

MPD OFFICER EXPERIENCE & WELLNESS SURVEY

Officer Experiences, Organizational Culture, Wellness,
and Support Services in the Minneapolis Police Department

Final Report

Prepared pursuant to the Minnesota Department of Human Rights
State Court Enforceable Agreement

Prepared by

Dr. Alex del Carmen

Del Carmen Consulting, LLC

in partnership with ELEFA

Table of Contents

Note on Response Rate	4
1. Executive Summary	4
1.1 Key Findings at a Glance.....	5
1.2 Summary of Recommendations.....	7
2. Introduction and Background	7
2.1 Purpose of the Survey	7
2.2 Policy and Legal Context	7
2.3 The Independent Evaluator	8
2.4 Scope of This Report.....	8
3. Survey Instrument and Content Domains.....	8
3.1 Instrument Development.....	8
3.2 Content Domains.....	8
3.3 Demographic and Background Items.....	9
4. Methodology	9
4.1 Study Design	9
4.2 Mode of Administration	10
4.3 Field Period	10
4.4 Recruitment and Access.....	10
4.5 Field Period Management and Reminders.....	10
4.6 Eligibility	10
5. Data Management and Analysis Plan	11
5.1 Anonymity and Data Security.....	11
5.2 Data Cleaning and Duplicate Control.....	11
5.3 Coding and Scale Construction	11
5.4 Weighting	11
5.5 Analysis Methods	12
5.6 Reporting and Disclosure Controls	12
6. Findings	12
6.1 Response Overview and Participation	12
6.2 Respondent Profile	13
6.3 Organizational Culture & Climate.....	14
6.4 Supervision & Leadership.....	15
6.5 Training & Working Conditions	16
6.6 Performance Evaluation & Accountability	16
6.7 Officer Wellness (Stress, Workload, Safety)	17

6.8 Support Services & Benefits	18
6.9 EAP Quality & Availability	18
6.10 External Clinical Providers	19
6.11 Community Engagement & Perceptions	19
6.12 Self-Assessed Equal Treatment of the Public	20
6.13 Integrated Analysis of Findings	21
6.13.1 Strong at the Team Level, Weak at the Institutional Level	21
6.13.2 Accountability Is the Central Grievance	21
6.13.3 A Climate of Fear Around Mistakes	21
6.13.4 The Officer–Community Perception Gap	22
6.13.5 Training, Hiring Standards, and Resources	22
6.13.6 Wellness Strain Is Structural, Not Clinical.....	22
6.13.7 Distrust of the Survey Itself	22
6.14 Open-Ended Comments: Thematic Analysis	22
7. Limitations.....	24
8. Recommendations	25
8.1 Rebuild Trust Between Command Staff and the Front Line.....	25
8.2 Reform the Misconduct and Discipline Process for Timeliness and Consistency.....	25
8.3 Restore Clear Hiring and Field-Training Standards	25
8.4 Invest in Facilities, Fleet, and Equipment	25
8.5 Strengthen Psychological Safety.....	26
8.6 Deepen and De-Stigmatize Wellness Support.....	26
8.7 Drill Down on Priority Areas Through Focus Groups	26
9. Conclusion	26
Appendices	27
Appendix A. Survey Instrument	27
Appendix B. Detailed Data Tables	30

Note on Response Rate

Throughout this report, the number of survey respondents should be interpreted in terms of a response rate calculated against the total population eligible to respond. A total of 600 sworn officers and eligible civilian personnel were eligible to participate in the survey. Of these, 244 responded during the 30-day field period, yielding an overall response rate of 40.7 percent (244 of 600 eligible personnel).

Accordingly, wherever respondent counts are reported in this document, they should be read in relation to this eligible population of 600. A response rate of 40.7 percent is a strong result for a voluntary, anonymous survey of sworn personnel and provides a credible basis for the directional findings presented here. At the same time, because participation was voluntary and item-level non-response varied, percentages reported for individual survey items reflect the share of respondents answering each item rather than the share of the full eligible population, and the results should be interpreted accordingly.

It should also be noted that of the 244 respondents, 29 took part of this survey after the chief of police resigned (May 26, 2026). Although it was suspected that their responses may have been affected by the chief's resignation, a detailed comparison of responses by those that responded prior to May 26th, shows that the post resignation responses were statistically similar to those recorded prior to the chief's resignation.

1. Executive Summary

This report presents the design, administration, and findings of the MPD Officer Experience & Wellness Survey, conducted as part of the independent evaluation work undertaken pursuant to the Minnesota Department of Human Rights (MDHR) State Court Enforceable Agreement. The survey was designed to assess officers' experiences within the Minneapolis Police Department (MPD), including organizational culture and climate, supervision and leadership, working conditions, accountability, officer wellness, and the quality and availability of support services provided through the Employee Assistance Program (EAP) and external clinical providers.

The survey was administered as an online-only, fully anonymous census of all sworn officers and eligible civilian personnel, accessed through a single non-identifying QR code and short URL. No in-person or phone administration was offered. The field period spanned 30 calendar days, closing June 11, 2026.

A total of 244 sworn officers and eligible civilian personnel responded to the survey during the 30-day field period, which closed June 11, 2026. Item-level participation was high and stable throughout the questionnaire, with between 236 and 244 respondents answering each of the 52 five-point rating items. Reflecting the confidentiality sensitivities common to officer surveys, a substantial share of respondents declined to report demographic details — 20.7 percent preferred not to state their rank, 34.8 percent their gender, and 50.0 percent their race or ethnicity — a pattern that may itself point to a degree of distrust within the organization. Among those who did report, half identified as officers (50.8 percent) and roughly one in five as sergeants (21.1 percent); patrol was the most common assignment (48.8 percent).

The results describe a workforce that is, on the whole, positive about its immediate peers and supervisors and confident in its own fairness toward the public, but deeply critical of command

staff, the accountability and discipline system, training and hiring standards, and the physical resources available to do the job. On the 52 rating items, perceptions ranged from strongly favorable on interpersonal respect and equal treatment to strongly unfavorable on command openness, the conduct of misconduct investigations, and the state of facilities and fleet. The open-ended comments, provided by 116 respondents, reinforce these patterns and center overwhelmingly on leadership, training standards, accountability processes, and morale.

