School of Education & Human Development

UNIVERSITY OF COLORADO **DENVER**

**Use of Force Task Force
Training and Transparency Sub-Committee
August 2016 Social Climate Survey
FINAL REPORT**

Deputy Adele Angers
Deputy Carla Tatum

Shelley Zion, PhD
Lisa Calderon, MLS, JD
Joanne Belknap, PhD

Captain Jaime Kafati
Captain Shayne Grannum

EXECUTIVE SUMMARY

Research has shown that perceptions of social climate can impact work satisfaction, health status, productivity, disciplinary actions, and turnover. Further, *"There is a small body of research which shows that correctional staff perceptions of social climate are significantly correlated with their readiness to use force."* (Day, Casey, Vess, & Huisy, 2011). [1]

In August 2016 the Training and Transparency Sub-Committee of the Use of Force Taskforce stakeholders sought the anonymous and voluntary opinions of deputies about their perceptions of the social climate within the Department. 242 DSD staff members, mostly sworn uniform personnel, completed the survey.

The survey results were independently analyzed and compiled by the University of Colorado Denver's School of Education & Human Development Research Center. The survey had 8 domains: Perceived Danger, Organizational Clarity, Supervisory Support, Job Satisfaction, Job Stress, Effectiveness in Dealing with Inmates, Co-worker Support, and Demographics.

The survey findings contribute to the larger department reform effort. The results are also intended to provides a baseline for measurement for culture change by measuring perceptions over time as the reform effort progresses. The results are intended to be informational and provide a preliminary broad scan of issues from the perspectives of DSD staff.

OVERVIEW OF FINDINGS

DANGEROUSNESS and USE OF FORCE (UOF) - The majority of respondents believe the jail environment is a dangerous place to work for both female and male staff members. The majority of respondents are bothered a great deal by the frequency with which inmates have weapons and used physical force against staff. Although most staff report that they have used the same level of force in the past 12 months, the top reasons given for use of force were aggressive behavior by inmates, changes in policy, and an increased number of inmates. The top contributors to UOF are inmate behavior, lack of leadership, and jail overcrowding. For staff who have reduced their UOF, the top reason reasons given were fear of media or supervisors, and increased use of de-escalation skills.

ORGANIZATIONAL CLARITY - Staff were split on a number of issues pertaining to organizational clarity including whether: formal communications help them perform effectively; institutional change is possible; they are promptly informed about changes; and whether authority is clearly delegated. However, on other issues there was broad consensus. The majority of respondents agreed that: it is unclear who has the formal authority to make a decision; they don't have much opportunity to influence change; and promotions are seldom related to performance. Most respondents disagreed that: they have the authority to accomplish duties, that management is flexible enough to make changes, or that the institution is run very well.

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[1] Day, A., Casey, S., Vess, J., & Huisy, G. (2011). Assessing the Social Climate of Jails. Report for the Criminology Research Council Report. Canberra, Australia.

SUPERVISORY SUPPORT - Staff were split on a number of issues pertaining to organizational clarity including whether: supervisors engage them in job planning process; supervisors gives adequate information on work performance; supervisors ask for opinions when problems arise; standards used to evaluate performance have been fair and objective; performance information comes too late to be useful; performance rating presented a fair and accurate picture; hard work gets recognition as a good performer; and whether they receive feedback for good performance. Most disagree that they have a great deal of say over their duties. However, most agree they know exactly what supervisors expect of them.

JOB SATISFACTION - Staff were split on whether they would be more satisfied with some other job at this facility than their present job, and wanting to changing jobs at same rate of pay within facility. However, most staff agreed that their deputy sheriff job is usually interesting to them, suits them well, and is usually worthwhile.

JOB STRESS - Staff were split about whether they have become harsh toward people and whether the job is hardening them emotionally. Most do not treat inmates as impersonal objects. Most feel emotionally drained at the end of the workday, feel fatigued when waking up for work, and feel stressed about negative media portrayals about DSD. However, most disagree that working with people all day strains them.

EFFECTIVENESS IN DEALING WITH INMATES - Staff were split on whether they were positively influencing other people's lives and on feeling of accomplishment after working with inmates. However, most agree they effectively deal with the problems of inmates, and that they can easily create a relaxed atmosphere with inmates.

CO-WORKER SUPPORT - Staff were split on whether their ideas and opinions were valued by others, their ideas and opinions were misunderstood, and whether DSD's executive staff supports training programs. Most disagree that training has improved their job skills or that they received training to perform jobs well. Most agree that they work well with coworkers and that they communicate effectively coworkers. However, many are either looking for or considering another job outside DSD.

CROSS-TAB ANALYSIS: RACE, GENDER, AGE, YEARS OF SERVICE AND LOCATION

GENDER - Most of the significant gendered relationships were slight, with the exception of reasons for using more force in the past 6 months. Men were far more likely than women to use force more often due to inmates' aggressive behavior and changes in policy. Males had greater safety concerns about inmate violence and were more likely to treat inmates as "impersonal objects." However, males expressed greater confidence in dealing with both inmates and coworkers. Women, by a small margin, rated training more favorably.

RACE - The most significant differences were between Black staff and White staff. Blacks reported feeling more favorably about various aspects of their jobs, and were more likely to agree that they have: the authority they need to do their jobs, knew what their supervisors expected, believed their hard work will be recognized, their job is usually interesting and worthwhile, their training improved their job skills and they received the training they needed. Whites were more likely than Latinos to agree that their annual performance rating was an accurate reflection of their job performance.

However, Whites were more likely than Latinos to feel that they treat some inmates as if they were impersonal objects. Latino staff were less likely than both White and Asian/Pacific Islander staff to report confidence in consistently being effective in addressing inmates' problems.

AGE - Age differences indicated more positive and less jaded views by younger staff who were less concerned about inmate weapons and how DSD works, more likely than older staff to disagree that that promotions and performance are unrelated, and more likely to agree that management is flexible.

YEARS OF SERVICE AT DSD - Years of experience at DSD was the biggest predictor of how the staff answered questions. Almost all of the differences are between the youngest group and the older groups which likely correlated with years of experience on the job. Staff with under 1 year on the job had the most favorable ratings and reported less concerns about their safety, more clarity in who has formal decision-making responsibility, least bothered by inmates using physical force against staff or frequency of inmates having weapons, least likely to feel strained by working with people all day. Newer staff also reported feeling less emotionally hardened, drained, fatigued, stressed about negative media, or becoming harsh toward people. They also reported higher satisfaction with formal communication channels, having sufficient authority to meet work objectives, having opportunities to influence what goes on at DSD, receiving performance feedback in a timely manner, and believing that promotions and employee performance are related. However, younger staff are least likely to report feeling able to deal with inmates' problems all of the time.

LOCATION - More than half of the respondents worked at the Downtown Detention Center (DDC). DDC staff were more likely to report concerns with the frequency with which inmates had weapons and agree that if they could, they would change jobs at the same rate of pay at this facility. They were more than twice as likely as Denver County Jail (DCJ) staff to report they used more force in the last 12 months due to inmates' aggressive behavior; and 3x more likely than DCJ staff to report they used more force in the last 12 months due to policy changes.

EDUCATION - No variables were significantly related to staff education.

CONCLUSION

Although this survey does not draw any conclusions as to whether DSD staff perceptions of social climate are significantly correlated with their readiness to use force, there are indications that staff perceptions about their daily work impact their feelings of self-efficacy, attitudes about reform, trust in executive leaders, and interactions with inmates. The jail environment is a microcosm of the broader society. Societies tend to function best when there are high levels of social trust, a form of social capital which enables participants to act together for the greater good.[2] Clearly there are social bonding strengths for DSD to build upon, including peer support and collaboration, belief that being a deputy sheriff is worthwhile, optimism among newer staff and effectiveness in dealing with inmates among veteran staff. However, further discussion at every level is encouraged to examine staff perceptions that negatively impact their views of social climate including concerns about safety, supervisory inconsistencies, training resource deficits, and lack of organizational clarity which can increase feelings of job stress that may directly or indirectly contribute to use of force incidents.

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[2] Social Capital: A review of the literature - Social Analysis and Reporting Division, Office for National Statistics, October 2001.

Use of Force Task Force
Training and Transparency Sub-Committee
August 2016[3] Social Climate Survey
FINAL REPORT

GOALS OF THE SURVEY

In August 2016 the Training and Transparency Sub-Committee of the Use of Force Taskforce comprised of the Denver Sheriff Department (DSD) officers, civilian staff, and community stakeholders sought the anonymous and voluntary opinions of deputies about their perceptions of the social climate within the Department. The survey was based a survey administered to federal correctional officers and adapted by DSD's UOF Sub-Committee.[4]

The survey results were independently analyzed and compiled by the University of Colorado Denver's School of Education & Human Development Research Center.[5] Specifically, the goals of the survey were to:

1. Survey officer perceptions about the jail environment, personal well-being, and safety and security.
2. Compare factors and identify patterns to determine whether social climate impacts uses of force.
3. Identify and recommend interventions to improve the overall social climate, reduce disciplinary incidents and rates of stress for both staff and inmates.

The survey findings contribute to the larger department reform effort. The results are intended to be informational and provide a preliminary broad scan of issues from the perspectives of DSD staff. The results are also intended to provides a baseline for measurement for culture change by measuring perceptions over time as the reform effort progresses. Opportunities to discuss findings with DSD staff through a follow-up process is recommended to identify the root causes of issues and recommend solutions.

RESPONSE RATE
- Approx. 900 potential completers (both Uniform and Civilian staff)
- 274 started
- 242 completed
- Total Response Rate = 27%
    - *15% to 30% response rate = 95% confidence rate with 10% or 5% margin of error respectively*

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[3] Although the report was administered in August 2016, the report was finalized in December 2016.

[4] The original survey was developed by Garcia, R.M. (2008). Individual and Institutional Demographic and Organizational Climate Correlates of Perceived Danger Among Federal Correctional Officers.

[5] Special thanks to Dr. Shelley Zion with CU-Denver's School of Education & Human Development for advising, coordinating and analyzing the survey results. Also, thanks to Dr. Joanne Belknap with CU-Boulder's Ethnic Studies Department for conducting the demographic data analysis.

SOCIAL CLIMATE AND USE OF FORCE

Research has shown that perceptions of social climate can impact work satisfaction, health status, productivity, disciplinary actions, and turnover. Further, *"There is a small body of research which shows that correctional staff perceptions of social climate are significantly correlated with their readiness to use force."* (Day, Casey, Vess, & Huisy, 2011). [6]

Social climate is defined for this survey as the physical, psychological and social interactions within the jail environment that impacts the perceptions and behaviors of the department's members. Social climate is different from organizational culture which is the overall philosophy and condition of an organization.

