1) Chief, Assistant Chief, Deputy Chief
- (2) Sheriff, Under Sheriff, Deputy Sheriff
- (3) Captain
- (4) Lieutenant
- (5) Sergeant
- (6) Detective
- (7) Investigator
- (8) Other

Question (IA): Select only one that occurs most frequently among your marginal and unsatisfactory performers.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

RANK AND MOST FREQUENT PROBLEM AREA



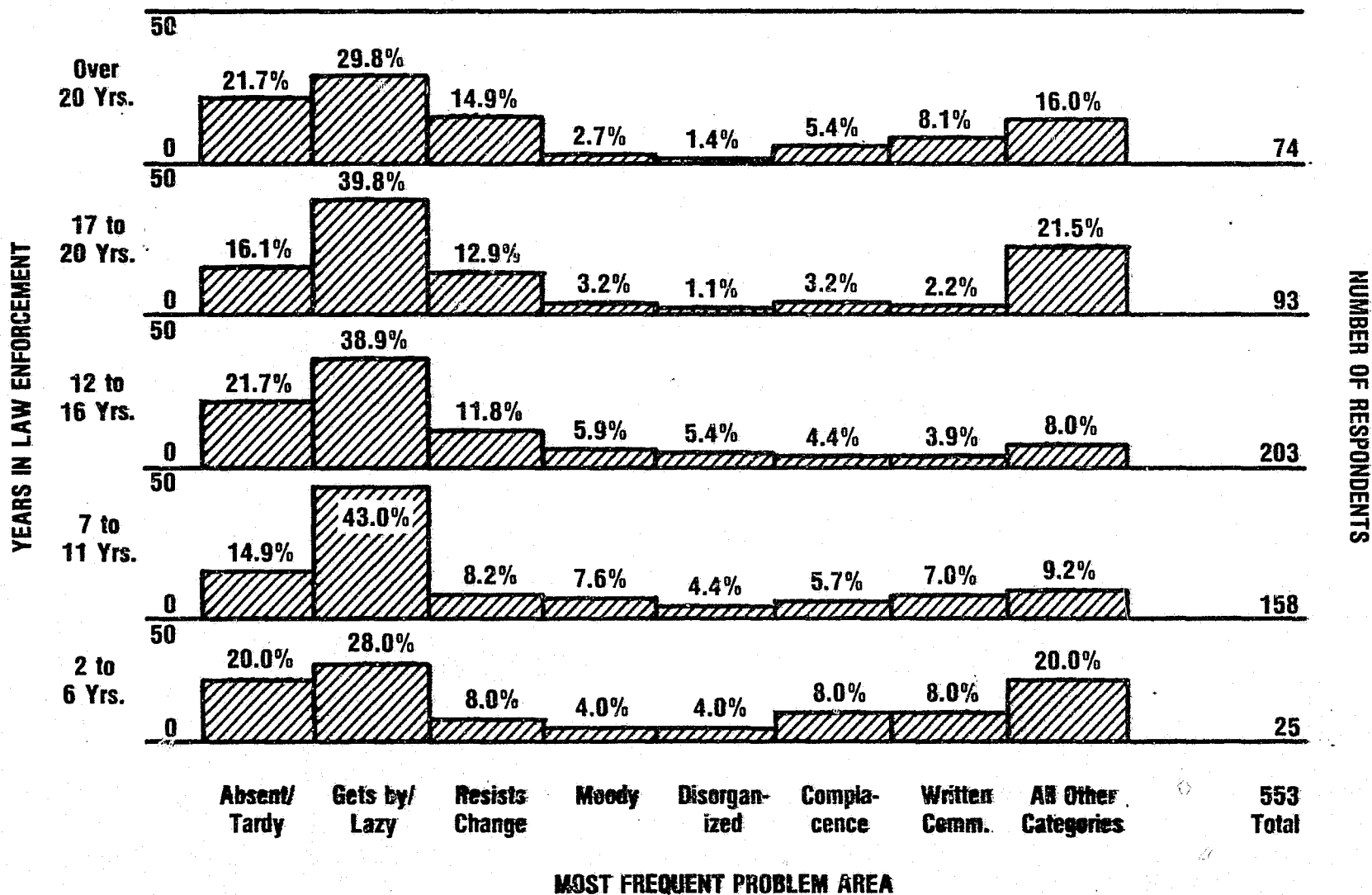
Question (D): How long have you been in law enforcement?

- (1) 0 - 1 year
- (2) 2 - 6 years
- (3) 7 - 11 years
- (4) 12 - 16 years
- (5) 17 - 20 years
- (6) Over 20 years

Question (IA): Select only one that occurs most frequently among your marginal and unsatisfactory performers.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

YEARS IN LAW ENFORCEMENT AND MOST FREQUENT PROBLEM AREA



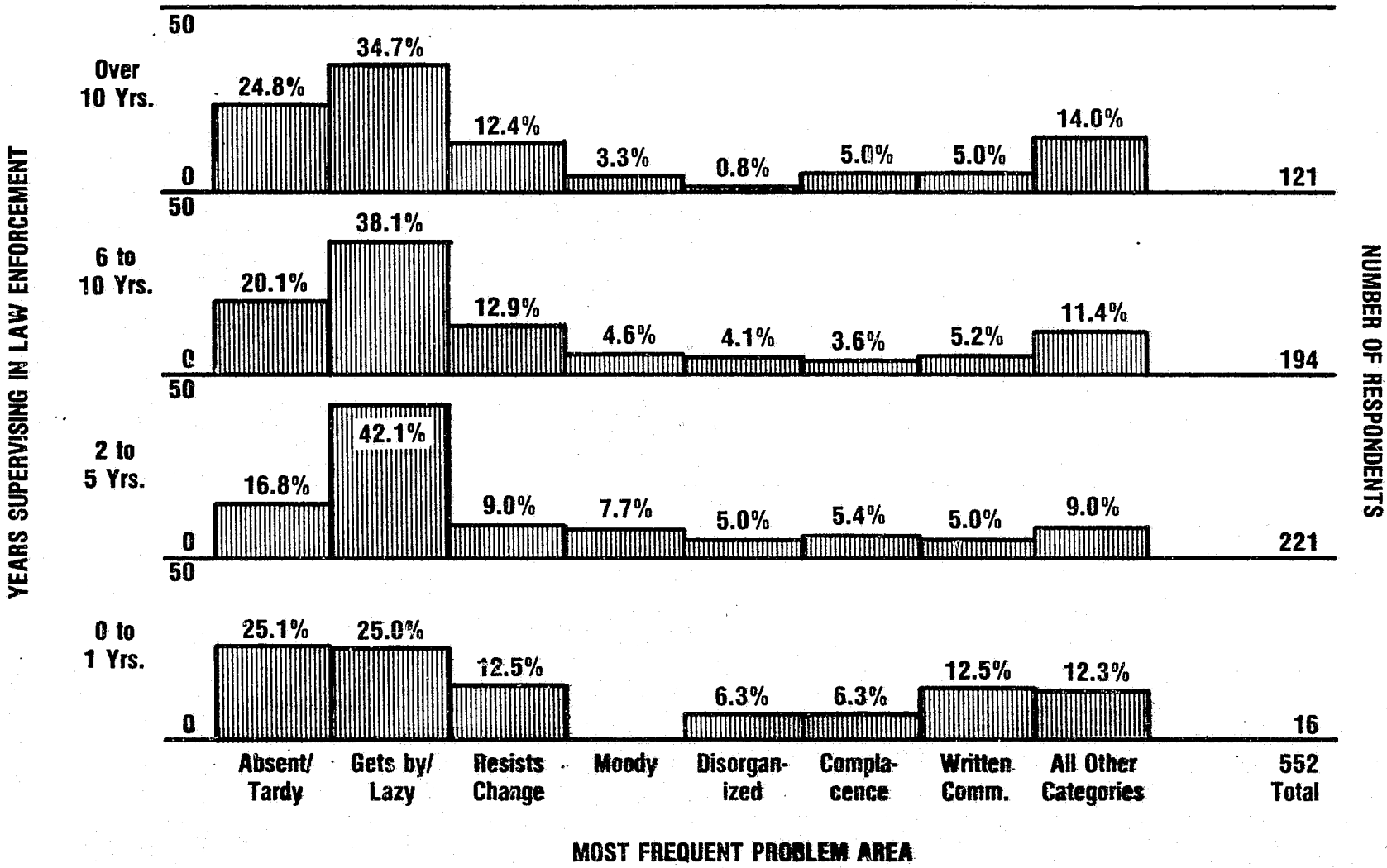
Question (E): How long have you been in supervision in law enforcement?

- (1) 0 - 1 year
- (2) 2 - 5 years
- (3) 6 - 10 years
- (4) Over 10 years

Question (IA): Select only one that occurs most frequently among your marginal and unsatisfactory performers.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

YEARS SUPERVISING IN LAW ENFORCEMENT AND MOST FREQUENT PROBLEM AREA



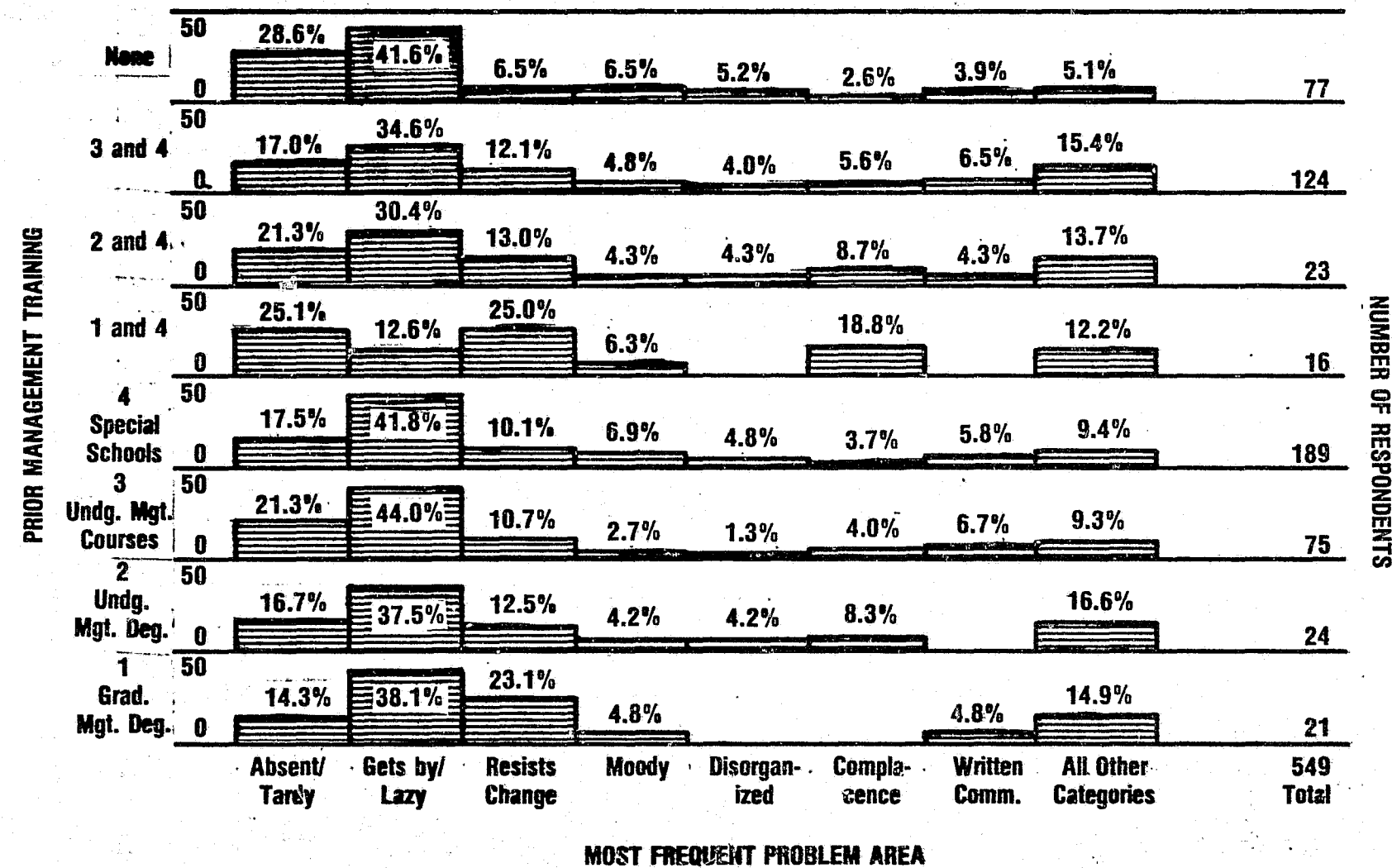
Question (F): What is your management training background?
(Select highest level only)

- (1) Graduate Management Degree
- (2) Undergraduate Management Degree
- (3) Undergraduate management courses - nonmanagement degree
- (4) Specialized management schools (department or otherwise)
- (5) Both (1) and (4)
- (6) Both (2) and (4)
- (7) Both (3) and (4)
- (8) No formal training in management

Question (IA): Select only one that occurs most frequently among your marginal and unsatisfactory performers.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| | (14) Poor appearance |
| (6) Lazy | (15) Poor written communication |
| (7) Does only enough to get by | (16) Other |

