



PRINCETON POLICE DEPARTMENT ORGANIZATIONAL HEALTH AND CULTURE ASSESSMENT REPORT



SUBMITTED BY:
THE RODGERS GROUP, LLC
P.O. BOX 831, ISLAND HEIGHTS, NEW JERSEY 08732
OFFICE: 732-279-6657
EMAIL: INFO@RODGERSGROUPLLC.COM
WEB: WWW.RODGERSGROUPLLC.COM



TABLE OF CONTENTS

Foreword and Introduction	3-4
Section 1 DiSC Group Culture Report Results.....	5-22
Section 2 Focus Groups Results.....	23-33
Section 3 Survey Questionnaire Results	34-42
Section 4 Organizational Health and Culture Report	43-63
Section 5 Summary and Conclusion.....	64-79
Section 6 Biographies of the TRG Assessment Team	80-83



FOREWORD

The Rodgers Group is pleased to deliver the results of the Princeton Police Department Organizational Health and Culture Assessment. Generally, law enforcement fails to recognize the importance of introspection and the value of becoming more self-aware. That is clearly not the case with the Princeton Police Department. The pro-active step taken by the governing body and its police department to identify the cultural identity of the agency, and its impact on the effectiveness and efficiency of the organization is an example to be emulated. The opportunities born from this effort to uncover and analyze the complex internal and external dynamics that impact upon the operations of the agency will undoubtedly enhance performance, reduce conflict and assist with the management of the new department.

While our team members have expressed appreciation for the cooperation we received from all stakeholders who participated in this project, it is appropriate to reiterate that appreciation here in this report. The interest and enthusiasm demonstrated by those who participated in pursuing a greater understanding of the cultural dynamics within the Princeton Police Department was simply inspiring. In our view, the interest shown by the members of the department and the public it serves by stepping back to conduct an organizational “temperature check” at this crucial time in your organization’s history, demonstrated leadership, vision and a sincere commitment to professionalism.

The effort to manage and implement change in an organization is one of the more difficult challenges for any executive. The recent consolidation of the two agencies exacerbated those challenges and brought with it some level of excitement and anxiety for all effected by it. We found throughout this project that while the Princeton Police Department may be new in its consolidated form, the sincere interest in the organization’s success is palpable at all levels of the agency and within all of the external stakeholder constituencies we met with. The desire to foster an organizational philosophy that respects the tenets of self-evaluation and planning for the future has established a platform for achieving organizational goals and a means of identifying emerging risks that can undermine those goals. It is important to remember that the process of introspective analysis is never complete and should be viewed more like a cycle than a finish line. Paying continual attention to current trends and changes in the internal and external operating

environments of the department is required in order to leverage the knowledge gained from this analysis and memorialized in this report

Moving forward, we encourage routine consideration and follow up of the information contained herein. These initial results constitute an outstanding baseline of data to be used during future organizational culture reviews, training and needs assessments. Revisiting the contents of this report will allow the tracking of the progress of the department over set periods of time and safeguard the community's investment in its public safety apparatus.

Once again, we would like to thank all who participated in this project. Please be assured that it has genuinely been our pleasure to work with such an outstanding community and the organization that protects it.

INTRODUCTION

The following report is broken into five sections. The first four detail the results of each of the four distinct mechanisms that were employed in order to conduct the organizational health and culture assessment of the Princeton Police Department. The fifth and final section summarizes and synergizes those mechanisms and makes recommendations designed to improve the organizational health of the department, which in turn will enhance the agency's operational efficiency and effectiveness.



SECTION 1

DiSC CLASSIC GROUP CULTURE REPORT RESULTS

DiSC Classic Group Culture Report

DiSC® is a leading personal assessment tool used by more than 40 million people to improve worker productivity, teamwork and communication. The DiCS instrument was developed by Inscape Publishing, Inc., which is based in Minneapolis, Minnesota. Inscape Publishing is considered a leading developer of **DiSC**®-based corporate training and assessment solutions and their products have been translated into 30 different languages and are used in 70 different countries around the globe. **DiSC** feedback information is used to help employees and managers understand how individuals interrelate and react to each other and their environment. The **DiSC** is non-judgmental and helps people discuss behavioral differences and how those differences may impact work performance and personal relationships in both social and employment settings. The Rodgers Group has utilized the **DiSC** when training law enforcement officers and executives for the past several years and found the instrument to be highly effective. The Princeton Police Department (P.P.D.) has had the unique opportunity to take part in the **DiSC** and examine feedback for the entire organization in the interest of examining strengths and areas of growth as a new culture is being established. For a variety of reasons building strong and more effective professional cultures is a slow and difficult process even under the best of circumstances. Commitment from top-level executives is a requisite condition that must exist in order to develop a culture that shares common values and a vision for the future.

William Moulton Marston first described what became the foundational research of the **DiSC** in his 1928 book, *Emotions of Normal People*. Marston identified what he called four "primary emotions" and associated behavioral responses, which today are referred to as Dominance (D), Influence (i), Steadiness (S) and Conscientiousness (C). Since Marston's book, many other instruments have been developed to measure the same attributes in people in order to evaluate their personality characteristics and preferences in different social and employment settings. The effectiveness of a law enforcement organization can be assessed through multiple objective criteria and evaluated against various abstract qualities that are seen as being indicative of providing good service to the community. Using intuition during decision-making is a primary, intangible quality among law enforcement officers. Intuition is heavily influenced by emotions; therefore, officers cannot make decisions without being influenced by their emotions or natural tendencies. The ability to monitor emotions and read the emotions of others impacts the choices that are made by people in both social and employment settings. The **DiSC** was leveraged in this project to provide a perspective that may not have been contemplated by P.P.D. officers, detectives and executives in the past.

While not considered in the initial proposal to the P.P.D., The Rodgers Group requested that a **DiSC Classic Group Culture Report** be generated to provide an additional layer of meaningful information P.P.D. executives can consider when evaluating the culture of their organization. In September of 2013, a **DiSC Classic Group Culture Report** was created using an aggregation of data after 47 members of the department took part in an on-line **Classic DiSC** assessment. This exercise was coordinated through the TRG PowerDMS platform and a **DiSC** vendor. As outlined in the initial proposal to the P.P.D., those same 47 members individually received information that categorized them into one of 15 **Classical DiSC Profile Patterns** that are pre-determined by Inscape Publishing, Inc.. The individual results provided guidance to the respondents in the hope that a level of self-awareness will assist them in their daily interactions with the public and each other. The results can also be used in the future to assess smaller team dynamics or assist supervisors to understand why conflict may exist among people, within squads and units, or between supervisors and subordinates. Executives may find that high performing teams are absent in one area of the department, while another flourishes. Evidence may be found in the **DiSC** results that could help the organization resolve conflicts and succeed.

Of utmost importance is that the P.P.D. embrace one simple truth concerning the results of the **DiSC Classic Group Culture Report**. As it relates to the results of the **Culture Report**, no one professional culture should be considered the best for the P.P.D., any more than a single **Classical DiSC Profile Pattern** is considered best for the 47 officers who took the on-line assessment. Every **DiSC** style or culture brings strengths and weaknesses that contribute or detract from the work environment depending on the situation. The value of the **DiSC** to a law enforcement executive exists in understanding what the overarching group culture is so strengths can be leveraged, but not overused, and potential weaknesses can be identified early and mitigated. This should contribute to and ensure the highest quality of service to the community.

Having an accurate self-awareness and respect of others' feelings, as well as interpreting their non-verbal communication, are critical to an officer's decision-making process. Also important is the ability to exploit personal strengths and mitigate weaknesses, especially in the areas of stress management and impulse control. Law enforcement leaders should recognize that self-management can become part of the ethical fabric of a department and influence how they interrelate with each other, the public and with various organizational stakeholders. Psychological instruments such as the **DiSC** can be used to measure abstract qualities that cannot be seen or touched. A person's communication style, emotional response to specific situations, how they judge people, how they influence others, what they value in an organization and how they react under pressure are just a few of the ways the **DiSC** assessment evaluates preferences and patterns of behavior among individuals and groups.

In his book *Emotional Intelligence* (1995) Daniel Goleman identified four emotional competencies that are critical to understanding how our emotions impact our daily lives:

Self-awareness - Recognizing our emotions and identifying how they affect our thoughts and behavior.

Self-management - The ability to control impulsive feelings and behavior; Management of emotions in healthy ways and adapting to changing circumstances.

Social awareness - Understanding the emotions, needs, and concerns of other people. The ability to pick up on emotional cues and recognizing power dynamics that may exist in a group or organization.

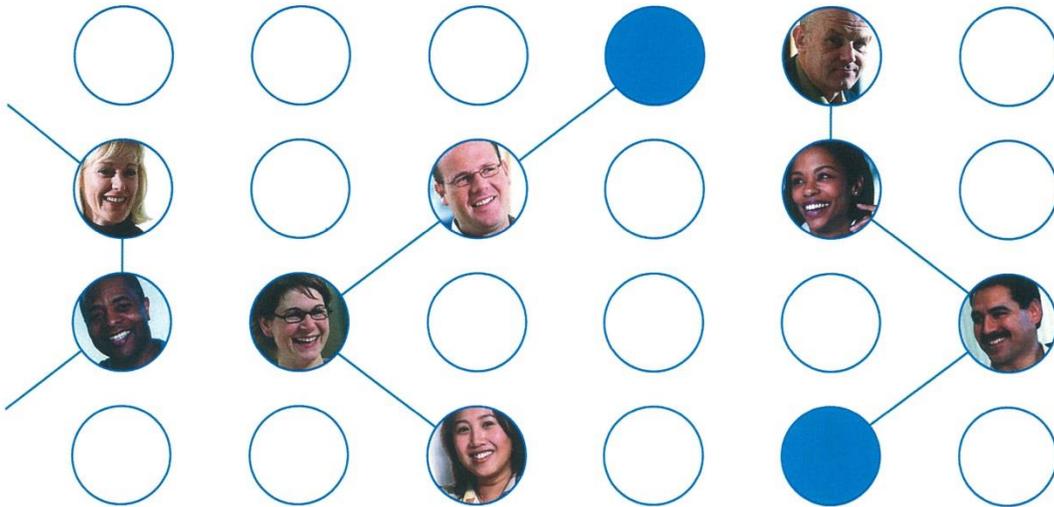
Relationship management - understanding how to develop and maintain good relationships, working well with a team, inspiring others to act in a positive way, reducing conflict and communicating effectively with others.

By understanding Emotional Intelligence we can become more productive and successful at what we do, as well as help others to be more productive. Developing a strong degree of Emotional Intelligence provides executives with skill sets that are known to reduce stress for individuals and organizations. By decreasing conflict, improving relationships and understanding personal emotions, and increasing stability, continuity and harmony, the P.P.D. can monitor and harmonize the mixed emotions and frustrations that employees may feel following the recent organizational merger. In a law enforcement setting, building effective teams through trusting relationships becomes of paramount concern for police executives.

In his book *Management Challenges for the 21st Century*, Peter Drucker suggested that organizations are no longer built on force. It was his contention that organizations increasingly are built on trust, which does not mean that people necessarily like one another. Drucker felt people can trust one another when they understand each other. No matter what a relationship is within the police department there is an accompanying responsibility to whomever one works with or depends on in pursuit of an organizational mission. The nature of a law enforcement officer's environment and circumstances can swing spontaneously and dramatically in a brief moment. Therefore, understanding individual and group tendencies and responses to various stimuli through the use of assessments like the *DiSC* have the potential to increase organizational effectiveness and mitigate risk.

DiSC Group Culture Report

 Classic Group Culture Report



Group Culture Report September 2013

(47 People)
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This report is provided by:

The Norwil Group
18 South Main St.
Cranbury, NJ 08512
Phone: 1-609-860-0100
Fax: 1-609-860-0003
Email: laida@thenorwilgroup.com



Table of Contents
DiSC® Group Culture Report



Page 3	Introduction: Provides a brief overview of what group culture is. This page explains why group culture is important and explores the origins of your culture.
Pages 4-5	Your DiSC® Culture: Explores the DiSC culture of your group. Page 4 provides a graphic that shows the distribution of DiSC styles in your group. Page 5 offers a bar chart that helps you understand what your group members most value.
Pages 6-7	The D Culture: Page 6 describes the Dominance or <i>D</i> culture, which is characterized by quick decisions, direct answers, and a competitive atmosphere. It identifies the qualities that are encouraged and frowned upon in the <i>D</i> culture. It also describes the advantages and drawbacks of this culture. Page 7 explores what it is like for the different DiSC styles to work in the <i>D</i> culture.
Pages 8-9	The i Culture: Page 8 describes the Influence or <i>i</i> culture, which is characterized by an energetic, passionate, and optimistic atmosphere. It lists the qualities that are encouraged and frowned upon in the <i>i</i> culture. It also identifies the advantages and drawbacks of this culture. Page 9 describes what it is like for the different DiSC styles to work in the <i>i</i> culture.
Pages 10-11	The S Culture: Page 10 describes the Steadiness or <i>S</i> culture, which is characterized by stability, collaboration, and friendliness. It identifies the qualities that are encouraged and frowned upon in the <i>S</i> culture. It also describes the advantages and drawbacks of this culture. Page 11 explores what it is like for the different DiSC styles to work in the <i>S</i> culture.
Pages 12-13	The C Culture: Page 12 describes the Conscientiousness or <i>C</i> culture, which is characterized by a focus on quality, accuracy, and order. It indicates the qualities that are encouraged and frowned upon in the <i>C</i> culture. It also lists the advantages and drawbacks of this culture. Page 13 discusses what it is like for the different DiSC styles to work in the <i>C</i> culture.



Introduction

DiSC® Group Culture Report

Just as individuals have unique styles, groups also tend to develop their own unique styles or cultures. This culture is an informal combination of behaviors, values, and attitudes that most people in the group take for granted. Put in the simplest terms, culture is “the way we do things.” Although not everybody agrees with or flows with the culture, most group members feel the pressure that a culture exerts to act in a certain way. DiSC® does not address all elements of culture, but it helps you understand many important needs, goals, fears, emotions, and behaviors within your culture.

Why is group culture important?

Group culture has a large impact on the behavior, attitudes, and satisfaction of each group member. People who fit into the culture often feel right at home in the group. But for other people, the culture leads them to feel like strangers in a strange land. The environment makes them uncomfortable.

Culture also has implications for the group as a whole. It affects such things as the pace at which work gets done, how outsiders are treated, the attention paid to details, or the risks that the group takes. These in turn influence the success of the group in meeting its goals.

Where does group culture come from?

Group culture is not simply the average of all the people in the group. Many different factors determine group culture, such as

- The style of the group leaders
- The most pronounced styles within the group
- The type of work the group does
- The historical culture of the group
- The cohesion or tension within the group
- The goals and mission that the group faces

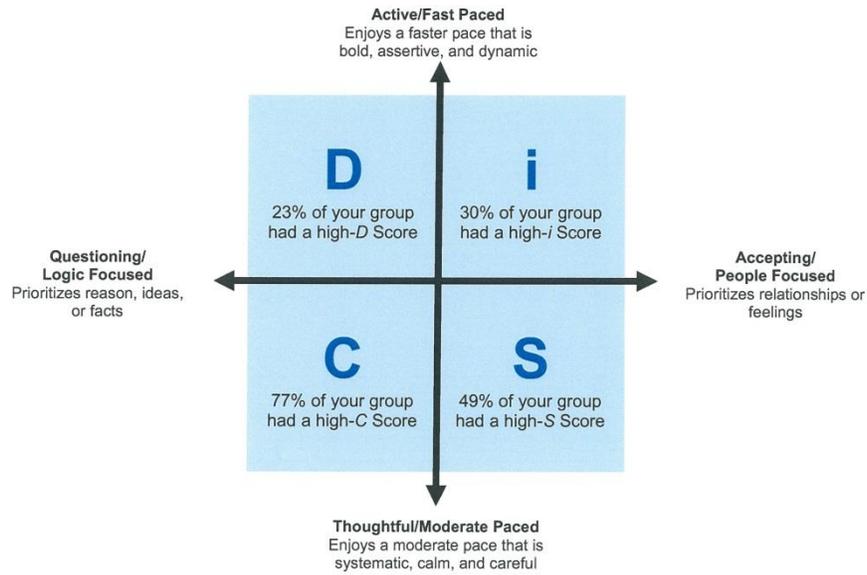
These are just some of the factors that help shape group culture. Understanding the origins of your culture may be important if you hope to change it or capitalize on its strengths.

Your DiSC® Culture
DiSC Group Culture Report



How do I know my group's DiSC culture?

Just as you learn to read individuals' styles, you can also learn to read the DiSC® style of a group. Does your group culture have more of a focus on logic (*C* and *D* styles) or a focus on people (*i* and *S* styles)? Does your group culture have a slower, thoughtful, and cautious pace (*S* and *C* styles) or does it have a faster, active, bold pace (*D* and *i* styles)?