Social climate research has been conducted extensively in jail environments since the 1970's, although more studies are needed specific to jail environments. Ideally, bi-annual audits of social climate should be conducted to compare social climate ratings with other jail data such as staff sick days, injury, absenteeism and disciplinary incidents.[7]

DISSEMINATION OF RESULTS

The anonymous survey results and recommendations will be shared with the Use of Force Committee, DSD staff and Denver's Safety Department in an effort to help reduce disciplinary incidents, create safer conditions and improved quality of life for staff and inmates. In addition, the UOF committee will organize discussion forums to review survey results and solicit additional feedback and recommendations from DSD staff.

SURVEY RESULTS

In order to get achieve the three goals of the social climate survey (capture staff perceptions, determine whether social climate impacts uses of force, and recommend interventions)
the following critical questions were explored:

- Is there a correlation between Denver's increasing jail population and uses of force?
- Do staff perceptions of workplace safety impact use of force incidents?
- Do issues of race, gender, years on the job and assignment location impact perceptions of safety?
- What factors most impact staff perceptions about their workplace social climate?
- What are staff recommendations for improving the social climate of their workplace?

The survey had 8 domains: Perceived Danger, Organizational Clarity, Supervisory Support, Job Satisfaction, Job Stress, Effectiveness in Dealing with Inmates, Co-worker Support, and Demographics. The responses are summarized below according to each domain.

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[6] Day, A., Casey, S., Vess, J., & Huisy, G. (2011). Assessing the Social Climate of Jails. Report for the Criminology Research Council Report. Canberra, Australia.
[7] Ibid.

1. DEMOGRAPHICS

DENVER SHERIFF DEPARTMENT WORKFORCE METRICS

1. **Gender**
   a. According to Denver Sheriff Department Workforce Metrics, in August 29, 2016 the Uniform staff of the Denver Sheriff Department was majority male (77%) compared to female(23%). However, the Security Specialist staff were majority female (63% vs. 37% male). The Civilian staff were nearly evenly divided between male (50%) and female (51%).

2. **Race**
   a. Among Uniform staff, Whites comprised the largest percentage (49%), followed by Hispanics/Latinos (30%), Blacks (17%), Asians (4%) and American Indians (.25%).

   b. Security Specialists were largely comprised of Hispanics/Latinos (35%), followed by Whites (30%), Blacks (20%), and Asians (6%).

   c. Civilian staff were majority White (56%), followed by Hispanics/Latinos (24%), Blacks (17%), Asian (4%) and American Indian (2%).

3. **Length of Service and Age**
   a. The average Length of Service (LOS) for Uniform staff was 11 years with the average age of 42. For Security Specialists the LOS was 4 years and the average age was 39. The average LOS for Civilians was 10 years, and average age was 49.

Status	Gender		Ethnicity							Length of Serv	Age
	Male	Female	American Indian	Asian	Black	Hispanic	Pacific Islander	White	UNK	Avg L.O.S.	Avg Age
Uniform Staff	624	187	2	32	136	238	0	400	3	11	42
	77%	23.%	0.25%	4%	17%	30%	0%	49%	0.4%		
Security Specialist	20	34	0	3	11	19	0	16	5	4	39
	37%	63%	0%	6%	20%	35%	0%	30%	9%		
Civilians	57	58	2	4	19	27	0	63	0		49
	50%	51%	2%	4%	17%	24%	0%	56%	0%	10	

Denver Sheriff Department Workforce Metrics August 29, 2016

SURVEY RESPONDENT DEMOGRAPHICS

The respondents were categorized by either Sworn Personnel (Uniform 85%), Sworn Command Staff (6%) or Non-Sworn (Civilian 9%) staff. Security Specialists were not identified as a separate category but were included in Non-Sworn (Civilian) staff. Sworn Personnel and Sworn Command Staff responses were compiled together. All staff were counted together for demographics.

4. **Race** – Whites Were Overrepresented in Survey Responses
   a. Whites (n=126) were the majority of respondents (54% vs. 49% of total workforce).
   b. Hispanic/Latinos (n=48) were 20% of respondents vs. 30% in total workforce
   c. Blacks (n=31) were 13% of respondents vs. 17% of total workforce
   d. Asian/Pacific Islanders (n=8) were 3% vs. 4% of total workforce)
   e. No respondents identified as American Indians (.25% of the total workforce)
   f. White respondents were over-represented in the survey and people of color respondents were under-represented in relation to the total workforce populations.

5. **Gender** – Female and Male Respondents Participated in Representative Numbers
   a. The majority of the respondents were male (n=178; 75% vs. 77% of total workforce) vs female (n=58; 25% vs.23% of total workforce.)
   b. Male and female respondents were closely representational of the total workforce of sworn uniform staff which were the majority of respondents.

6. **Age** – Most Respondents Were in Their 40's
   a. 21-30; n=43 (19%)
   b. 31-40; n=54 (23%)
   c. 41-50; n=81 (35%)
   d. 50+; n= 55 (24%)
   e. Given that the average age of uniform staff was 42 and the average age for civilian staff was 44 (Security Specialists = 39 and Civilians were 49) the largest group of respondents was representational of the age of the total workforce.

7. **Education** – Most Respondents Had a College Education
   a. The majority of respondents completed some college (34%).
   b. For those with a degree, 23% earned a bachelor's degree, followed by 12% with an associate's degree.
   c. Those with a graduate degree or some graduate work totaled 8%.
   d. Those with a high school diploma or GED comprised 13% of respondents.
   e. 7% had a vocational degree or military training.
   f. Only 2% were currently in college.

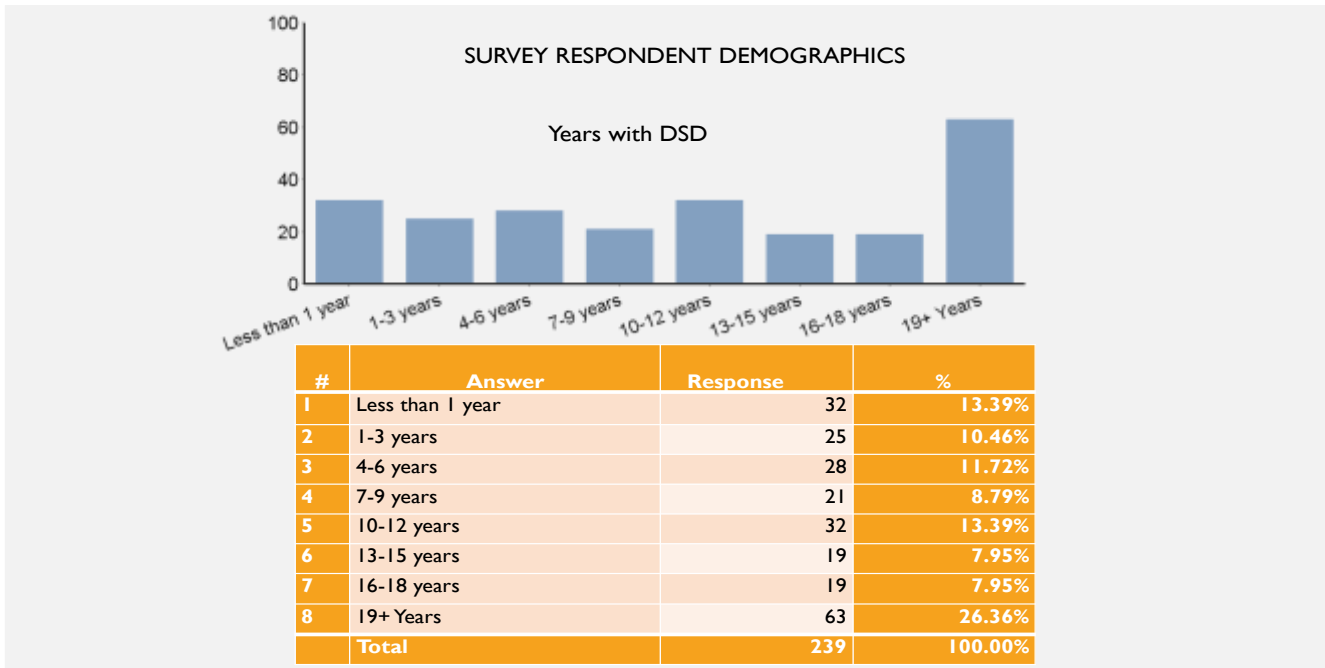8. **Current Position** – Sworn Uniform Personnel Were the Majority Of Respondents
   a. Sworn Uniform Personnel comprised the majority of respondents (n=202 or 85%).
   b. Sworn Command Staff comprised 16% of respondents (n=14).
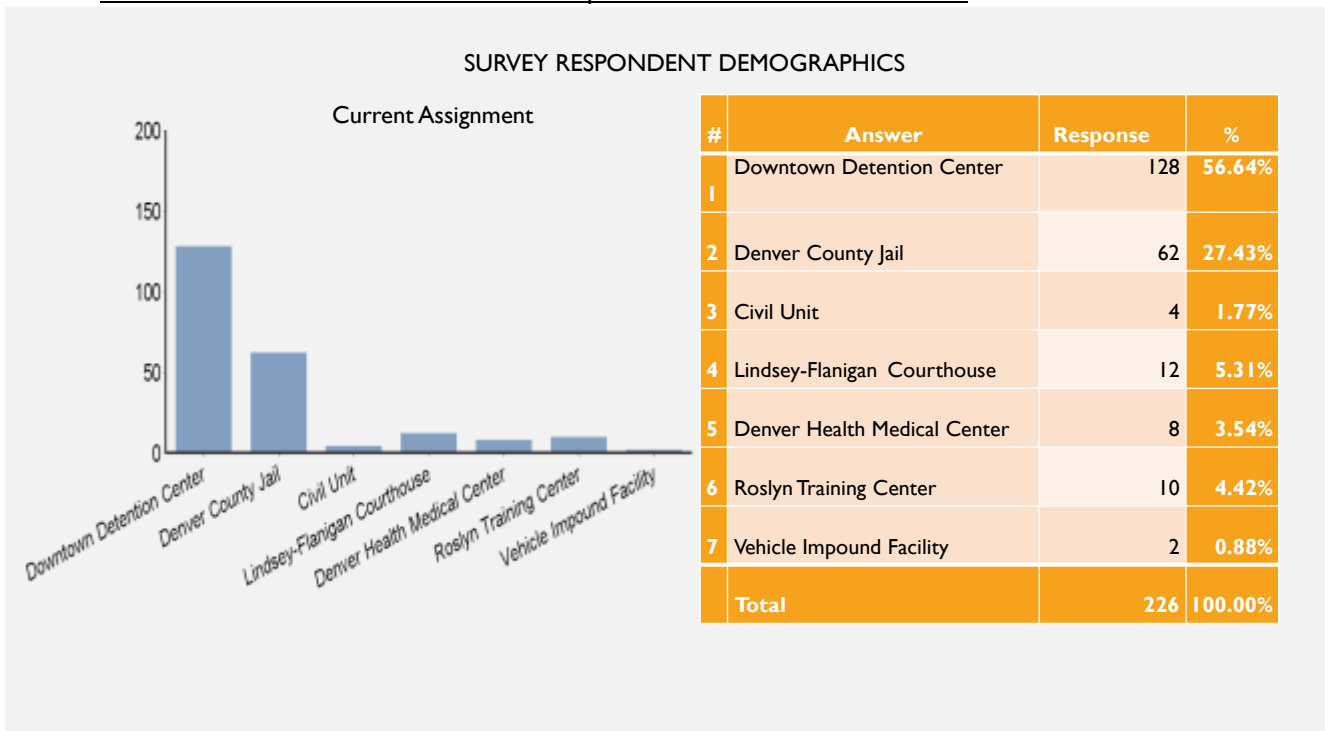   c. Non-Sworn Personnel (Civilian Staff) comprised 9% of respondents (n=21).