1.1 Key Findings at a Glance

- One pattern organizes the entire survey: officers trust the people they work with directly and distrust the institution above them. Sentiment is strongly favorable at the team level (respect from peers and supervisors, mean 4.10–4.16) and strongly unfavorable at the institutional level (command openness, oversight, discipline, facilities, and fleet, means 1.70–2.44). Domain composites capture the split: Supervision & Leadership (3.46) and Officer Wellness (3.17) sit above the midpoint, Organizational Culture & Climate (3.03) sits at it, and Training & Working Conditions (2.58) and Performance Evaluation & Accountability (2.55) fall well below it.
- Officers feel respected by peers and direct supervisors. The two highest-rated items in the survey were that fellow officers (88.0% agree; just 4.4% disagree) and supervisors (86.2% agree; 6.5% disagree) treat them with respect. This interpersonal trust extends to day-to-day supervision — 63.8% agreed they receive regular feedback and 61.8% that their commanding officer sets a good leadership example — giving the department a strong foundation at the front-line and first-line-supervisor level on which to rebuild.
- Officers strongly affirm their own fairness toward the public. Across the ten equal-treatment items, an average of about 88% agreed that MPD officers and supervisors treat people equally regardless of race, gender, religion, sexual orientation, and gender identity (individual items 82.1% to 93.4% favorable; disagreement at or below 10% on every item). This is the most favorable cluster in the survey and stands in sharp contrast to the companion Community Survey, in which a majority of community respondents disagreed that MPD treats people of different races and ethnicities fairly. The size of that officer–community perception gap is one of the most important cross-survey findings and a natural focus for joint interpretation under the Agreement.
- Officers' own read of community sentiment is guarded. Among patrol respondents, only 35.1% agreed that residents in their precinct trust MPD officers and 32.5% that residents treat officers with respect, with the largest share neutral (around 40% on each). Just 38.0% saw more community support than a few years ago. Officers thus rate community trust well below their confidence in their own fairness — an internal tension worth examining alongside the Community Survey.
- Confidence in command staff is very low. Command openness to new ideas is the lowest-rated leadership item (15.9% agree, 63.7% disagree, mean 2.19). Senior leadership fares no better: only 35.3% were satisfied with the Police Chief's performance and 32.5% agreed the Chief is leading the department in the right direction (42.2% disagreed). These two items should be read with a transition caveat — several respondents noted in the comments that their ratings referred to the former chief rather than the newly appointed interim chief. The large majority of responses were submitted before the chief resigned on May 26, 2026, so these ratings reflect the former chief and should not be read as an assessment of current leadership. The 29 responses received after the resignation were statistically similar to those received before it.
- The favorable view of supervision does not extend upward. The Supervision & Leadership composite (3.46) is carried entirely by direct supervisors and commanding

officers; ratings drop sharply at the command and chief level. The result is less a verdict on “leadership” in general than a specific gap between trusted first-line supervision and a distrusted apex of the organization — the gap most likely to be actionable in the near term.

- The accountability system is the single sharpest concern. Only 5.0% agreed that the civilian Office of Police Conduct Review (OPCR) treats officers fairly when investigating misconduct, against 79.3% who disagreed (mean 1.70) — the lowest-rated item in the survey by a wide margin. Confidence in the Chief’s office to render fair discipline (14.8% agree) and in the fair use of performance evaluations (19.2% agree) is also very low; Internal Affairs is viewed somewhat less harshly than OPCR (26.9% agree) but still nets negative. The open-ended comments tie this directly to investigations seen as slow, inconsistent, and career-damaging, with pending cases blocking promotions and specialty assignments for years.
- A climate of fear around mistakes is widespread. 83.3% agreed they are concerned they may be punished or even lose their job for making a mistake (a negatively worded item, where high agreement is unfavorable) — one of the clearest signals of low psychological safety in the dataset. The comments connect this fear directly to officers stepping back from proactive enforcement to limit personal risk, several framing it in procedural-justice terms: a process perceived as arbitrary erodes trust even when individual outcomes are warranted.
- Training, hiring standards, and resources are seen as inadequate. Majorities disagreed that the Academy prepares new officers well (52.8% disagree, 26.2% agree), that MPD sufficiently equips officers with the tools to do the job (53.3% disagree), and that facilities (58.4% disagree) and fleet vehicles (53.9% disagree) have improved. The Field Training Officer (FTO) program drew more disagreement (41.9%) than agreement (31.1%). This cluster is the quantitative counterpart to the most frequent open-ended themes — hiring and field-training standards, and equipment and facilities — including repeated, specific concerns that under-performing recruits are advanced over documented FTO objections and that the 3rd Precinct and training facility remain unaddressed six years on.
- Support services are known but lightly used and unevenly trusted. Awareness is reasonably high (64.1% aware of the Employee Assistance Program; 58.7% aware of external clinical providers), but only 15.3% had used EAP in the past 12 months, and quality ratings are dominated by very large neutral shares — consistent with limited direct experience. Confidence that EAP is confidential is notably weak (30.2% agree, 48.3% neutral). The gap between awareness and use points to barriers of trust and stigma rather than awareness, and the comments locate the real driver of strain in staffing shortages, overtime changes, and schedule pressure rather than in a shortage of clinical services — a structural problem more than a clinical one.
- Officers do not see the department improving. Only 29.0% agreed MPD is a better organization than a few years ago, while 52.4% disagreed — and majorities also saw facilities and fleet as no better than before. Views on advancement are more mixed: 58.9% agreed there are opportunities to advance and 51.6% to obtain specialty assignments, but the comments describe a perception that promotions and specialty selections often turn on relationships rather than merit, a recurring fairness theme (raised in 22.0% of substantive comments).
- Non-response and survey distrust are themselves findings. Elevated “Prefer not to say” rates on demographic items (20.7% on rank, 34.8% on gender, 50.0% on race or ethnicity) and a minority of comments questioning the survey’s anonymity (about 9% of substantive responses) point to a degree of distrust within the organization. These

patterns constrain some subgroup analysis and argue for reading the results as directional, not representative, until they are weighted against confirmed workforce benchmarks and read alongside the companion Community Survey.