MANAGEMENT TRAINING AND MOST FREQUENT PROBLEM AREA



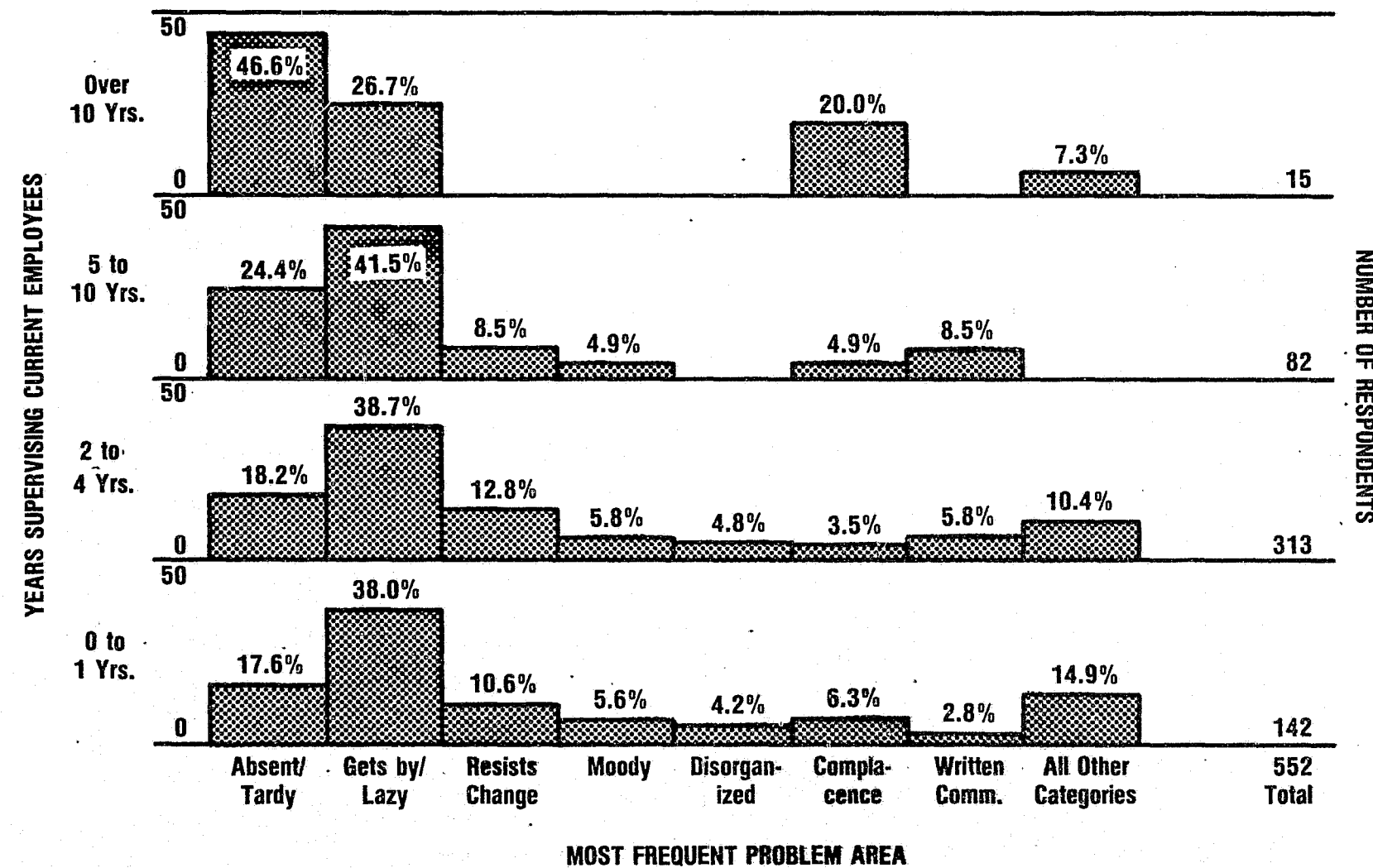
Question (G): How long have you been supervising your current group of employees?

- (1) 0 - 1 year
- (2) 2 - 4 years
- (3) 5 - 10 years
- (4) Over ten years

Question (IA): Select only one that occurs most frequently among your marginal and unsatisfactory performers.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

YEARS SUPERVISING CURRENT EMPLOYEES AND MOST FREQUENT PROBLEM AREA



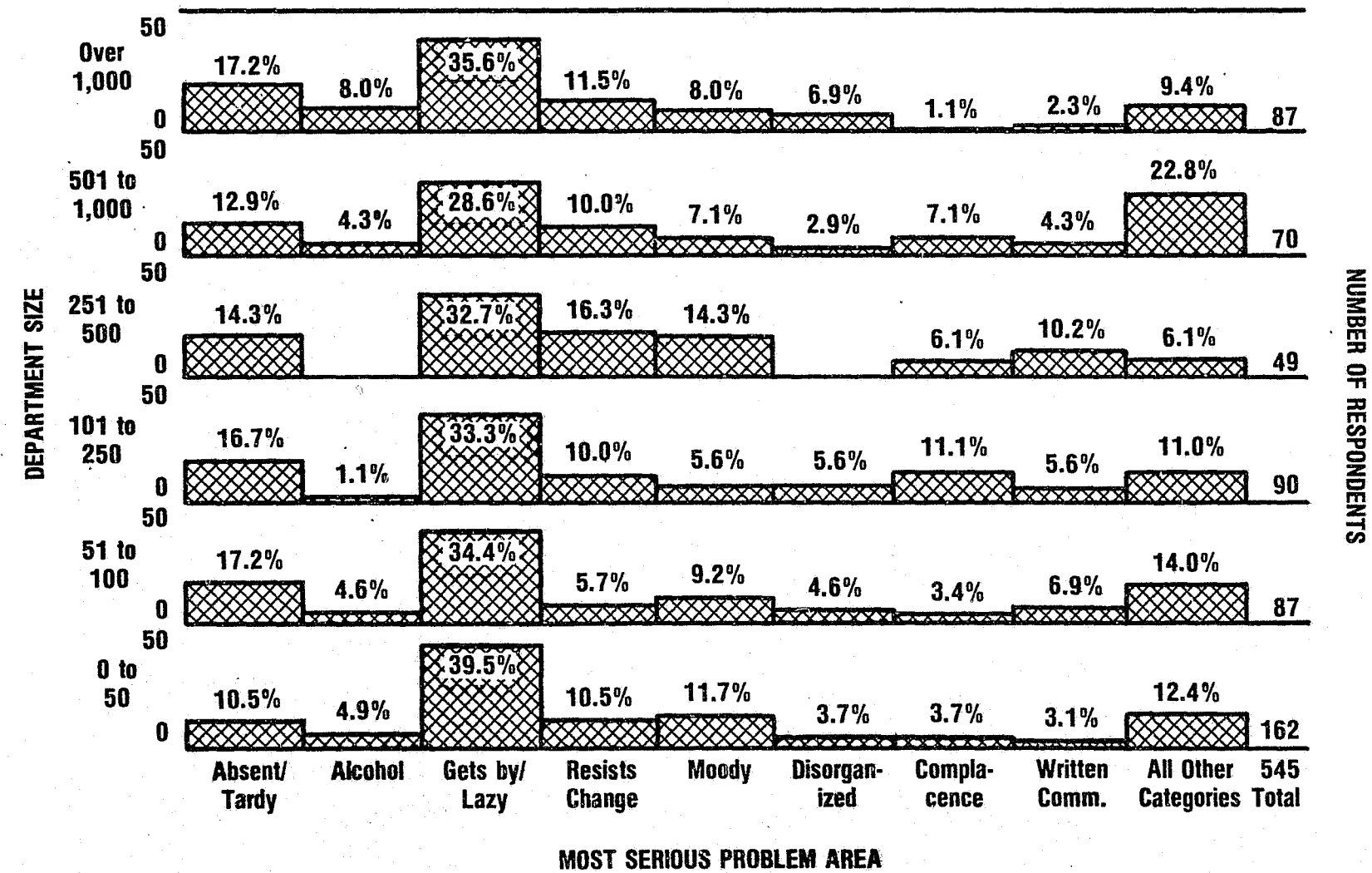
Question (A): What is the manpower complement of your department?

- | | |
|---------------|------------------|
| (1) 0 - 50 | (4) 251 - 500 |
| (2) 51 - 100 | (5) 501 - 1000 |
| (3) 101 - 250 | (6) 1000 or more |

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| | (14) Poor appearance |
| | (15) Poor written communication |
| (6) Lazy | |
| (7) Does only enough to get by | (16) Other |

DEPARTMENT SIZE AND MOST SERIOUS PROBLEM AREA



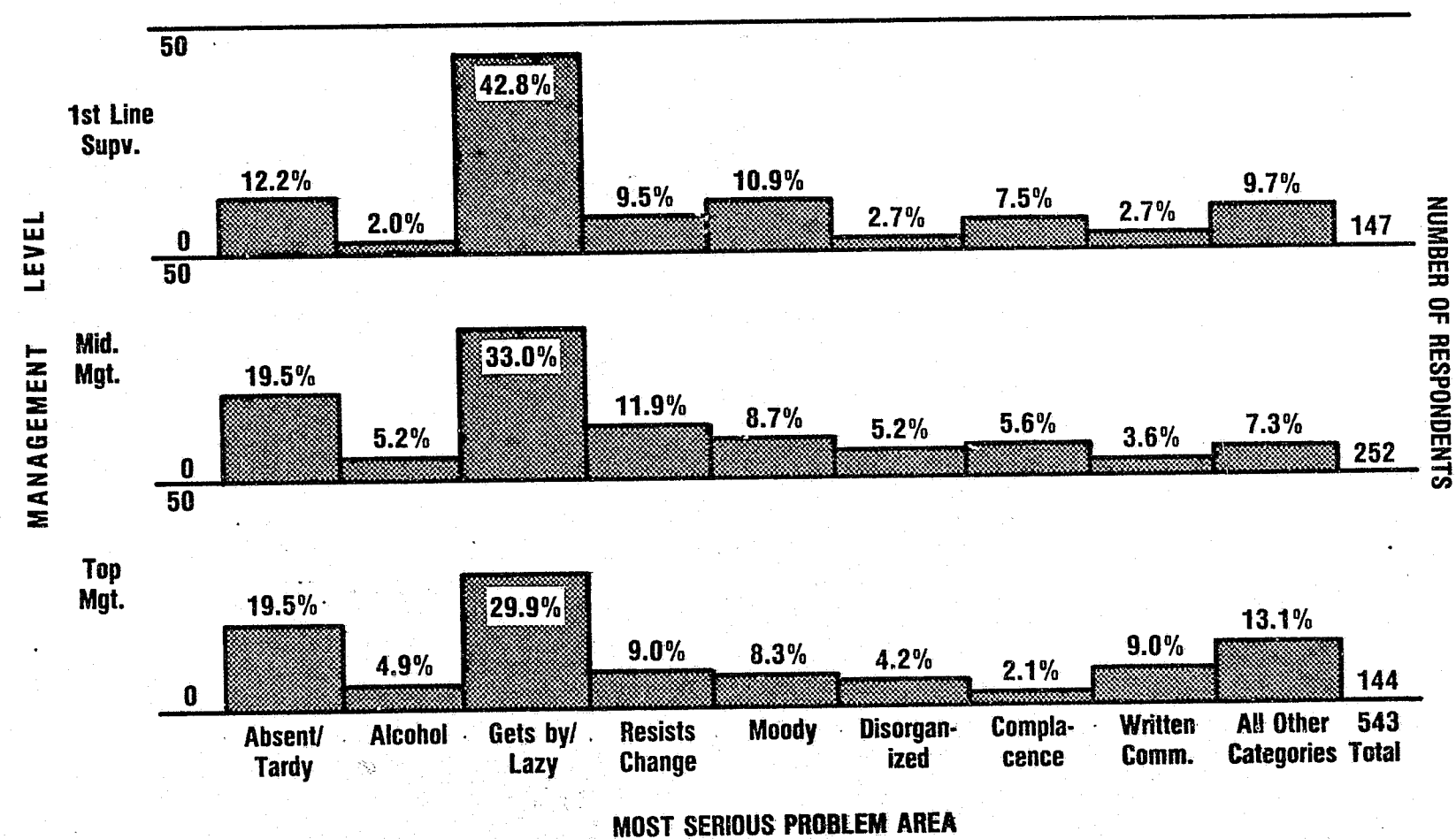
Question (C): What is your current level in the organization?

- (1) Top management
- (2) Middle management
- (3) First-line supervisor
- (4) Nonmanagement

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

MANAGEMENT LEVEL AND MOST SERIOUS PROBLEM AREA



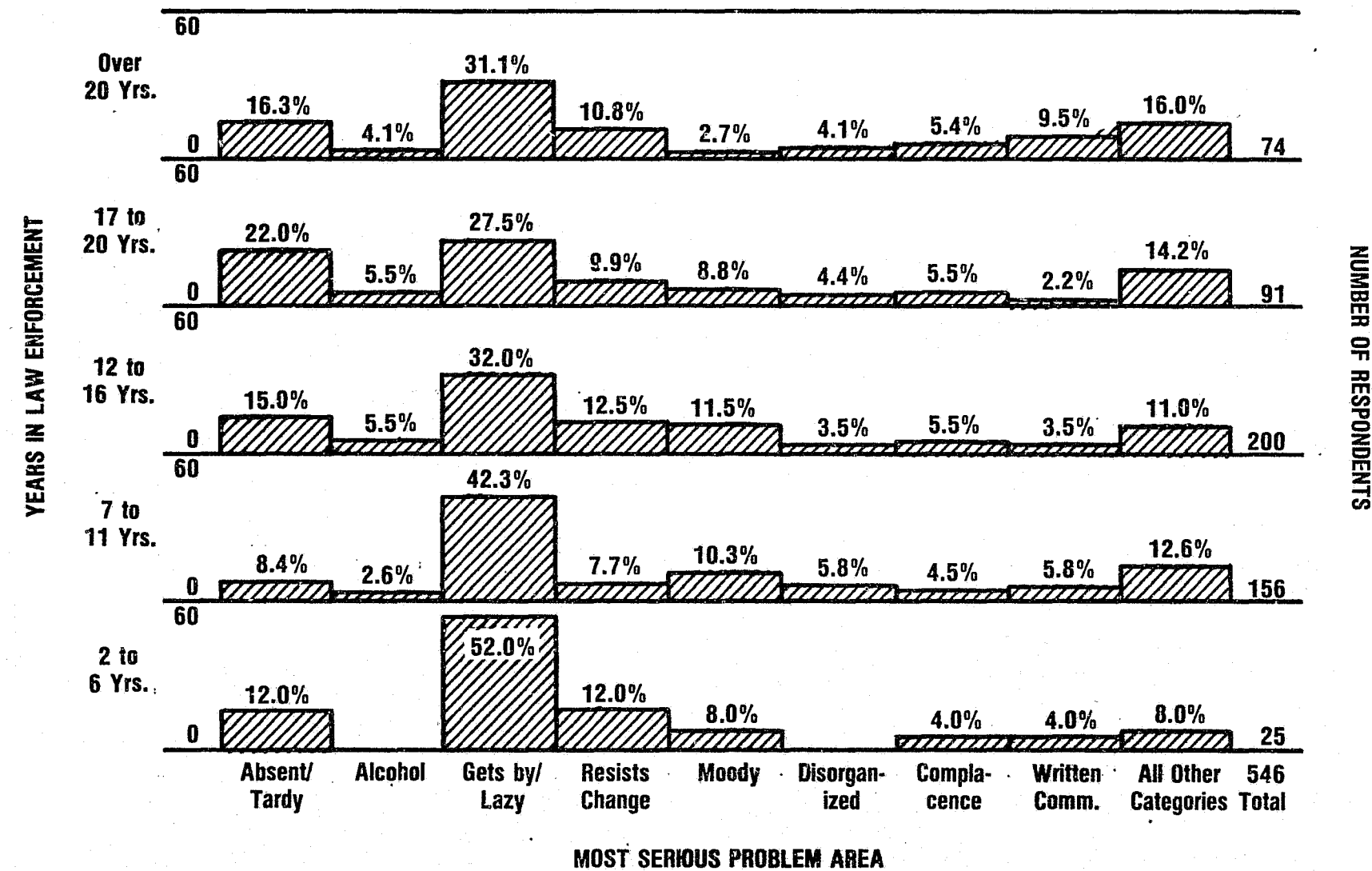
Question (D): How long have you been in law enforcement?