9. **Length of Service (LOS) –** Most Respondents Had Two Decades Of Service
    a. Those who had 19 or more years of service were the majority of respondents.
    b. The survey did not distinguish between uniform and non-uniform staff.
    c. The average LOS for Uniform staff was 11 years, and the average LOS for Non-Uniform staff was 7 years (Security Specialists = 4 years and Civilians = 10 years}.
    d. Those with nearly two-decades LOS were over-represented in the survey responses.

SURVEY RESPONDENT DEMOGRAPHICS

Years with DSD

#	Answer	Response	%
1	Less than 1 year	32	13.39%
2	1-3 years	25	10.46%
3	4-6 years	28	11.72%
4	7-9 years	21	8.79%
5	10-12 years	32	13.39%
6	13-15 years	19	7.95%
7	16-18 years	19	7.95%
8	19+ Years	63	26.36%
	Total	239	100.00%

10. **Location -** More Than Half of the Respondents Worked at the DDC

SURVEY RESPONDENT DEMOGRAPHICS

Current Assignment

#	Answer	Response	%
1	Downtown Detention Center	128	56.64%
2	Denver County Jail	62	27.43%
3	Civil Unit	4	1.77%
4	Lindsey-Flanigan Courthouse	12	5.31%
5	Denver Health Medical Center	8	3.54%
6	Roslyn Training Center	10	4.42%
7	Vehicle Impound Facility	2	0.88%
	Total	226	100.00%

II. PERCEIVED DANGER –

11. DEGREE OF DANGER – Half Are Greatly Bothered, But The Other Half Are Bothered Very Little

a. The majority of respondents believe the jail environment is somewhat dangerous or dangerous for both female[8] and male[9] staff members.
b. Female staff are perceived to be more in danger (61%) vs males (34%).
c. About half of the respondents are bothered a great deal by the degree of danger.[10]
d. The concern is similar for female (48%) and male respondents (43%).[11]
e. Roughly the other half of the respondents are bothered very little by the degree of danger to females (39%) versus danger to males (41%).
f. Approximately 13% are not bothered at all.

12. DANGER FROM INMATES – Harm From Inmates a Great Concern for Majority of Respondents

a. The majority of respondents are bothered a great deal by the frequency with which inmates have weapons (68%)[12] and used physical force against staff (79%).[13]

13. USE OF FORCE: Most Have Not Used Force More Often Than In Prior Years[14]

a. 57% reported not using force at all over the past 12 months
b. 30% reported using force only a little
c. 13% stated using force a great deal

14. TOP REASONS FOR UOF: For Those Who Have Used Force **More Often** In The Past 12 Months, The Ranked Reasons Were: [15]

a. 90% aggressive behavior by inmates
b. 35% changes in policy
c. 27% increased number of inmates
d. 21% stressful working conditions/climate
e. 8% Lack of team collaboration
f. .74% fear of inmates

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[8] **#2 HOW SAFE DO YOU THINK IT HAS BEEN IN THIS JAIL FOR FEMALE STAFF MEMBERS WHO HAVE A LOT OF CONTACT WITH INMATES?** (Dangerous in the sense of being killed or injured in the assault)? Dangerous or somewhat dangerous 61%; Somewhat safe or safe 37%; Very safe 2%

[9] **#3 HOW SAFE DO YOU THINK IT HAS BEEN IN THIS JAIL FOR MALE STAFF MEMBERS WHO HAVE A LOT OF CONTACT WITH INMATES** (Dangerous in the sense of being killed or injured in the assault)? Somewhat dangerous 34%; Somewhat safe 25%; Safe 13%; Very safe 1%

[10] **#4 DOES THE DEGREE OF DANGER TO FEMALE STAFF BOTHER YOU?** A great deal (n=131, 48.16%); A little (n=106, 38.97%); Not at all (n=35, 12.87%).

[11] **#5 DOES THE DEGREE OF DANGER TO MALE STAFF BOTHER YOU?** A great deal (n=126, 45.82%); A little (n=113, 41.09%); Not at all (n=36;13.09%).

[12] **#6 DOES THE FREQUENCY WITH WHICH INMATES HAVE WEAPONS BOTHER YOU?** A great deal (n=186, 68.38%).

[13] **#7 DOES THE FREQUENCY WITH WHICH INMATES HAVE USED PHYSICAL FORCE AGAINST STAFF BOTHER YOU?** A great deal (n=218, 79.27%).

[14] **#8 OVER THE PAST 12 MONTHS, HAVE YOU USED FORCE MORE OFTEN** THAN IN PRIOR YEARS? Not at all (n-139; 57%); A little (n=81; 30%); A great deal (n=34; 12.69%).

[15] **#9 IF YOU HAVE USED FORCE MORE OFTEN IN THE PAST 12 MONTHS, WHAT ARE THE TOP TWO REASONS?** Aggressive behavior by inmates (n=122; 90.37%); and Changes in policy (n=47; 34.81%).

15. **FREQUENCY**: Most Have Not Reduced Their UOF Over The Past 12 Months [16]
    a. 65% have not used force less often
    b. 20% used force A little
    c. 15% used force a great deal

16. **REASONS FOR REDUCTION OF UOF:** Fear of Media or Supervisors, and Increased Use of De-escalation Skills[17]
    a. 65% fear of negative media story
    b. 56% fear of reprimand by supervisor
    c. 31% increased use of de-escalation tactics

17. **CONTRIBUTING REASONS FOR UOF INCIDENTS**:[18]
    a. 84% inmate behavior
    b. 32% lack of leadership
    c. 27% jail overcrowding
    d. 12% Work climate
    e. 12% Facility conditions
    f. 8% Unit assignment
    g. 5% Civilian behavior
    h. 2% Type of shift
    i. 13% Other

18. **THEMES OF 32 "OTHER" COMMENTS:** The Top Two Reasons That Respondents Think Contributes To Use Of Force Incidents:[19]
    d. Staff to inmate ratio of 1:64 not sufficient
    e. Holding more mentally ill inmates
    f. Overcrowding, under-staffing and fatigue
    g. Inconsistent housing assignments makes it difficult to establish order
    h. Lack of awareness by the public about the challenges that staff face
    i. Negative media portrayals of law enforcement
    j. Lack of trust between deputies and upper management due to continually changing policies, inconsistent rules, and lack of support with managing inmate behavior
    k. Time constraints that limit ability to do more frequent searches
    l. Officer behavior taking frustrations out on inmates, or ineffective communication
    m. Settlements by the City encourages inmates to file civil actions

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[16] **#10 OVER THE PAST 12 MONTHS, HAVE YOU USED FORCE LESS OFTEN THAN IN PRIOR YEARS**? Not at all (n=173; 65.28%); A little (n=53; 20.00%); A great deal (n=39; 14.72%).

[17] **#11 IF YOU HAVE USED FORCE LESS OFTEN IN THE PAST 12 MONTHS, WHAT ARE THE TOP TWO REASONS?** Fear of negative media story (n=64; 65.31%); Fear of reprimand by supervisor (n=55; 56.12%); Increased use of de-escalation tactics (n=30; 30.61%); Improved team collaboration (n=15; 15.31%); Fear of inmate (n=4; 4.08%); Improved working conditions/climate (n=4; 4.08%).

[18] **#12 CHECK THE TOP TWO REASONS THAT YOU THINK CONTRIBUTES TO USE OF FORCE INCIDENTS?** inmate behavior (n=209; 84%), lack of leadership (n=79; 32%) and overcrowding (n=68; 27%). Additional reasons: Work climate (n=31;12%); Facility conditions (n=29; 12%); Unit assignment (n=19; 8%); Civilian behavior (n=12; 5%); Type of shift (n=5; 2%); and Other: (n=33; 13%).

[19] **#12 32 "OTHER" COMMENTS: CHECK THE TOP TWO REASONS THAT YOU THINK CONTRIBUTES TO USE OF FORCE INCIDENTS.**

19. **THEMES OF 104 COMMENTS:** What Would Reduce Use Of Force Incidents?[20]
   a. Apply consistent consequences for inmates who break rules
   b. Allow use of Taser for aggressive behavior to avoid injuries to staff and inmates
   c. Reduce the number of inmates with mental disabilities
   d. Provide more housing, mental health resources and support services
   e. Reward inmates for good behavior
   f. Improve the parity in corrective housing between the DDC and DCJ
   g. Apply a team concept with more officers, 2 per pod, and supervisors in open dorms
   h. Assign more supervisors with experience working the floor to assist with inmates
   i. Reduce the fear of discipline and shorten the time it takes to investigate complaints
   j. Expand housing facilities for inmates with behavioral and mental health issues
   k. Provide ongoing CIT training
   l. Reduce jail overcrowding by releasing nonviolent misdemeanors, a 24-hour magistrate to determine releases, and increase alternative sentencing options
   m. Schedule adequate staffing 24/7 for consistency and to handle multiple emergencies
   n. Consistency with the same officers working the same pods to establish expectations
   o. Consistent application of policy and procedures for disciplinary infractions by inmates
   p. Change public perception of why UOF is necessary through community trainings
   q. More cell space to isolate and reduce disruptions in housing units

20. **THEMES OF 62 ADDITIONAL UOF COMMENTS:[21]**
   a. The majority of inmates are average people with a small percentage of career criminals
   b. Uses of force incidents will rise due to negative media portrayals, public officials running the jail, lack of an elected Sheriff to stand up for the Department, and costly litigation settlements
   c. The current climate needs order since disarray impacts everyone in the facility
   d. Disciplinary investigations should take into account both what is seen but not heard on audioless video, staff perceptions, and past histories with the inmates
   e. The focus should not just be on individual deputies but on the conditions they work in, insufficient staffing levels, the effects of forced overtime, jail overcrowding, and improper housing assignments for at risk prisoners
   f. Improve moral by providing more support and incentives for officers who get scrutinized from the administration, the public and the media
   g. Issues of race complicate the complaint process