1.2 Summary of Recommendations

- Rebuild trust in command staff through visible, two-way engagement — including command presence in the field — and act on the openness gap that is the lowest-rated leadership item.
- Reform the misconduct and discipline process for timeliness, consistency, and transparency. The near-total absence of confidence in OPCR fairness (5.0% favorable) and long-pending cases are the most corrosive findings in the survey and warrant a defined-timeline, clearly communicated process.
- Restore clear, enforceable hiring and field-training standards, and support FTOs' authority to fail candidates who do not meet them — the most frequent theme in the open-ended comments.
- Invest in facilities, fleet, and equipment, with explicit attention to the long-standing 3rd Precinct and training-facility concerns raised repeatedly by respondents.
- Strengthen psychological safety so officers can raise concerns and make good-faith decisions without disproportionate fear; pair policy change with plain-language communication and realistic timelines.
- Deepen and de-stigmatize wellness support. Build on existing EAP and external-provider awareness by improving perceived confidentiality, reducing barriers to use, and addressing the workload and staffing pressures that drive strain.
- Treat these results as directional rather than representative. Because participation was voluntary and a number of officers chose not to answer sensitive questions, these findings reliably show the direction and relative strength of officer sentiment, meaning which areas officers view most and least favorably, but should not be read as precise percentages for the entire workforce. They should be read alongside workforce administrative data and the companion Community Survey.
- Consider follow-up focus groups to drill down on the highest-priority problem areas, most notably training. Focus groups were not part of the current scope and are not budgeted for it, but they could be pursued jointly with the City, or through a vendor engaged by the City, to add depth to the survey findings.

2. Introduction and Background

2.1 Purpose of the Survey

The MPD Officer Experience & Wellness Survey was commissioned to provide an independent, structured measure of how officers and eligible civilian personnel experience their work within the Minneapolis Police Department. The survey assesses organizational culture, the quality of supervision and leadership, training and working conditions, accountability processes, officer wellness and safety, and the awareness, accessibility, and perceived quality of support services — including the Employee Assistance Program (EAP) and the external clinical provider network.

The survey complements — and was administered alongside — the Minneapolis Community Survey, which captures the perspectives of community members. Together, the two instruments provide a dual lens on organizational culture, accountability, and police-community relations.

2.2 Policy and Legal Context

This work is conducted pursuant to the Minnesota Department of Human Rights (MDHR) State Court Enforceable Agreement between the State of Minnesota and the City of Minneapolis. The Agreement establishes a framework for reform of the Minneapolis Police Department and contemplates independent evaluation, including the collection of officer and community input through structured survey instruments. Officer wellness and organizational health are recognized as integral to sustainable reform.

The Minneapolis Police Department operates under the MDHR State Court Enforceable Agreement, which establishes a framework for reform and contemplates independent measurement of organizational health and officer experience. This survey provides one such measure. Specific Agreement provisions and any associated citations should be confirmed with counsel before publication.

2.3 The Independent Evaluator

Del Carmen Consulting, LLC, led by Dr. Alejandro (Alex) del Carmen, serves as the Independent Evaluator for this survey effort, in partnership with ELEFA. The Independent Evaluator generated, controlled, and hosted all survey instruments, links, and data; monitored fieldwork; and is responsible for analysis and reporting. MPD Leadership facilitated internal distribution of survey materials through department channels but had no access to the survey platform or raw data at any stage. Officer associations, peer-support groups, and wellness groups served an amplification role only. This separation of roles is essential to the independence and credibility of the evaluation.

2.4 Scope of This Report

This report addresses the Officer Experience & Wellness Survey only. It documents the survey's design and instrument, the methodology and field operations, the analysis plan, the findings (organized by domain), limitations, and recommendations. A companion report addresses the Minneapolis Community Survey.

3. Survey Instrument and Content Domains

3.1 Instrument Development

The instrument was developed by Del Carmen Consulting in partnership with ELEFA, the Independent Evaluator, drawing on widely used officer-experience and organizational-climate measures applied in other consent-decree jurisdictions, augmented by subject-matter-expert drafting for Minneapolis-specific needs. Items are neutrally worded, use clear time windows where relevant (e.g., “in the past 12 months”), and are grouped into short thematic modules to reduce respondent burden. Most items stay the same from year to year so that results can be

compared over time, while a smaller set of items can be rotated in to cover new or emerging topics.

Closed-ended attitudinal items generally use five-point agreement scales (1 = Strongly Disagree ... 5 = Strongly Agree), with “Not applicable / Don’t know” and “Prefer not to say” options where appropriate. Short, optional open-ended prompts capture context and improvement suggestions in respondents’ own words.

3.2 Content Domains

The instrument is organized around the following domains. These domains structure both the questionnaire and the findings section of this report (Section 6).

Domain	Description
Organizational Culture & Climate	Perceptions of the department’s values, internal communication, fairness, morale, and overall workplace climate.
Supervision & Leadership	Quality, fairness, consistency, and support provided by supervisors and command staff.
Training & Working Conditions	Adequacy of training, equipment, staffing, workload, and the conditions under which officers perform their duties.
Performance Evaluation & Accountability	Perceptions of how performance is evaluated and how accountability and discipline are applied.
Officer Wellness (Stress, Workload, Safety)	Job-related stress, fatigue, workload, perceived safety, and overall physical and mental wellbeing.
Support Services & Benefits	Awareness of, access to, and perceived quality of available support services and benefits.
EAP Quality & Availability	Experience with the Employee Assistance Program: intake, timeliness, confidentiality, and perceived effectiveness.
External Clinical Providers	Network adequacy, specialty availability (e.g., trauma-informed care), scheduling/wait times, and cultural competency.
Community Engagement & Perceptions	Officers’ perceptions of community engagement and police-community relations, where relevant to role.
Improvement Priorities	Officer priorities for organizational improvement and open-ended input.

3.3 Demographic and Background Items

To support subgroup analysis and weighting, the instrument collects background characteristics, including rank, assignment, precinct, years of service (tenure band), age band, gender, race/ethnicity, and education. To protect anonymity, demographic items use banded categories, and all include a “Prefer not to say” option. Reflecting the heightened confidentiality sensitivities common to officer surveys, elevated “Prefer not to say” rates on demographic items are anticipated and accommodated in the analysis.

The full instrument is provided in Appendix A; the final item list and exact wording were confirmed against the fielded questionnaire (63 items, including 52 five-point agreement items, one yes/no utilization item, eight demographic items, and two open items).

4. Methodology

4.1 Study Design

The survey is a cross-sectional census of all sworn officers and eligible civilian personnel of the Minneapolis Police Department. It is designed as an annual instrument, with a stable core of items to support year-over-year trend analysis. Because the survey is a workforce census rather than a probability sample, conventional sampling margins of error do not strictly apply; representation is promoted through broad distribution and scheduled reminders, and analytic weighting is applied where response imbalances persist (see Section 5). The unit of analysis is the individual employee response, reported only in aggregate to protect anonymity.