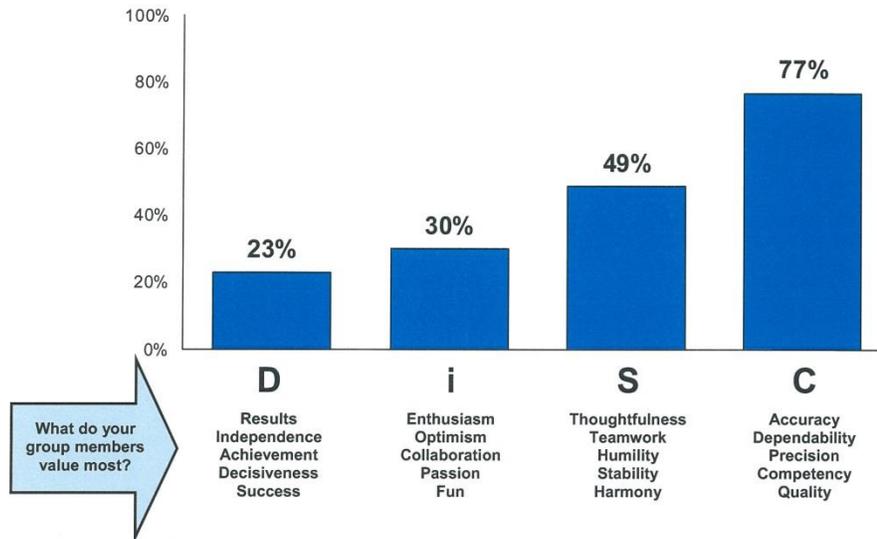
NOTE: Because group members can be classified in more than one category, the percentages here may not equal 100%

Your DiSC® Culture
DiSC Group Culture Report



What is important in your group?

When assessing your group's culture, you also may want to think about the things that your group values the most. What type of behaviors does it reward? What does it encourage? The qualities and behaviors that your groups values often reflect the makeup of the group members. Consequently, you may find that your group pays the most attention to those things that are important to people with high-C style.



NOTE: Because group members can be classified in more than one category, the percentages here may not equal 100%

A large percentage of your group members have high scores in the C style. People with the C style tend to place a high value on accuracy and personal competence. On the other hand, those with a high-i style tend to value enthusiasm and collaboration. People with a high-D style often find that results and independence are very important to them at work. Those with a high-S style frequently report that cooperation and thoughtfulness are top priorities.

The following pages describe each of the four DiSC® cultures. Read through these descriptions and decide which ones, if any, describe your group as a whole. Some groups find that a blend of two DiSC styles describes their culture best. On the other hand, some groups find that none of the DiSC styles really describe their culture. Or even beyond this, some groups find that there are important subgroups that each have their own DiSC culture.



The D Culture
DISC® Group Culture Report

The percentage of your group members (23%) who have high scores on the Dominance style is **much lower** than the average group taking this online profile (53%). Although very unlikely, consider if this style describes your group culture. The hallmarks of a *D* culture are quick decisions, direct answers, and a competitive atmosphere. This culture values solid results and powerful growth. Trust is given to those who are direct and straightforward. People who thrive in this setting tend to be hard-driving individuals who relish challenges and the thrill of victory. Interpersonal communication, however, may suffer in this culture, and those who are less assertive may feel overwhelmed. In addition, such a culture may struggle with high turnover and a stressful environment.

The D Culture Encourages:

Independence
Decisiveness
Directness
Victory
Results

The D Culture Frowns Upon:

Oversensitivity
Hesitation
Overanalysis
Foot-dragging
Weakness

Advantages of the D Culture:

Offers a dynamic and engaging environment
Makes decisions without wasting time
Drives toward results
Provides opportunities to prove oneself
Rewards determination and persistence
Pushes continually for new accomplishments
Encourages innovation
Gives straightforward feedback

Drawbacks of the D Culture:

Leads to tension and burnout
Fails to spend time on thorough analysis
Overwhelms those who are less aggressive
Creates power struggles that lead to poor decisions
Takes too many risks
Overemphasizes status
Discourages teamwork because of competitiveness
Provides feedback without considering feelings

Issues to Consider

If you have a *D* culture, your group may want to think about the following questions:

- What are the advantages and drawbacks of the *D* culture for your group?
- How does the *D* culture support and inhibit the success of your group?
- Does your group take the time to calculate risks?
- Does the group waste time with power struggles?
- Does status get in the way of good decision making?
- Could feedback be given in a more constructive way?

Working in the D Culture

DiSC® Group Culture Report



The *D* culture offers benefits and challenges for people with each of the four DiSC® styles.

High-D individuals (23% of Your Group)

High-*D* individuals embrace this culture's aggressive pace. They see the environment as ideal for achieving their goals and moving their careers forward. Their desire to win every encounter is based not only on what they believe is best for themselves, but for the organization as well. In this way, their determination earns them the respect of colleagues, who may look to them for leadership. However, their assertiveness makes them prime for conflicts with peers, especially those who share their high-*D* tendencies.

High-i individuals (30% of Your Group)

People who are high in *i* appreciate the speed with which their ideas are implemented and the enthusiasm that the environment cultivates. In addition, their energetic approach to projects is a great benefit to the organization. The organization, however, may not be as exuberant in recognizing their great work as the high-*i* expects. The organization simply expects exceptional results.

High-S individuals (49% of Your Group)

High-*S* people often find a niche as a sympathetic ear among the hard-charging negotiations and constant striving of this culture. These individuals help the organization by applying their people skills whenever they can. However, they may often feel hurt and stressed in a setting that they believe is cold and harsh.

High-C individuals (77% of Your Group)

These individuals like that business is at the forefront in this culture. They are pleased that achieving goals is a top priority and that time is not spent on small talk. With their dedication to resolving the details and analyzing the consequences, people high in *C* are a great asset to organizations with this culture. Still, high-*C* individuals may encounter difficulties with the hectic pace and immediate results that this environment demands.

Issues to Consider

If you have a *D* culture, group members may want to think about the following questions:

- How do the low-*D*'s in your group feel about this culture? What are their frustrations and challenges?
- How does the group listen to those with a low-*D*?
- How do the high-*D*'s in your group respond to those who are low-*D*'s?
- How open is your culture to the *i*, *S*, and *C* styles? How do they bring balance to your group?
 - ❖ Do the high-*i*'s feel that they get the personal recognition they deserve?
 - ❖ Do the high-*S*'s feel like they get feedback that is too cold and insensitive?
 - ❖ Do the high-*C*'s feel that they are given time to think concepts through and make the right decisions?



The *i* Culture

DISC® Group Culture Report

The percentage of your group members (30%) who have high scores on the Influencing style is **somewhat lower** than the average group taking this online profile (45%). Although unlikely, consider if this style describes your group culture. The hallmarks of an *i* culture are an energetic atmosphere, a focus on innovation, and lots of time spent in meetings or socializing. This culture values effective teamwork and creative approaches to problems. Trust is given to those who are open and expressive. People who excel in this setting tend to be charismatic individuals with keen social skills. However, those individuals who are not as people-oriented may be frustrated with the emphasis on group activities and social niceties. In addition, poor planning and haphazard attention to details may prevent such a culture from actually implementing any bold ideas.

The *i* Culture Encourages:

Creativity
Enthusiasm
Optimism
Collaboration
Passion

The *i* Culture Frowns Upon:

Rulemaking
Caution
Overanalysis
Introversion
Insensitivity

Advantages of the *i* Culture:

Fosters creativity through high energy
Provides a fun and optimistic atmosphere
Encourages collective brainstorming
Promotes frequent informal communication
Excels at promoting ideas
Cultivates self-starters
Provides spontaneous recognition of good work
Offers a warm and caring environment

Drawbacks of the *i* Culture:

Changes direction too frequently
Avoids tending to the details
Glosses over potential risks
Holds too many meetings
Spends too much time socializing
Lacks clear guidelines
Exerts pressure to be extroverted and energized
Exhibits spotty planning

Issues to Consider

If you have an *i* culture, your group may want to think about the following questions:

- What are the advantages and drawbacks of the *i* culture for your group?
- How does the *i* culture support or inhibit the success of your group?
- Does your group waste too much time socializing?
- Is your group as organized and efficient as it needs to be?
- Does your group follow through on ideas and innovations?

Working in the *i* Culture

DISC® Group Culture Report



The *i* culture offers benefits and challenges for people with each of the four DISC® styles.

High-D individuals (23% of Your Group)

High-*D* individuals probably appreciate the fast pace and exciting developments that this culture encourages. Their eagerness to tackle new challenges keeps the cycle of creativity moving, which inspires their colleagues and benefits the organization. However, they may grow impatient with prolonged meetings, and the culture's emphasis on people's feelings may strike them as inappropriate or even counterproductive.

High-i individuals (30% of Your Group)

The high-*i* person may find no better fit than this culture. These individuals thrive on energetic approaches and constant interaction with peers, both of which are in abundance in this environment. This culture's priorities suit these energetic people to such a high degree that their natural zeal propels the organization forward. But flaws, such as disorganization and spotty planning, can be magnified when a high-*i* person is active in this setting.

High-S individuals (49% of Your Group)

People who are high in *S* are likely to respond well to the recognition that they receive in this culture. And although they may not be the most vocal in group settings, they still like the fact that social graces are appreciated in this environment. These individuals focus on steady performance and avoid calling attention to themselves, which allows the organization to function more effectively. Still, the speed of change in this culture may be too much for the high-*S* sometimes, and their need for direction is likely to go unmet.

High-C individuals (77% of Your Group)

High-*C* individuals gain satisfaction in this culture by embracing the value of their work. In fact, their efforts are essential to the organization's structure, because they maintain order in an otherwise frantic environment. Although they may be seen as cynical, they undertake the research, analysis, and detail-oriented tasks that others avoid. However, they may become annoyed at the lack of clear guidelines and rules in this culture. They also may resent the pressure to be extroverted and energetic.

Issues to Consider

If you have an *i* culture, group members may want to think about the following questions:

- How do the low-*i*'s in your group feel about this culture? What are their frustrations and challenges?
- How does the group listen to those with a low-*i*?
- How do the high-*i*'s in your group respond to those who are low-*i*'s?
- How open is your culture to the *D*, *S*, and *C* styles? How do they bring balance to your group?
 - ❖ Do the high-*D*'s feel that too much time is wasted socializing?
 - ❖ Do the high-*S*'s feel like they have enough structure and stability?
 - ❖ Do the high-*C*'s feel that important details are ignored and analysis is undervalued?



The S Culture
DiSC® Group Culture Report

The percentage of your group members (49%) who have high scores on the Steadiness style is **somewhat higher** than the average group taking this online profile (30%). Consider if this style describes your group culture. The hallmarks of an S culture are stability, predictability, and friendliness. This culture values strong teamwork and a manageable work-life balance. Trust is given to those who are sincere and considerate. People who thrive in this setting tend to be polite individuals who avoid conflict and include everyone in the group's victories. People in this culture naturally support each other and rely on a systematic approach to work. However, such a culture may lag in innovation or in its willingness to take on bold challenges.

The S Culture Encourages:

Cooperation
Loyalty
Humility
Thoughtfulness
Team focus

The S Culture Frowns Upon:

Aggressiveness
Pushiness
Disruptiveness
Nonconformity
Erratic behavior

Advantages of the S Culture:

Commits to getting the job done right
Provides a relaxed atmosphere
Works toward dependable and reliable results
Promotes feelings of comfort and security
Cultivates work-life balance
Encourages a strong sense of duty
Allows a high level of teamwork
Fosters polite, tactful behavior

Drawbacks of the S Culture:

Fails to challenge ideas
Lacks a competitive edge
Avoids tough decisions to spare feelings
Inhibits change and stifles innovation
Avoids giving constructive criticism
Struggles with indecisiveness
Does not encourage strong individual accomplishment
Creates resentment that brews beneath the surface

Issues to Consider

If you have an S culture, your group may want to think about the following questions:

- What are the advantages and drawbacks of the S culture for your group?
- How does the S culture support and inhibit the success of your group?
- Does your group take enough risks? Does it avoid changes even when they are needed?
- Does the group avoid making necessary but tough decisions just because they might upset others?
- Do people have enough incentive to push themselves for more extraordinary results?

Working in the S Culture

DiSC® Group Culture Report



The S culture offers benefits and challenges for people with each of the four DiSC® styles.

High-D individuals (23% of Your Group)

High-D individuals strive to get results in this culture. Their preference for action provokes them to make bold decisions and take daring risks. Such adventurous behavior can benefit the organization, which otherwise may struggle to move forward. However, others may regard their assertive behavior as rude or pushy. High-D's, on the other hand, may feel that the environment is too "touchy-feely." Further, the slow-paced, orderly culture often seems dull to the high-D individual, who may look elsewhere for challenges.

High-i individuals (30% of Your Group)

People high in *i* supply much of the excitement in this culture. They bring enthusiasm to projects and coordinate the social activities that bond colleagues. In this way, they build a sense of community. Others, however, may get frustrated that high-*i*'s aren't as organized and reliable in their habits. At the same time, high-*i* people are likely to become bored at the laidback atmosphere that this culture encourages, and they may be overt with their frustrations about this.

High-S individuals (49% of Your Group)

The high-S person appreciates the comforting routine that this culture provides. These individuals respond well to the security of the environment, and they look forward to the process of collaboration that is a large part of this culture. The organization comes to depend upon their loyalty and ever-increasing knowledge base. However, the downside is that they tend not to be challenged to improve their performance, accept new responsibilities, take chances, or make major changes.

High-C individuals (77% of Your Group)

These individuals like the fact that detailed-oriented tasks and analytical skills are respected in this culture. They seldom feel pressure to rush through projects in this environment, and they are pleased that they are allowed to play to their strengths regularly. In addition, they benefit the organization by ensuring that each concept is as refined and coherent as possible. However, they may be seen by some as cold. High-C's, in turn, may feel that the group is too sensitive and soft in its decision making.

Issues to Consider

If you have an S culture, group members may want to think about the following questions:

- How do the low-S's in your group feel about this culture? What are their frustrations and challenges?
- How does the group listen to those with a low-S?
- How do the high-S's in your group respond to those who are low-S's?
- How open is your culture to the *D*, *i*, and *C* styles? How do they bring balance to your group?
 - ❖ Do the high-*D*'s feel that the group moves too slowly and that people are too sensitive?
 - ❖ Do the high-*i*'s feel like they have enough excitement?
 - ❖ Do the high-*C*'s feel that the group makes decisions based on emotion?



The C Culture
DiSC® Group Culture Report

The percentage of your group members (77%) who have high scores on the Conscientious style is **much higher** than the average group taking this online profile (51%). It is quite possible that this style describes your group culture. The hallmarks of a C culture are quality, accuracy, and order. Such a culture values high standards, careful analysis, and diplomacy. This group prides itself on getting perfect results. The group is cynical toward new ideas, and trust usually has to be earned. Members are often loyal but only to those they respect. The culture values punctual, hardworking, and dependable members. The group, however, may miss opportunities because it spends so much time researching and analyzing. It may resist growth for fear of lowering its standards.

The C Culture Encourages:

Accuracy
Completeness
Attention to detail
On-time performance
Dependability

The C Culture Frowns Upon:

Mistakes
Illogical behavior
Lateness
Spotty research
Exaggerated enthusiasm

Advantages of the C Culture:

Calculates risks thoroughly
Delivers exceptional quality control
Makes decisions logically
Pays attention to details
Clarifies policies and expectations
Emphasizes reliability and precision
Respects people's rights
Provides well-defined goals

Drawbacks of the C Culture:

Overanalyzes
Misses opportunities due to excess caution
Lacks outward excitement and energy
Stifles informal communication
Fails to foster a strong sense of community
Ignores people's feelings
Feels critical, cold, or cynical to some
Closes itself off to outsiders

Issues to Consider

If you have a C culture, your group may want to think about the following questions:

- What are the advantages and drawbacks of the C culture for your group?
- How does the C culture support or inhibit the success of your group?
- Does your group take enough risks?
- Does the group spend too much time ensuring accuracy when it should be acting?
- Does the group attend to the emotional and social needs of its members?

Working in the C Culture

DiSC® Group Culture Report



The C culture offers benefits and challenges for people with each of the four DiSC® styles.

High-D individuals (23% of Your Group)

Double checking and deep analysis will frustrate some high-D individuals. They will be itching to get things moving, but they will be forced to weigh the pros and cons and calculate risks. On the other hand, they will know where they stand at all times and may enjoy the task-oriented nature of the group. They may also like working with people who are willing to adapt and follow their lead.