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[20] #13 Comments: **WHAT DO YOU THINK WOULD REDUCE USE OF FORCE INCIDENTS**?
[21] #14 Additional 62 Use of Force comments

III. ORGANIZATIONAL CLARITY

21. **DIRECTIVES and JOB PERFORMANCE**: Staff Are Split On Whether Formal Communications Help Them Perform Effectively [22]
    a. 48% of respondents either Strongly disagree (15%), Disagree (20%) or Somewhat disagree (13%).
    b. 35% Somewhat agree (19%), Agree (13%) or Strongly agree (3%)
    c. 17% are Undecided

22. **CLARITY OF DECISION MAKING**: Majority Agree That It Is Unclear Who Has The Formal Authority To Make A Decision.[23]
    a. 66% either Somewhat agree (18%); Agree (18%); or Strongly agree (30%)
    b. 27% either Strongly disagree (8%), Disagree (11%), Somewhat disagree (8%)
    c. 8% are Undecided

23. **ABILITY TO CHANGE DSD**: Staff Divided on Whether Institutional Change is Possible[24]
    a. 43% Strongly disagree that change is not possible (17%), Disagree (19%), or Somewhat disagree (7%)
    b. 44% Somewhat agree (15%), Agree (14%), or Strongly agree (15%)
    c. 13% are Undecided

24. **PROMPT COMMUNICATION**: Half of Staff Agree They Are Promptly Informed About Changes; The Other Half Does Not or are Undecided[25]
    a. 50% either Somewhat agree (24%); Agree (21%), or Strongly agree (5%)
    b. 42% either Strongly disagree (12%), Disagree (13%), or Somewhat disagree (17%)
    c. 8% are Undecided

25. **WORK AUTHORTY**: Most Disagree That They Have The Authority To Accomplish Duties[26]
    a. 62% Strongly disagree (30%), Disagree (18%), Somewhat disagree (14%)
    b. 30% Somewhat agree (13%), Agree (15%); Strongly agree (2%)
    c. 8% are Undecided

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[22] **#15 THE INFORMATION I GET THROUGH FORMAL COMMUNICATION CHANNELS HELPS ME TO PERFORM MY JOB EFFECTIVELY**. 48% of respondents either Strongly disagree (n=39; 15%) Disagree (n=52; 20%) or Somewhat disagree (n=33 12.69%). 35% Somewhat agree (n=49; 18.85%); Agree (n=34; 13.08%); or Strongly agree (n=9; 3.46%); and 16.92% are Undecided (n=44).

[23] **#16 IN THE DSD, IT IS OFTEN UNCLEAR WHO HAS THE FORMAL AUTHORITY TO MAKE A DECISION**. 66% either Somewhat agree (n=47; 18.01%); Agree (n=47; 18.01%); Strongly agree (n=77; 29.50%). 27% either Strongly disagree (n=20; 7.66%), Disagree (n=28; 10.73%), Somewhat disagree (n=21; 8.05%) and 8.05% are Undecided (n=21)

[24] **#17 IT'S NOT REALLY POSSIBLE TO CHANGE THINGS IN THE INSTITUTION**. 43% Strongly disagree that change isn't possible (n=45; 17.44%), Disagree (n=50; 19.38%), Somewhat disagree (n=17; 6.59%); 44% Somewhat agree (n=39; 15.12%), Agree (n=36; 13.95%), Strongly agree (n=38; 14.73%); and 13% are Undecided (n=33).

[25] **#18 I AM TOLD PROMPTLY WHEN THERE IS A CHANGE IN POLICY, RULES, OR REGULATIONS THAT EFFECTS ME.** 50% either Somewhat agree (n=62; 23.94%); Agree (n=55; 21.24%), or Strongly agree (n=12; 4.63%); 42% either Strongly disagree (n=31; 11.97%), Disagree (n=33; 12.74%), or Somewhat disagree (n=45;17.37%); and 8% are Undecided (n=21)

[26] **#19 I HAVE THE AUTHORITY I NEED TO ACCOMPLISH MY WORK OBJECTIVES.** 62% Strongly disagree (n=79; 30.27%), Disagree (n=47, 18.01%), Somewhat disagree (n=37; 14.18%); 30% Somewhat agree (n=33; 12.64%), Agree (n=38; 14.56%); Strongly agree (n=5; 1.92%); 8% are Undecided (n=22)

26. **INFLUENCING CHANGE**: Most Agree They Don't Have Much Opportunity To Influence Change.[27]
    a. 72% Somewhat agree (14%), Agree (24%), or Strongly agree (34%)
    b. 18% Strongly disagree (5%), Disagree (6%), or Somewhat disagree (7%)
    c. 10% are Undecided

27. **PROMOTIONS**: Most Agree That Promotions Are Seldom Related To Performance.[28]
    a. 65% Somewhat agree (12%), Agree (19%), or Strongly agree (34%)
    b. 8% Strongly disagree (3%); Disagree (4%), or Somewhat disagree (1%)
    c. 26% are Undecided

28. **FLEXIBILITY**: Most Disagree That Management Is Flexible Enough To Make Changes.[29]
    a. 59% Strongly disagree (28%), Disagree (18%), or Somewhat disagree (13%)
    b. 24% Somewhat agree (13%), Agree (8%), or Strongly agree (3%)
    c. 17% are Undecided

29. **DELEGATION**: Half Believe Authority Is Not Clearly Delegated; Half Believe It Is Or Are Undecided[30]
    a. 49% Strongly disagree (19%), Disagree (17%), or Somewhat disagree (13%)
    b. 32% Somewhat agree (13%), Agree (15%), or Strongly agree (4%)
    c. 19% are Undecided

30. **MANAGEMENT OF INSTITUTION**: Most Disagree The Institution Is Run Very Well[31]
    a. 69% Strongly disagree (34%), Disagree (22%), or Somewhat disagree (13%)
    b. 19% Somewhat agree (10%), Agree (7%), or Strongly agree (2%)
    c. 12% are Undecided

31. **THEMES OF 64 COMMENTS ON ORGANIZATIONAL CLARITY:[32]**
    a. Rules and policies are disseminated. However, exceptions by command staff frustrates employees and impacts morale.
    b. Policies and procedures are constantly being changed in reaction to incidents which makes it difficult for staff to keep up with changes.

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[27] **#20 EMPLOYEES DO NOT HAVE MUCH OPPORTUNITY TO INFLUENCE WHAT GOES ON IN THE DSD**. 72% Somewhat agree (n=36; 13.85%), Agree (n=63; 24.23%), or Strongly agree (n=89; 34.23%); 18% Strongly disagree (n=13; 5.00%), Disagree (n=16; 6.15%), or Somewhat disagree (n=18; 6.92%) and 9.62% are Undecided (n=25).

[28] #21 **UNDER THE PRESENT SYSTEM, PROMOTIONS ARE SELDOM RELATED TO EMPLOYEE PERFORMANCE**. 65% Somewhat agree (n=32; 12.31%), Agree (n=50; 19.23%), or Strongly agree (n=88; 33.85%); 8% Strongly disagree (n=8; 3.08%); Disagree (n=11; 4.23%), or Somewhat disagree (n=3; 1.15%); and 26.15% are Undecided (n=68).

[29] #22 **MANAGEMENT AT THIS INSTITUTION IS FLEXIBLE ENOUGH TO MAKE CHANGES WHEN NECESSARY**. 59% Strongly disagree (n=73; 28.08%), Disagree (n=47; 18.08%), or Somewhat disagree (n=33; 12.69%); 24% Somewhat agree (n=34; 13.08%), Agree (n=20; 7.69%), or Strongly agree (n=8; 3.08%), and 17% are Undecided (n=45; 17.31%).

[30] #23 **IN THE DSD, AUTHORITY IS CLEARLY DELEGATED.** 49% Strongly disagree (n=49; 18.92%), Disagree (n=44; 16.99%), or Somewhat disagree (n=33; 12.74%); 32% Somewhat agree (n=34; 13.13%), Agree (n=39; 15.06%), or Strongly agree (n=11; 4.25%) and 18.92% are Undecided (n=49).

[31] **#24 IN GENERAL, THIS INSTITUTION IS RUN VERY WELL.** 69% Strongly disagree (n=88; 33.85%), Disagree (n=57; 21.92%), or Somewhat disagree (n=35; 13.46%); 19% Somewhat agree (n=27; 10.38%), Agree (n=18; 6.92%), or Strongly agree (n=5; 1.92%); 12% are Undecided (n=30; 11.54%)

[32] **#25 64 Comments on Organizational Clarity**

c. Command staff are worried about civil liability creating an atmosphere where they are afraid to make decisions.
d. Cases that could be handled by Sergeants end up in the Internal Affairs Unit.
e. The Sheriff needs the authority to run DSD rather than the Exec. Dir. Of Safety.
f. Too many outside people running the jail who have no experience working in jails.
g. Inconsistent levels of disciplinary review among EDOS, OIM and IAU.
h. Promotion process is unclear and whether new system is fairer than the old one.
i. Need to improve the quality of supervision and top-down communication.
j. Decisions are often made without input from deputies and lacks transparency.
k. Learn about some policy changes first from media rather than internal channels.
l. Lines of authority are unclear. It takes a lot time to get decisions vetted and approved.
m. Need to restore pride by the way people treat and respect one another starting at the top to improve relationships among supervisors, staff and inmates.
n. Mandatory overtime negatively impacts work and home relationships.