4.2 Mode of Administration

The survey was administered online only, accessed through a single non-identifying QR code and matching short URL. No login, single sign-on, or personal token was required, and no in-person or phone option was offered. The QR code and URL were identical for all personnel, with no device-, household-, or individual-level identifiers embedded.

4.3 Field Period

The survey was fielded over a 30-calendar-day period, opening at 00:00 on Day 1 and closing at 23:59 (Central Time) on the final day. The field period closed June 11, 2026.

4.4 Recruitment and Access

The Independent Evaluator distributed a single, non-identifying QR code and matching short URL. Distribution channels included a department-wide email announcement and weekly reminders; the MPD intranet/employee portal and digital signage in precincts and facilities; roll-call notices and posters in common areas; and amplification through officer associations/unions, peer-support and wellness groups, and the training academy. All materials reiterated that participation was voluntary and anonymous, listed available languages, and provided a brief FAQ.

4.5 Field Period Management and Reminders

To sustain balanced participation across precincts, ranks, assignments, and shifts, a structured reminder schedule was implemented over the 30-day field period: a launch announcement on Day 1; a first reminder emphasizing anonymity and the value of participation around Day 10; a second reminder tailored to underrepresented segments and shifts around Day 20; and final reminders, including a note on how results would be used, during Days 27–30. The research team monitored daily completes internally by key workforce characteristics and adjusted reminder emphasis where any segment lagged behind its workforce share.

4.6 Eligibility

Participation was open to all sworn officers and eligible civilian personnel of the Minneapolis Police Department. Participation was voluntary, and no personally identifying information was required to complete the survey.

5. Data Management and Analysis Plan

5.1 Anonymity and Data Security

The survey collected no personally identifying information: the instrument did not request names, employee IDs, emails, phone numbers, or badge numbers. The survey was hosted on the Independent Evaluator's secure platform with end-to-end TLS encryption. IP addresses and precise geolocation were not stored in the analytic dataset; only minimal operational metadata (timestamp, language, and broad device type) was retained to manage fieldwork and quality. Raw data were accessible only to the Evaluator's research team under role-based permissions with audit logs, and are stored securely through reporting and validation and then destroyed per a written retention schedule.

5.2 Data Cleaning and Duplicate Control

"One per device" cookies were enabled during fielding. In analysis, near-duplicate submissions (for example, identical answer strings submitted within minutes from the same user agent) were flagged and, where appropriate, removed — without storing IP addresses. Records were screened for completeness and quality prior to analysis.

5.3 Coding and Scale Construction

Likert items were coded 1–5 and oriented so that higher values indicate more favorable outcomes; any negatively worded items were reverse-coded. "Not applicable / Don't know" and "Prefer not to say" responses were treated as missing for scale construction but may be profiled descriptively. Composite domain indices (e.g., Organizational Climate, Supervision Quality, EAP Quality, External Provider Quality, Wellness Strain) were computed as the mean of non-missing items within each domain. Pairwise deletion was used for scale formation; listwise deletion was limited to multivariate models where necessary. A reproducible data dictionary defines variable names, labels, and coding.

5.4 Weighting

Because the survey is a census subject to differential response, post-field raking was used to align the dataset with known MPD workforce margins (for example, rank × precinct, tenure band, gender, and race/ethnicity), with caps on extreme weights to preserve estimate stability. Soft, non-exclusionary targets guided outreach during fielding; no group was capped or barred. Both unweighted and weighted results are reported, and weighting variables, benchmarks, and procedures are documented in the Technical Appendix.

5.5 Analysis Methods

- Descriptive analysis: response distributions and domain means, reported with 95% confidence intervals.
- Group comparisons: differences by rank, assignment, precinct, tenure, shift, gender, and race/ethnicity (subject to minimum cell sizes), with effect sizes such as Cohen's d and η^2 .
- EAP and support services: indices covering awareness, access, timeliness, confidentiality, and perceived effectiveness, including comparison of unmet demand versus utilization.
- External provider network: ratings of appointment wait times, specialty coverage (e.g., trauma-informed care), and cultural competency.
- Drivers' analysis: regression / generalized linear models to identify predictors of overall satisfaction, organizational climate, and EAP quality, controlling for demographics and assignment.
- Trend analysis: year-over-year differences on core items with standardized effect sizes to flag meaningful change (baseline year establishes the benchmark).
- Qualitative synthesis: thematic analysis of de-identified open-ended responses using a structured codebook, with a 20% sample double-coded to assess inter-rater reliability (target $\kappa \geq 0.75$); representative, anonymized quotations may be reported.

5.6 Reporting and Disclosure Controls

To protect anonymity, no table or figure displays cells with fewer than 10 respondents ($n < 10$); small categories are combined as needed. Open-ended quotations are de-identified (names, badge numbers, and locations redacted) and screened so they do not compromise confidentiality. Results are reported in aggregate only; the Independent Evaluator does not share raw, respondent-level data with any other entity.

6. Findings

This section presents the survey findings, organized by content domain. Detailed tables and analysis will be inserted following the close of the field period on June 11, 2026.

This section presents the findings, organized by the content domains defined in Section 3.2. For each domain, item-level distributions and a composite domain mean are reported, with figures highlighting the most salient patterns. All percentages are of those answering each item; means are on a 1–5 scale (1 = Strongly Disagree, 5 = Strongly Agree). Composite domain means are the average of the relevant item means. Detailed item-level tables for every agreement item appear in Appendix B.

6.1 Response Overview and Participation

A total of 244 sworn officers and eligible civilian personnel completed the survey during the 30-day field period that closed June 11, 2026. Participation was high and stable across the questionnaire: each of the 52 five-point rating items (Questions 1–43 and 45–53) was answered

by between 236 and 244 respondents, with item non-response never exceeding eight respondents on the core battery. The table below summarizes completion.

Survey stage	Answered (range)	Skipped (range)
Core attitudinal items (Q1–Q53)	236–244	0–8
Demographic items (Q54–Q61)	238–242	2–6
Open-ended additional comments (Q63)	116	128

6.2 Respondent Profile

The respondent profile is shown below. A notable feature — anticipated in the survey design — is the elevated share of respondents who preferred not to disclose demographic details: 20.7 percent declined to report rank, 24.8 percent assignment, 43.3 percent precinct, 34.8 percent gender, and 50.0 percent race or ethnicity. These rates reflect the confidentiality sensitivities common to officer surveys and, as the open-ended comments make explicit, a degree of distrust of the survey itself; they also constrain some subgroup analysis (see Section 7). Figure 5 displays the rank and tenure distributions.