High-i individuals (30% of Your Group)

Many high-i individuals will get bored with the repetitious assignments and continuous attention to details. They will need to work on developing organized, systematic procedures for putting their ideas into action. If high-i members aren't rigorous in their thinking, the group may be critical. Their socializing may be frowned upon, and they may feel that the group cares more about the task than it does about its people. On the other hand, the enthusiasm, optimism, and high energy of the high-i may be a rare and invaluable asset to the group.

High-S individuals (49% of Your Group)

Most high-S people will like the stability of the environment. And without the pressure to be extroverted and outgoing, they will most likely feel at ease. But because this group often expects people to work alone, some high-S people may feel lonely. The task-oriented nature of the group may leave them feeling like important emotions are ignored or dismissed.

High-C individuals (77% of Your Group)

People with a high-C style usually feel right at home in this environment. They like the reserved, businesslike culture that values quality and dependability. They enjoy the group's systematic approach and the lack of direct conflict. They may, however, feed into an overly analytical culture that doesn't take chances and resists change.

Issues to Consider

If you have a C culture, group members may want to think about the following questions:

- How do the low-C's in your group feel about this culture? What are their frustrations and challenges?
- How does the group listen to those with a low-C?
- How do the high-C's in your group respond to those who are low-C's?
- How open is your culture to the D, i, and S styles? How do they bring balance to your group?
 - ❖ Do the high-D's feel stifled by the slow pace of the group?
 - ❖ Do the high-i's feel bored or bogged down in details?
 - ❖ Do the high-S's feel isolated and socially unconnected?



SECTION 2

FOCUS GROUPS RESULTS

FOCUS GROUPS RESULTS

Focus groups are a critical component to the success of the Organizational Health and Culture Assessment of the Princeton Police Department. The focus groups were utilized to assist in the creating an evaluation that is both formative and qualitative. This means that the primary point of using the focus groups is to gather information that helps the Princeton Police Department fine-tune and improve its ongoing efforts; and that the information collected was descriptive rather than numeric.

Focus groups can be valuable in assessing organizations as they;

- ✓ Are useful for exploring ideas and concepts
- ✓ Provide a window into participants' internal thinking
- ✓ Provide in-depth information
- ✓ Allow for the examination of participants' reaction to each other
- ✓ Allow probing
- ✓ Are confidential and allow for unfettered thought by participants'

The TRG Team worked with the Princeton Police Department Command Staff and the Mayor to identify a cross-section of personnel and external stakeholders to participate in focus groups. The following (11) groups participated in focus groups:

- | | |
|--------------------------------|--|
| ➤ Group 1 – July 25, 2013 | Captain and Lieutenants |
| ➤ Group 2 – July 25, 2013 | Civilian Employees |
| ➤ Group 3 – July 29, 2013 | Sergeants |
| ➤ Group 4 – July 29, 2013 | Business Administrator |
| ➤ Group 5 – August 27, 2013 | Officers and Detectives (Subgroup 1) |
| ➤ Group 6 – August 27, 2013 | Officers and Detectives (Subgroup 2) |
| ➤ Group 7 – September 5, 2013 | Former Elected Officials |
| ➤ Group 8 – September 6, 2013 | Community Leaders |
| ➤ Group 9 – September 6, 2013 | Merchants / Education Officials |
| ➤ Group 10– September 16, 2013 | Elected Officials / Committee Members |
| ➤ Group 11– September 26. 2013 | Elected Officials / Committee Members |

The focus groups were comprised of 4 to 7 people who were led through an open discussion by a TRG moderator. The TRG moderator of each focus group nurtured the disclosure of information in an open and spontaneous format. Our goal was to generate a maximum number of ideas and opinions from as many different people in a 90 minute session that took place in the Princeton Police Department Conference Room.

The focus groups were structured around a set of carefully predetermined questions. This was done to stimulate and influence the thinking and sharing of others. The questions and findings can be distilled into the following five categories;

- ❖ Managing Change
- ❖ Achieving Goals
- ❖ Coordinated Teamwork
- ❖ Customer Orientation
- ❖ Cultural Strength

We have organized the feedback from the focus groups into the five categories listed in the chart above. We have provided an overview of our findings within the “Focus Group Feedback” report beginning on the next page. We have presented the common themes that were identified by participants’ of the focus groups, as well as selected quotes. However, the quotes are not attributed to a particular person or group due to the anonymity provided during the sessions.

CUSTOMER ORIENTATION

Positive feedback on Customer Orientation

- The creation of the Safe Neighborhood Unit was considered by all groups as a success.
- Noticeable “quicker response times” by some focus group participants.
- Some PPD Officers “went to a Spanish Mass on their own time and met with the community.”
- The creation of the Princeton Police Department Twitter account, “was a strong step forward in engaging the community with technology.”
- Since March 2013, the current leadership has been “diligent in fostering relationships” with the community.
- The current relationship between the PPD and the Princeton University DPS is “like a partnership; the more this happens the safer the community is.”
- The police department recently conducted a survey of a group of community members that was well received.
- Creation of one department created, “no loss of translation and one way of doing business.” This was particularly helpful to the school community.
- Since the merger, the police department has a better ability to respond to business community needs because they have more staff.

Negative feedback on Customer Orientation

- “Princeton Public Schools can’t be an afterthought when an event happens at the University.”
- “Multiple layers of bureaucracy slows everything up.”
- “The police department has a better idea of what is needed in the community than the governing body does.”
- Some focus group participants felt that, “Mandates were coming from the Council and University to keep a certain element out of town.”
- There is “work to be done with the Latino community.” The number of Latino students in the public schools has doubled within the past ten years.
- Create a “self-identification of stakeholder needs.” This currently “does not happen.” “We want somebody knocking on our door asking what we need.”

CUSTOMER ORIENTATION

Recommendations to increase success with Customer Orientation

- Ensure that enforcement is not targeted. Some perceptions exist within the community that some families or kids get “branded.”
- “Get out of the patrol car.”
- Be visible and “say hi to people.”
- Vice Principals and Principals need to have direct access to the police.
- Increase communication with both the business and educational community.
- “The community is hopeful for the naming of a Chief very soon.”
- Continue to be “responsive to the community.”
- The new police department “must engage in real police work” where they are investigating, following up and solving crimes.”
- Put police officers in front of students as much as possible in a non-policing environment to break down stereotypes.
- Create “opportunities to communicate with people in the community.”
- Have patrol officers “stop in and talk” with merchants.
- Police officers “should walk around the schools and grounds.”
- “Showcase the Department by getting involved as many community functions as possible.”

CULTURAL STRENGTH

Positive feedback on Cultural Strength

- Current leader “turned things around and there is no friction between patrol and command.”
- New culture of the Princeton Police Department should be, “open, supportive, friendly, and proud to put the uniform every day.”
- New mission should be, “Equal, progressive, and supportive.”
- In the last six months, “the borough and the township have really come together.”
- One department makes things better culturally as there is only one set of policies.
- Success with “Moustache for Charity” amongst members of the PPD.
- The melding of the police department’s rank and file has come “very easily.”
- For the most part, our supervisors “are caring.”
- Most officers are “proud of their jobs.”
- Previous Borough members “were good at sending out flowers and cards when an employee experienced a death or other event.” “Township members have learned from this.”
- The PPD is “open to suggestions.”

Negative feedback on Cultural Strength

- Some members of the PPD, are still saying, “it ain’t gonna work.”
- “We need to help all employees in Princeton to move forward.”
- Some officers currently “anxiety ridden”, due to uncertainty of the naming of a leader.
- Element of distrust between the PBA and the Town Council is evident.
- A few members “still try to do things the way the “used to do it.”
- The lack of salary harmonization among civilian staff is an issue for the department.
- Some PPD members felt that they were “under the eye of the politicians.”

CULTURAL STRENGTH

- There is “sniping from outside groups,” including retired police officers who are members of the Princeton Police Department PBA. This can lead to dissention within the department.
- Some officers feel like its “groundhog day every day,” and want the Chief to be named.
- “Oneness can’t take another year. We need to make the cars and equipment the same.”

Recommendations on increasing the PPD’s Cultural Strength

- Officers can volunteer in the community together to build camaraderie.
- “Management should encourage members getting together off duty.”
- Create a “strong engagement” with the community.
- The PPD should “create a culture as a strong public service oriented department.”
- “Diplomacy if very important and reestablishing a Face for the Organization.”
- Allow officers to “have input on squad selections.”
- Management needs to be cognizant of where the officer originated from when assigning him/her to a specialty unit. Should try to avoid “all township”, or “all borough” units.

COORDINATED TEAMWORK

Positive feedback on Coordinated Teamwork

- Since the merger the consensus was that the Department was more “operationally ready.”
- More staffing and resources are working together prompting one focus group member to state, “After viewing the response to the first accident after the merger, “I said wow!”
- Information sharing has become much better as originally the “Borough did not share due to culture.”
- The Detective Unit and Safe Neighborhood Units were mentioned by several participants as providing strong service.
- Since March the leadership has “led a radical shift of positive and shared communication.”
- Greater flexibility for the Department since the merger.
- More capacity for the detectives to follow-up investigations and “share information.”
- The use of regular staff meetings received positive feedback.

Negative feedback on Coordinated Teamwork

- Some sergeants still operate 180 degrees different than others depending on their originating agency.
- A common thought of most groups was, “The Council needs to work together and stop with partisan politics for the town to move forward.”
- Scandals involving previous police chiefs has had a “significant impact on the PPD.”
- Team building is lacking in the front line supervision ranks.
- Some friction within the communications unit as the two separate agencies merged into one.
- There are currently “too many sergeants.” This can cause confusion amongst personnel.

COORDINATED TEAMWORK

Recommendations to improve Coordinated Teamwork

- Provide team building, motivation, and other leadership competency training to all supervisors.
- Start a ride-along program for members of the Town Council to build understanding.
- “Finding one thing to improve that the employees would say, “That’s great.”

ACHIEVING GOALS

Positive feedback on Achieving Goals

- Since the merger the police department has upgraded from a technology and equipment standpoint.
- The larger department has allowed for greater flexibility to meet goals.
- Using surveys and specialty units to assist in the identification of goals for the department.

Negative feedback on Achieving Goals

- Lack of naming of leader.
- Concern over the Town Council and Mayor cutting the force which will impact the ability to meet goals.
- A participant was not sure how the goals and priorities are identified and communicated throughout the Police Department and to relevant stakeholders in the community.
- They believe that there is evidence that goals and priorities are being identified; however they are not sure how those objectives are being identified.
- The town needs to communicate better to the police department to assist identifying goals and objectives of the department.
- Some participants believed that “a police director was needed for the department so there would be a different perspective offered.”
- There is a belief that the current leader has to watch his back because there are people outside the department trying to push agendas that have an impact inside the department.

Recommendations to Achieving Goals

- There needs to be “less political interference.”
- Naming the leader of the PPD.
- Provide “strategic planning and project management training” to the leadership.
- Refocus officers “on goals.”
- Provide council members with “what the police department feels are priorities.”

MANAGING CHANGE

Positive feedback on Managing Change

- “What the current leader has done for this department in the past 6 months is nothing short of a miracle.”
- Current leadership is working to complete overhaul of all policies and procedures to provide structure and mission.
- The majority of focus group participants had strong positive feelings towards the current leader of the department.
- Current executives of the department have firsthand knowledge of the history of their departments allowing for enhanced communication and understanding.

Negative feedback on Managing Change

- Some concern related regarding the relationship between the PPD and Princeton University with respect to the new agreement between the parties. This can lead to the “hiding of events that happen on campus.”
- Many participants cited the lawsuit as a difficult factor to deal with during this first year of the merger.

Recommendations on Managing Change

- Increased communication between leadership and the staff, community leaders, business merchants, schools, and the council.
- Establish a strategic plan.



SECTION 3

SURVEY QUESTIONNAIRE RESULTS

SURVEY QUESTIONNAIRE RESULTS

After conducting the focus groups, the TRG Team designed an organizational and leadership survey questionnaire for the Princeton Police Department. The survey questions were carefully designed to allow for critical and timely feedback allowing for improved workplace performance and productivity.

In order to facilitate the survey to the Princeton Police Department members, we utilized The Rodgers Group, LLC, website PowerDMS™ platform. With PowerDMS™, the Princeton Police Department members were able to enjoy an open-door policy and feel like an integral part of the process. This survey was delivered in a completely anonymous format allowing employees to give their opinions without worrying about compromising their anonymity.

In keeping with the format of our organizational and leadership analysis the questions were developed for the five functional areas listed below:

- ❖ **Managing Change**
- ❖ **Achieving Goals**
- ❖ **Coordinated Teamwork**
- ❖ **Customer Orientation**
- ❖ **Cultural Strength**

The following three survey questions were developed to assess the Princeton Police Department's ability to **Manage Change**:

- *The Princeton Police Department is effective in identifying needs of internal stakeholders (i.e. Officers, Civilians).*
- *Members of the Princeton Police Department are ready to move forward and develop a new organizational identity and culture.*
- *The Princeton Police Department has effective communication up and down the chain of command.*

The following three survey questions were developed to assess the Princeton Police Department's ability to **Achieve Goals**:

- *Princeton Police Department supervisors reinforce how employee work responsibilities contribute to the mission of the organization.*
- *Members of the Princeton Police Department are recognized for the contributions they make toward the mission of the organization.*
- *Princeton Police Department leaders communicate the long-term goals and objectives of the organization to its members.*

The following three survey questions were developed to assess the Princeton Police Department's ability to **Coordinate Teamwork**;

- *The Princeton Police Department is effective in seeking ideas and perspectives from its members to identify programs and initiatives that would benefit the organization.*
- *Princeton Police Department leadership communicates organizational priorities to its members and aligns operational activities to support those priorities.*
- *The policies and procedures currently in place within the Princeton Police Department are clearly communicated to ensure there are common sets of expected and appropriate business activities.*

The following three survey questions were developed to assess the Princeton Police Department's ability to identify and meet the needs of its customers, (**Customer Orientation**);

- *The development of special activities, initiatives or partnerships that build community/police relationships is important to the future success of the Princeton Police Department.*
- *The Princeton Police Department is effective in identifying needs of external stakeholders (i.e. Community, Business and Political Leaders).*

The following three survey questions were developed to assess the Princeton Police Department's **Cultural Strength**;

- *There are internal influences that negatively impact the Princeton Police Department's ability to create a new organizational identity and culture.*
- *There are external influences that negatively impact the Princeton Police Department's ability to create an new organizational identity and culture.*
- *The words that could best describe the values and beliefs of the Princeton Police Department include: (Choose One)*

Princeton Police Department Online Survey Results and Analysis

The TRG Team chose a seven-point Likert Scale for participants responses to our 14 question survey. The format of the scale was designed as follows;

- | | |
|---|--------------------------|
| ❖ | Strongly Agree |
| ❖ | Agree |
| ❖ | Somewhat Agree |
| ❖ | Neutral |
| ❖ | Somewhat Disagree |
| ❖ | Disagree |
| ❖ | Strongly Disagree |

Survey Questionnaire Results

Princeton Police Department Organizational Health and Culture Assessment Report

Question #1	Multiple Choice	
Members of the Princeton Police Department are ready to move forward and develop a new organizational identity and culture.	40 Answered	
<input type="radio"/> Strongly Agree	19	47.50%
<input type="radio"/> Agree	15	37.50%
<input type="radio"/> Somewhat Agree	5	12.50%
<input type="radio"/> Neutral	0	0.00%
<input type="radio"/> Somewhat Disagree	0	0.00%
<input type="radio"/> Disagree	0	0.00%
<input type="radio"/> Strongly Disagree	1	2.50%

Question #2	Multiple Choice	
There are external influences that negatively impact the Princeton Police Department's ability to create an new organizational identity and culture.	40 Answered	
<input type="radio"/> Strongly Agree	12	30.00%
<input type="radio"/> Agree	12	30.00%
<input type="radio"/> Somewhat Agree	8	20.00%
<input type="radio"/> Neutral	2	5.00%
<input type="radio"/> Somewhat Disagree	2	5.00%
<input type="radio"/> Disagree	3	7.50%
<input type="radio"/> Strongly Disagree	1	2.50%

Question #3	Multiple Choice	
The Princeton Police Department is effective in identifying needs of external stakeholders (ie. Community, Business and Political Leaders).	40 Answered	
<input type="radio"/> Strongly Agree	12	30.00%
<input type="radio"/> Agree	22	55.00%
<input type="radio"/> Somewhat Agree	5	12.50%
<input type="radio"/> Neutral	0	0.00%
<input type="radio"/> Somewhat Disagree	1	2.50%
<input type="radio"/> Disagree	0	0.00%
<input type="radio"/> Strongly Disagree	0	0.00%