- (1) 0 - 1 year
- (2) 2 - 6 years
- (3) 6 - 11 years
- (4) 12 - 16 years
- (5) 17 - 20 years
- (6) Over 20 years

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

YEARS IN LAW ENFORCEMENT AND MOST SERIOUS PROBLEM AREA



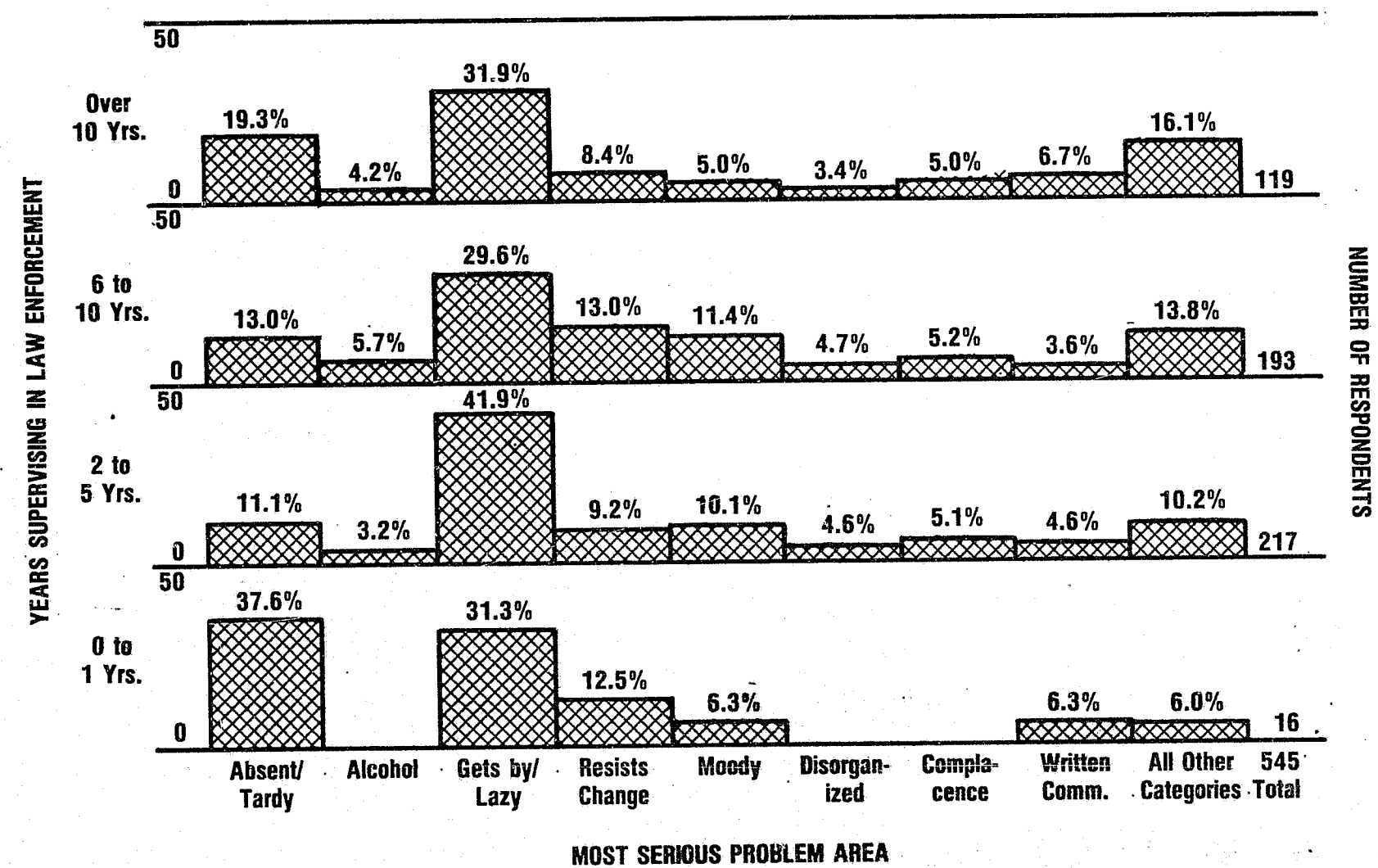
Question (E): How long have you been in supervision in law enforcement?

- (1) 0 - 1 year
- (2) 2 - 5 years
- (3) 6 - 10 years
- (4) Over 10 years

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

YEARS SUPERVISING IN LAW ENFORCEMENT AND MOST SERIOUS PROBLEM AREA



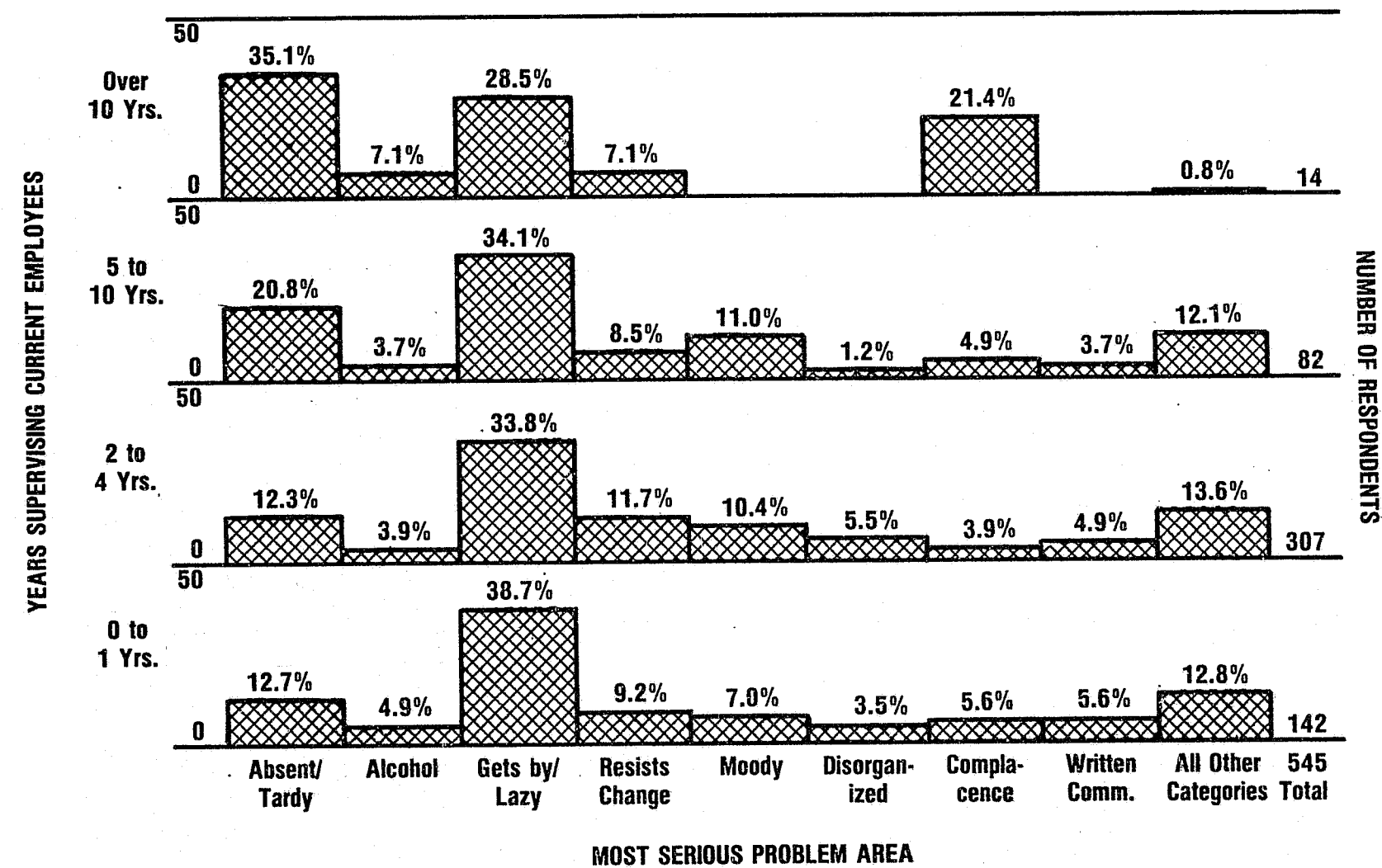
Question (G): How long have you been supervising your current group of employees?

- (1) 0 - 1 year
- (2) 2 - 4 years
- (3) 5 - 10 years
- (4) Over ten years

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

YEARS SUPERVISING CURRENT EMPLOYEES AND MOST SERIOUS PROBLEM AREA



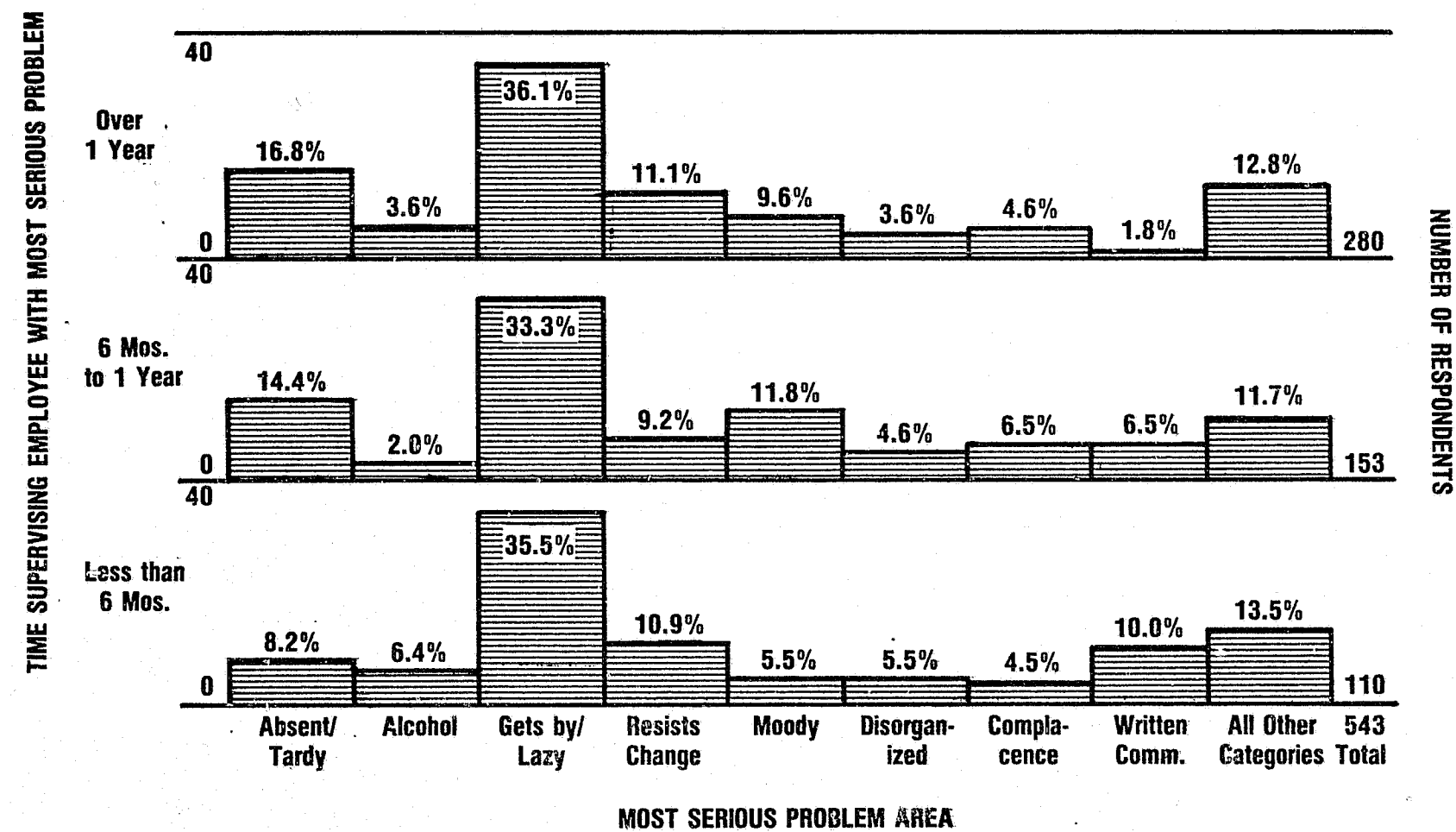
Question (J): How long have you been supervising this employees?