IV. SUPERVISORY SUPPORT

32. **ENGAGEMENT**: Half Disagree That Supervisors Engage Them In Job Planning Process; Half Agree Or Are Undecided[33]
    a. 52% Strongly disagree (26%), Disagree (20%), or Somewhat disagree (6%)
    b. 36% Somewhat agree (13%), Agree (16%), or Strongly agree (7%)
    c. 12.94% are Undecided

33. **INFORMATION:** Staff Are Split On Whether Supervisors Gives Adequate Information On Work Performance[34]
    a. 47% Strongly disagree (21%), Disagree (18 %), or Somewhat disagree (8%)
    b. 43% Somewhat agree (16%); Agree (20%), or Strongly agree (7%)
    c. 9.45% are Undecided

34. **INPUT**: Staff Are Split About Whether Supervisors Ask For Opinions When Problems Arise[35]
    a. 43% Strongly disagree (18%), Disagree (17%), Somewhat disagree (8%)
    b. 46% Somewhat agree (18%), Agree (21%), Strongly agree (7%)
    c. 11% are Undecided

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[33] **#26 MY SUPERVISOR ENGAGES ME IN THE PLANNING PROCESS, SUCH AS DEVELOPING WORK METHODS AND PROCEDURES FOR MY JOB**. 52% Strongly disagree (n=66; 25.88%), Disagree (n=51; 20.00%), or Somewhat disagree (16; 6.27%); 36% Somewhat agree (n=32; 12.55%), Agree (n=40, 15.69%), or Strongly agree (n=17; 6.67%); and 12.94% are Undecided (n=33)
[34] **#27 MY SUPERVISOR GIVES ME ADEQUATE INFORMATION ON HOW WELL I AM PERFORMING**. 47% Strongly disagree (n=53; 20.87%), Disagree (n=46; 18.11%), or Somewhat disagree (n=21; 8.27%); 43% Somewhat agree (n=41; 16.14%); Agree (n=51; 20.08%), or Strongly agree (n=18; 7.09%); and 9.45% are Undecided (n=24)
[35] **#28 MY SUPERVISOR ASKS MY OPINION WHEN A WORK-RELATED PROBLEM ARISES** 43% Strongly disagree (n=45; 17.79%), Disagree (n=43; 17.00%), Somewhat disagree (n=20; 7.91%); 46% Somewhat agree (n=46; 18.18%), Agree (n=54; 21.34%), Strongly agree (n=17; 6.72%); 11.07% are Undecided (n=28)

35. **AUTONOMY:** Most Disagree That They Have A Great Deal Of Say Over Their Duties[36]
    a. 58% Strongly disagree (27%), Disagree (20%), or Somewhat disagree (11%)
    b. 32% Somewhat agree (15%), Agree (11%), or Strongly agree (6%)
    c. 9.02% are Undecided (n=23)

36. <u>**EXPECTATIONS**</u>: Most Agree They Know Exactly What Supervisors Expect Of Them.[37]
    a. 64% Somewhat agree (22%), Agree (29%), or Strongly agree (13%)
    b. 26% Strongly disagree (11%), Disagree (6%), or Somewhat disagree (7%)
    c. 10% are Undecided

37. <u>**EVALUATION**</u>: Staff Are Split About Whether Standards Used To Evaluate Performance Have Been Fair And Objective.[38]
    a. 39% Somewhat agree (16%), Agree (21%), or Strongly agree (2%)
    b. 33% Strongly disagree (15%); Disagree (9%), or Somewhat disagree (9%)
    c. 28% are Undecided (n=71)

38. <u>**INFORMATION**</u>: Half of Staff Agree Performance Information Comes Too Late To Be Useful; Half Disagree or are Undecided[39]
    a. 49%Somewhat agree (14%), Agree (15%), or Strongly agree (20%)
    b. 22% Strongly disagree (3%), Disagree (12%) or Somewhat disagree (7%)
    c. 28.74% are Undecided

39. <u>**FAIRNESS**</u>: Half Of Staff Agree Their Performance Rating Presented A Fair And Accurate Picture; Half Disagree Or Are Undecided[40]
    a. 49% Somewhat agree (14%), Agree (26%), or Strongly agree (9%)
    b. 22% Strongly disagree (8%), Disagree (7%), or Somewhat disagree (7%)
    c. 27.17% are Undecided

40. <u>**RECOGNITION**</u>: Staff Are Split Whether Hard Work Gets Recognition As A Good Performer[41]
    a. 46% Strongly disagree (22%), Disagree (15%) or Somewhat disagree (9%)
    b. 44% Somewhat agree (11%), Agree (20%), or Strongly agree (13%)
    c. 10% or Undecided

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[36] **#29 I HAVE A GREAT DEAL OF SAY OVER WHAT HAS TO BE DONE ON MY JOB** 58% Strongly disagree (n=68; 26.67%), Disagree (n=52; 20.39%), or Somewhat disagree (n=29; 11.37%); 32% Somewhat agree (n=39; 15.29%), Agree (n=29; 11.37%) or Strongly agree (n=15; 5.88%); 9.02% are Undecided (n=23)

[37] **#30 ON MY JOB, I KNOW EXACTLY WHAT MY SUPERVISOR EXPECTS OF ME**. 64% Somewhat agree (n=56; 21.96%), Agree (n=73; 28.63%), or Strongly agree (n=34; 13.33%); 26% Strongly disagree (n=28; 10.98%), Disagree (n=16; 6.27%), or Somewhat disagree (22; 8.63%); and 10.20% are Undecided (n=26).

[38] **#31 THE STANDARDS USED TO EVALUATE MY PERFORMANCE HAVE BEEN FAIR AND OBJECTIVE**. 39% Somewhat agree (n=41; 16.21%), Agree (n=52; 20.55%), or Strongly agree (n=6; 2.37%); 33% Strongly disagree (n=37; 14.62%); Disagree (n=23; 9.09%), or Somewhat disagree (n=23; 9.09%), and 28.06% are Undecided (n=71).

[39] **#32 THE INFORMATION I RECEIVE ABOUT MY PERFORMANCE USUALLY COMES TOO LATE FOR IT TO BE OF ANY USE TO ME** Strongly disagree (n=8; 3.15%), Disagree (n= 31; 12.20%) or Somewhat disagree (n=19; 7.48%); Somewhat agree (n= 35; 13.78%), Agree (n=37; 14.57%), or Strongly agree (n=51; 20.08%); and 28.74% are Undecided (n=73)

[40] **#33 MY LAST ANNUAL PERFORMANCE RATING PRESENTED A FAIR AND ACCURATE PICTURE OF MY ACTUAL JOB PERFORMANCE** 49% Somewhat agree (n=35; 13.78%), Agree (n=67; 26.38%), or Strongly agree (n=24; 9.45%); 22% Strongly disagree (n=21; 8.27%), Disagree (n=19; 7.48%), or Somewhat disagree (n=19; 7.48%) 27.17% are Undecided (n=69)

[41] **#34 MY OWN HARD WORK WILL LEAD TO MY RECOGNITION AS A GOOD PERFORMER**. 46% Strongly disagree (n=57; 22.44%), Disagree (n=37; 14.57%) or Somewhat disagree (n=22; 8.66%); 44% Somewhat agree (n=29; 11.42%), Agree (n=50; 19.69%), or Strongly agree (n=34; 13.39%); 9.84% or Undecided (n=25)

41. <u>**FEEDBACK:**</u> <u>Staff Are Split Whether They Receive Feedback For Good Performance</u>[42]
    a. 46% Strongly disagree (22%), Disagree (15%), or Somewhat disagree (9%)
    b. 44% Somewhat agree (11%), Agree (20%), or Strongly agree (13%)
    c. 10% Undecided

42. <u>**Themes of 57 Comments On Supervisory Authority**[43]</u>
    a. Not all supervisors know the actual job duties or work the same shifts of those they evaluate, or check on deputies during their post. Many do not have the time.
    b. Continually changing or absent supervisors results in inconsistent feedback.
    c. Supervisors should be trained on how to effectively and consistently evaluate staff.
    d. The PEPR is usually generic, completed hastily, and isn't a true indication of performance.
    e. Lack of acknowledgement for good work. Feedback tends to be negative.
    f. Awards are given without consistency and lacks criteria for who gets them.
    g. There is no incentive for hard work since everyone gets raises regardless.
    h. Under-performing deputies are not required to change by supervisors.
    i. Lack of transparency and consistency in seeing evaluations, sometimes for years.
    j. There is a lack of recourse for an evaluation that a staff member disagrees with.
    k. Decision making is cumbersome and goes through too many internal & external levels.

V. JOB SATISFACTION

43. <u>**CURRENT ASSIGNMENT**</u>: <u>Staff Are Split Whether They Would Be More Satisfied With Some Other Job At This Facility Than Their My Present Job</u>[44]
    a. 44% Strongly disagree (13%), Disagree (23%), or Somewhat disagree (8%)
    b. 32% Somewhat agree (12%) Agree (8%) or Strongly agree (12%)
    c. 24% are Undecided

44. <u>**JOB INTEREST**</u>: <u>Most Agree That Their Job Is Usually Interesting To Them</u>[45]
    a. 69% Somewhat agree (20%), Agree (35%), or Strongly agree (14%)
    b. 15% Strongly disagree (3%), Disagree (6%), or Somewhat disagree (6%)
    c. 15% are Undecided

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[42] **#35 I OFTEN RECEIVE FEEDBACK FROM MY SUPERVISOR FOR GOOD PERFORMANCE** 46% Strongly disagree (n=57; 22.44%), Disagree (n=37; 14.57%), or Somewhat disagree (n=22; 8.66%); 44% Somewhat agree (n=29; 11.42%), Agree (n=50; 19.69%), Strongly agree (n=34; 13.39%); and 9.84% are Undecided (n=25).
[43] **#36 THEMES OF 57 COMMENTS ON SUPERVISORY AUTHORITY**
[44] **#37 I WOULD BE MORE SATISFIED WITH SOME OTHER JOB AT THIS FACILITY THAN I AM WITH MY PRESENT JOB** 44% Strongly disagree (n=32; 12.75%), Disagree (n=57; 22.71%), or Somewhat disagree (n=20; 7.97%); 32% Somewhat agree (n=31; 12.35%) Agree (n=21; 8.37%) Strongly agree (31; 12.35%); and 24% are Undecided (n=59; 23.51%).
[45] #38 **MY DEPUTY SHERIFF JOB IS USUALLY INTERESTING TO ME** 15% Strongly disagree (n=8; 3.23%), Disagree (n=16; 6.45%), or Somewhat disagree (n=16; 6.45%); 69% Somewhat agree (n=50; 20.16%), Agree (n=86; 34.68%), or Strongly agree (n=35; 14.11%); and 15% are Undecided (n=37; 14.92%).

45. <u>**SUITABILITY**</u>: Most Agree Their Deputy Sheriff Job Suits Them Well[46]
   a. 75% Somewhat agree (20.16%), Agree (37%); or Strongly agree (18%)
   b. 11% Strongly disagree (2%), Disagree (4%), or Somewhat disagree (5%)
   c. 13% are Undecided

46. <u>**FULFILLMENT:**</u> Most Agree Their Deputy Sheriff Job Is Usually Worthwhile[47]
   a. 62% Somewhat agree (21%), or Agree (28%), or Strongly agree (13%)
   b. 23% Strongly disagree (6%), Disagree (8%), or Somewhat disagree (9%)
   c. 16% are Undecided (16%)

47. <u>**ASSIGNMENT**</u>: Staff split on wanting to changing jobs at same rate of pay within facility[48]
   a. 43% Somewhat agree (8%), Agree (19%), or Strongly agree (16%)
   b. 30% Strongly disagree (8%), Disagree (15%), or Somewhat disagree (6%)
   c. 28% are Undecided (n=70)

48. THEMES FROM 46 JOB SATISFACTION COMMENTS
   a. More opportunities for deputies to be promoted, learn or expand their skills
   b. Would leave if there wasn't an early retirement penalty
   c. Fulfilling job but applying to other agencies with more stability
   d. Rights of inmates are pitted against rights of deputies
   e. Good supervisors can make the difference whether someone stays or leaves
   f. Would like to see more accomplishments rather than defeats
   g. The more inmate contact, the more staff are disciplined making the job less desirable
   h. Too many good officers are fired
   i. Want to reach retirement without appearing in a media story
   j. More opportunities for newer deputies with prior law enforcement experience
   k. More integrity from city government leaders; DSD has become too politicized
   l. Need proper staffing, resourcing and mentorship
   m. Increase staff skills to interact with inmates more effectively
   n. Those who lead should be experienced in working housing units
   o. Love the job but need more direction and support to build morale
   p. The 3-year requirement on specialty assignments hinders employee retention
   q. Law Enforcement is getting more difficult, and the public has lost confidence

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[46] #39 **MY DEPUTY SHERIFF JOB SUITS ME WELL** 11% Strongly disagree (n=6; 2.42%), Disagree (n=11; 4.44%), or Somewhat disagree (n=13; 5.24%); 75% Somewhat agree (n=50; 20.16%), Agree (n=91; 36.69%); or Strongly agree (n=44; 17.74%); 13% are Undecided (n=33; 13.31%).