Figure 5. Respondent Profile (Unweighted) — grey = Prefer not to say

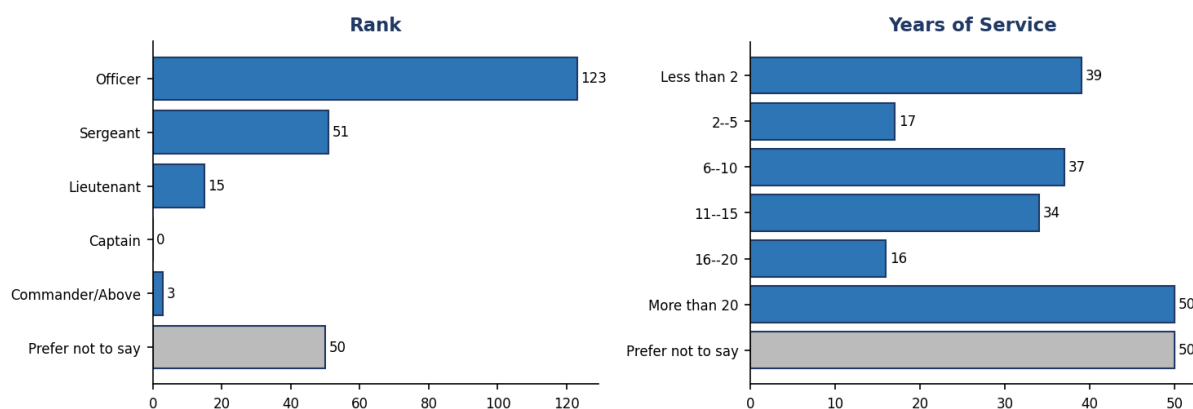


Figure 5. Respondent profile (unweighted): rank (Q54) and years of service (Q57). Grey bars denote “Prefer not to say.”

Rank (Question 54).

Rank	n	%
Officer	123	50.8%
Sergeant	51	21.1%
Lieutenant	15	6.2%
Captain	0	0.0%
Commander/Above	3	1.2%
Prefer not to say	50	20.7%
Answered	242	

Assignment (Question 55).

Assignment	n	%
Patrol	118	48.8%
Investigations	39	16.1%
Specialty Unit	13	5.4%
Administrative	3	1.2%
Training	8	3.3%
Other	10	4.1%
Prefer not to say	60	24.8%
Answered	242	

Years of service (Question 57).

Years of service	n	%
Less than 2	39	16.1%
2--5	17	7.0%
6--10	37	15.3%
11--15	34	14.1%
16--20	16	6.6%
More than 20	50	20.7%
Prefer not to say	50	20.7%
Answered	242	

Among respondents who reported gender, 56.9 percent identified as men, 6.6 percent as women, and 1.7 percent as nonbinary or other; among those reporting race or ethnicity, 33.9 percent identified as White, 5.0 percent as Black/African American, 4.5 percent as two or more races, and 4.1 percent as Hispanic/Latino. Educational attainment was high: 49.2 percent reported a bachelor's degree and 8.3 percent a graduate degree.

6.3 Organizational Culture & Climate

This domain produced a composite mean of 3.03 — essentially at the neutral midpoint, but masking a wide internal split. Interpersonal respect among peers is the strongest result in the entire survey: 88.0 percent agreed their fellow officers treat them with respect (Question 1, mean 4.16). By contrast, confidence in command staff is among the weakest: only 15.9 percent agreed that command staff is open to new ideas (Question 7, mean 2.19, with 63.7 percent disagreeing), and just 29.0 percent agreed that MPD is a better organization than a few years ago (Question 12, 52.4 percent disagreeing).

Item (abbrev.)	n	SD	D	N	A	SA	Mean	% Fav
Fellow officers treat me with respect	244	2%	2%	8%	54%	36%	4.16	88%
Command staff open to new ideas	244	38%	26%	20%	11%	5%	2.19	16%
Command prioritizes community relations	244	14%	12%	31%	33%	12%	3.17	44%
MPD better than a few years ago	244	29%	24%	19%	18%	12%	2.59	29%

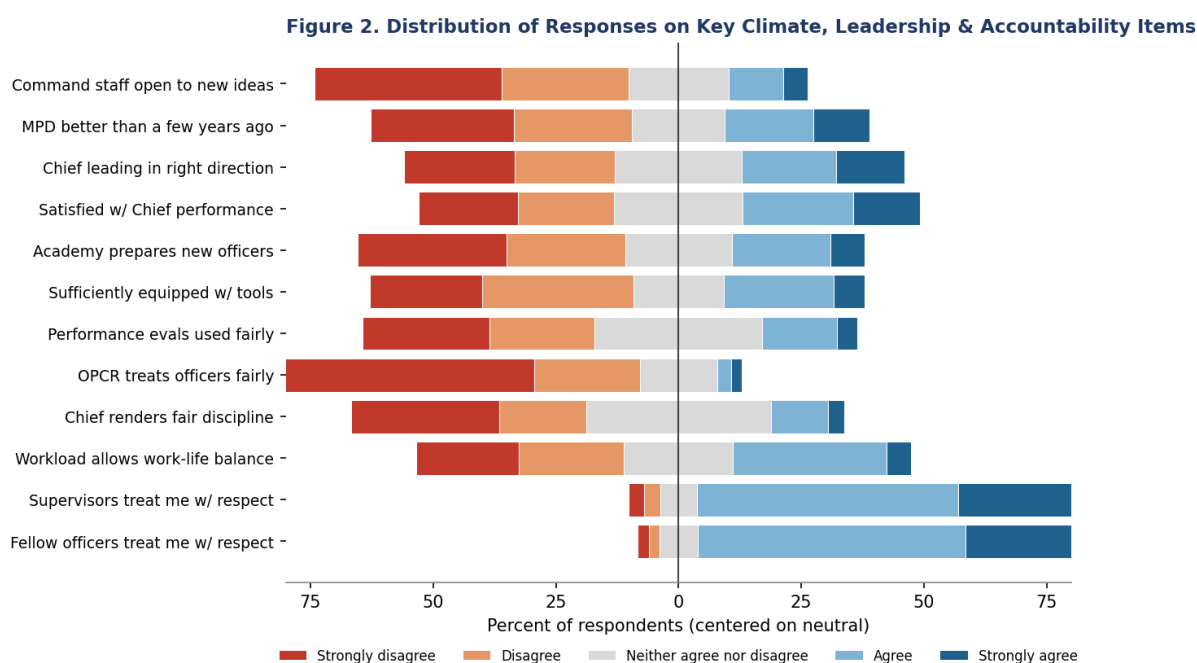


Figure 2. Distribution of responses on key climate, leadership, and accountability items, centered on the neutral midpoint. Source: Questions 1, 2, 7, 10–12, 26, 29, 32, 35, 37, 40.