- (1) Less than 6 months
- (2) 6 months to 1 year
- (3) Over 1 year

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

TIME SUPERVISING EMPLOYEE WITH MOST SERIOUS PROBLEM AND MOST SERIOUS PROBLEM



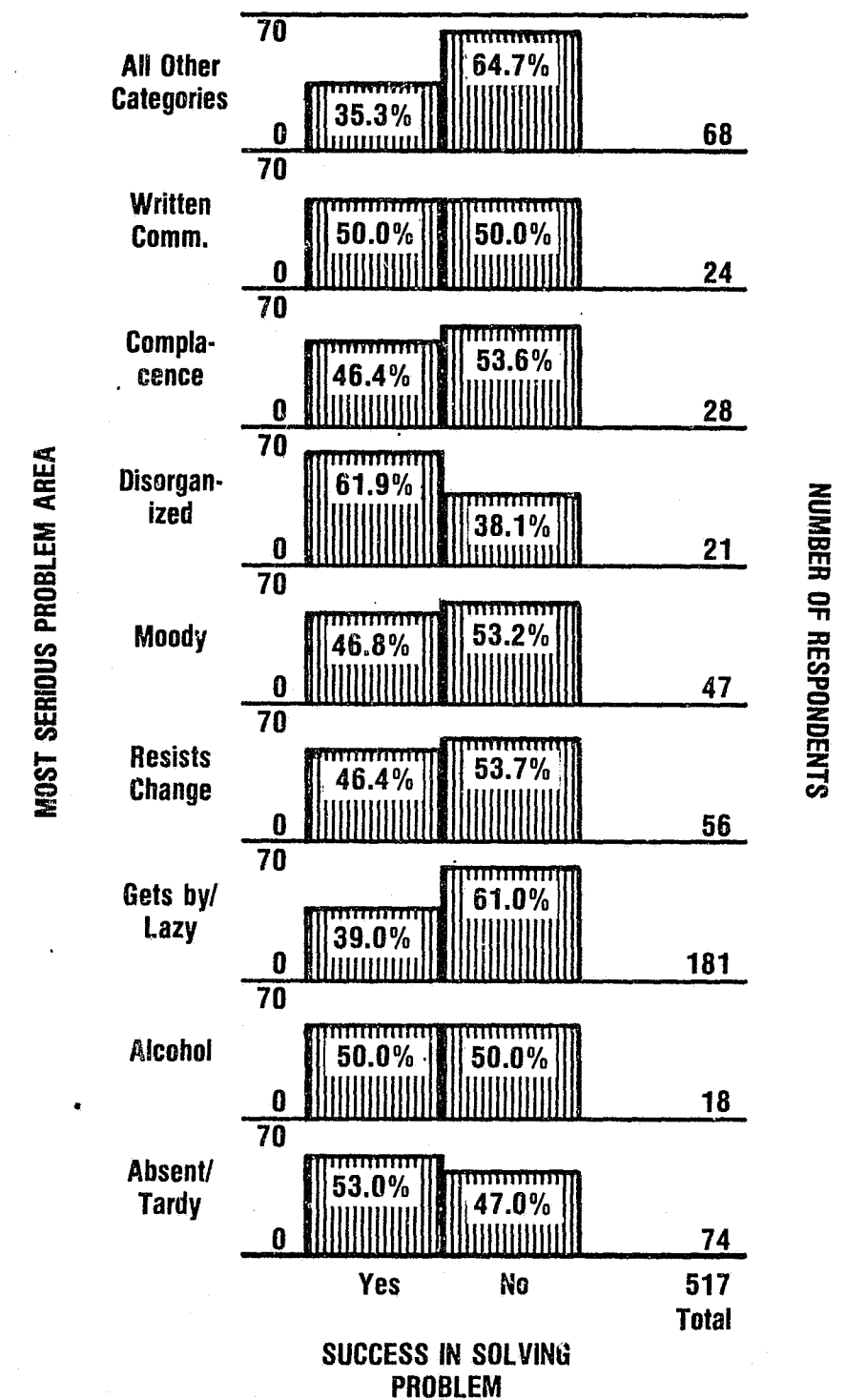
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

Question (L): Were you successful in solving that problem?

- (1) Yes (2) No

MOST SERIOUS PROBLEM AND SUCCESS IN SOLVING PROBLEM



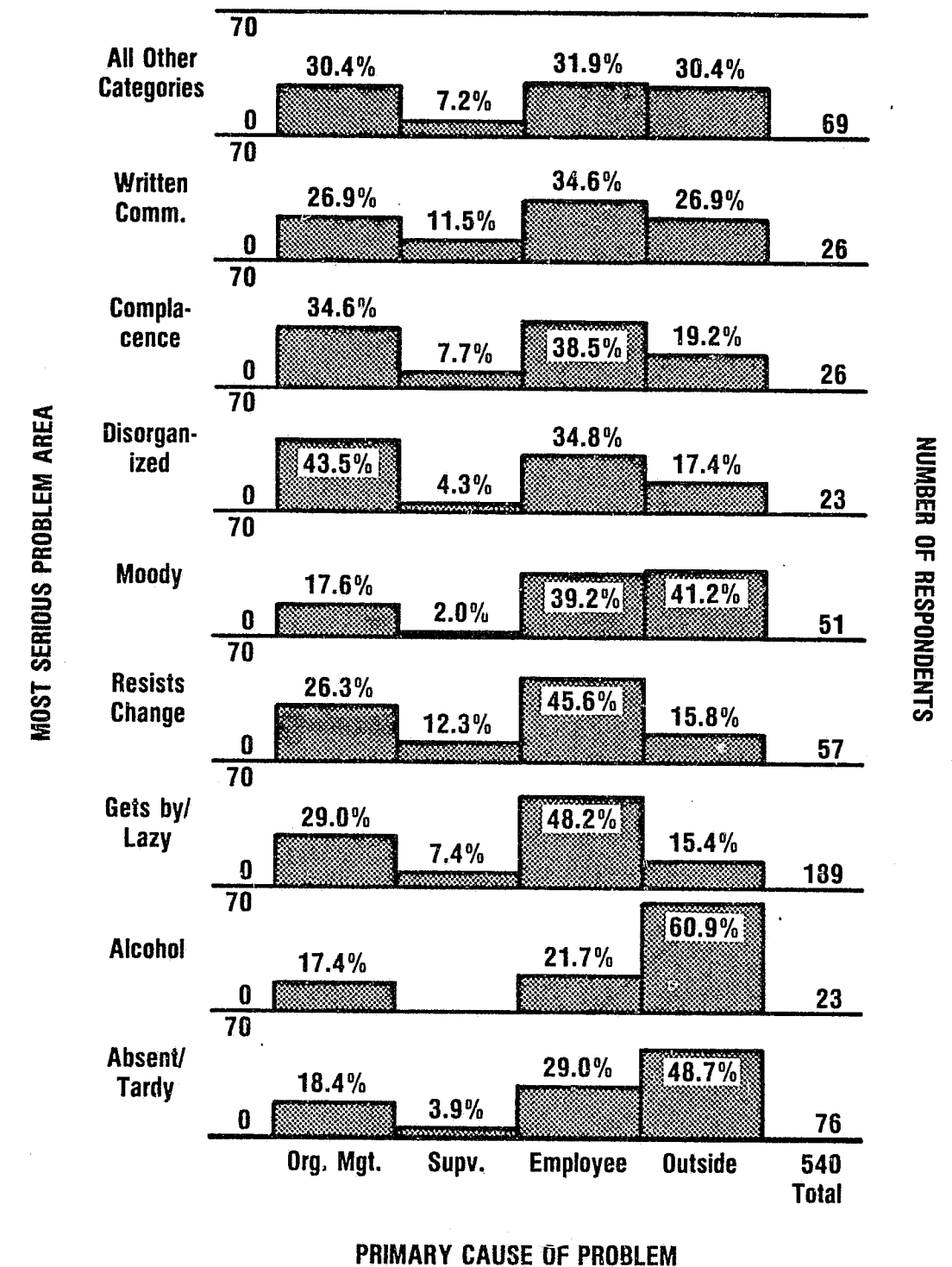
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

Question (M): Select one of the following that you think is the primary cause area of the employee's marginal or unsatisfactory performance.

- (1) Organizational policy, procedure, practices, rules, etc.
- (2) Immediate supervisor
- (3) Individual employee
- (4) Outside influences (factor(s) unrelated to the job)

MOST SERIOUS PROBLEM AND PRIMARY CAUSE OF PROBLEM



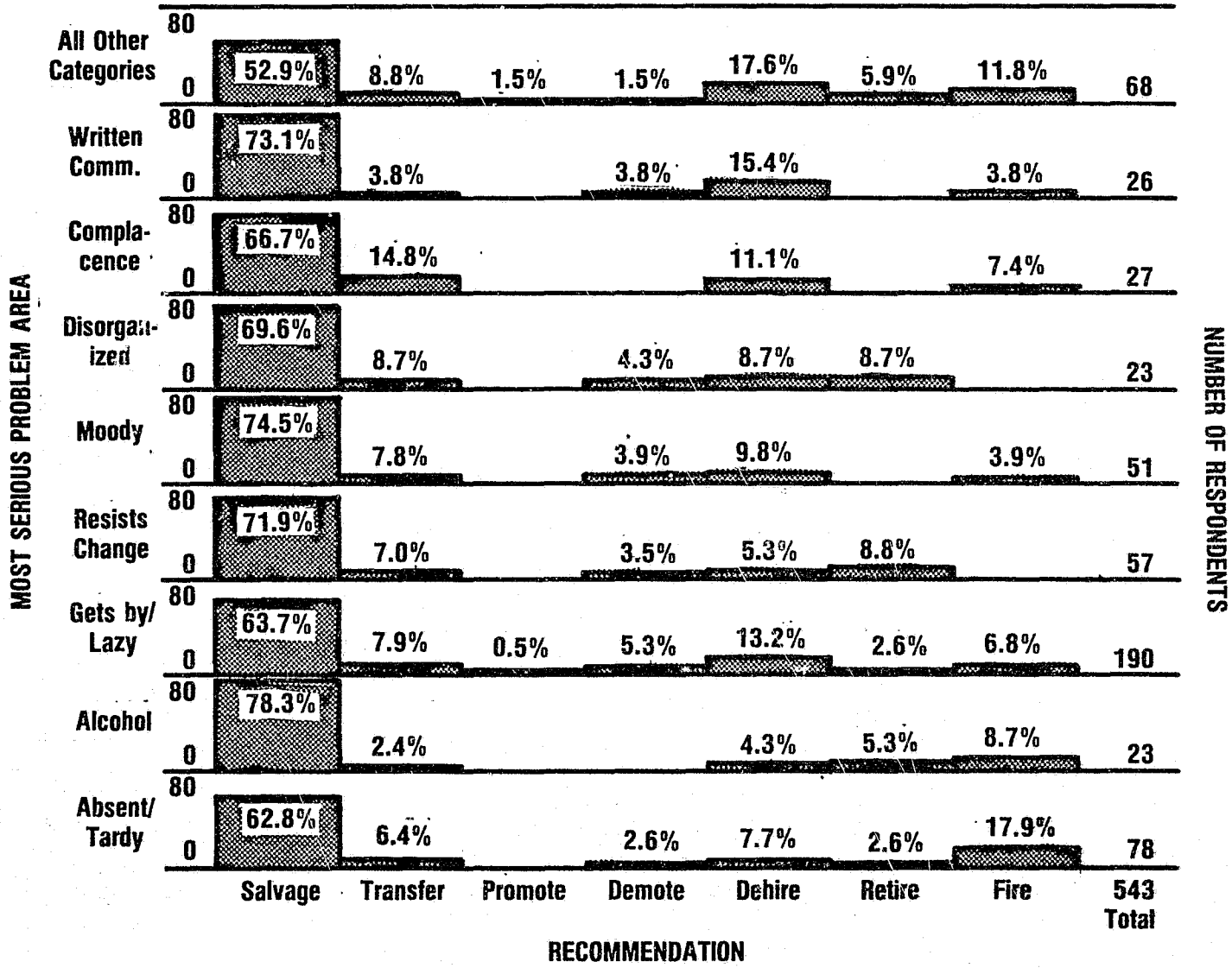
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

Question (N): What would you recommend for managing your particular employee problem? (Select one)

- (1) Salvage (keep employee and work with them)
- (2) Transfer
- (3) Promote
- (4) Demote
- (5) Dehire (suggest other employment to employee)
- (6) Retire
- (7) Fire