Princeton Police Department Organizational Health and Culture Assessment Report

Question #4

Multiple Choice

There are internal influences that negatively impact the Princeton Police Department's ability to create a new organizational identity and culture.		40 Answered
<input type="radio"/> Strongly Agree	2	5.00%
<input type="radio"/> Agree	12	30.00%
<input type="radio"/> Somewhat Agree	4	10.00%
<input type="radio"/> Neutral	2	5.00%
<input type="radio"/> Somewhat Disagree	5	12.50%
<input type="radio"/> Disagree	9	22.50%
<input type="radio"/> Strongly Disagree	6	15.00%

Question #5

Multiple Choice

The Princeton Police Department has effective communication up and down the chain of command.		40 Answered
<input type="radio"/> Strongly Agree	10	25.00%
<input type="radio"/> Agree	18	45.00%
<input type="radio"/> Somewhat Agree	8	20.00%
<input type="radio"/> Neutral	3	7.50%
<input type="radio"/> Somewhat Disagree	1	2.50%
<input type="radio"/> Disagree	0	0.00%
<input type="radio"/> Strongly Disagree	0	0.00%

Question #6

Multiple Choice

The development of special activities, initiatives or partnerships that build community/police relationships is important to the future success of the Princeton Police Department.		40 Answered
<input type="radio"/> Strongly Agree	28	70.00%
<input type="radio"/> Agree	10	25.00%
<input type="radio"/> Somewhat Agree	2	5.00%
<input type="radio"/> Neutral	0	0.00%
<input type="radio"/> Somewhat Disagree	0	0.00%
<input type="radio"/> Disagree	0	0.00%
<input type="radio"/> Strongly Disagree	0	0.00%

Princeton Police Department Organizational Health and Culture Assessment Report

Question #7

Multiple Choice

The Princeton Police Department is effective in identifying needs of internal stakeholders (ie. Officers, Civilians).		39 Answered
<input type="radio"/> Strongly Agree	11	28.21%
<input type="radio"/> Agree	17	43.59%
<input type="radio"/> Somewhat Agree	5	12.82%
<input type="radio"/> Neutral	2	5.13%
<input type="radio"/> Somewhat Disagree	4	10.26%
<input type="radio"/> Disagree	0	0.00%
<input type="radio"/> Strongly Disagree	0	0.00%

Question #8

Multiple Choice

The Princeton Police Department is effective in seeking ideas and perspectives from its members to identify programs and initiatives that would benefit the organization.		40 Answered
<input type="radio"/> Strongly Agree	11	27.50%
<input type="radio"/> Agree	16	40.00%
<input type="radio"/> Somewhat Agree	8	20.00%
<input type="radio"/> Neutral	3	7.50%
<input type="radio"/> Somewhat Disagree	2	5.00%
<input type="radio"/> Disagree	0	0.00%
<input type="radio"/> Strongly Disagree	0	0.00%

Question #9

Multiple Choice

Princeton Police Department leadership communicates organizational priorities to its members and aligns operational activities to support those priorities.		40 Answered
<input type="radio"/> Strongly Agree	15	37.50%
<input type="radio"/> Agree	15	37.50%
<input type="radio"/> Somewhat Agree	5	12.50%
<input type="radio"/> Neutral	4	10.00%
<input type="radio"/> Somewhat Disagree	0	0.00%
<input type="radio"/> Disagree	1	2.50%
<input type="radio"/> Strongly Disagree	0	0.00%

Princeton Police Department Organizational Health and Culture Assessment Report

Question #10

Multiple Choice

Princeton Police Department supervisors reinforce how employee work responsibilities contribute to the mission of the organization.		40 Answered
<input type="radio"/> Strongly Agree	14	35.00%
<input type="radio"/> Agree	13	32.50%
<input type="radio"/> Somewhat Agree	10	25.00%
<input type="radio"/> Neutral	1	2.50%
<input type="radio"/> Somewhat Disagree	2	5.00%
<input type="radio"/> Disagree	0	0.00%
<input type="radio"/> Strongly Disagree	0	0.00%

Question #11

Multiple Choice

Princeton Police Department leaders communicate the long-term goals and objectives of the organization to its members.		40 Answered
<input type="radio"/> Strongly Agree	11	27.50%
<input type="radio"/> Agree	16	40.00%
<input type="radio"/> Somewhat Agree	4	10.00%
<input type="radio"/> Neutral	6	15.00%
<input type="radio"/> Somewhat Disagree	1	2.50%
<input type="radio"/> Disagree	1	2.50%
<input type="radio"/> Strongly Disagree	1	2.50%

Question #12

Multiple Choice

Members of the Princeton Police Department are recognized for the contributions they make toward the mission of the organization.		40 Answered
<input type="radio"/> Strongly Agree	8	20.00%
<input type="radio"/> Agree	8	20.00%
<input type="radio"/> Somewhat Agree	16	40.00%
<input type="radio"/> Neutral	4	10.00%
<input type="radio"/> Somewhat Disagree	2	5.00%
<input type="radio"/> Disagree	2	5.00%
<input type="radio"/> Strongly Disagree	0	0.00%

Princeton Police Department Organizational Health and Culture Assessment Report

Question #13

Multiple Choice

The policies and procedures currently in place within the Princeton Police Department are clearly communicated to ensure there are a common set of expected and appropriate business activities.		40 Answered
<input type="radio"/> Strongly Agree	15	37.50%
<input type="radio"/> Agree	17	42.50%
<input type="radio"/> Somewhat Agree	3	7.50%
<input type="radio"/> Neutral	1	2.50%
<input type="radio"/> Somewhat Disagree	4	10.00%
<input type="radio"/> Disagree	0	0.00%
<input type="radio"/> Strongly Disagree	0	0.00%

Question #14

Multiple Choice

The words that could best describe the values and beliefs of the Princeton Police Department include: (Choose One)		40 Answered
<input type="radio"/> Accuracy, Quality, Completeness, Attention to Detail.	17	42.50%
<input type="radio"/> Cooperation, Loyalty, Team Focus, Thoughtfulness.	17	42.50%
<input type="radio"/> Creativity, Enthusiasm, Optimism, Spontaneity.	0	0.00%
<input type="radio"/> Directness, Results Focused, Victory Driven, Persistent.	6	15.00%

This report has been generated using PowerDMS™



SECTION 4

ORGANIZATIONAL CULTURAL ASSESSMENT QUESTIONNAIRE (OCAQ) RESULTS

Organizational Culture and Assessment Questionnaire

Law enforcement organizations maintain strong esprit-de-corps, in part because of the common bonds they develop while attempting to restore or maintain order in the communities they are sworn to protect. Because of the nature of the activities police must take part in, a belief can develop within some organizations that non-law enforcement personnel cannot possibly understand the experiences, environment or emotions that officers must deal with on a daily basis. Consequently, those same organizations can become closed off or isolated from outside perspectives or influences, no matter how positive or relevant they may be. When two police organizations consolidate, such as the case with the Princeton Police Department (P.P.D.), it requires each of these communities of people to come together and support a common, newly established mission. There is an inherent need for the members of each former agency to respect past traditions, while recognizing the need establish a strong cultural foundation for their future. While each of the former department's cultural identities may have been fundamentally similar, the unique experiences and history of each department should be considered and respected by administrators.

The principle instrument leveraged to conduct the cultural analysis of the P.P.D. was the *Organizational Culture and Assessment Questionnaire*. The *Organizational Culture Assessment Questionnaire (OCAQ)* is based on the work of Dr. Talcott Parsons, a sociologist at Harvard. Dr. Parsons developed a framework and theory of action in social systems. He argued that all organizations must carry out four crucial functions if they are to survive for any substantial length of time. These four functions include *managing change*, *achieving goals*, *coordinating teamwork*, and *building a strong culture*. One aspect of the way in which organizations achieve their goals is especially important, yet often neglected. This factor was made into a separate, fifth scale known as *customer orientation*. Dr. William Rosenbach and Associates, Inc., located in Gettysburg, Pennsylvania, leveraged Dr. Talcott's research to develop the *OCAQ*. The Rodgers Group has maintained a relationship with Dr. Rosenbach for the past several years and used his assessments many times in executive training programs.

Each of the five functional areas that were examined for the P.P.D. looked at values and beliefs that help or hinder the organizational performance in these crucial functions.

Managing Change. This area of action concerns how well the P.P.D. is able to adapt to and deal effectively with changes in its environment. For example, although there were a host of positive reasons for the merger, administrators should regularly examine the collateral impact on the emotions and morale of its employees affected by the significant change in working conditions.

OCAQ Scale I: Assessed the degree to which members of the P.P.D. see the organization as effective in adapting to and managing change. The six *OCAQ* statements that describe managing change and were provided to P.P.D. personnel for their feedback were:

- ❖ People are flexible and adaptable when changes are necessary.
- ❖ People feel that most change is the result of pressures imposed from higher up in the organization.
- ❖ People have a clear idea of why and how to proceed throughout the process of change.
- ❖ Most people believe that change happens too quickly and causes too much disruption.
- ❖ People believe they can influence or affect their work place through their ideas and involvement.
- ❖ People believe that their concerns and anxieties during periods of change are heard and taken into considerations.

Achieving Goals. All law enforcement organizations must establish and achieve goals and objectives. Having a clear focus on explicit goals has been proven repeatedly to have a very strong relationship to actual success and achievement. Goal achievement is also facilitated when the goals of the organization's members are "in line" or aligned with one another and with the overall goals of the organization.

OCAQ Scale II: The goal achievement function was measured by asking members of the P.P.D. to describe how effective the organization is in achieving goals, the extent to which there are coherent and shared (aligned) goals, and the degree to which shared values support improvement and achievement rather than the status quo. The six statements provided to P.P.D. personnel that measured achieving goals were:

- ❖ Individuals and teams have clearly defined goals that relate to the goals or mission of the organization.
- ❖ People and teams are often expected to reach goals they believe are unattainable.
- ❖ Individuals and teams are measured and rewarded according to how well goals are achieved.
- ❖ Individuals and teams participate in defining specific goals.
- ❖ We constantly stretch our goals, to continuously improve.
- ❖ Individuals, teams, and functional areas often have incompatible goals.

Coordinated Teamwork. The future organizational health and effectiveness of the P.P.D. will depend on how well the efforts of individuals and groups within the organization are tied together, coordinated and sequenced so that work efforts fit together effectively.

In terms of the values and beliefs that support effective coordination, the value of collaboration and the belief that "we are in this together" are important. In contrast, an especially unhelpful value is that of competition to see who can "do the best," independent of others. Within their own internal cultures, effective organizations typically emphasize the value of teamwork and cooperation.

OCAQ Scale III: Assessed the extent to which the P.P.D. is effective in coordinating the work of individuals and groups. This scale also gets at the extent to which the shared value of collaboration is present. The six statements that were provided to the P.P.D. that measured coordinated teamwork were:

- ❖ Teams often lack the authority needed to get the job effectively.
- ❖ People believe in teamwork, the “what’s in it for us” approach rather than “what’s in it for me.”
- ❖ People lack the interpersonal and technical skills they need to work effectively in teams.
- ❖ People know what is expected of them and understand their impact on other people, teams, and functions.
- ❖ People believe in working together collaboratively, preferring cooperation over completion.
- ❖ Managers at all levels work together as a team to achieve results for the organization.

Customer Orientation. Earlier it was noted that this aspect of organizational achievement is so important that it merits separate treatment and assessment. No matter how strong the culture of the P.P.D. is, and no matter how well the functions of the department are coordinated, if no one in the community wants what they produce then the organization is not likely to excel. The P.P.D.’s ability to identify and prioritize community needs is critical to future success. Equally important will be the responses or adjustments the P.P.D. makes to programs or initiatives the community sees as ineffective or wasteful of valuable resources.

OCAQ Scale IV: Assessed the extent to which P.P.D. activities are directed toward identifying and meeting the needs and goals of its customers. The scale also examined the extent to which basic and strategic values that support an effective customer orientation are present. The statements provided to P.P.D. personnel that assessed customer orientation were:

- ❖ We give the highest priority and support to meeting the needs of clients and customers and solving their problems.
- ❖ Our policies and procedures help us to provide the service our customers and clients want and need.
- ❖ People often see customer and client problems as someone else’s responsibility.
- ❖ People are always looking for new ways to better serve clients and customers.
- ❖ Employees who do the best job of serving customers are more likely than other employees to be recognized or rewarded.
- ❖ When customers have problems with the products or services they receive, those problems are almost always resolved to their satisfaction.

Cultural Strength. All organizations have a "culture," formed out of the pattern of values and beliefs shared by some, most, or all of the organization's members. The Princeton Borough and Township Police Departments would have certainly formed cultures that shared values and beliefs with other organizations, but yet maintained some sense of uniqueness. A loose-knit, "weak" culture will be less functional in helping the organization to be efficient and effective. A strong culture will provide greater stability of organizational functioning.

It is important to remember that stability is not the same as effectiveness. If the P.P.D.’s culture is based on values that do not support the functions of managing change, organizational achievement, customer orientation, and coordinated teamwork, then a "strong" culture might actually hamper their survival.

OCAQ Scale V: Assessed the strength of the P.P.D.’s culture, asking respondents to report on the extent to which people agree on organizational values. Of course, an organization can conceivably rate high on this scale and low on all the others. That would indicate the most negative condition possible: a strong but dysfunctional organizational culture. The six statements provided to P.P.D. personnel that assessed cultural strength were:

- ❖ People value and make use of one another’s unique strengths and different abilities.
- ❖ Everyone knows and understands our objectives and priorities.
- ❖ People sometimes compromise company policy and procedures to reach operational goals.
- ❖ Business decisions are most often made on the basis of facts, not just perceptions or assumptions.
- ❖ People have access to timely and accurate information about what’s really happening in the organization and why.
- ❖ People strongly believe in a set of shared values about how people should work together to solve common problems and reach mutual objectives.

OCAQ Results and Diagnosis.

The ***OCAQ*** results for the P.P.D. that follow are shown as “standard scores.” Since each statement could receive a score of 1, 2, 3, 4, or 5, and there are thirty statements, the minimum numerical or “raw” ***OCAQ*** score is six and the maximum is thirty.

To improve future P.P.D. ***OCAQ*** scores, executives now have an opportunity to refer to the statements that made up the scales. Those statements may offer guidance as to potential areas in the department that can be developed or enhanced, which relate to the five ***OCAQ*** functional areas.

The **Feedback Report for the Princeton Police Department** provides a Results Summary, Participation Rate and Outcome Variation in various categories, including Captain, Lieutenant and Frontline personnel. For purposes of contrast and comparison, aggregate results were also obtained from responses that were provided by members of the prior Princeton Borough and Township Police Departments. This has been provided simply as an additional perspective for executives to consider when viewing the overall results of the newly formed Princeton Police Department.

The standard scores that are provided were calculated by examining the distribution of the raw scores for a large number of people in a variety of organizations who completed the ***OCAQ*** in the past. “Standard” means that the raw scores are distributed on a bell-shaped curve, with the lowest actual numerical ***OCAQ*** score receiving a standard score of zero and the highest being 100. The mean or average score is 50. About two-thirds of all scores fall between 33 and 66, so a score of 60 or above can be considered “high.” A score of below 40 can be considered “low.”