6.4 Supervision & Leadership

Supervision and leadership produced a composite mean of 3.46, the second-highest domain — but the favorable average is carried by direct supervisors rather than command leadership. Respondents were broadly positive that supervisors treat them with respect (Question 2, 86.2 percent agree) and that their commanding officer sets a good example (Question 9, 61.8 percent). Sentiment turned sharply negative on senior leadership: only 35.3 percent were satisfied with the Police Chief's performance (Question 10) and 32.5 percent agreed the Chief is leading MPD in the right direction (Question 11, 42.2 percent disagreeing). Several comments noted that respondents were rating a former chief rather than the newly appointed interim chief, a nuance to weigh when interpreting these two items.

Item (abbrev.)	n	SD	D	N	A	SA	Mean	% Fav
Supervisors treat me with respect	244	3%	3%	7%	53%	34%	4.10	86%
Supervisors give regular feedback	244	4%	9%	23%	48%	16%	3.63	64%
Consistent supervisor each shift	244	2%	10%	20%	41%	28%	3.82	68%
Commanding officer sets good example	244	12%	8%	18%	41%	21%	3.51	62%
Satisfied with Chief's performance	244	20%	20%	26%	22%	14%	2.90	35%
Chief leading in right direction	244	22%	20%	26%	19%	14%	2.82	32%

6.5 Training & Working Conditions

Training and working conditions produced the second-lowest composite mean (2.58). Majorities disagreed that the Academy prepares newly hired officers well (Question 26, 52.8 percent disagree), that MPD is sufficiently equipped with the tools to do the job (Question 29, 53.3 percent), and that facilities (Question 30, 58.4 percent) and fleet vehicles (Question 31, 53.9 percent) have improved compared to a few years ago. The Field Training Officer (FTO) program (Question 27) drew 41.9 percent disagreement against 31.1 percent agreement. These items are the quantitative counterpart to the most frequent open-ended theme — hiring and field-training standards — discussed in Section 6.13.

Item (abbrev.)	n	SD	D	N	A	SA	Mean	% Fav
Academy prepares new officers	244	30%	24%	22%	20%	7%	2.51	26%
FTO program prepares for patrol	243	21%	22%	28%	27%	5%	2.74	31%
Effective training available	243	18%	25%	22%	26%	9%	2.82	35%
Sufficiently equipped with tools	240	23%	31%	18%	22%	6%	2.59	28%
Facilities improved vs. before	242	27%	32%	17%	21%	4%	2.44	25%
Fleet vehicles improved vs. before	242	31%	23%	25%	17%	4%	2.40	21%

6.6 Performance Evaluation & Accountability

This domain produced the lowest composite mean in the survey (2.55) and contains its single most negative item. Only 5.0 percent of respondents agreed that the Office of Police Conduct Review (OPCR) treats officers fairly when investigating misconduct, against 79.3 percent who disagreed (Question 35, mean 1.70). Confidence in the Chief's office to render fair discipline was also very low (Question 37, 14.8 percent agree), and only 19.2 percent agreed

performance evaluations are used effectively and fairly (Question 32). A distinct and important signal sits alongside these: 83.3 percent agreed they are concerned they may be punished or even lose their job for making a mistake (Question 34) — a negatively framed item where high agreement indicates low psychological safety.

Item (abbrev.)	n	SD	D	N	A	SA	Mean	% Fav
Performance evals used fairly	243	26%	21 %	34%	15 %	4%	2.51	19%
Understand conduct/discipline rules	243	10%	16 %	17%	41 %	17%	3.38	57%
Concerned about punishment for mistakes	243	5%	4%	8%	27 %	57%	4.27	83%
OPCR treats officers fairly	242	58%	22 %	16%	3%	2%	1.70	5%
Internal Affairs treats officers fairly	242	18%	18 %	38%	24 %	3%	2.76	27%
Chief renders fair discipline	242	30%	18 %	38%	12 %	3%	2.40	15%

Note: Question 34 is negatively worded; high agreement reflects an unfavorable climate (fear of punishment), and the item is reverse-coded where it contributes to composite indices (see Section 5.3).