MOST SERIOUS PROBLEM AND RECOMMENDATION



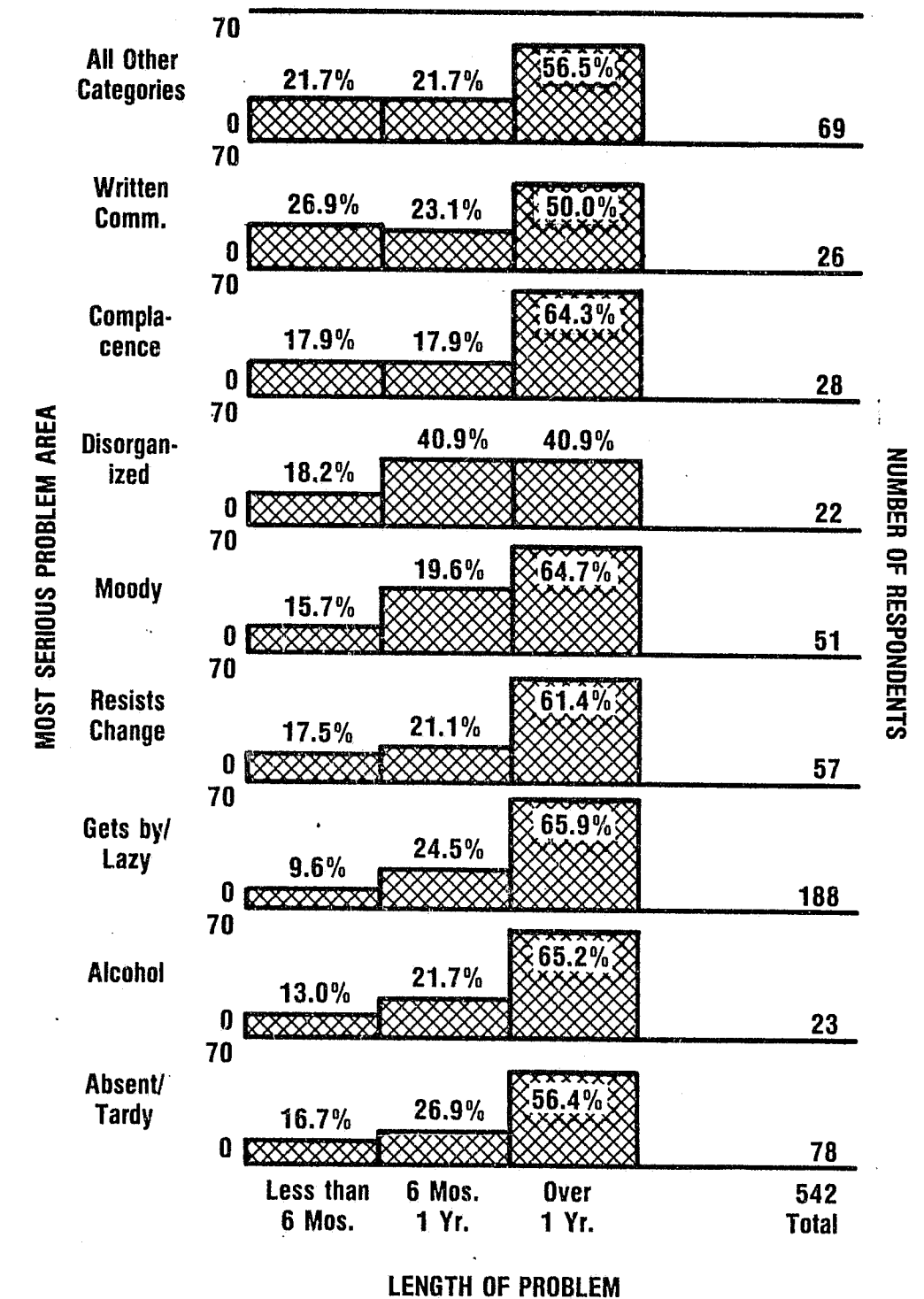
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

Question (O): How long has the problem of this employee been in existence?

- (1) 6 months or less
- (2) 6 months to 1 year
- (3) Over 1 year

MOST SERIOUS PROBLEM AND LENGTH OF PROBLEM



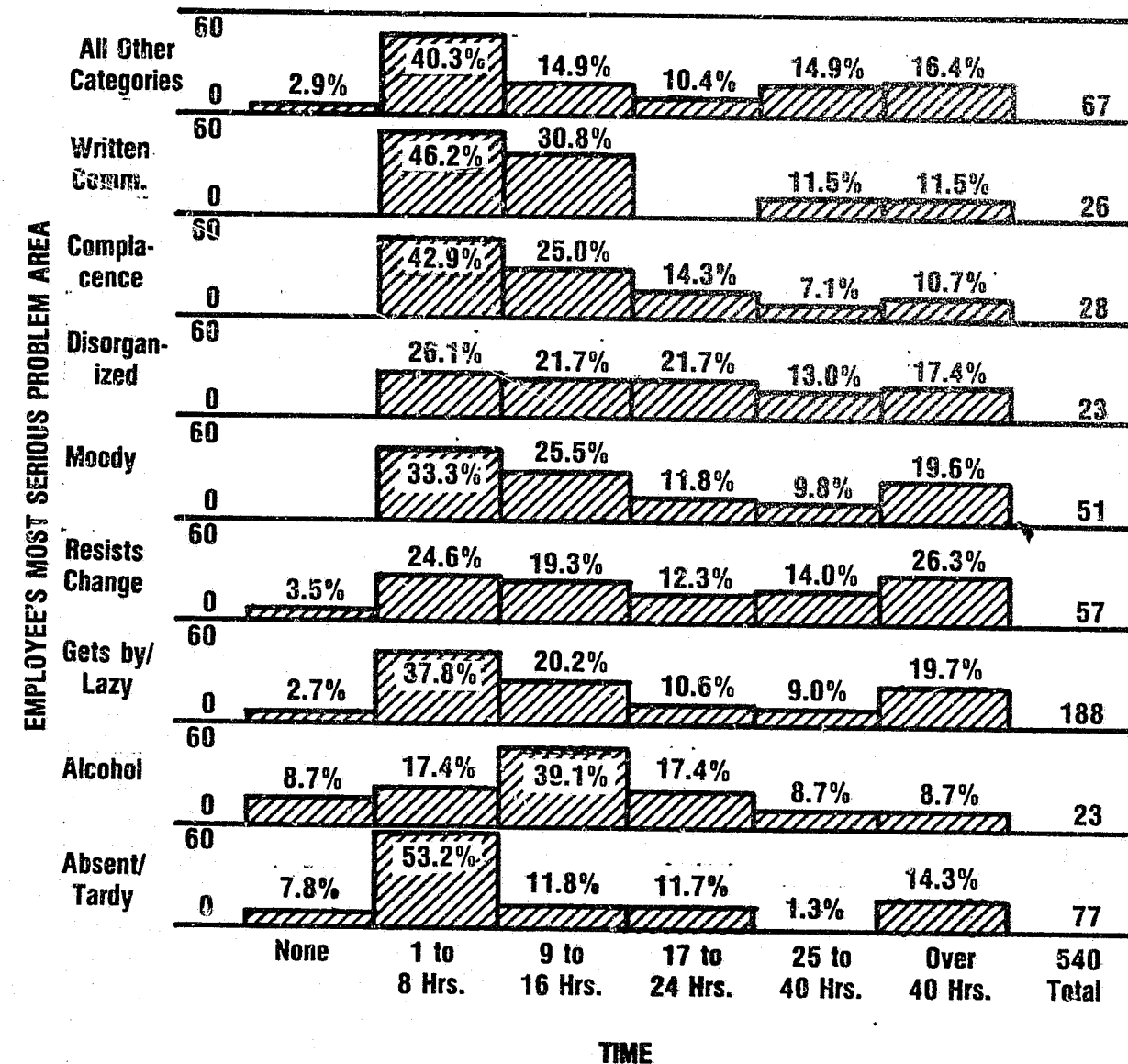
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

Question (P): How much time have you spent with the employee trying to solve this problem?

- (1) No time
- (2) 1 - 8 hours
- (3) 9 - 16 hours
- (4) 17 - 24 hours
- (5) 25 - 40 hours
- (6) Over 40 hours

MOST SERIOUS PROBLEM AREA AND TIME SPENT ON EMPLOYEE'S MOST SERIOUS PROBLEM



NUMBER OF RESPONDENTS

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- (1) Absenteeism

(2) Tardiness

(3) Alcoholism

(4) Moonlighting

(5) Turnover (Indicate whether interdept. or existing organization)

(6) Lazy

(7) Does only enough to get by
- (8) Resists change

(9) Moodiness

(10) Disorganized

(11) Contentedness

(12) High strung

(13) Complacence

(14) Poor appearance

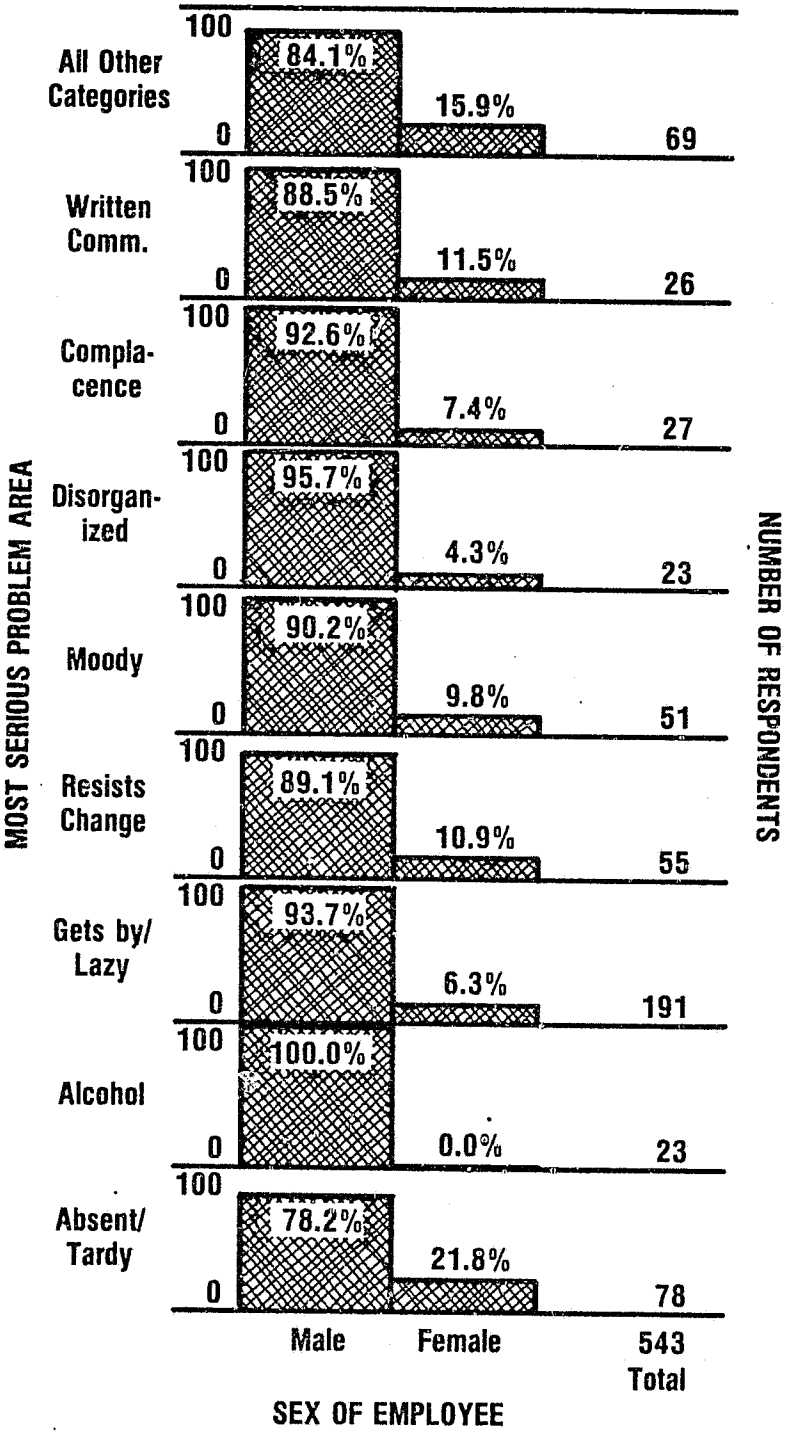
(15) Poor written communication

(16) Other

Question (QA): How would you classify this employee?

- A. (1) Male
(2) Female

MOST SERIOUS PROBLEM AREA AND SEX OF EMPLOYEE



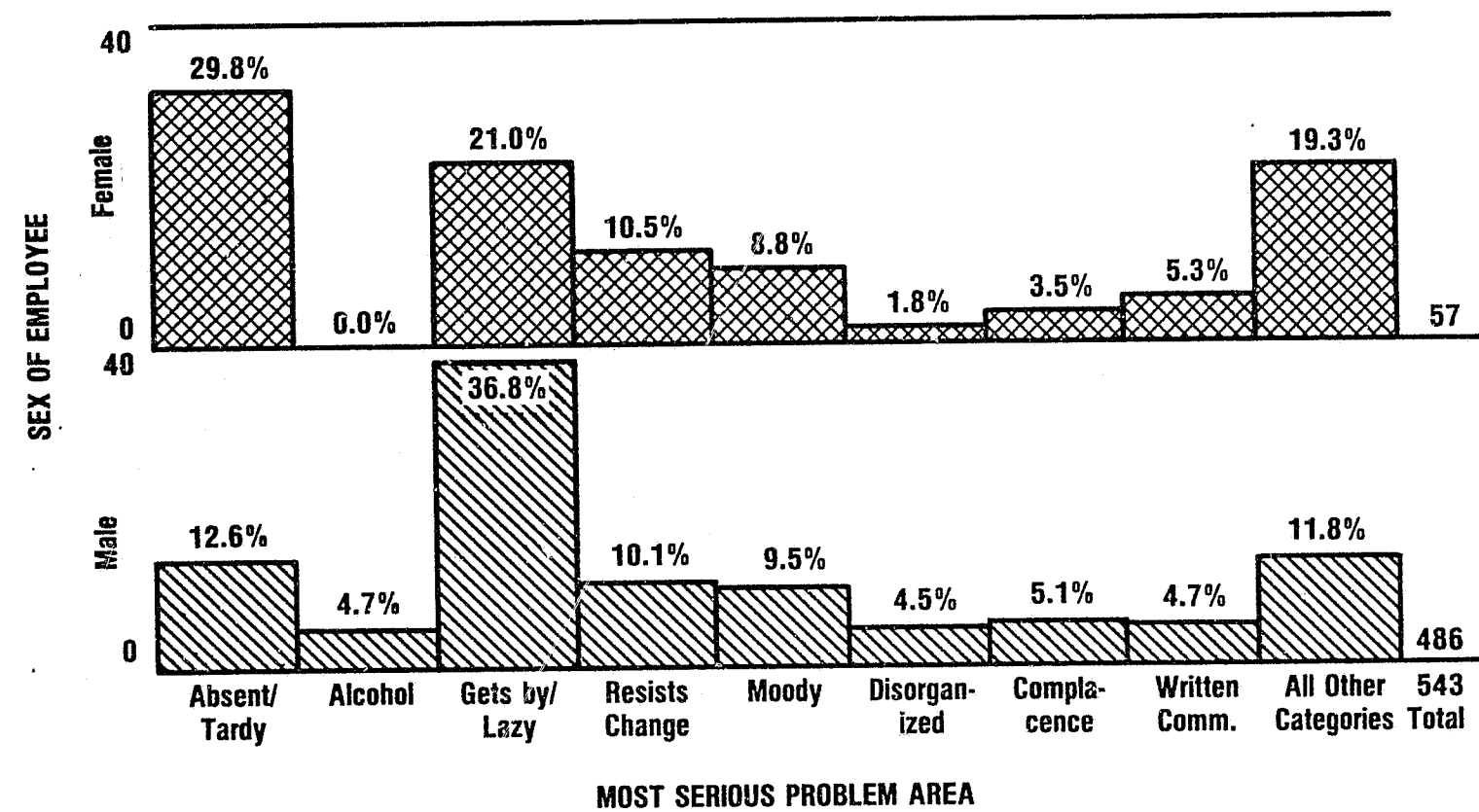
Question (QA): How would you classify this employee?