[47] #40 **MY DEPUTY SHERIFF JOB IS USUALLY WORTHWHILE** 23% Strongly disagree (n=15; 6.07%), Disagree (n=19; 7.69%), Somewhat disagree (n=21; 8.50%); 62% Somewhat agree (n=52; 21.05%), or Agree (n=68; 27.53%), or Strongly agree (n=33; 13.36%) and 16% are Undecided (n=39; 15.79%).

[48] #41 **IF I HAVE A CHANCE, I WILL CHANGE TO A JOB AT THE SAME RATE OF PAY, AT THIS FACILITY** 30% Strongly disagree (n=22; 8.80%), Disagree (n=37; 14.80%), or Somewhat disagree (n=14; 5.60%); 43% Somewhat agree (n=19; 7.60%), Agree (n=48; 19.20%), or Strongly agree (n=40; 16.00%); and 28% are Undecided (n=70; 28.00%).

VI. JOB STRESS

49. **HARSHNESS**: <u>Staff Are Split Whether They Have Become Harsh Toward People</u>[49]
    a. 48% Never (15%); Very rarely (17%); or Rarely (16%)
    b. 30% Often (13%), Very often (10%); or All the time (7%)
    c. 22% Now and then

50. **HARDENED**: <u>Staff Are Split Whether Job Is Hardening Them Emotionally</u>[50]
    a. 38% Never (13%), Very rarely (13%), or Rarely (12%)
    b. 42% Often (12%), Very often (18%), or All the time (12%)
    c. 20% Now and then

51. **DRAINED**: <u>Most feel emotionally drained at the end of the workday</u>[51]
    a. 61% Often (15%), Very often (23%), or All the time (23%)
    b. 21% Now and then (n=51; 20.73%)
    c. 18% Never (7%), Very rarely (5%), or Rarely (6%)

52. **IMPERSONALIZATION**: <u>Most Do Not Treat Inmates As Impersonal Objects</u>[52]
    a. 76% Never (38%), Very rarely (17%), or Rarely (21%)
    b. 14% Now and then
    c. 10% Often (5%), Very often (2%), or All the time (3%)

53. **STRAINED**: <u>Most Disagree That Working With People All Day Strains Them</u>[53]
    a. 60% Never (20%), Very rarely (20%), or Rarely (20%)
    b. 25% Now and then
    c. 15% Often (8%), Very often (3%), or All the time (4%)

54. **FATIGUED:** <u>Most Feel Fatigued When Waking Up For Work</u>[54]
    a. 42% Often (16%), Very often (11%), or All the time (15%)
    b. 23% Now and then
    c. 34% Never (10%), Very rarely (13%), or Rarely (11%)

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[49] #43 **A FEELING THAT YOU HAVE BECOME HARSH TOWARD PEOPLE SINCE YOU TOOK THIS JOB** 48% Never (n=36; 14.52%); Very rarely (n=42; 16.94%); or Rarely (n=40; 16.13%); 30% Often (n=32; 12.90%), or Very often (n=26; 10.48%); All the time (n=18; 7.26%); and 22% Now and then (n=54; 21.77%).

[50] **#44 A FEELING OF WORRY THAT THIS JOB IS HARDENING YOU EMOTIONALLY** 38% Never (n=33; 13.31%), Very rarely (n=32; 12.90%), Rarely (n=30; 12.10%); 42% Often (n=29; 11.69%), Very often (n=45; 18.15%), All the time (n=30; 12.10%); and 20% Now and then (n=49; 19.76%).

[51] **#45 A FEELING OF BEING EMOTIONALLY DRAINED AT THE END OF THE WORKDAY** 18% Never (n=17; 6.91%), Very rarely (n=13; 5.28%), Rarely (n=15; 6.10%); 61% Often (n=37; 15.04%), Very often (n=57; 23.17%), All the time (n=56; 22.76%); and 21% Now and then (n=51; 20.73%).

[52] **#46 A FEELING THAT YOU TREAT SOME INMATES AS IF THEY WERE IMPERSONAL OBJECTS** 76% Never (n=94; 38.06%), Very rarely (n=42; 17.00%), or Rarely (n=52; 21.05%); 14%; 10% Often (n=12; 4.86%), Very often (n=5; 2.02%), All the time (n=7; 2.83%); and Now and then (n=35; 14.17%).

[53] **#47 A FEELING THAT WORKING WITH PEOPLE ALL DAY IS REALLY A STRAIN FOR YOU** 60% Never (n=50; 20.24%), Very rarely (n=50; 20.24%), Rarely (n=49; 19.84%); 25% Now and then (n=61; 24.70%); 15% Often (n=20; 8.10%), Very often (n=8; 3.24%), All the time (n=9; 3.64%)

[54] **#48 A FEELING OF BEING FATIGUED WHEN YOU WAKE UP IN THE MORNING AND HAVE TO FACE ANOTHER DAY ON THE JOB** 34% Never (n=24; 9.68%), Very rarely (n=33; 13.31%), Rarely (n=28; 11.29%); 23% Now and then (n=58; 23.39%); 42% Often (n=40; 16.13%), Very often (n=28; 11.29%), All the time (n=37; 14.92%)

55. **MEDIA**: Most Feel Stressed About Negative Media Portrayals About DSD[55]
    a. 71% Often (18%), Very often (18%), or All the time (35%)
    b. 16% Never (4%), Very rarely (5%), or Rarely (7%)
    c. 13% Now and then

56. **THEMES FROM 41 COMMENTS ON JOB STRESS**[56]
    a. Need teamwork at all levels to manage stress, fatigue, mental wear and tear
    b. Mandatory overtime results in feeling drained, stressed, tired and dissatisfied
    c. Negative portrayals of law enforcement contributes to stress
    d. Constant job changes, long IA investigations and layers of oversight increases fatigue
    e. DSD promotes positive stories but not the challenges until there's a crisis
    f. Deputies interact longer with mentally ill individuals, but have less resources than DPD
    g. Despite the challenges, still proud to serve the Department
    h. The emotional strain from the job impacts relationships at home
    i. The opening of the DDC created many unresolved problems
    j. Concerns about harm to officers due to safety issues
    k. Certain positions are more stressful than others and fuels pessimism
    l. Years of understaffing is taking its toll
    m. Civilian administrators have adversarial relationship with deputies
    n. Cycle of forced overtime, fatigue, and stress blames deputies without fixing system
    o. Need positive engagement and recognize those who have given years of service
    p. Media spotlight has helped fix some problems that needed to be addressed
    q. Inmates influenced by local news which makes it more difficult for deputies to manage
    r. Want a strong leader to speak on behalf of DSD to the media
    s. Concerned about well-being of inmates due to overcrowded conditions
    t. Correctional fatigue support needed

VII. EFFECTIVENESS IN DEALING WITH INMATES

57. **EFFICACY**: Most Agree They Effectively Deal With The Problems Of Inmates[57]
    a. 72% Often (32%), Very often (26%), or All the time (14%)
    b. 11% Never (4%), Very rarely (3%), or Rarely (4%)
    c. 17% Now and then

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[55] **#49 A FEELING OF STRESS ABOUT NEGATIVE MEDIA PORTRAYALS ABOUT THE DENVER SHERIFF DEPARTMENT** 71% Often (n=45; 18.15%), Very often (n=44; 17.74%), All the time (n=87; 35.08%); 16% Never (n=11; 4.44%), Very rarely (n=13; 5.24%), Rarely (n=17; 6.85%); 13%; and Now and then (n=31; 12.50%)

[56] #50 **THEMES FROM 41 COMMENTS ON JOB STRESS**

[57] **#51 AN ABILITY TO DEAL VERY EFFECTIVELY WITH THE PROBLEMS OF INMATES** 11% Never (n=10; 4.13%), Very rarely (n=8; 3.31%), Rarely (n=9; 3.72%); 17% Now and then (n=40; 16.53%); 72% Often (n=77; 31.82%), Very often (n=64; 26.45%), All the time (n=34; 14.05%)

58. <u>**IMPACT**</u>: Staff Split On Whether Positively Influencing Other People's Lives[58]
    a. 38% Often (18%), Very often (14%), or All the time (6%)
    b. 35% Never (7%), Very rarely (12%), or Rarely (16%)
    c. 26% Now and then

59. <u>**ACCOMPLISHMENT**</u>: Staff Split On Feeling Of Accomplishment After Working With Inmates[59]
    a. 43% Never (11%), Very rarely (12%), Rarely (20%)
    b. 32% Now and then
    c. 26% Often (13%), Very often (9%), All the time (4%)

60. <u>**ATMOSPHERE**</u>: Most Agree That They Can Easily Create A Relaxed Atmosphere With Inmates[60]
    a. 51% Often (29%), Very often (15%), or All the time (7%)
    b. 20% Now and then
    c. 30% Never (10%), Very rarely (8%), or Rarely (12%)

61. **THEMES FROM 31 COMMENTS ON EFFECTIVENESS IN DEALING WITH INMATES**
    a. Jail cannot be a relaxed environment; it is an unnatural place to be
    b. Increasingly difficult to work with the mentally ill inmates
    c. Building a respectful relationship with inmates reduces problems
    d. Increased aggression by inmates due to lawsuits and media stories
    e. Too many inmates during my shift makes it difficult to positively influence them
    f. Seeing the same inmates return to jail makes it difficult to have empathy
    g. Not easy, but rewarding to see an impact in inmates' lives
    h. Lack of consistency stresses inmates
    i. Officers have less credibility than the inmates
    j. It's difficult to work with demanding, confrontational inmates
    k. Staff can create drama as well as inmates
    l. Special management housing poses safety risks for everyone
    m. Policy changes result in lack of respect by inmates
    n. Racial dynamics impact interactions between deputies and inmates
    o. De-escalation helps with inmate management
    p. Concerned about being accused of helping inmates too much or seen as too trusting
    q. 2 officers assigned in pods would help reduce tensions
    r. Need authority to manage the agency from inside, rather than from outside