*It is important to remember that the scores reflected in the report constitute **perceptions** respondents had of the Princeton Police Department when answering questions concerning the five core functions measured by the OCAQ, not quantifiable performance measures.*

Organizational Culture Assessment Questionnaire (OCAQ) Report

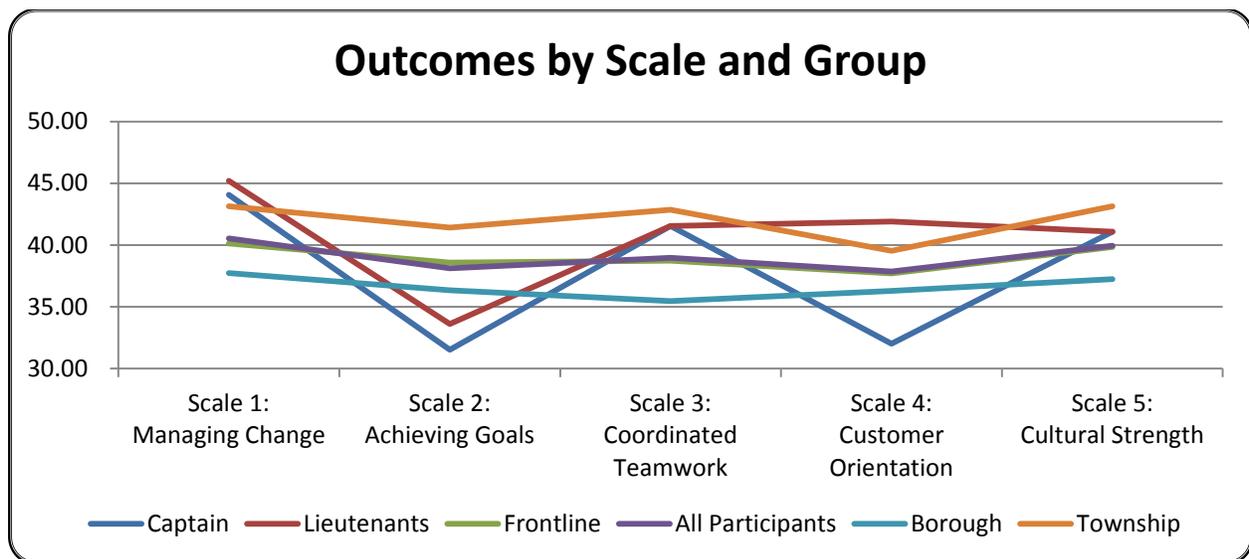
SUMMARY

Participation Rate

Number of Observations	
Captain	1
Lieutenants	3
Frontline	43
Total	47

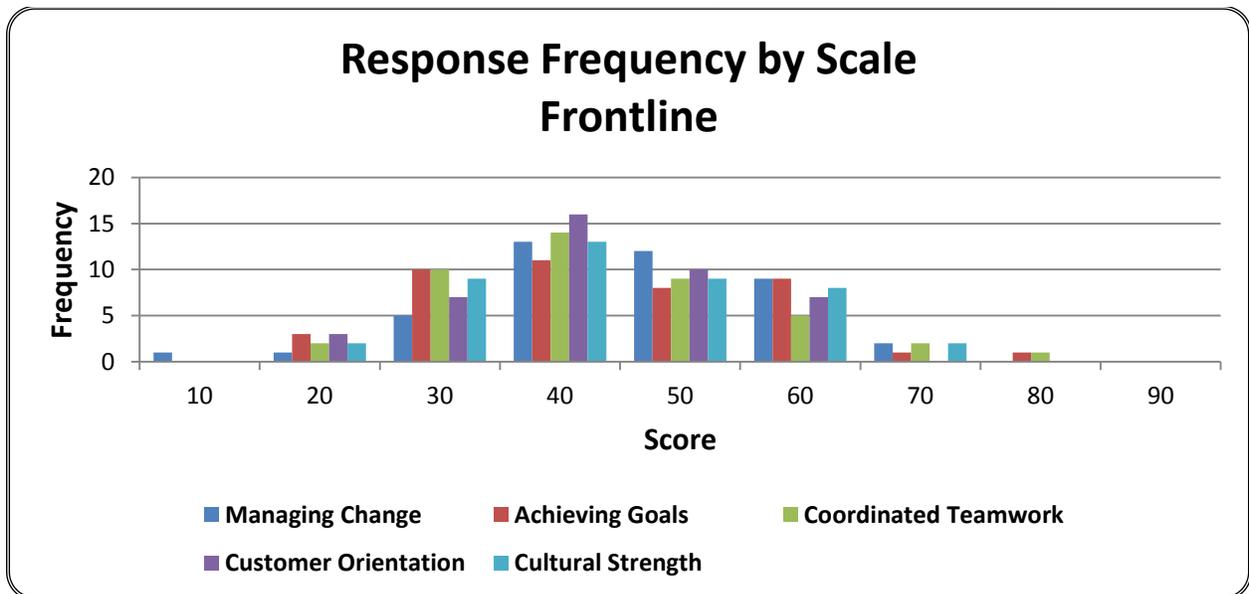
Results Summary

Summary of Scales					
	Scale 1: Managing Change	Scale 2: Achieving Goals	Scale 3: Coordinated Teamwork	Scale 4: Customer Orientation	Scale 5: Cultural Strength
Captain	44.05	31.53	41.54	32.01	41.07
Lieutenants	45.20	33.61	41.54	41.89	41.07
Frontline	40.13	38.58	38.73	37.71	39.84
All Participants	40.54	38.12	38.97	37.86	39.95
Borough	37.74	36.35	35.46	36.28	37.24
Township	43.15	41.41	42.85	39.53	43.13



OUTCOME VARIATION

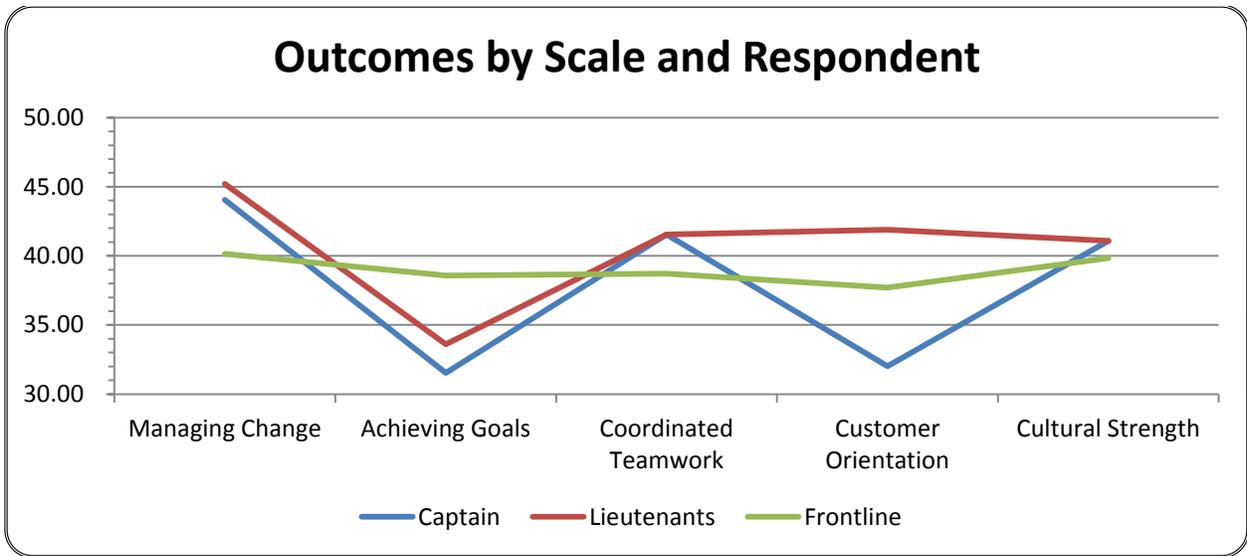
Outcome Measures of Variation					
Captain		Mean	Minimum	Maximum	Standard Deviation
	Managing Change	44.05	44.05	44.05	N/A
	Achieving Goals	31.53	31.53	31.53	N/A
	Coordinated Teamwork	41.54	41.54	41.54	N/A
	Customer Orientation	32.01	32.01	32.01	N/A
	Cultural Strength	41.07	41.07	41.07	N/A
Lieutenants					
	Managing Change	45.20	40.61	50.94	4.29
	Achieving Goals	33.61	25.27	44.04	7.80
	Coordinated Teamwork	41.54	35.33	50.85	6.70
	Customer Orientation	41.89	40.09	45.48	2.54
	Cultural Strength	41.07	32.71	55.02	9.93
Frontline					
	Managing Change	40.13	9.62	64.72	12.19
	Achieving Goals	38.58	12.76	75.32	13.69
	Coordinated Teamwork	38.73	13.61	75.68	12.89
	Customer Orientation	37.71	18.53	56.27	9.78
	Cultural Strength	39.84	15.97	66.18	12.78



CAPTAIN

Results Summary

Summary of Scales					
	Managing Change	Achieving Goals	Coordinated Teamwork	Customer Orientation	Cultural Strength
Captain	44.05	31.53	41.54	32.01	41.07
Lieutenants	45.20	33.61	41.54	41.89	41.07
Frontline	40.13	38.58	38.73	37.71	39.84



OUTCOME VARIATION

Outcome Measures of Variation					
Captain		Mean	Minimum	Maximum	Standard Deviation
	Managing Change	44.05	44.05	44.05	N/A
	Achieving Goals	31.53	31.53	31.53	N/A
	Coordinated Teamwork	41.54	41.54	41.54	N/A
	Customer Orientation	32.01	32.01	32.01	N/A
	Cultural Strength	41.07	41.07	41.07	N/A
Lieutenants					
	Managing Change	45.20	40.61	50.94	4.29
	Achieving Goals	33.61	25.27	44.04	7.80
	Coordinated Teamwork	41.54	35.33	50.85	6.70
	Customer Orientation	41.89	40.09	45.48	2.54
	Cultural Strength	41.07	32.71	55.02	9.93
Frontline					
	Managing Change	40.13	9.62	64.72	12.19
	Achieving Goals	38.58	12.76	75.32	13.69
	Coordinated Teamwork	38.73	13.61	75.68	12.89
	Customer Orientation	37.71	18.53	56.27	9.78
	Cultural Strength	39.84	15.97	66.18	12.78

LIEUTENANTS

Participation Rate

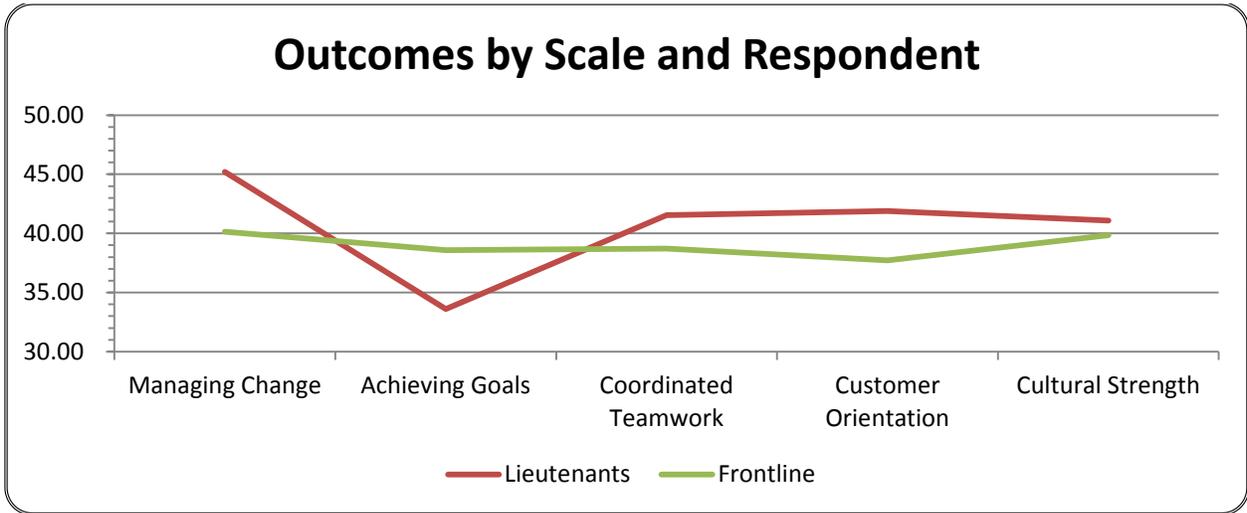
Number of Observations	
Lieutenants	3
Frontline	43
Total	46

Results Summary

Summary of Scales					
	Managing Change	Achieving Goals	Coordinated Teamwork	Customer Orientation	Cultural Strength
Lieutenants	45.20	33.61	41.54	41.89	41.07
Frontline	40.13	38.58	38.73	37.71	39.84

Outcome Variation

Outcome Measures of Variation				
Lieutenants		Mean	Minimum	Maximum
	Managing Change	45.20	40.61	50.94
	Achieving Goals	33.61	25.27	44.04
	Coordinated Teamwork	41.54	35.33	50.85
	Customer Orientation	41.89	40.09	45.48
	Cultural Strength	41.07	32.71	55.02
Frontline				
	Managing Change	40.13	9.62	64.72
	Achieving Goals	38.58	12.76	75.32
	Coordinated Teamwork	38.73	13.61	75.68
	Customer Orientation	37.71	18.53	56.27
	Cultural Strength	39.84	15.97	66.18



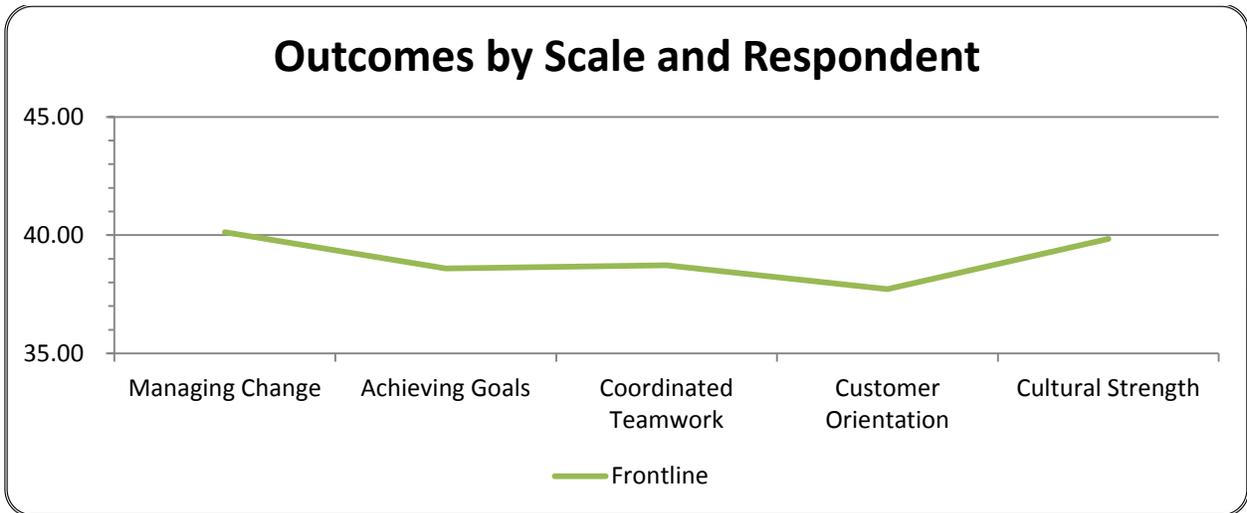
FRONTLINE PERSONNEL

Participation Rate

Number of Observations	
Frontline	43

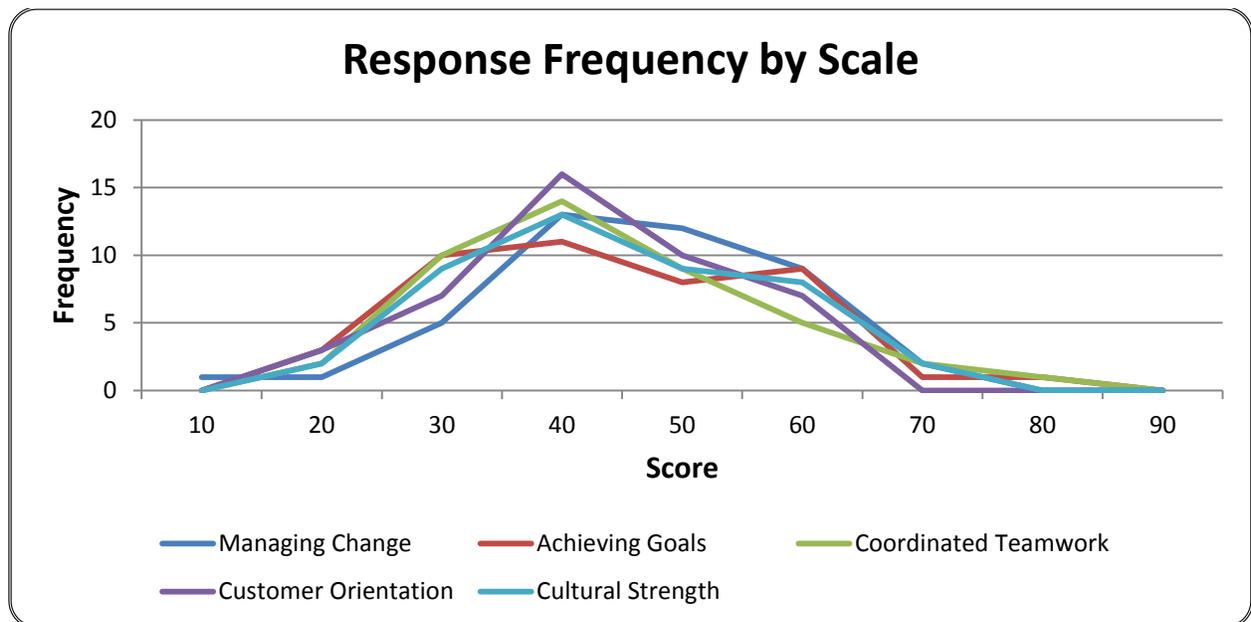
Results Summary

Summary of Scales					
	Managing Change	Achieving Goals	Coordinated Teamwork	Customer Orientation	Cultural Strength
Frontline	40.13	38.58	38.73	37.71	39.84