- A. (1) Male
(2) Female

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

SEX OF EMPLOYEE AND MOST SERIOUS PROBLEM AREA



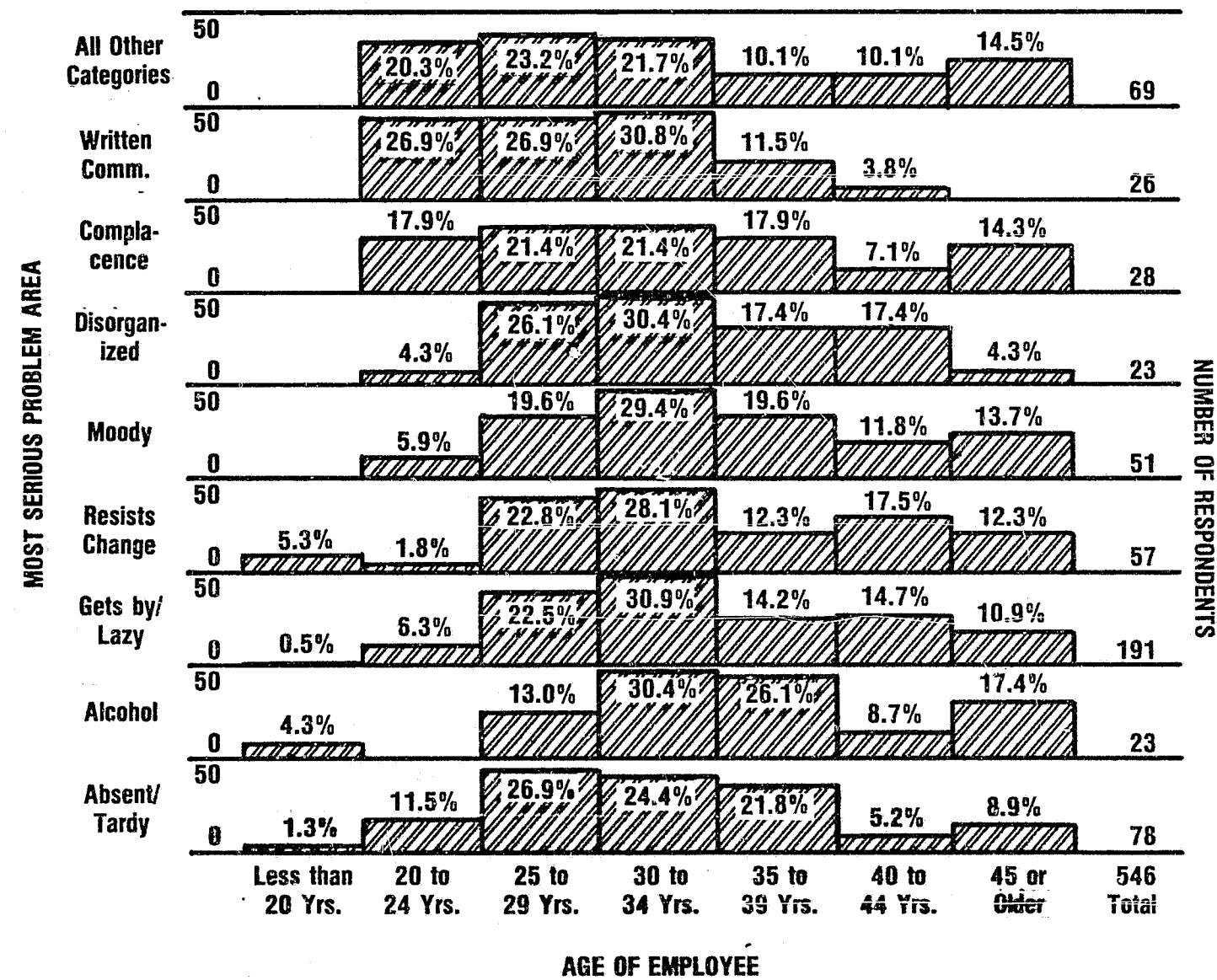
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| | (14) Poor appearance |
| (6) Lazy | (15) Poor written communication |
| (7) Does only enough to get by | (16) Other |

Question (QB): How would you classify this employee?

- (1) Less than 20 years old
- (2) 20 - 24 years old
- (3) 25 - 29 years old
- (4) 30 - 34 years old
- (5) 35 - 39 years old
- (6) 40 - 44 years old
- (7) 45 years or older

MOST SERIOUS PROBLEM AREA AND AGE OF EMPLOYEE



Question (QB): How would you classify this employee?

- (1) Less than 20 years old
- (2) 20 - 24 years old
- (3) 25 - 29 years old
- (4) 30 - 34 years old
- (5) 35 - 39 years old
- (6) 40 - 44 years old
- (7) 45 years or older

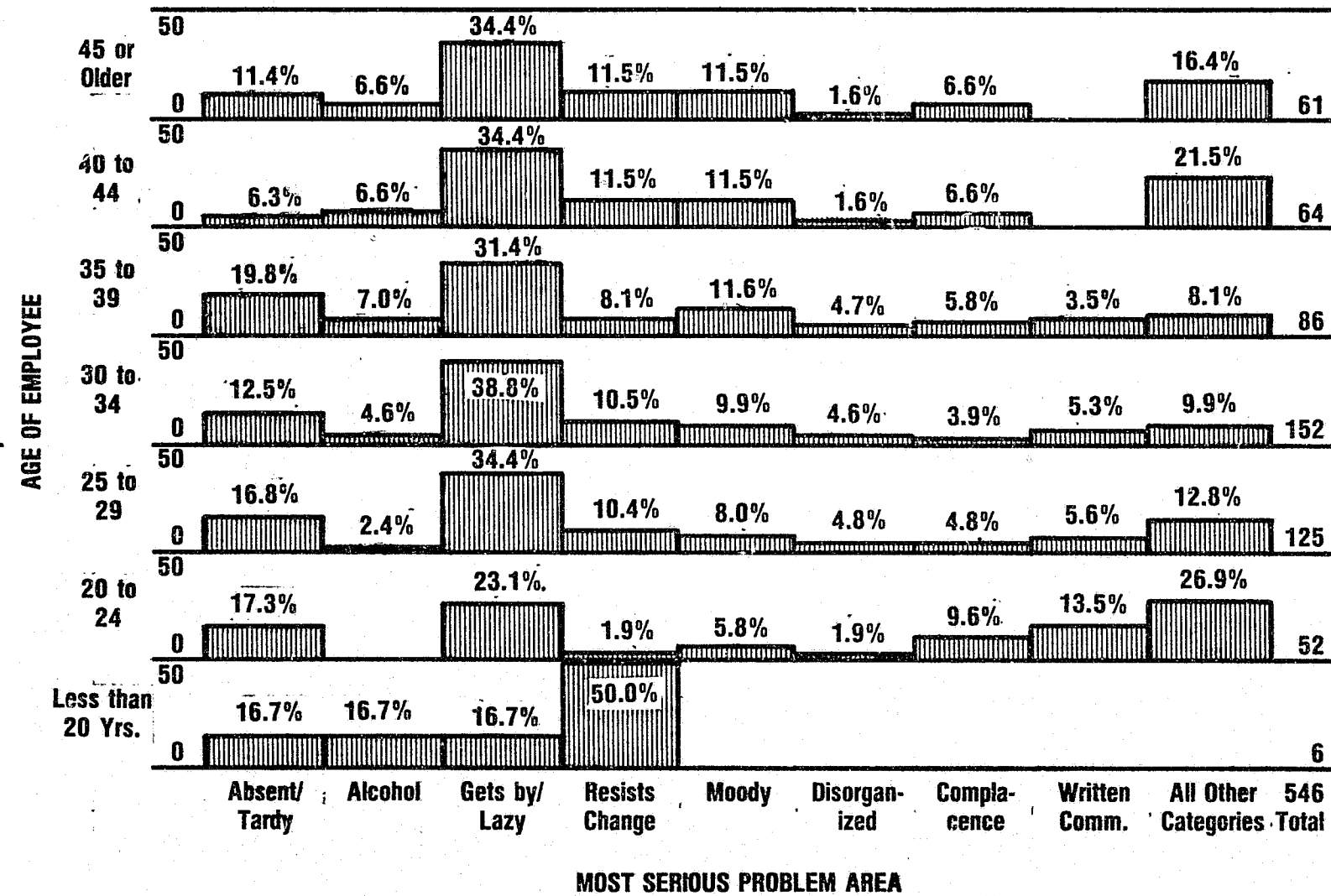
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

CONTINUED

2 OF 3

AGE OF EMPLOYEE AND MOST SERIOUS PROBLEM AREA



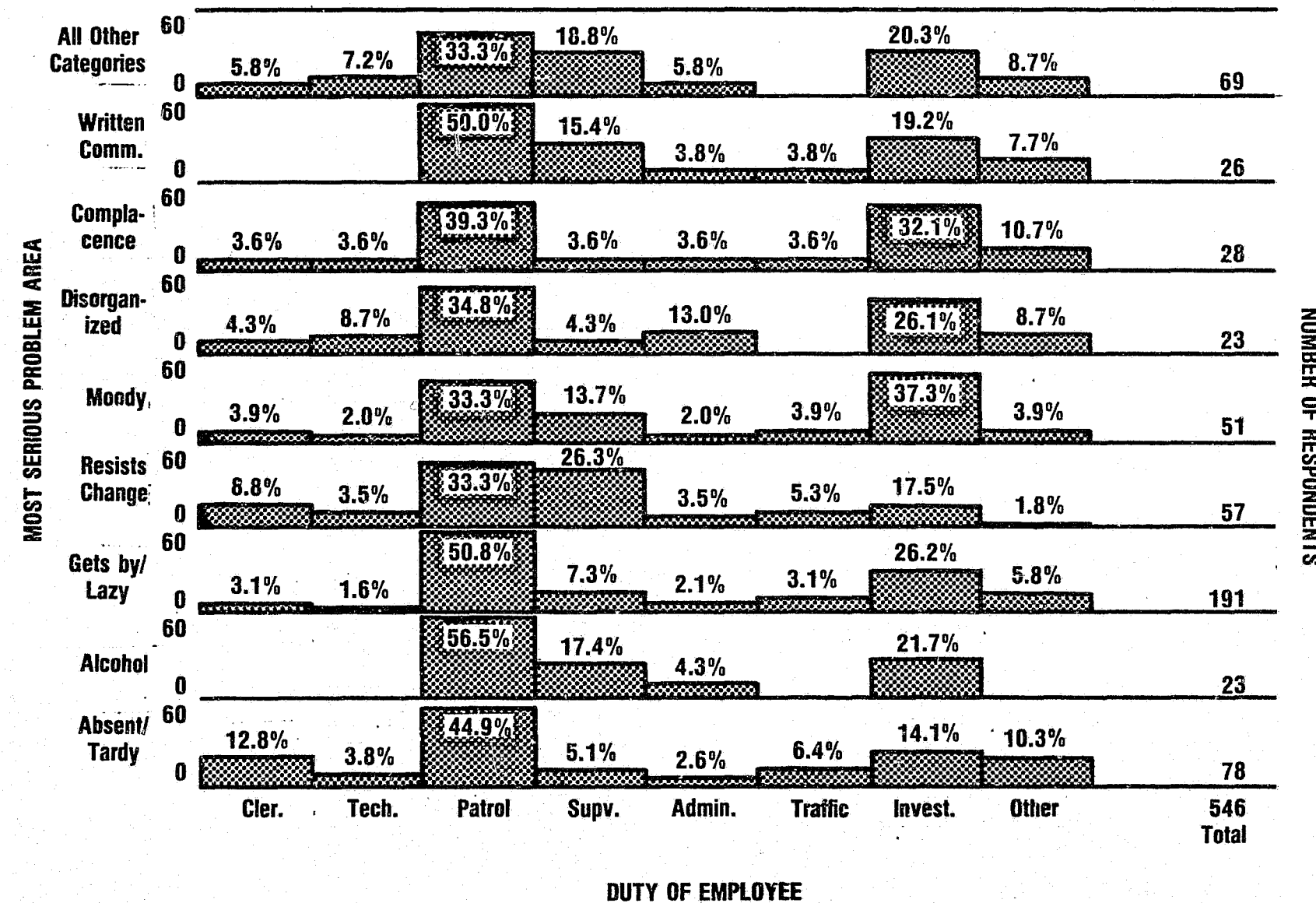
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| (6) Lazy | (14) Poor appearance |
| (7) Does only enough to get by | (15) Poor written communication |
| | (16) Other |

Question (QC): What is the nature of this employee's primary duty?