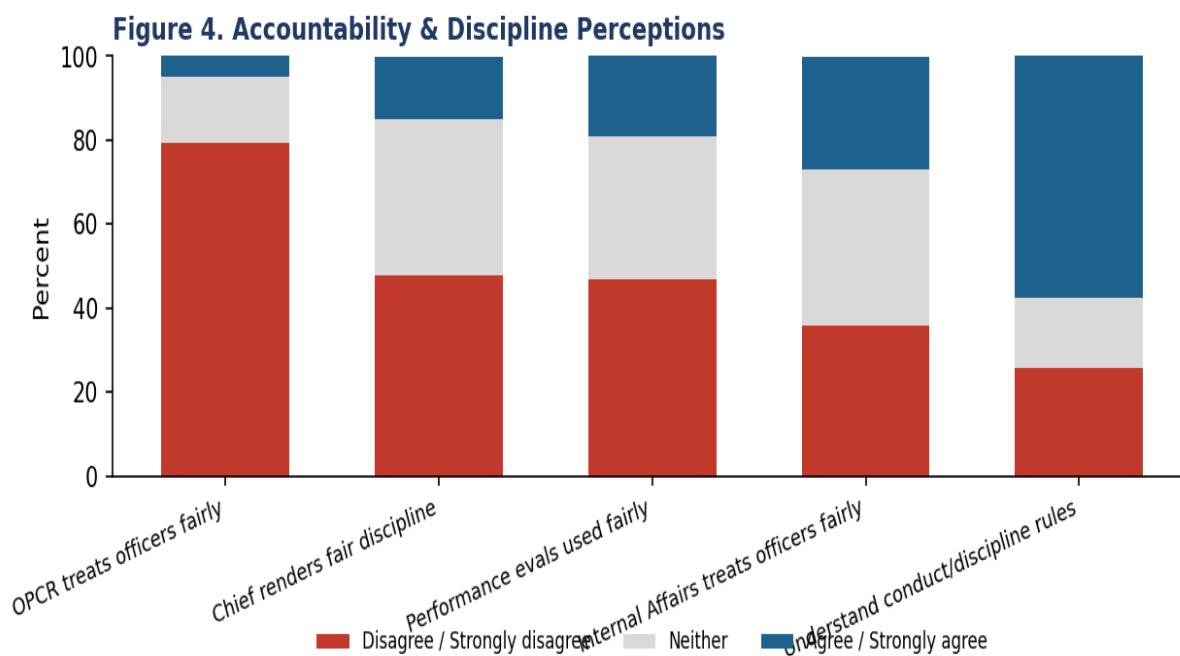


Figure 4. Accountability and discipline perceptions. Source: Questions 32, 33, 35–37.

6.7 Officer Wellness (Stress, Workload, Safety)

Officer wellness produced a composite mean of 3.17. Respondents were comparatively more positive that they feel comfortable seeking mental health support without fear of career consequences (Question 39, 56.0 percent agree) and that MPD supports wellness better than a few years ago (Question 42, 53.7 percent). The weakest wellness items concerned workload and balance: only 35.9 percent agreed their workload allows a healthy work-life balance (Question 40, 42.0 percent disagreeing), and 51.6 percent agreed they feel physically safe performing day-to-day duties (Question 41). The open-ended comments tie wellness strain directly to staffing shortages, overtime changes, and schedule pressures rather than to a lack of clinical services.

Item (abbrev.)	n	SD	D	N	A	SA	Mean	% Fav
Satisfied with wellness/MH support	243	13%	17 %	23%	38 %	10%	3.15	48%
Comfortable seeking MH support	243	12%	14 %	17%	42 %	14%	3.31	56%
Workload allows work-life balance	243	21%	21 %	22%	31 %	5%	2.78	36%
Feel physically safe on duty	243	8%	19 %	21%	44 %	8%	3.24	52%
MPD supports wellness better than before	243	9%	12 %	26%	42 %	12%	3.36	54%

6.8 Support Services & Benefits

Awareness of support services is high, but utilization is low. 64.1 percent of respondents were aware of the services available through the Employee Assistance Program (EAP, Question 43) and 58.7 percent were aware of external clinical providers (Question 49). However, only 15.3 percent reported having used EAP services in the past 12 months (Question 44), with 74.0 percent reporting they had not and 10.7 percent preferring not to say. The gap between awareness and use — together with the muted confidentiality and effectiveness ratings in Sections 6.9 and 6.10 — points to barriers of trust and stigma rather than awareness.

Used EAP in past 12 months (Q44)	n	%
Yes	37	15.3%
No	179	74.0%
Prefer not to say	26	10.7%
Answered	242	

6.9 EAP Quality & Availability

Among EAP quality items, perceptions were lukewarm and marked by very large neutral shares — consistent with the low utilization noted above, since many respondents have no direct experience to draw on. Ease of access (Question 45) and timeliness (Question 46) drew more agreement than disagreement, but confidence in EAP confidentiality was notably weaker: only 30.2 percent agreed they are confident EAP services are confidential (Question 47), with 48.3 percent neutral and 21.9 percent disagreeing. Overall perceived EAP effectiveness (Question 48) drew 25.6 percent agreement and a 66.0 percent neutral share.

Item (abbrev.)	n	SD	D	N	A	SA	Mean	% Fav
Aware of EAP services	243	2%	11 %	24%	53 %	12%	3.62	64%
EAP easy to access	240	1%	6%	55%	34 %	5%	3.35	39%
EAP timely	240	1%	2%	64%	28 %	5%	3.32	33%
Confident EAP is confidential	240	11%	11 %	48%	24 %	7%	3.04	30%
EAP effective for my needs	238	5%	4%	66%	21 %	4%	3.17	26%

6.10 External Clinical Providers

Perceptions of the external clinical provider network mirror the EAP pattern: generally non-negative but dominated by neutral responses reflecting limited direct use. Awareness was moderate (Question 49, 58.7 percent agree). On quality dimensions — ease of access (Question 50), relevance to law-enforcement needs such as trauma-informed care (Question 51), cultural competency (Question 52), and overall satisfaction (Question 53) — agreement ranged from roughly 29 to 37 percent, with neutral shares of 59 to 67 percent and low disagreement (under 8 percent on each). The data indicate an under-utilized network more than a poorly regarded one.

Item (abbrev.)	n	SD	D	N	A	SA	Mean	% Fav
Aware of external clinical providers	241	4%	10 %	28%	46 %	13%	3.55	59%
External providers easy to access	240	2%	5%	63%	24 %	6%	3.27	30%
External providers LE-relevant care	238	1%	3%	59%	30 %	6%	3.37	37%
External providers culturally competent	239	2%	2%	67%	24 %	5%	3.28	29%
Satisfied with external provider quality	239	2%	4%	63%	25 %	6%	3.28	31%

6.11 Community Engagement & Perceptions

Officers' perceptions of community relations were near neutral. Among patrol respondents, 35.1 percent agreed residents in their precinct trust MPD officers (Question 14) and 32.5 percent agreed residents treat officers with respect (Question 13). Looking at change over time, 38.0 percent agreed officers receive more community support than a few years ago (Question 15). Notably, officers' view of community trust (around 35 percent favorable) is more guarded than the community's own willingness to engage reported in the companion Community Survey — a divergence worth examining across the two instruments.

Item (abbrev.)	n	SD	D	N	A	SA	Mean	% Fav
Residents treat officers w/ respect	236	11 %	18%	40 %	28%	6%	2.98	32%
Residents trust officers	236	6%	16%	44 %	31%	5%	3.12	35%
More community support than before	243	9%	16%	37 %	32%	7%	3.10	38%

6.12 Self-Assessed Equal Treatment of the Public

A distinct and striking set of results concerns officers' assessment of how equally MPD treats members of the public. Across ten items covering officers and supervisors and five protected dimensions (race or ethnicity, gender, religion or culture, sexual orientation, and gender identity), an average of about 88 percent agreed that people are treated equally, with individual items ranging from 82.1 to 93.4 percent favorable and disagreement at or below 10 percent on every item. This is the most favorable cluster in the survey and stands in sharp contrast to the Community Survey, in which a majority of community respondents disagreed that MPD treats people of different races and ethnicities fairly. The gap between officers' self-assessment and community perception is one of the most important cross-survey findings and is examined further in Section 6.13.