Outcome Variation

Outcome Measures of Variation				
Frontline		Mean	Minimum	Maximum
	Managing Change	40.13	9.62	64.72
	Achieving Goals	38.58	12.76	75.32
	Coordinated Teamwork	38.73	13.61	75.68
	Customer Orientation	37.71	18.53	56.27
	Cultural Strength	39.84	15.97	66.18



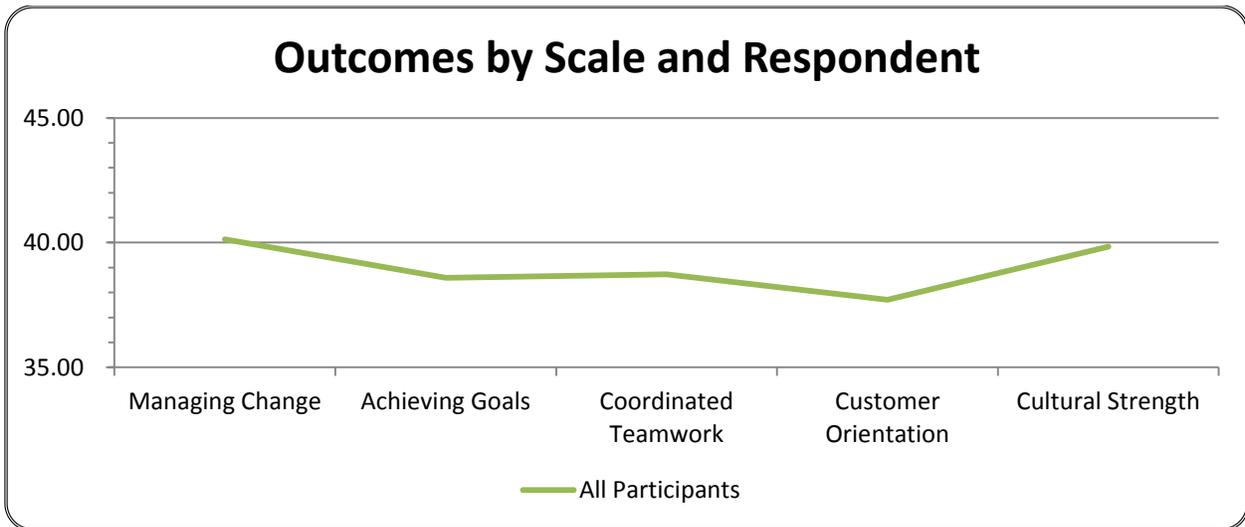
ALL PARTICIPANTS

Participation Rate

Number of Observations	
All Participants	47

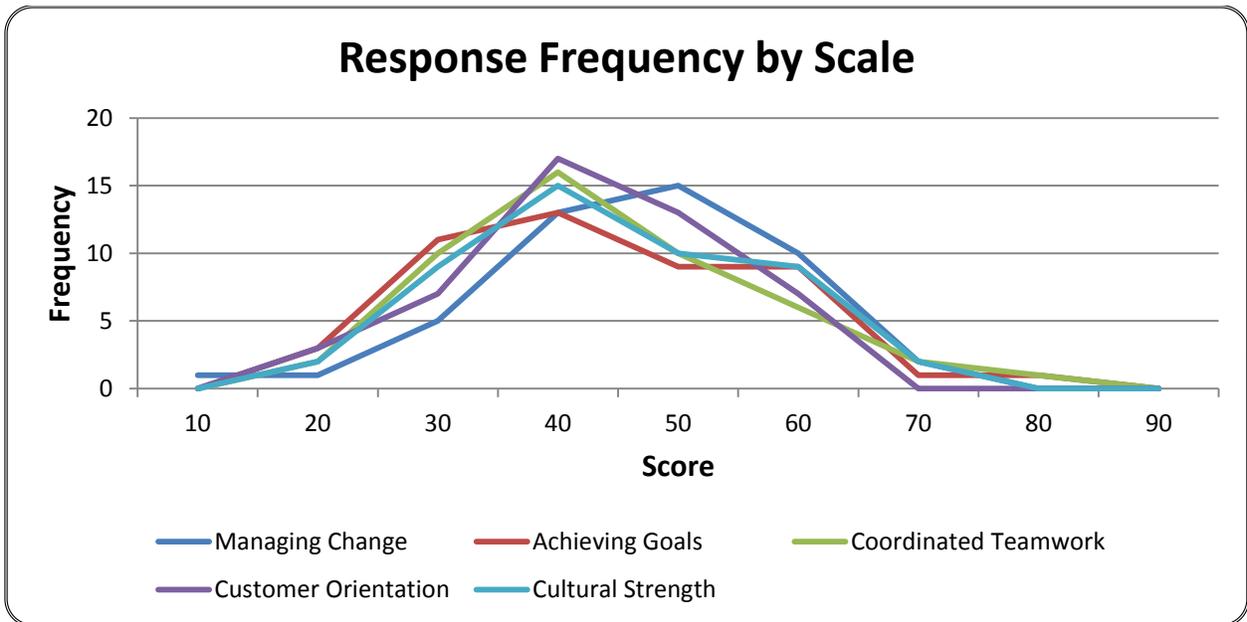
Results Summary

Summary of Scales					
	Managing Change	Achieving Goals	Coordinated Teamwork	Customer Orientation	Cultural Strength
All Participants	40.54	38.12	38.97	37.86	39.95



Outcome Variation

Outcome Measures of Variation				
All		Mean	Minimum	Maximum
	Managing Change	40.54	9.62	64.72
	Achieving Goals	38.12	12.76	75.32
	Coordinated Teamwork	38.97	13.61	75.68
	Customer Orientation	37.86	18.53	56.27
	Cultural Strength	39.95	15.97	66.18



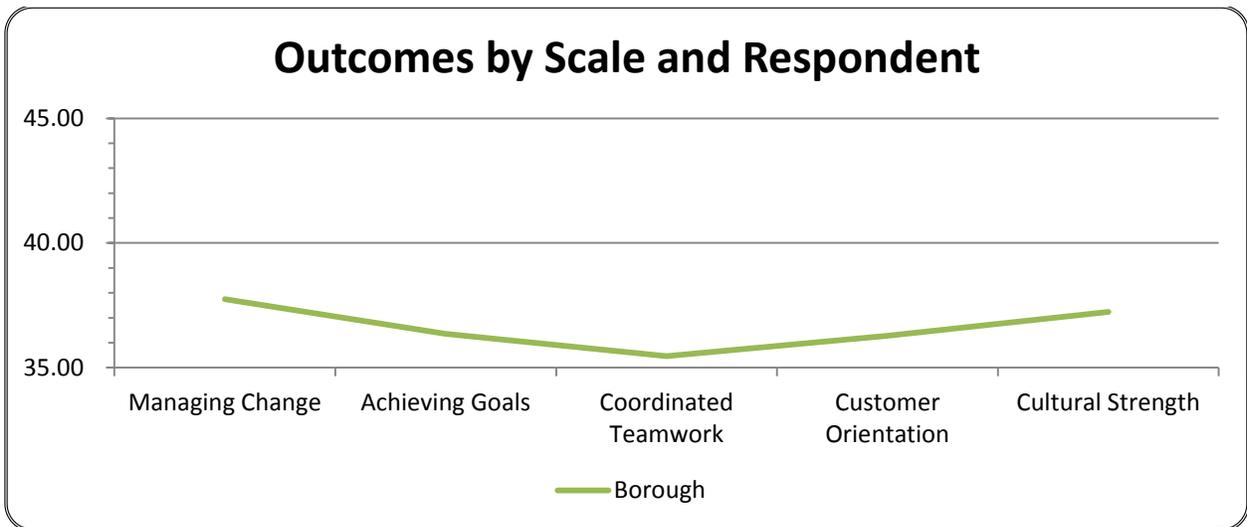
BOROUGH PERSONNEL

Participation Rate

Number of Observations	
Borough	26

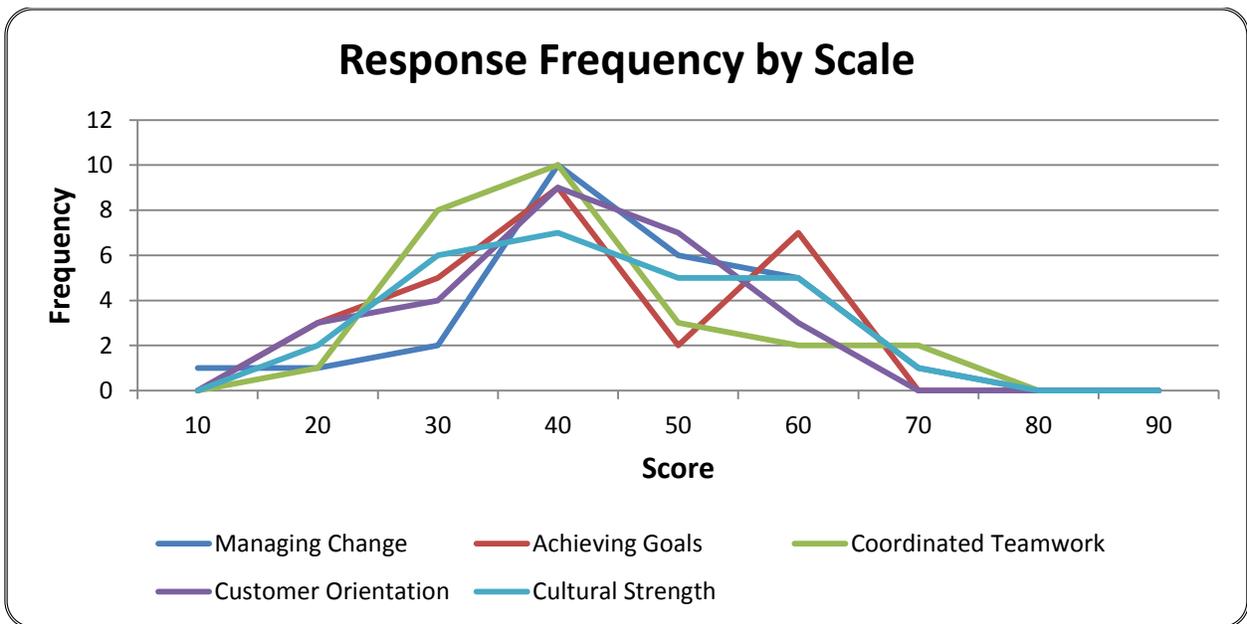
Results Summary

Summary of Scales					
	Managing Change	Achieving Goals	Coordinated Teamwork	Customer Orientation	Cultural Strength
Borough	37.74	36.35	35.46	36.28	37.24



Outcome Variation

Outcome Measures of Variation				
Borough		Mean	Minimum	Maximum
	Managing Change	37.74	9.62	64.72
	Achieving Goals	36.35	12.76	59.68
	Coordinated Teamwork	35.46	13.61	66.37
	Customer Orientation	36.28	18.53	53.57
	Cultural Strength	37.24	15.97	66.18



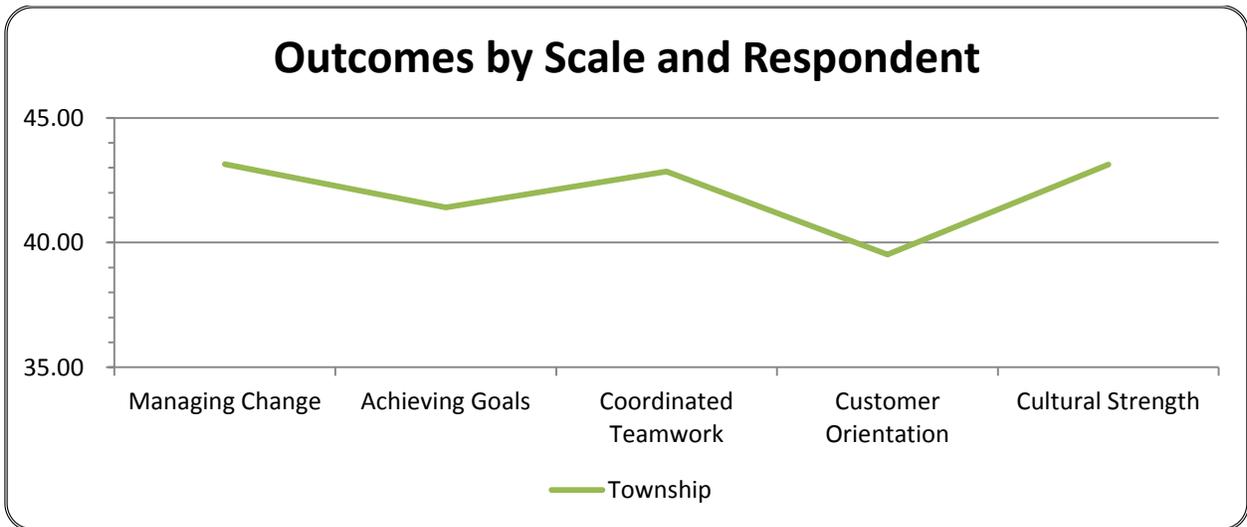
TOWNSHIP

Participation Rate

Number of Observations	
Township	21

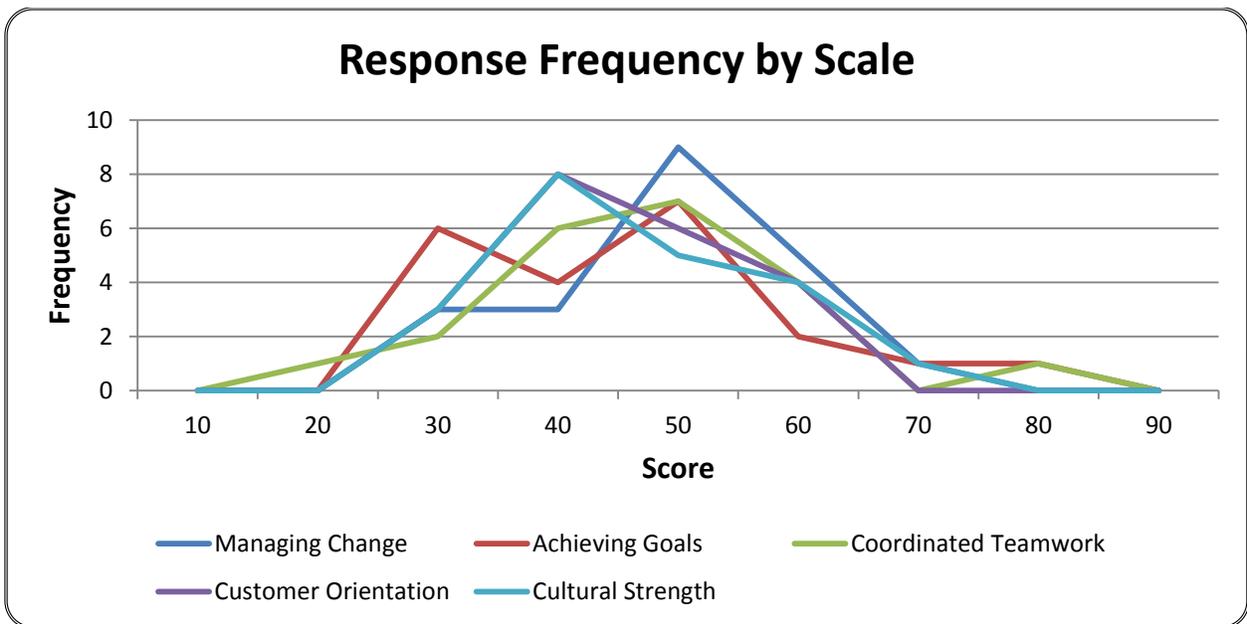
Results Summary

Summary of Scales					
	Managing Change	Achieving Goals	Coordinated Teamwork	Customer Orientation	Cultural Strength
Township	43.15	41.41	42.85	39.53	43.13



Outcome Variation

Outcome Measures of Variation				
Township		Mean	Minimum	Maximum
	Managing Change	43.15	26.84	64.72
	Achieving Goals	41.41	22.15	75.32
	Coordinated Teamwork	42.85	19.82	75.68
	Customer Orientation	39.53	23.92	56.27
	Cultural Strength	43.13	21.55	66.18





SECTION 5

ASSESSMENT SUMMARY AND RECOMMENDATIONS

ASSESSMENT SUMMARY AND RECOMMENDATIONS

During the assessment of the Princeton Police Department (P.P.D.) four independent methods were used to evaluate the organizational health and professional culture of the agency. This was done approximately nine (9) months after the consolidation of two long-standing independent organizations. The results of those separate methods were then synergized into this report which is designed to assist the leadership of the department effectively manage change, and the effects of that change on the health of the agency. Throughout our assessment we received feedback that clearly suggests that the department is well thought of by the various communities it serves. We also noted that the officers within the department are prepared to move on following the consolidation. As with any organization, there are areas for professional growth and enrichment which are hereinafter set forth.