- (1) Clerical
- (2) Technical
- (3) Patrol
- (4) Supervisory
- (5) Administrative
- (6) Traffic
- (7) Investigative
- (8) Other

MOST SERIOUS PROBLEM AREA AND DUTY OF EMPLOYEE



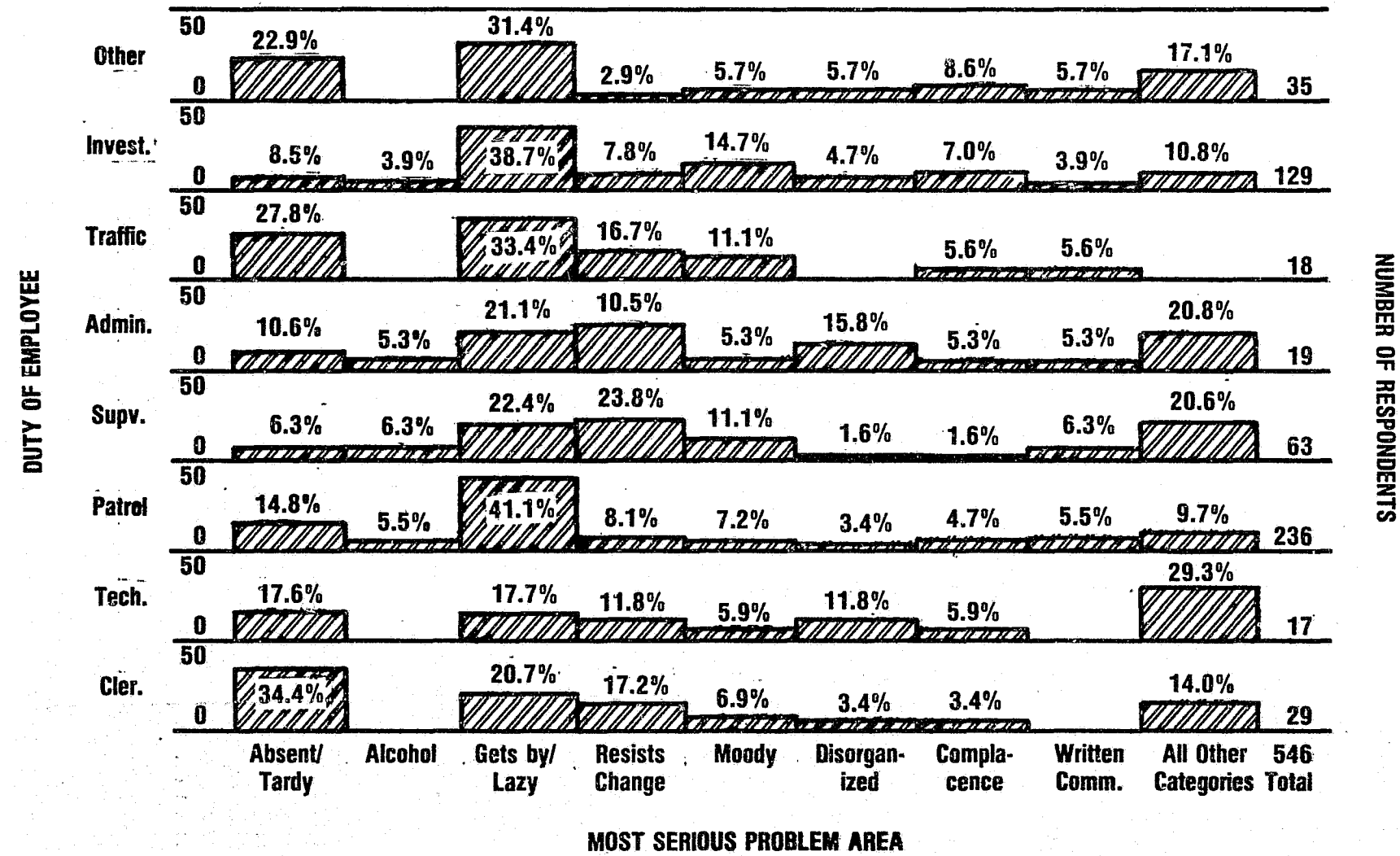
Question (QC): What is the nature of this employee's primary duty?

- (1) Clerical
- (2) Technical
- (3) Patrol
- (4) Supervisory
- (5) Administrative
- (6) Traffic
- (7) Investigative
- (8) Other

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

DUTY OF EMPLOYEE AND MOST SERIOUS PROBLEM AREA



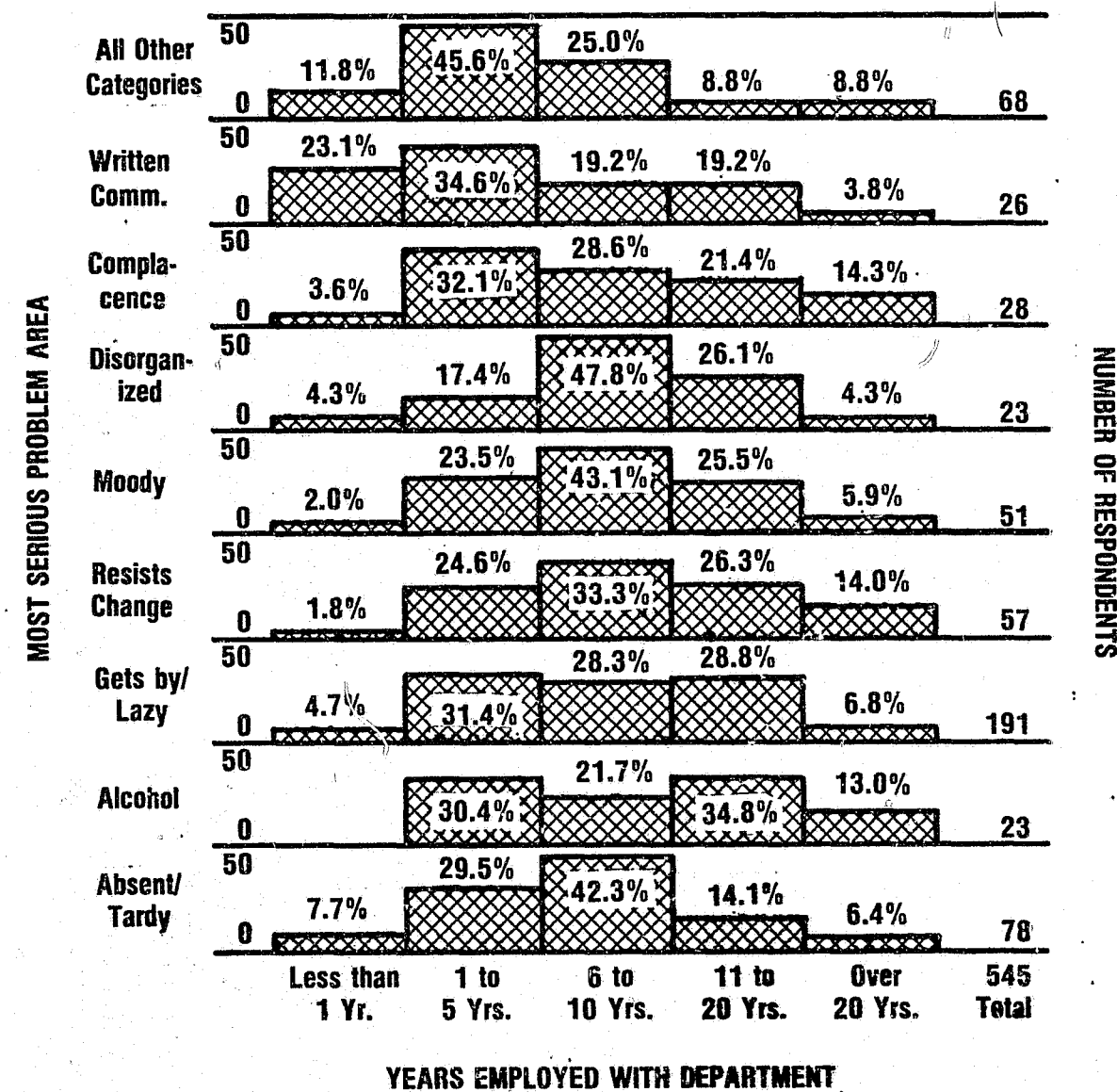
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| | (13) Complacence |
| | (14) Poor appearance |
| (6) Lazy | (15) Poor written communication |
| (7) Does only enough to get by | (16) Other |

Question (R): How long has the employee been with the organization?

- (1) Less than one year
- (2) 1 - 5 years
- (3) 6 - 10 years
- (4) 11 - 20 years
- (5) Over 20 years

MOST SERIOUS PROBLEM AREA AND YEARS EMPLOYED WITH DEPARTMENT



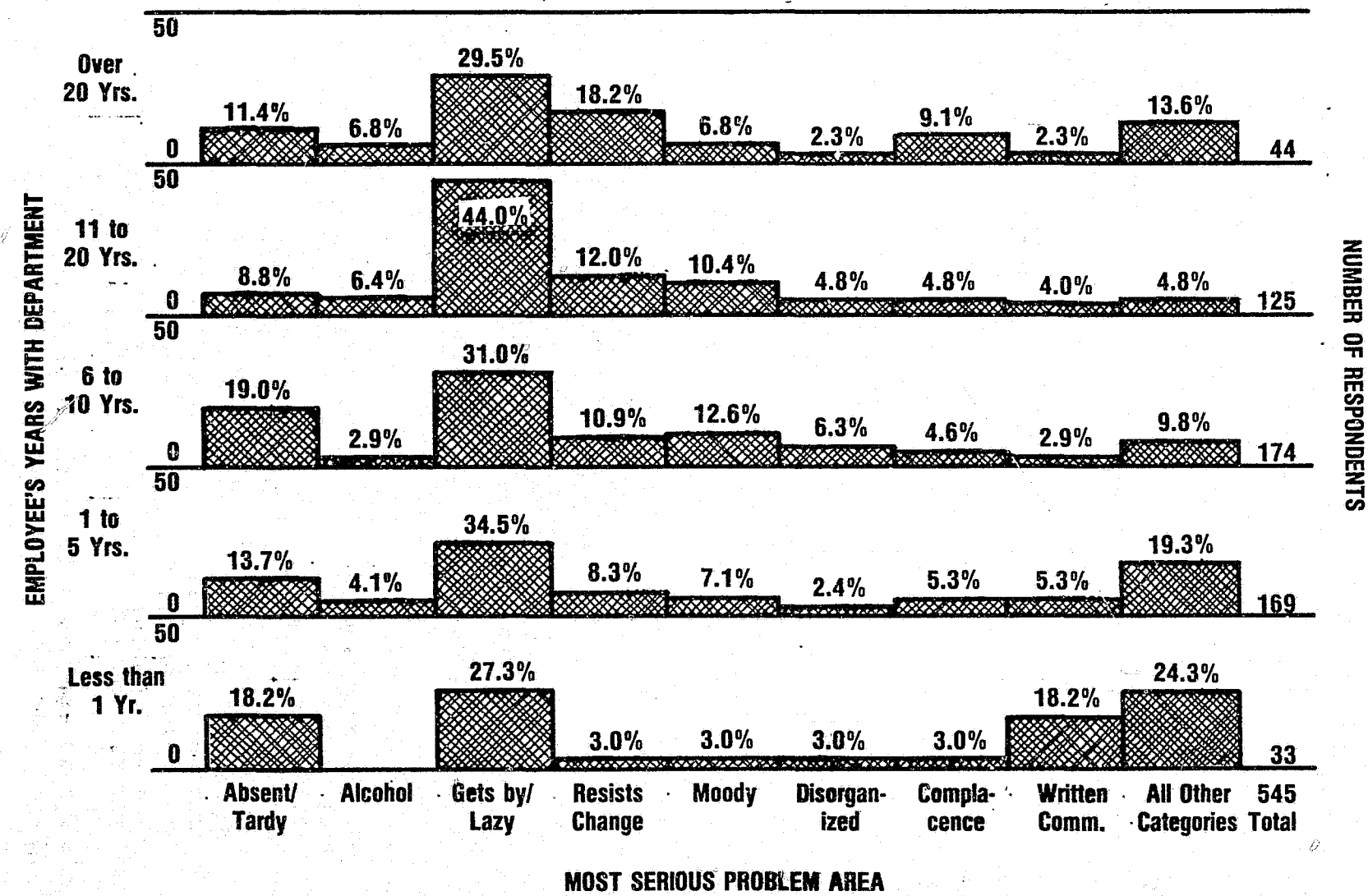
Question (R): How long has the employee been with the organization?