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[58] **#52 A FEELING THAT YOU ARE POSITIVELY INFLUENCING OTHER PEOPLE'S LIVES THROUGH YOUR WORK** 35% Never (n=17; 7.00%), Very rarely (n=29; 11.93%), Rarely (n=40; 16.46%); 26% Now and then (n=64; 26.34%); 38% Often (n=43; 17.70%), Very often (n=35; 14.40%), All the time (n=15; 6.17%)
[59] **#53 A FEELING OF ACCOMPLISHMENT AFTER WORKING CLOSELY WITH INMATES** 43% Never (n=26; 10.92%), Very rarely (n=29; 12.18%), Rarely (n=48; 20.17%); 32% Now and then (n=75; 31.51%); 26% Often (n=30; 12.61%), Very often (n=21; 8.82%), All the time (n=9; 3.78%)
[60] **#54 A FEELING THAT YOU CAN EASILY CREATE A RELAXED ATMOSPHERE WITH INMATES** 30% Never (n=23; 9.54%), Very rarely (n=20; 8.30%), Rarely (n=28; 11.62%); 20% Now and then (n=49; 20.33%); 51% Often (n=69; 28.63%), Very often (n=36; 14.94%), All the time (n=16; 6.64%)

VIII. CO-WORKER SUPPORT

62. **VALUED**: Staff Split On Whether Their Ideas And Opinions Are Valued By Others[61]
    a. 42% Never (16%), Very Rarely (12%), or Rarely (14%)
    b. 33% Now and then
    c. 25% Often (12%), Very often (11%), or All the time (2%)

63. **MISUNDERSTOOD**: Staff Are Split On Whether Their ideas and Opinions are Misunderstood[62]
    a. 47% Never (7%); Very Rarely (15%); or Rarely (25%)
    b. 31% Now and then
    c. 22% Often (12%), Very often (4%), or All the time (6%)

64. **TEAMWORK**: Most Agree That They Work Well With Coworkers[63]
    a. 90% Often (n=55; 22.82%); Very often (n=96; 39.83%); or All the time (n=65; 26.97%)
    b. 7% Now and then (n=16; 6.64%)
    c. 4% Never (n=1; 0.41%); Very Rarely (n=3; 1.24%), or Rarely (n=5; 2.07%)

65. **COMMUNICATION**: Most agree that they communicate effectively coworkers[64]
    a. 91% Often (27%), Very often (40%), or All the time (24%)
    b. 3% Never (1%), Very Rarely (1%), or Rarely (1%)
    c. 7% Now and then

66. **JOB SEARCH**: Many Are Either Looking For Or Considering Another Job Outside DSD[65]
    a. 42% Somewhat agree (10%), Agree (12%), or Strongly agree (20%)
    b. 41% Strongly disagree (21%); Disagree (18%), or Somewhat disagree (2%)
    c. 17% Undecided

67. **TRAINING EFFECTIVENESS**: Most Disagree That Training Has Improved Their Job Skills[66]
    a. 54% Strongly disagree (21%), Disagree (23%); or Somewhat disagree (10%)
    b. 28% Somewhat agree (15%), Agree (9%), or Strongly agree (4%)
    c. 19% Undecided

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[61] **#56 A FEELING THAT YOUR WORK-RELATED IDEAS AND OPINIONS ARE VALUED BY OTHERS** 42% Never (n=38; 15.77%), Very Rarely (n=30; 12.45%), Rarely (n=33; 13.69%); 33% Now and then (n=80; 33.20%); 25% Often (n=28; 11.62%), Very often (n=26; 10.79%), All the time (n=6; 2.49%).

[62] **#57 A FEELING THAT YOUR IDEAS AND OPINIONS ARE MISUNDERSTOOD** 47% Never (n=17; 7%); Very Rarely (n=34; 15%); Rarely (n=58; 25%); 31% Now and then (n=74; 31%); 22% Often (n=29; 12%), Very often (n=10; 4%), All the time (n=15; 6%)

[63] **#58 A FEELING THAT YOU WORK WELL WITH YOUR COWORKERS** 90% Often (n=55; 22.82%); Very often (n=96; 39.83%); All the time (n=65; 26.97%); 7% Now and then (n=16; 6.64%); 4% Never (n=1; 0.41%); Very Rarely (n=3; 1.24%), Rarely (n=5; 2.07%)

[64] **#59 A FEELING THAT YOU CAN COMMUNICATE EFFECTIVELY WITH YOUR COWORKERS** 3% Never (n=2; 0.83%), Very Rarely (n=2; 0.83%), Rarely (n=2; 0.83%); 7% Now and then (n=17; 7.05%); 91% Often (n=65; 26.97%), Very often (n=96; 39.83%), All the time (n=57; 23.65%).

[65] **#60 DURING THE PAST SIX MONTHS I AM CURRENTLY LOOKING FOR OR CONSIDERING ANOTHER JOB OUTSIDE THE DSD** 41% Strongly disagree (n=51; 21.16%); Disagree (n=43; 17.84%), or Somewhat disagree (n=6; 2.49%); 17% Undecided (n=40; 16.60%); 42% Somewhat agree (n=24; 9.96%), Agree (n=30; 12.45%), Strongly agree (n=47; 19.50%)

[66] **#61 DURING THE PAST TWELVE MONTHS, I BELIEVED THAT: TRAINING AT THIS FACILITY HAS IMPROVED MY JOB SKILLS** 54% Strongly disagree (n=50; 20.83%), Disagree (n=54; 22.50%); or Somewhat disagree (n=23; 9.58%); 19% Undecided (n=45; 18.75%); 28% Somewhat agree (n=37; 15.42%), Agree (n=21; 8.75%), or Strongly agree (n=10; 4.17%)

68. **TRAINING SUPPORT**: Staff Split On Whether DSD's Exec. Staff Supports Training Program[67]
    a. 40% Strongly disagree (17%), Disagree (16%) or Somewhat disagree (7%)
    b. 32% Undecided
    c. 29% Somewhat agree (11%), Agree (13%), or Strongly agree (5%)

69. **TRAINING RELEVANCE**: Most Disagree They Received Training To Perform Jobs Well[68]
    a. 54% Strongly disagree (18%), Disagree (23%), Somewhat disagree (13%)
    b. 31% Somewhat agree (16%), Agree (12%), Strongly agree (3%)
    c. 15% Undecided (15%)

70. **THEMES FROM 36 COMMENTS ON CO-WORKER SUPPORT**
    a. Training opportunities are infrequent or only offered to a small number of staff
    b. Often work in pods alone so communication is limited
    c. Training not realistic or doesn't apply to the facility
    d. Have to look at outside sources for training opportunities
    e. Want to be POST certified
    f. Training is reactionary in response to negative press or legal liabilities
    g. Timed online training is difficult to complete during shift
    h. Difficult to retain training information when provided infrequently
    i. More CIT training
    j. Once per year in-service training is not often enough
    k. Specialty units need specific training
    l. Need more field training including paperwork completion
    m. Check-the-box training classes doesn't ensure that employees are learning, unlike in the training academy where there's testing
    n. Improve and update the quality of training
    o. Most training happens on the job
    p. More time during the academy to train in facilities
    q. Need more training resources

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[67] **#62 DURING THE PAST TWELVE MONTHS, I BELIEVED THAT THE FACILITY'S EXECUTIVE STAFF SUPPORT THE TRAINING PROGRAM**
40% Strongly disagree (n=40; 16.74%), Disagree (n=38; 15.90%) or Somewhat disagree (n=16; 6.69%); 32% Undecided (n=76; 31.80%); 29% Somewhat agree (n=26; 10.88%), Agree (n=31; 12.97%), or Strongly agree (n=12; 5.02%)
[68] **#63 DURING THE PAST TWELVE MONTHS, I BELIEVED THAT I RECEIVED THE KIND OF TRAINING THAT I NEED TO PERFORM MY WORK WELL** 54% Strongly disagree (n=43; 17.84%), Disagree (n=55; 22.82%), or Somewhat disagree (n=32; 13.28%); 15% Undecided (n=36; 14.94%) 31% Somewhat agree (n=38; 15.77%), Agree (n=30; 12.45%), or Strongly agree (n=7; 2.90%)

IX. CROSS-TAB ANALYSIS: RACE, GENDER, AGE, YEARS OF SERVICE AND LOCATION

71. GENDER[69]

    a. Most of the significant gendered relationships[70] were slight, with the exception of reasons for using more force in the past 6 months[71]

    b. Men (n=178) were far more likely than women (n=58) to use force more often[72] due to
        i. (a) the inmates' aggressive behavior,[73] and
        ii. (b) changes in policy[74] - Men were twice (2x) as likely as women to report policy changes as a reason for using more force in the past 6 months

    c. Males were slightly more likely than women to report
        i. greater concerns about inmate violence[75]
        ii. greater confidence in dealing with both inmates and coworkers[76]
        iii. treating inmates as "impersonal objects"[77]
        iv. greater concern for female staff's safety[78]
        v. greater concern for male staff's safety[79]

    d. Women by a small margin rated training more favorably[80]

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[69] The majority of the respondents were male (n=178; 75% vs. 77% of total workforce) vs female (n=58; 25% vs.23% of total workforce). Male and female respondents were closely representational of the total workforce of sworn uniform staff which were the majority of respondents.

[70] Eleven variables differed by GENDER

[71] Q8: **OVER THE PAST 12 MONTHS, HAVE YOU USED FORCE MORE OFTEN THAN IN PRIOR YEARS?** Male staff were slightly but significantly more likely than female staff to report using more force in last 12 months.

[72] The gender differences could in part or full be explained by men working with more male inmates and women working with more female inmates.

[73] (Q9) **IF YOU HAVE USED FORCE MORE OFTEN IN THE PAST 12 MONTHS, WHAT ARE THE TOP TWO REASONS [AGGRESSIVE INMATES]**? Men (53.6%) were almost twice (2x) as likely as women (31.0%) to report aggressive behavior of inmates as a reason for using more force in the past 6 months.

[74] (Q9) **IF YOU HAVE USED FORCE MORE OFTEN IN THE PAST 12 MONTHS, WHAT ARE THE TOP TWO REASONS [CHANGES IN POLICY]]**? Men (20.1) were more than twice (2x) as likely as women (8.6%) to report policy changes as a reason for using more force in the past 6 months.

[75] (Q7): **DOES THE FREQUENCY WITH WHICH INMATES HAVE USED PHYSICAL FORCE AGAINST STAFF BOTHER YOU**? Male staff were slightly but significantly more concerned than female staff about the inmates' use of physical force against staff.