We believe it to be important to note that during our assessment of the agency a clear distinction of past and present leadership styles within the department was identified and discussed during nearly every focus group we conducted. The effectiveness of a leader lies in their ability to transition their style of influence depending on the audience and situation that may be dealing with at a particular moment. Failure to transition a leadership style based on situational variables may leave some people feeling alienated or undervalued within the organization. Overreliance on certain leadership characteristics that are considered personal strengths may prove to be a weakness when dealing with different sets of people. During the various focus groups that were conducted, three common themes emerged. First, there is respect and appreciation for the activities and engagement by the current leadership of the P.P.D. Second, among many members of the police department who were interviewed and some other organizational stakeholders, that respect and appreciation did not exist to the same degree prior to March 2013. Third, for the department to move forward and continue to excel a decision has to be made as to who will lead the department.

The principal instrument leveraged to conduct the cultural analysis of the P.P.D. was the ***Organizational Culture Assessment Questionnaire (OCAQ)***. The five functional areas that the questionnaire evaluated assembled information based on the current perceptions of the members of the department. Scores below 40 in the five functional areas of the ***OCAQ*** are normally considered low for an organization, when measured against results obtained from other organizations that have taken the same questionnaire.

OCAQ Summary of Scales					
	Managing Change	Achieving Goals	Coordinated Teamwork	Customer Orientation	Cultural Strength
Captain	44.05	31.53	41.54	32.01	41.07
Lieutenants	45.20	33.61	41.54	41.89	41.07
Frontline	40.13	38.58	38.73	37.71	39.84
Results Separated by Former Agency					
Former Borough	37.74	36.35	35.46	36.28	37.24
Former Township	43.15	41.41	42.85	39.53	43.13

TRG Team members personally met with and discussed the P.P.D. **OCAQ** results with its developer, Dr. William Rosenbach. Dr. Rosenbach pointed out that the scores illustrate that there appears to be agreement among the perceptions of agency’s members in the five functional areas. He also noted that he was not concerned with the relatively low scores and directly attributed them to the fact that this is a new organization. He further noted the significance of such a young department having relative agreement on the current condition of the agency. He advised that if there had been disagreement among current perceptions in the five functional areas, (meaning there were wide ranges of numeric results) there may be reason for concern that the vision of what a positive future looks like may be different among organizational members.

Having a strong culture can be positive or negative depending on how the values of the organization have been defined. There does not seem to be conflict among members of the P.P.D. based on the results of the **OCAQ**. In total, 47 P.P.D. respondents contributed their opinions to the **OCAQ** questionnaire. While the results in all five functional areas trended near or below an average score of 40 (usually considered low), Dr. Rosenbach felt those scores were reasonable considering the recent consolidation and creation of the new department. Based on the consistency of the scores among P.P.D. members he advised that he expects that within a year, the scores in all five functional areas would exceed a score of 50. However, he qualified this statement with the condition that the most relevant factor in the future P.P.D. **OCAQ** scores will be the effectiveness of the leader of the department.

The **DiSC** assessment utilized during our assessment helps us understand that the members of the P.P.D. maintain their own unique personality styles which vary from person to person. While some people tend to be more questioning of ideas and facts, others are generally may be more accepting of outside perspectives. Understanding these personality variations helps us evaluate how different people and groups of people may

interrelate or react to one another in social or work settings. While one group may feel that their environment controls their activities through various informal controls, social expectations or procedural variables (I.e. Governing Bodies, Laws, Policies, or Procedures), another group may feel they need or have greater control over their environment and the activities in which they take part. These inherent differences lay the foundation for an assessment of group dynamics that may exist in the P.P.D.

DiSC® is a leading personal assessment tool used by more than 40 million people to improve worker productivity, teamwork and communication. 47 members of the P.P.D. took part in an on-line **DiSC** assessment that categorized them into one of 15 pre-determined **Classical DiSC Profile Patterns**. The individual results were confidentially provided to the respondents in the hope that a level of self-awareness will assist them in their daily interactions with the public and each other.

Of the 47 P.P.D. members who took the **DiSC** assessment, 77% received high scores in the Conscientious (**C**) style, which is **much higher** than the average group who has taken this online profile. Common advantages of cultures with the **C** style include: 1) Calculating risks thoroughly; 2) Making decisions logically; 3) Appreciating well-defined goals; 4) Paying attention to details. Common drawbacks of cultures with the **C** style include: 1) Missing opportunities due to excess caution; 2) Stifling informal communication; 3) Ignoring people's feelings; 4) Closes oneself off to outsiders.

Of the 47 Princeton Police Department members who took the **DiSC** assessment, 49% received high scores in the Steadiness (**S**) style which is **somewhat higher** than an average group who has taken this on-line profile. Common advantages of cultures with the **S** style include: 1) Works toward dependable and reliable results; 2) Encourages a strong sense of duty; 3) Commits to getting the job done right; 4) Promotes feelings of comfort and security. Common drawbacks of cultures with the **S** style include: 1) Fails to challenge ideas; 2) Avoids tough decisions to spare feelings, which can create resentment that brews beneath the surface; 3) Avoids giving constructive criticism.

Each **DiSC** cultural style brings strengths and weaknesses to the department. It is important to remember that people possess qualities of all four quadrants of the **DiSC** in some measure. The **DiSC** is designed to measure preferences and priorities different people have, and to help people leverage their strengths and mitigate weaknesses that are associated with each style. Our results focused on the **S** and **C DiSC** cultures because based on the aggregate results that were obtained during our assessment, the P.P.D. culture trended highly toward those styles.

From a law enforcement perspective, having an agency that is strong in the **S** and **C DiSC** cultures brings many positive qualities. They include a strong service orientation and respectful nature. The majority of the members have a strong sense of duty toward the mission of the organization and during interactions with the public. They maintain a strong respect for accuracy and logical thinking. Finally, the existing culture of the agency as documented using the **DiSC** should be expected to foster an atmosphere of polite and tactful behavior among various groups and a strong respect for the rights of people when carrying out their duties.

Focus groups were another critical component to the cultural assessment of the P.P.D. The focus groups were utilized to assist in creating an evaluation that is both formative and qualitative. Between July 25, 2013, and September 26, 2013, members of TRG Team met with 11 separate focus groups comprised of one to seven people (Note- One group consisted of only the Princeton Business Administrator). The groups included internal and external stakeholders who provided various perspectives concerning the culture of the P.P.D. Each group was led through an open discussion by TRG facilitators, which resulted in feedback in the five key **OCAQ** functional areas: **Managing Change, Achieving Goals, Coordinated Teamwork, Customer Orientation and Cultural Strength.**

After conducting the focus groups, TRG Team designed an organizational and leadership survey questionnaire for the P.P.D. The questions were carefully designed to allow for critical and timely feedback concerning ways of improving workplace performance and productivity. In order to facilitate the survey we utilized The Rodgers Group, LLC, website PowerDMS™ platform. The survey was delivered in a completely anonymous format allowing employees to give their opinions freely.

- ❖ 85% of P.P.D. respondents agreed or strongly agreed that the organization is ready to move forward and develop a new identity and culture.
- ❖ 60% of P.P.D. respondents agreed or strongly agreed that there are external influences negatively impacting the organization's ability to create a new identity and culture.
- ❖ 67.5% of P.P.D. respondents agreed that leaders communicate long-term goals and objectives of the organization to its members.
- ❖ 95% of P.P.D. respondents agreed or strongly agreed that the development of special activities, initiatives or partnerships with the community are important to the future success of the organization.

MANAGING CHANGE

If the members of the P.P.D. believe they have little effect on or control over their environment, then they are not likely to invest much time or effort in trying to do so. However, if members share a strong belief that they can have some effect on their environment then they are likely to invest their energies in an effort to do so. It is critical to remember that it is the beliefs people carry, not the reality of their situation. For that reason, effective communication by leadership within the P.P.D. should be able to create a sense of purpose in some members and relieve anxiety in others.

OCAQ Results					
	Captain	Lieutenants	Frontline	Former Borough	Former Township
Managing Change	44.05	45.20	40.13	37.74	43.15

The P.P.D. has just taken part in one of the more complicated and comprehensive changes any law enforcement organization can encounter. The recent consolidation of the two police departments has had a different impact on each member depending on their individual temperaments and personal preferences. While those variables may not be considered when deciding on whether to consolidate or not, community and agency leaders need to consider the impact the consolidation had on the workplace and whether or not the agency culture was conditioned for that change.

The range of OCAQ scores concerning Managing Change ranged from a low of 40.13 to a high of 45.20, with the former being representative of the largest population of people that answered the questionnaire (Frontline). For purposes of this study, the score is understandable, especially considering the potential **DiSC** characteristics associated with the **S** and **C cultures**.

- ❖ Neither the **S** or **C cultures** embrace rapid change or risk.
- ❖ When change occurs, the **S** and **C cultures** will struggle during periods of time where clearly established guidelines are absent.
- ❖ According to the personality traits most commonly associated with the agency’s workforce, if change is perceived as less than fact based, or influenced by factors unrelated to the organization’s mission, initiatives may be approached with a passive-aggressive enthusiasm.
- ❖ In times of change a strong **C culture** could be perceived as cold or cynical because of their temperament being strongly rooted in logic, planning and analytical approaches to problem solving. In an especially service-oriented profession like law enforcement, the outside perception may be negative.

- ❖ The disruptive nature of some types of change can create anxiety for an **S culture** and potentially affect productivity.
- ❖ This is not to suggest that organizations with an **S culture** are incapable of change. Rather, their personality traits are known to include thoughtfulness, respect for the tenets of cooperation, teamwork, and communication which can be strong allies to a leader attempting to effectuate change at the P.P.D.

ACHIEVING GOALS

Law enforcement agencies are typically strong at developing short-term tactical and operational plans, but suffer when identifying long-term goals and objectives. Many times law enforcement agencies are beholden to variables and agendas outside their control (I.e. Political or Budgetary Influences), so long-term planning can be challenging. These obstacles may or may not exist, but in either case a law enforcement executive must respect the need for clearly established organizational goals.

OCAQ Results					
	Captain	Lieutenants	Frontline	Former Borough	Former Township
Achieving Goals	31.53	33.61	38.58	36.35	41.41

OCAQ scores in the area of Achieving Goals were lower than the other four functional areas. A potential contributing factor may be found in comments that were received during our various focus groups. Many cited the fact that without a leader defining the future of the organization it is difficult to establish enthusiasm for a future that is unclear. Some external stakeholders believed there was evidence that goals and priorities were being identified, but were unclear how those goals and priorities were established. Others cited a need for community groups to communicate better with the police department to assist them in identifying organizational goals and objectives.

Some focus group members believed there is a need for less political interference that may be contributing to a less than efficient day-to-day operation of the police department. Conversely, others interviewed from outside the department believed that there needed to be greater oversight and influence by non-departmental entities. Other concerns included attrition rates that may occur within the department due to officers reaching full terms of service allowing them to retire. Finally, there were internal and external concerns shared during focus groups that reducing the size of the police department any further will have a negative impact on the ability of the organization to meet the needs of the community and

reach organizational goals. The size of the department and resources they have available are variables that could influence flexibility and attentiveness to programs and initiatives that may benefit organizational goals.

- ❖ Ambiguity and uncertainty are enemies to organizational effectiveness. This is especially true for personality traits that are most prevalent in the P.P.D.
- ❖ Long-term goal setting and supporting the efforts associated with same will benefit the organization.
- ❖ Members of the P.P.D. would not only benefit from clearly defined goals and objectives, but would thrive in an environment that codifies long-term expectations for the department. Because **S** and **C cultures** may feel more comfortable being controlled by their environment, defined priorities, processes and plans may alleviate dissatisfaction some may feel toward organizational initiatives and programs.
- ❖ The **S** and **C cultures** would appreciate a systematic approach when providing services to the community.
- ❖ When plans are defined and implemented, abrupt changes that are not explained will create anxiety in the **S culture** and cause some people in the **C culture** to harbor resentment. Because both cultures are less direct when addressing issues or conflict, resentment could fester under the surface for long periods of time and hinder organizational initiatives.
- ❖ Including people from the organization in long-term planning efforts would benefit a P.P.D. executive. Initiating further discussions with external stakeholders would benefit the **S** and **C cultures** from different perspectives. The **C culture** will respect the amount of information and data that results from external needs assessments, and how that information may influence operations. The **S culture** will appreciate the interaction and relationship building that accompanies such interaction.
- ❖ Identifying ways to recognize efforts made by team members that contribute positively toward organizational goals and objectives should be considered. Behaviors considered desirable from the **S** and **C cultures** need to be reinforced, however, their extroverted nature requires thought as to how that reinforcement should best be delivered.

COORDINATED TEAMWORK

The long-term organizational health of the P.P.D. will depend on how well the efforts of individuals and groups within the organization are tied together, coordinated and sequenced so that work efforts fit together effectively. The P.P.D. must ensure there is a coordination of teamwork and aligned goals to ensure they are poised to meet the unpredictable demands of their profession. Doing so will help organization members to "mutually adjust" their actions to take into account unplanned and unpredicted circumstances.

OCAQ Results					
	Captain	Lieutenants	Frontline	Former Borough	Former Township
Coordinated Teamwork	44.05	45.20	40.13	37.74	43.15

OCAQ results in Coordinated Teamwork may simply be a reflection of the growth the organization is still encountering following the recent consolidation of departments. Ongoing efforts to establish and synergize new organizational policies, procedures and standing operating procedures may have an influence on the short-term attitudes people have in this area. Despite the fact that both agencies had preexisting policies that were similar in most ways, nuances in procedures may create a sense of uncertainty at times.

Another factor that may have influence over the Coordinated Teamwork results may be the manner in which squads and units have been established in the department. TRG Team members were provided feedback during focus groups that in the absence of clearly established policies and protocols, having two sergeants (One from each former department) on each squad may at times create confusion among squad members. For instance, if the leader of the squad is off duty the sergeant left in charge may rely on different past protocols when dealing with certain situations. At those times the *S* and *C cultures* would find this to be a frustrating environment in which to work. Clearly defined expectations of performance would be well received by the majority of people in the P.P.D.

Often lost in the daily analysis of agency performance are the important roles that civilian staff members serve when goals and objectives of the department are being met. It was strongly cited during various focus groups that there was the need resolve salary inconsistencies among the support staff. While this issue may fall outside of the authority of the law enforcement executive, attempts to mitigate the impact of salary inconsistencies is important to the overall health of the agency.

In terms of Coordinated Teamwork, the *S* and *C cultures* embrace an atmosphere where organizational efforts are structured to complement each other. While the *C culture* will appreciate systematic approaches to initiatives, the *S culture* will enjoy the harmony that results from team approaches to problem solving. Of special consideration for the leader of the P.P.D. is the lack of directness that accompanies *S* and *C cultures*. While there are many significant strengths that result from those cultures in the area of Coordinated Teamwork, unaddressed issues and problems may fester below the surface of an organization, and not be obvious to the leader. Those unresolved issues or conflicts can result in further, more complicated problems for the department in the future.

Other information obtained through focus groups suggested several positive outcomes as a result of the recent consolidation of police departments. Those positive outcomes have a direct impact on the ability of the department to coordinate activities and promote greater teamwork within the Princeton community. Consensus seemed to be that the department was more operationally ready to handle situations that occur in the community since the merger. Information sharing that may have lacked in the past was no longer an issue and there is a greater delivery of services because efforts are coordinated under one authority. There also seemed to be a belief that the department has a greater capacity for following up on investigations and providing special initiatives in response to community needs.

- ❖ Leveraging the experiences, training and special capabilities of each of the former departments will allow the P.P.D. to be more flexible when responding to various situations they may encounter.
- ❖ Allowing greater authority among teams to influence how initiatives address organizational priorities may be a benefit to the leader of the department. The **S** and **C cultures** will appreciate the flexibility, but may need oversight to ensure initiatives are being followed up in a timely manner because they may get bogged down in details and over analysis.
- ❖ Regular staff and squad meetings where priorities are discussed should be the norm. Included in those discussions should be an explanation of how programs and initiatives interrelate, and how investigative, patrol and administrative elements of the department complement each other's efforts. Note – These discussions will be most productive if employees believe there are clearly established priorities and goals as discussed earlier.
- ❖ When evaluating team performance, the leader of the P.P.D. must first consider the **DiSC** style of a person who is leading a team. While not focused on throughout this summary, the **S** and **C cultures** may respond negatively to a supervisor who has a high **D** (Dominant) **style** and lacks adequate self-awareness. Teamwork and accuracy can give way to rapid change and goal accomplishment in a **D style** atmosphere. That is not to say a **D style** is ineffective when working with **S** and **C cultures**. Actually, it is quite the contrary when the **D style** is respectful of the temperament and needs of the **S** and **C cultures**. When that occurs each of these styles can leverage the strengths of the other and counter balance their weaknesses.
- ❖ The **S culture** could be leveraged greatly by the P.P.D. to establish and maintain community initiatives. Their humility, cooperation and thoughtfulness will be well received by people attempting to communicate problems or issues to the department. However, the leader has to be cautious that an **S** style may be reluctant to say no, and overstate the response capabilities the department has to address an issue in order to spare feelings.
- ❖ The **C culture's** respect for quality service can be leveraged to ensure there are effective processes and quality control measures that support team efforts. Accountability in law enforcement requires calculated risks and attention to detail during tactical and strategic planning processes. The attention to detail that comes

with a **C culture** will keep initiatives on track and help deliver dependable results to the community.