- (1) Less than one year
- (2) 1 - 5 years
- (3) 6 - 10 years
- (4) 11 - 20 years
- (5) Over 20 years

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

EMPLOYEE'S YEARS WITH DEPARTMENT AND MOST SERIOUS PROBLEM AREA



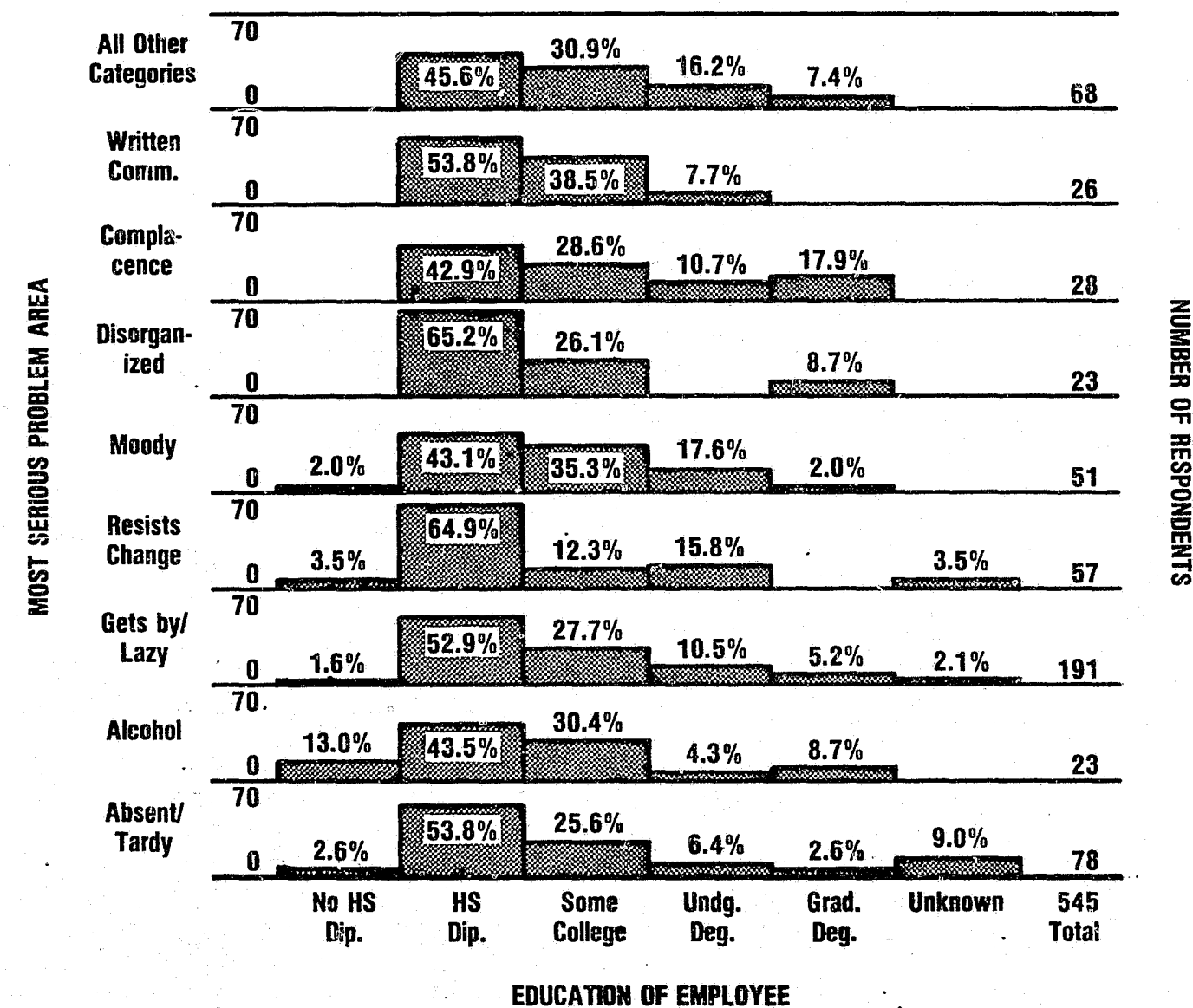
Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

Question (S): What is the educational background of the employee?

- (1) Less than high school diploma
- (2) High school diploma or equivalent
- (3) Undergraduate courses
- (4) Undergraduate degree
- (5) Graduate degree
- (6) Unknown

MOST SERIOUS PROBLEM AND EDUCATION OF EMPLOYEE



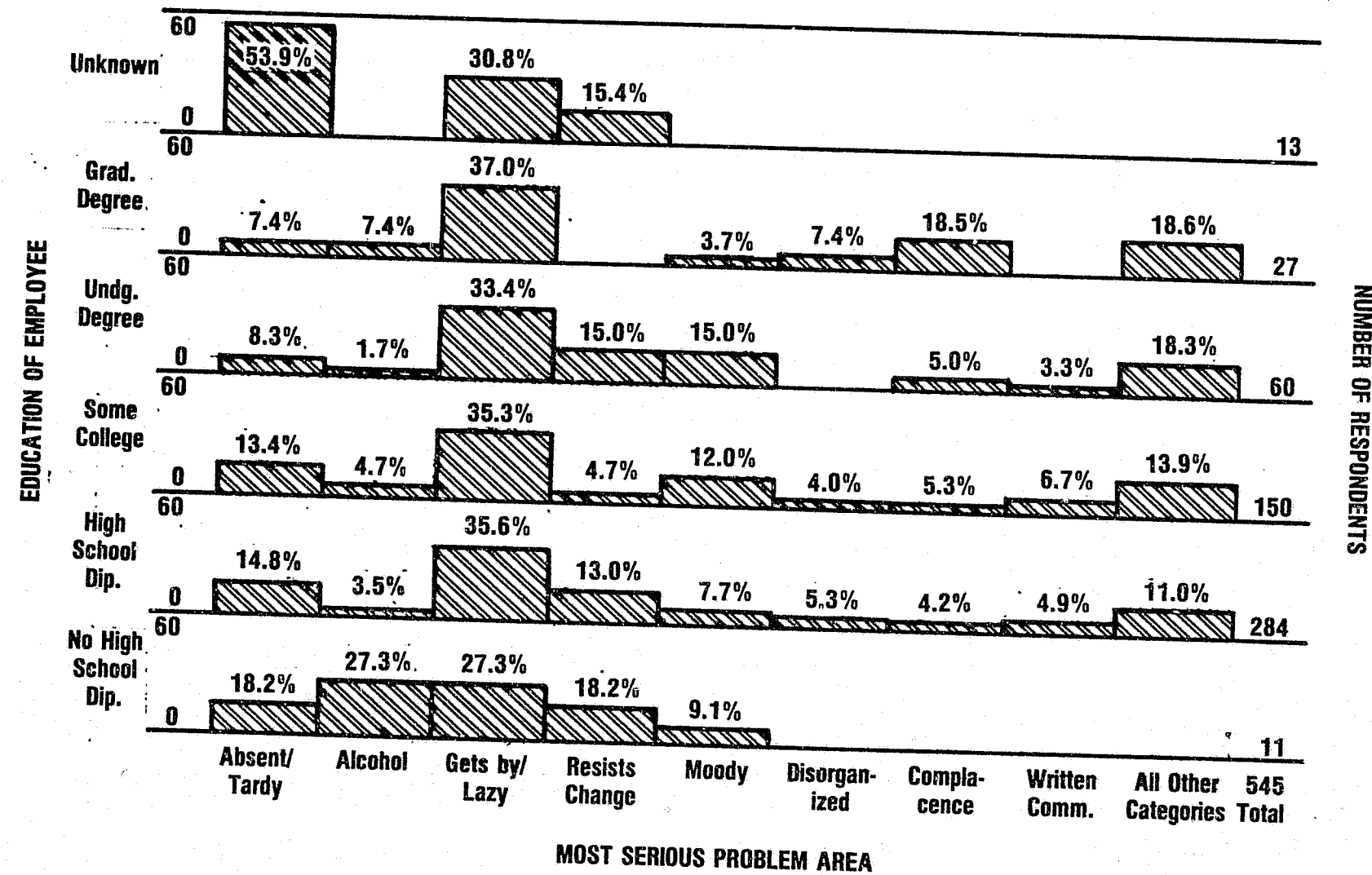
Question (S): What is the educational background of the employee?

- (1) Less than high school diploma
- (2) High school diploma or equivalent
- (3) Undergraduate courses
- (4) Undergraduate degree
- (5) Graduate degree
- (6) Unknown

Question (IB): Select only one item that is your most serious marginal or unsatisfactory performer problem area.

- | | |
|---|---------------------------------|
| (1) Absenteeism | (8) Resists change |
| (2) Tardiness | (9) Moodiness |
| (3) Alcoholism | (10) Disorganized |
| (4) Moonlighting | (11) Contentedness |
| (5) Turnover (Indicate whether interdept. or existing organization) | (12) High strung |
| (6) Lazy | (13) Complacence |
| (7) Does only enough to get by | (14) Poor appearance |
| | (15) Poor written communication |
| | (16) Other |

EDUCATION OF EMPLOYEE AND MOST SERIOUS PROBLEM AREA



APPENDIX

QUESTIONNAIRE

INSTRUCTIONS: From the listing on the right, choose the answer which applies to you and enter a check in the space to the left of the item. Please note some questions require written responses. If you wish to make additional comments on any of the questions, do so on the back of the paper. Thank you for your assistance and cooperation. If you do not supervise employees, please return the questionnaire blank.

A. What is the manpower complement of your department?

- | | |
|---------------------|------------------------|
| _____ (1) 0 - 50 | _____ (4) 251 - 500 |
| _____ (2) 51 - 100 | _____ (5) 501 - 1000 |
| _____ (3) 101 - 250 | _____ (6) 1000 or more |

B. What is your current rank?

- _____ (1) Chief, Assistant Chief, Deputy Chief
- _____ (2) Sheriff, Under Sheriff, Deputy Sheriff
- _____ (3) Captain
- _____ (4) Lieutenant
- _____ (5) Sergeant
- _____ (6) Detective
- _____ (7) Investigator
- _____ (8) Other

C. What is your current level in the organization?

- _____ (1) Top management
- _____ (2) Middle management
- _____ (3) First-line supervisor
- _____ (4) Nonmanagement

D. How long have you been in law enforcement?

- _____ (1) 0 - 1 year
- _____ (2) 2 - 6 years
- _____ (3) 7 - 11 years
- _____ (4) 12 - 16 years
- _____ (5) 17 - 20 years
- _____ (6) Over 20 years

PLEASE SELECT ONLY ONE RESPONSE PER QUESTION.

E. How long have you been in supervision in law enforcement?

- _____ (1) 0 - 1 year
- _____ (2) 2 - 5 years
- _____ (3) 6 - 10 years
- _____ (4) Over 10 years

F. What is your management training background? (Select highest level only)

- _____ (1) Graduate Management Degree
- _____ (2) Undergraduate Management Degree
- _____ (3) Undergraduate management courses - nonmanagement degree
- _____ (4) Specialized management schools (department or otherwise)
- _____ (5) Both (1) and (4)
- _____ (6) Both (2) and (4)
- _____ (7) Both (3) and (4)
- _____ (8) No formal training in management

G. How long have you been supervising your current group of employees?

- _____ (1) 0 - 1 year
- _____ (2) 2 - 4 years
- _____ (3) 5 - 10 years
- _____ (4) Over ten years

H. Indicate how many employees you directly supervise.

Number of males (1) _____
Number of females (2) _____

- I. _____ (1) Absenteeism _____ (8) Resists change
_____ (2) Tardiness _____ (9) Moodiness
_____ (3) Alcoholism _____ (10) Disorganized
_____ (4) Moonlighting _____ (11) Contentedness
_____ (5) Turnover (Indicate whether interdept. or existing organization) _____ (12) High strung
_____ (6) Lazy _____ (13) Complacence
_____ (7) Does only enough to get by _____ (14) Poor appearance
_____ (15) Poor written communication
_____ (16) Other (List item)

A. Select only one of the above that occurs most frequently among your marginal and unsatisfactory performers. Place number of item here _____.

PLEASE SELECT ONLY ONE RESPONSE PER QUESTION.

B. Select only one of the items from Section I, page 2, that is your most serious marginal or unsatisfactory performer problem area. Place number of item here _____.
(Note: The following questions pertain to this individual.)

J. How long have you been supervising this employee?

- _____ (1) Less than 6 months
- _____ (2) 6 months to 1 year
- _____ (3) Over 1 year

K. What types of management techniques have you used to solve this type of problem?

Explain:

L. Were you successful in solving that problem?

- _____ (1) Yes _____ (2) No

M. Select one of the following that you think is the primary cause area of the employee's marginal or unsatisfactory performance.

- _____ (1) Organizational policy, procedure, practices, rules, etc.
- _____ (2) Immediate supervisor
- _____ (3) Individual employee
- _____ (4) Outside influences (factor(s) unrelated to the job)

N. What would you recommend for managing your particular employee problem? (Select one)

- _____ (1) Salvage (keep employee and work with them)
- _____ (2) Transfer
- _____ (3) Promote
- _____ (4) Demote
- _____ (5) Dehire (suggest other employment to employee)
- _____ (6) Retire
- _____ (7) Fire

PLEASE SELECT ONLY ONE RESPONSE PER QUESTION, EXCEPT FOR K.

O. How long has the problem of this employee been in existence?

- ☐ (1) 6 months or less
- ☐ (2) 6 months to 1 year
- ☐ (3) Over 1 year

P. How much time have you spent with the employee trying to solve this problem?

- ☐ (1) No time
- ☐ (2) 1 - 8 hours
- ☐ (3) 9 - 16 hours
- ☐ (4) 17 - 24 hours
- ☐ (5) 25 - 40 hours
- ☐ (6) Over 40 hours

Q. How would you classify this employee?

A.

- ☐ (1) Male
- ☐ (2) Female

B.

- ☐ (1) Less than 20 years old
- ☐ (2) 20 - 24 years old
- ☐ (3) 25 - 29 years old
- ☐ (4) 30 - 34 years old
- ☐ (5) 35 - 39 years old
- ☐ (6) 40 - 44 years old
- ☐ (7) 45 years or older

C. What is the nature of this employee's primary duty?

- ☐ (1) Clerical
- ☐ (2) Technical
- ☐ (3) Patrol
- ☐ (4) Supervisory
- ☐ (5) Administrative
- ☐ (6) Traffic
- ☐ (7) Investigative
- ☐ (8) Other (list: _____)

PLEASE SELECT ONLY ONE RESPONSE PER QUESTIONS.

R. How long has the employee been with the organization?

- ☐ (1) Less than one year
- ☐ (2) 1 - 5 years
- ☐ (3) 6 - 10 years
- ☐ (4) 11 - 20 years
- ☐ (5) Over 20 years

S. What is the educational background of the employee?

- ☐ (1) Less than high school diploma
- ☐ (2) High school diploma or equivalent
- ☐ (3) Undergraduate courses
- ☐ (4) Undergraduate degree
- ☐ (5) Graduate degree
- ☐ (6) Unknown

PLEASE SELECT ONLY ONE RESPONSE PER QUESTIONS.

END