[76] (Q51): **AN ABILITY TO DEAL VERY EFFECTIVELY WITH THE PROBLEMS OF INMATES** Males are slightly but significantly more likely than women to agree with this statement.

[77] **77** (Q53) **A FEELING THAT YOU TREAT SOME INMATES AS IF THEY WERE IMPERSONAL OBJECTS**

[78] (Q4): **DOES THE DEGREE OF DANGER TO FEMALE STAFF BOTHER YOU?** Male staff are slightly but significantly more concerned than female staff about the danger to female staff.

[79] (Q5): **DOES THE DEGREE OF DANGER TO MALE STAFF BOTHER YOU?** Male staff were slightly but significantly more concerned than female staff about the danger to male staff.

[80] (Q74): **DURING THE PAST 12 MONTHS, I BELIEVED THAT I RECEIVED THE KIND OF TRAINING THAT I NEED TO PERFORM MY WORK WELL.**

72. RACE[81]

    a. The most significant differences[82] were between Black staff (n=31) and White staff (n=127)

        i. Blacks reported feeling more favorably about various aspects of their jobs, and were more likely to agree that they have:

            1. the authority they need to do their jobs[83]
            2. knew what their supervisors expected[84]
            3. believed their hard work will be recognized[85]
            4. their job is usually
                a. (a) interesting[86] and
                b. (b) worthwhile[87]
            5. their training
                a. (a) improved their job skills[88] and
                b. (b) they received the training they needed[89]

    b. Latino/a Staff

        i. Whites (n=126) were more likely than Latinos (n=48) to feel ""My last annual performance rating presented a fair and accurate picture of my actual job performance."[90]

        ii. Whites were more likely than Latinos to feel that they treat some inmates as if they were impersonal objects. [91]

        iii. Latino staff were less likely than both White and Asian/Pacific Islander staff to report confidence in consistently being effective in addressing inmates' problems.[92]

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[81] Whites Were Overrepresented in Survey Responses: Whites (n=126) were the majority of respondents (54% vs. 49% of total workforce); Hispanic/Latinos (n=48) were 20% of respondents vs. 30% in total workforce; Blacks (n=31) were 13% of respondents vs. 17% of total workforce; Asian/Pacific Islanders (n=8) were 3% vs. 4% of total workforce); No respondents identified as American Indians (.25% of the total workforce).

[82] Seven variables differed by RACE.

[83] **(Q21) I HAVE THE AUTHORITY I NEED TO ACCOMPLISH MY WORK OBJECTIVES** - Blacks were significantly more likely than White to agree with this statement.

[84] **Q32: ON MY JOB, I KNOW EXACTLY WHAT MY SUPERVISOR EXPECTS OF ME -** Blacks are significantly more likely than White to agree with this statement.

[85] **Q36: MY OWN HARD WORK WILL LEAD TO MY RECOGNITION AS A GOOD PERFORMER.** Blacks are slightly but significantly more likely than White to agree with this statement.

[86] **Q40: MY DEPUTY SHERIFF JOB IS USUALLY INTERESTING TO ME.** Blacks are slightly but significantly more likely than White to agree with this statement.

[87] **Q42: MY DEPUTY SHERIFF JOB IS USUALLY WORTHWHILE.** Blacks are slightly but significantly more likely than White to agree with this statement.

[88] **(Q72) DURING THE PAST TWELVE MONTHS, I BELIEVED THAT: TRAINING AT THIS FACILITY HAS IMPROVED MY JOB SKILLS**

[89] **Q74: DURING THE PAST 12 MONTHS, I BELIEVED THAT I RECEIVED THE KIND OF TRAINING THAT I NEED TO PERFORM MY WORK WELL**

[90] **(Q35) MY LAST ANNUAL PERFORMANCE RATING PRESENTED A FAIR AND ACCURATE PICTURE OF MY ACTUAL JOB PERFORMANCE**

[91] **(Q53) A FEELING THAT YOU TREAT SOME INMATES AS IF THEY WERE IMPERSONAL OBJECTS** - Whites are slightly but significantly more likely than Latino/as to feel this frequently.

[92] **(Q59) A FEELING THAT YOU CAN COMMUNICATE EFFECTIVELY WITH YOUR COWORKERS.** Latinos are slightly but significantly less likely than Whites and Asian/Pacific Islanders to feel this ability frequently.

73. AGE[93]

    a. Age differences indicated more positive and less jaded views by younger staff (21-30; n=43 (19%), than older staff: 31-40; n=54 (23%), 41-50; n=81 (35%), 50+; n= 55 (24%).

    b. Younger staff were less concerned about inmate weapons and how DSD works.[94]

    c. Younger staff were more likely than both 31-40 year olds (n=54) and 41-50 year olds (n=81) to disagree that that promotions and performance are unrelated.[95]

    d. Younger staff were more likely to agree that management is flexible.[96]

74. YEARS OF SERVICE AT DSD[97]

    a. Years of experience at DSD was the biggest predictor of how the staff answered questions.

    b. Almost all of the differences are between the youngest group, 21-30 year olds (n=43) and the older groups: 31-40 year olds (n=54), 41-50 year olds (n=81) and 51+ (n=55), which is likely correlated with years of experience on the job.

    c. Staff with under 1 year on the job at DSD had the most favorable ratings and reported:

        i. It's safer for both female and male staff

        ii. More clarity in who has formal decision-making responsibility

        iii. Least bothered by inmates using physical force against staff or frequency of inmates having weapons[98]

        iv. Least likely to feel strained by working with people all day, hardened emotionally,[99] drained emotionally, fatigued waking up, stressed about negative media, or become harsh toward people[100]

        v. They report higher satisfaction with formal communication channels, having sufficient authority to meet work objectives, having opportunities to influence what goes on at DSD, receiving performance feedback in a timely manner, and believing that promotions and employee performance are related.[101]

    d. However, younger staff are least likely to report feeling able to deal with inmates' problems all of the time.[102]

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[93] Six variables were significantly related to staff AGE – these were likely picking up the findings from working less than a year at DSD

[94] **DOES THE FREQUENCY WITH WHICH INMATES HAVE WEAPONS BOTHER YOU?** The 41-50-year-old staff (n=81) were slightly but significantly more concerned than 31-40 DCJ staff about weapons.

[95] **(Q23): UNDER THE PRESENT SYSTEM, PROMOTIONS ARE SELDOM RELATED TO EMPLOYEE PERFORMANCE.** 21-30 year olds, n = 43; 31-40, n=55; 41-50, n=81) The DSD staff in the youngest age group are slightly but significantly more likely than both 31-40 year olds and 41-50 year olds to disagree that that promotions and performance are unrelated.

[96] **(Q24): MANAGEMENT AT THIS INSTITUTION IS FLEXIBLE ENOUGH TO MAKE CHANGES WHEN NECESSARY.** The DSD staff in the youngest age group (21-30 year olds) were slightly but significantly more likely than the staff in the oldest age group (50+ year olds, n=55) to agree that that management is flexible.

[97] Twenty variables were significantly related to YEARS EXPERIENCE at DSD. Thus, years of experience at DSD was the biggest predictor of how the staff answered the questions.

[98] **DOES THE FREQUENCY WITH WHICH INMATES HAVE WEAPONS BOTHER YOU?** The 41-50-year-old staff (n=81) were slightly but significantly more concerned than 31-40 DCJ staff about weapons.

[99] **(Q44) A FEELING OF WORRY THAT THIS JOB IS HARDENING YOU EMOTIONALLY** The DSD staff in the youngest age group (n=43) are slightly but significantly less likely than the 41-50 year old staff (n=81) to report feeling that the job is emotionally hardening them.

[100] (Q43) **A FEELING THAT YOU HAVE BECOME HARSH TOWARD PEOPLE SINCE YOU TOOK THIS JOB** The DSD staff in the youngest age group (n=43) are slightly but significantly less likely than the 41-50-year-old staff (n=81) to report feeling they've become more harsh toward people since taking the job.

[101] **(Q23): UNDER THE PRESENT SYSTEM, PROMOTIONS ARE SELDOM RELATED TO EMPLOYEE PERFORMANCE.** The DSD staff in the youngest age group 21-30 year olds (n = 43)are slightly but significantly more likely than both 31-40 year olds (n=55) and 41-50 year olds (n=81) to disagree that that promotions and performance are unrelated.

[102] **#51 AN ABILITY TO DEAL VERY EFFECTIVELY WITH THE PROBLEMS OF INMATES**

75. LOCATION[103]

    a. More Than Half of the Respondents Worked at the DDC (n=128; 57%) vs. DCJ (n=62; 27%);

    b. DDC staff were:

        i. more likely to report concerns with the frequency with which inmates had weapons[104]

        ii. more likely to agree that if they could, they would change jobs at the same rate of pay at this facility[105]

        iii. more than twice as likely as DCJ staff to report they used more force in the last 12 months due inmates' aggressive behavior[106]

        iv. 3x more likely than DCJ staff to report they used more force in the last 12 months due to policy changes[107]

76. EDUCATION

    a. No variables were significantly related to staff education

CONCLUSION

Although this survey does not draw any conclusions as to whether DSD staff perceptions of social climate are significantly correlated with their readiness to use force, there are indications that staff perceptions about their daily work impact their feelings of self-efficacy, attitudes about reform, trust in executive leaders, and interactions with inmates. The jail environment is a microcosm of the broader society. Societies tend to function best when there are high levels of social trust, a form of social capital which enables participants to act together for the greater good.[108] Clearly there are social bonding strengths for DSD to build upon, including peer support and collaboration, belief that being a deputy sheriff is worthwhile, optimism among newer staff and effectiveness in dealing with inmates among veteran staff. However, further discussion at every level is encouraged to examine staff perceptions that negatively impact their views of social climate including concerns about safety, supervisory inconsistencies, training resource deficits, and lack of organizational clarity which can increase feelings of job stress that may directly or indirectly contribute to use of force incidents.

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[103] Four variables were significantly related to DSD LOCATION, all of which were differences between DDC and DCJ, likely because these are the two biggest facilities.
[104] Q6: DOES THE FREQUENCY WITH WHICH INMATES HAVE WEAPONS BOTHER YOU?
[105] (Q43) IF I HAVE A CHANCE, I WILL CHANGE TO A JOB AT THE SAME RATE OF PAY AT THIS FACILITY.
[106] (Q9) IF YOU USED FORCE MORE IN THE LAST 12 MONTHS, WAS IT BECAUSE OF INMATES' AGGRESSIVE BEHAVIOR?
[107] (Q9) IF YOU USED FORCE MORE IN THE LAST 12 MONTHS, WAS IT BECAUSE OF POLICY CHANGES?
[108] Social Capital: A review of the literature - Social Analysis and Reporting Division, Office for National Statistics, October 2001.