CUSTOMER ORIENTATION

The values that support an effective Customer Orientation function are not simply an overriding belief in the importance of the client or customer. Certain organizational beliefs are associated with more and with less effective customer orientation strategies.

OCAQ Results					
	Captain	Lieutenants	Frontline	Former Borough	Former Township
Customer Orientation	32.01	41.89	37.71	36.28	39.53

S and **C cultures** within the P.P.D. are probably driven by quality service and cooperation, therefore, the current tendencies and temperaments of officers in the department should support outstanding customer service to the community.

Focus groups provided great insight for TRG Team members and each demonstrated an appreciation for the current engagement of the department when dealing with their needs. Examples cited included, the creation of a Safe Neighborhood Unit, a recent community survey, attendance at community meetings, quicker response times to calls for service, better engagement with Princeton University, and a recent initiative that utilized Twitter as a way of engaging technology when communicating with the community.

Some concerns cited during focus groups included promises made to provide certain services to public schools that are not followed up on, multiple layers of bureaucracy that slows department initiatives, a perception by some that that law enforcement occurs disproportionately depending on whether a person is economically advantaged or disadvantaged, and political agendas.

Among community leaders there was a sincere interest in supporting law enforcement functions. There is a strong desire for more initiatives and opportunities for law enforcement to interact with businesses and people in non-law-enforcement activities. This is specifically cited in terms of officer interactions with the younger community. Interestingly, during TRG survey of department members, 95% of those who took part in the survey felt that increased initiatives with the community were necessary for the future success of the department. These facts, coupled with the relative agreement found in the

OCAQ results and natural tendencies of **S** and **C cultures**, should provide enthusiasm and high expectations for the future of relationships between the P.P.D and the community.

- ❖ Understanding and balancing the characteristics of **S** and **C** cultures will be a benefit to a P.P.D. law enforcement executive. The strong qualities of collaboration, cooperation and thoughtfulness displayed by an **S culture**, could be supported by a **C culture's** interest in delivering exceptional and dependable services to the community. However, the introverted nature of a **C culture** may give the community the wrong impression as to the interest and intentions of the organization toward their needs because of their businesslike personality.
- ❖ The slower and calculated means by which **S** and **C cultures** address issues and advance initiatives has to be counterbalanced by people who have an interest in getting timely results. Over analysis and resistance to change could be the enemy of progressive initiatives, and cause the organization to miss opportunities that engage community needs.
- ❖ Policies and procedures that align organizational activities behind community initiatives would be well received with the overwhelming majority of the agency's workforce.

CULTURAL STRENGTH

An organization's culture is a sort of fabric. If an organization has varied values and beliefs, some shared by many people in the organization and some shared by only a few, then the fabric is a "loose-knit" weave, perhaps supported by only a few critical, strong threads. However, when a certain group of values and beliefs is strongly shared by most or all of the organization's members, then the resultant cultural fabric is more tightly knit, with a clearly visible design.

By now it should be clear that members of the P.P.D. share a strong cultural fabric that supports many tenets that are critical to effective law enforcement. As with any culture there are inherent strengths, weaknesses and areas for growth. A law enforcement executive having an appreciation for what those strengths are can leverage them for the betterment of the organization. Equally important is recognizing potential weaknesses, or areas of growth, to ensure that cultural elements that do not support the department's priorities are quickly identified and mitigated.

OCAQ Results					
	Captain	Lieutenants	Frontline	Former Borough	Former Township
Cultural Strength	41.07	41.07	39.84	37.24	43.13

In order to best evaluate the **OCAQ** concerning the P.P.D.'s Cultural strength and the perceptions that led to the listed results, it's appropriate to revisit the statements that P.P.D. respondents were asked to score in the questionnaire. Consider the following statements:

- ❖ People value and make use of one another's unique strengths and different abilities.
- ❖ Everyone knows and understands our objectives and priorities.
- ❖ People sometimes compromise company policy and procedures to reach operational goals.
- ❖ Business decisions are most often made on the basis of facts, not just perceptions or assumptions.
- ❖ People have access to timely and accurate information about what's really happening in the organization and why.
- ❖ People strongly believe in a set of shared values about how people should work together to solve common problems and reach mutual objectives.

Cultural strengths are dependent upon values and beliefs that are identified through patterns of action and behavior, not by statements and assertions. In the absence of codified organizational objectives and priorities, and the fact that the P.P.D. is a new entity, it is not surprising to see **OCAQ** scores that hover close to 40. Remember, 77% of P.P.D. respondents scored high in the **C style** of the **DiSC**.

Precision and reliability, as well as analytically and logically approaching issues, projects and initiatives, are hallmarks of the **C style**. Therefore, any lack of identified objectives and priorities will be poorly received. As the organization codifies priorities, and aligns business activities around those priorities the **C culture** should thrive.

The collaborative nature of the **S culture** is aligned with feedback received during focus groups. TRG Team members were told that the new culture of the police department should be, "open, supportive, friendly, and proud to put the uniform on every day." Those characteristics are consistent with the behaviors a law enforcement executive should expect within an **S culture**. Internal focus groups cited the fact that most officers in the department are proud of their jobs and that most supervisors "are caring." These are all qualities that are prevalent within the agency and should lead to successful outcomes for the P.P.D.

During each of the internal focus groups that were conducted by TRG Team members, descriptions of each of the former Princeton police agencies were consistent. The former Princeton Borough Police Department was perceived as being rougher, more aggressively enforcing the law, and was more "old school." The former Princeton Township Police Department was perceived as having less involvement in criminal activities and presented

a more professional demeanor. Refreshingly, these same groups of people reported their perceptions were incorrect after having an opportunity to work directly with people from the alternate agency.

TRG Team members were alerted to activities that occur outside of the organization that could have an impact on cultural mending. Some external focus group members pointed to past grudges that may have existed within either the Princeton Borough or Township Police Department's that may be rehashed at local P.B.A. meetings. Because those meetings can be attended by retired members of each organization, and are also attended by current officers in the department, the potential exists that past grudges may continue without need or purpose.

As a final word on the analysis that was conducted through the use of the DiSC assessment which further validates the preferences and tendencies of the department, a specific question was included in the organizational survey P.P.D. members received. The question was as follows:

The words that could best describe the values and beliefs of the Princeton Police department include: (Choose One)

1. Accuracy, quality, completeness, attention to detail. (**C Style**)
2. Cooperation, loyalty, team focus, thoughtfulness. (**S Style**)
3. Creativity, enthusiasm, optimism, spontaneity. (**i Style**)
4. Directness, results focused, victory driven, persistent. (**D Style**)

Note – Styles listed at the end of each set of words above were not included in the survey seen by P.P.D. respondents.

As indicated, each set of words directly corresponds to one of the four **DiSC styles**. There were 40 P.P.D. respondents to the questionnaire. When asked what words could best describe the values and beliefs of the Princeton Police Department, 34 (or 85%) chose the set of words that corresponded to either the **S** or **C DiSC styles**. This further validates the importance that should be placed on considering the natural tendencies of the majority of the P.P.D. when advancing programs and initiatives focused on organizational priorities.

RECOMMENDED ACTIONS

- Stability of leadership within the department has to be established. There were strong feelings among officers who were interviewed that the head of the agency should be a Chief of Police. If the governing body chooses to go in another direction, swift and effective communication with organizational members will be required to mitigate the impact of further change to the agency which has operated with uncertainty for more than two years.
- Team analysis and individual coaching sessions that use the **DiSC** as the basis for discussion would greatly benefit the P.P.D. Appreciation for the qualities of each of the four personality styles will allow the agency to leverage information that has been obtained during this assessment and potentially alleviate conflicts that may be occurring in different workgroups.
- The Organizational Culture Assessment should be repeated at one, three and five year intervals in order to track the progress of the department in the five **OCAQ** functional areas. The information comparison will provide a platform for increased organizational effectiveness and poise the P.P.D. to set a best practice for law enforcement agencies to follow when evaluating professional services they provide to their communities.
- The consolidation has raised the anxiety of the agency workforce. This can be mitigated by regular communication of goals and objectives and positively reinforcing contributions members make toward them.
- Formal and informal internal communication strategies should be developed that support and reinforce organizational priorities.
- Leaders have to ensure that people receive the support and information they need to be effective in an ever-changing environment.
- To the degree possible, leaders have to isolate indecision or conflict that is occurring outside the control of the organization that may occur that may impact the organization. By doing so they can potentially insulate the emotions of department members from the collateral issues and anxiety that result from that indecision or conflict.
- Provide stability and detailed planning through the development of a long-term organizational strategic plan that provides the organization with a roadmap for success at one, three and five year intervals. Forecasting future events and initiatives will benefit the members who are more contemplative and deliberate which are personality traits shared by the majority of the agency's workforce.

- Organizational initiatives and programs should be established that support the organization's desire to provide services the community desires.
- A purposeful and formalized leadership and mentoring program should be established to account for potential attrition of seasoned personnel.
- Supervision, teambuilding, motivation and effective communication training programs should be provided so that a foundation of competency can be established for officers and detectives who may have to step into roles that are vacated through retirements. Planning in this fashion will prepare the department by benefiting from the knowledge and experience of seasoned officers before they leave the department.
- Internal systems that reward officer performance in areas that support organizational priorities and customer service should be developed.
- Promoting programs and initiatives where officers are better engaged in the community will build camaraderie internally, and demonstrate that community needs are a priority to the department. There is a strong belief among TRG Team members that various community groups would enjoy an opportunity to frame events to meet this goal.



SECTION 6

BIOGRAPHIES OF THE TRG ASSESSMENT TEAM



Frank E. Rodgers retired as the Deputy Superintendent of the New Jersey State Police in 2007 at the rank of Lt. Colonel after twenty-five years of service. While serving in the second highest ranking position in the largest police department in the State of New Jersey, he led the Investigations Branch which consisted of in excess of 900 detectives, analysts and scientists assigned to 57 different units with an annual budget of in excess of seventy-five (75) million dollars. A strong advocate of police professionalism, strategic planning and accountability, he initiated and directed a complete restructuring of the organization's investigative assets predicated on the principles of "Intelligence Led Policing". During his tenure as the Deputy Superintendent of Investigations, he directed the development of the "Practical Guide to Intelligence Led Policing" which was published by the Center for Policing and Terrorism at the Manhattan Institute and was adopted in February 2009 by the U.S. Department of Justice as a national model for conducting law enforcement operations.

Following his career with the State Police, he was appointed as the first Police Director of the newly formed New Jersey State Park Police in the Department of Environmental Protection. During his tenure in that position, he developed the force of 110 officers who are responsible for protecting the eighteen (18) million annual visitors to the state's fifty-one (51) parks into a CALEA (Commission on the Accreditation for Law Enforcement Agencies) nationally recognized and New Jersey State Association of Chiefs of Police Accredited agency.

In 2008, Lt. Colonel (Ret.), Rodgers formed his own private consulting company. Immediately upon forming his company he was contracted to serve as Team Leader of the baseline capabilities assessment commissioned by the Office of the Director of National Intelligence of the national network of seventy-two (72) intelligence fusion centers. At present, the company is under contract to develop policy and training for in excess of one hundred law enforcement agencies. In May 2009, he was selected to serve as the President of the Advisory Council of the New Jersey Public Safety Accreditation Coalition. In 2008, he was certified as an Assessor for the Commission on Accreditation for Law Enforcement Agencies (CALEA) and he is recognized by the Superior Court of the State of New Jersey and the United States District Court as an expert in law enforcement procedures, policy, training and supervision. In 2011, he founded and now leads the Center for Public Safety & Security at the Richard Stockton College of New Jersey.

Lt. Colonel Rodgers (Ret.) holds a Master of Arts Degree in Education from Seton Hall University and is a graduate of the FBI National Academy. He is the co-author of a comprehensive published history of the New Jersey State Police and the Internal Affairs Investigations Manual for Investigators. He is also the recipient of the organization's highest award, the 1990 Trooper of the Year for his investigative work.



Mr. Philip M. Coyne retired from the New Jersey State Police in 2012 after 25 years of service. While serving as the Director of the New Jersey Regional Operations and Intelligence Center, the State fusion center, he led a task force comprised of law enforcement professionals from federal, state, county and local agencies. He had oversight of a team who were responsible for delivering tactical and strategic intelligence products to all law enforcement and private sector organizations in the State, as well as timely situational awareness reports for all type of crimes, threats and hazards. Prior to leading the fusion center, he was the Executive Officer of the Office of

Professional Standards (OPS) and was the Division Criminal Investigations Officer. In his role in OPS, Major Coyne (Ret.) directed internal investigations, inspections, and audit functions for the State Police. In his role as Criminal Investigations Officer for the Field Operations Section, Major Coyne (Ret.) oversaw the activities and investigations conducted by detectives from approximately thirty stations, and served as the primary liaison between the Field Operations Commander and Deputy Superintendent of Investigations.

Other notable assignments Major Coyne (Ret.) served in included being Commandant of the New Jersey State Police Academy for two years. While leading an academy staff comprised of more than 60 sworn and civilian staff, he was responsible for the oversight of all training development and the delivery of programs for the organization. In that capacity he was chosen as the Superintendent's representative for critical matters of interest with the State Attorney General's Office and the Police Training Commission (PTC). As Commandant, he directed the update, restructure and delivery of a new recruit-training curriculum. Incorporating best practices in law enforcement training, Major (Ret.) Coyne supervised the creation of the Recruit Capstone Experience, a revolutionary program that was designed to demonstrate the effectiveness of the academy program through the integration of simulated, though operational patrol scenarios.

Mr. Coyne holds a Bachelor's degree in Criminal Justice from The College of New Jersey, and a Master's degree in Education, and certificate in Human Resources Training and Development from Seton Hall University. As a New Jersey Police Training Commission certified instructor, Mr. Coyne has lectured to state, county and local law enforcement officers in training programs throughout the New Jersey.



Vance J. Mattis retired in 2008 from the New Jersey State Police at the rank of Lieutenant after twenty years of service. Immediately prior to his retirement he commanded the New Jersey State Police Training Bureau’s Law Enforcement Science Unit. Prior to his assignment to the Academy in 2003, he spent fifteen years within the organizations Field Operations Branch which culminated with his position as a Tactical Patrol Supervisor on the New Jersey Turnpike. During his five year tenure at the Training Bureau he was assigned to different leadership positions within the Executive Development Training Unit and the In-Service Training Unit, all while Federal Consent Decree compliance mandates were in place.

Mr. Mattis has extensive experience in teaching, training development, needs assessments, leadership development, strategic planning, in-service training, measurement of training, and the principles and utilization of Return on investment. He was also directly responsible for the development of the New Jersey State Police Strategic Planning Model and its implementation organization wide.

During his tenure within the Executive Development Training Unit, Lt. Mattis (ret.) developed and delivered rank specific supervisory training for the ranks of Sergeant through Lieutenant Colonel. In 2004, he co-authored a cutting edge Lieutenants Course that was held at both Princeton University and the Gettysburg Battlefield. In 2005 and 2006, Lt. Mattis (ret.) was directly involved with the development of all annual In-Service Training Products delivered to the 3000 members of the State Police. Including but not limited to search and seizure, leadership, cultural awareness, and ethics. In 2007 and 2008, Lt. Mattis (ret.) held the position as Unit Head for recruit training at the New Jersey State Police Academy.

Mr. Mattis holds a Master of Administrative Science Degree from Fairleigh Dickinson University, a Bachelor of Arts Degree in Criminal Justice from Seton Hall University, and an Associate of Arts Degree in Law Enforcement Science from Mercer County Community College. He is a graduate of the F.B.I. Instructor Development Training Course, and he has served as a primary instructor within the NJSP Instructor Training Course. He is a graduate of the Penn State University Justice and Safety Institute Instructor Development Training Course and holds a 360 Leadership Profile Accreditation.

In October 2011, Mattis was appointed as a “Consultant to the Center” for the Richard Stockton College of New Jersey, Center for Public Safety & Security. Since 2009, Mattis has served as the Course Coordinator and Primary Instructor for the NJSACOP Front Line Supervision Program.