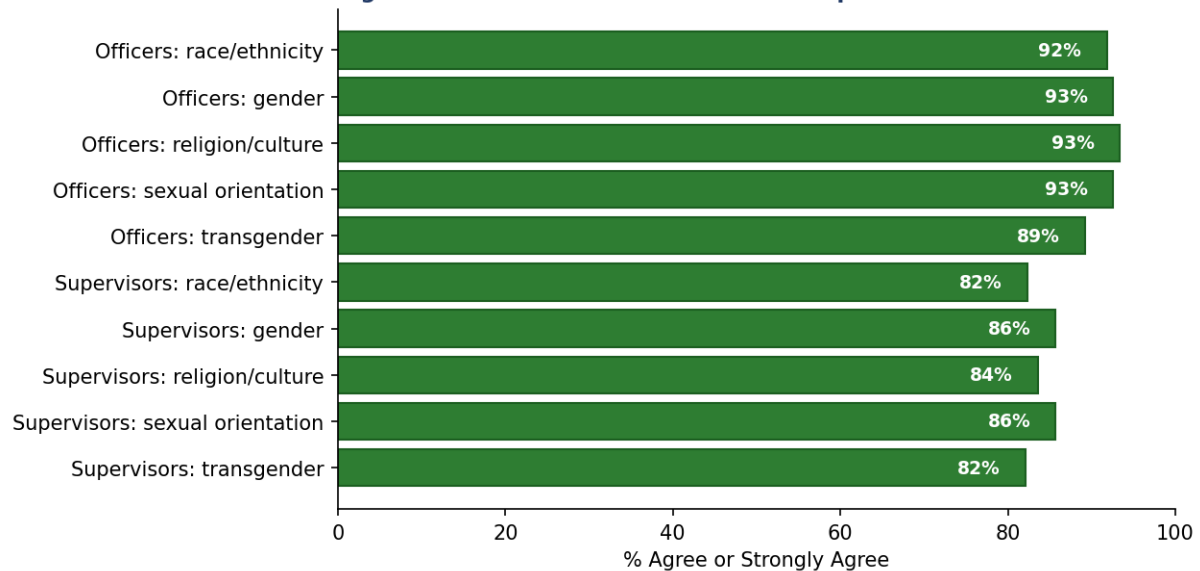
Figure 3. Officers' Self-Assessment of Equal Treatment of the Public

Figure 3. Officers' self-assessment of equal treatment of the public (% agree or strongly agree). Source: Questions 16–25.

Item (abbrev.)	n	SD	D	N	A	SA	Mean	% Fav
Officers: equal by race/ethnicity	243	1%	3%	4%	40%	53%	4.40	92%
Officers: equal by gender	243	0%	2%	6%	40%	53%	4.44	93%
Officers: equal by religion/culture	243	0%	1%	6%	41%	53%	4.46	93%
Officers: equal by sexual orientation	242	0%	1%	6%	40%	53%	4.44	93%
Officers: equal for transgender	240	0%	1%	9%	41%	49%	4.36	89%
Supervisors: equal by race/ethnicity	243	4%	6%	8%	38%	44%	4.13	82%
Supervisors: equal by gender	243	2%	4%	9%	41%	45%	4.23	86%
Supervisors: equal by religion/culture	243	2%	5%	10%	38%	46%	4.20	84%
Supervisors: equal by sexual orientation	243	1%	3%	11%	40%	46%	4.27	86%
Supervisors: equal for transgender	239	1%	2%	16%	40%	43%	4.21	82%

6.13 Integrated Analysis of Findings

Read together, the 52 rating items and 116 open-ended comments describe an organization whose members draw a sharp line between the people they work with directly and the institution that governs them. The patterns below cut across the individual domains in Sections 6.1–6.12.

6.13.1 Strong at the Team Level, Weak at the Institutional Level

The highest-rated items in the survey are interpersonal: respect from fellow officers (88.0% agree) and from direct supervisors (86.2%). The lowest-rated items are institutional: command openness to new ideas (15.9% agree), the fairness of the civilian oversight office (5.0% agree), and the fairness of discipline rendered by the Chief's office (14.8% agree). This gradient — trust in the immediate team, distrust of the apex of the organization — is the organizing fact of the survey and recurs in nearly every open-ended comment.

6.13.2 Accountability Is the Central Grievance

No issue is more sharply felt than the misconduct and discipline system. Question 35 (OPCR treats officers fairly) recorded the single most negative result in the survey — a mean of 1.70, with 79.3% disagreeing and only 5.0% agreeing. In the comments, accountability themes appear in 29.4% of substantive responses, frequently describing investigations as slow, inconsistent, and career-damaging, and pending cases that block promotions and specialty assignments for years. Whatever the merits of individual cases, the perception of an unfair process is nearly universal and is corrosive to morale and proactive work.

6.13.3 A Climate of Fear Around Mistakes

Question 34 — a negatively worded item — found 83.3% of respondents concerned they may be punished or lose their job for making a mistake. This is among the clearest signals of low psychological safety in the dataset, and the comments connect it directly to officers stepping back from proactive enforcement to reduce personal risk. Several respondents framed this in procedural-justice terms, arguing that a system perceived as arbitrary erodes trust even when outcomes are punitive.

6.13.4 The Officer–Community Perception Gap

Officers overwhelmingly believe MPD treats the public equally — about 88% agreement across the ten equal-treatment items (Questions 16–25). This contrasts directly with the companion Community Survey, in which a majority of community respondents disagreed that MPD treats people of different races and ethnicities fairly. The two findings are not necessarily contradictory — they measure different vantage points — but the size of the gap is itself an important result and a natural focus for joint interpretation under the Agreement.

6.13.5 Training, Hiring Standards, and Resources

Majorities see the Academy, equipment, facilities, and fleet as inadequate, and the FTO program as not reliably producing street-ready officers. In the comments, hiring and training standards are the second most common theme (38.5%), with a recurring, specific concern: that under-performing recruits are passed through field training over FTO objections. Officers tie this directly to safety risk. Facilities and equipment concerns (26.6% of comments) center repeatedly on the absent 3rd Precinct, the training facility, and the fleet.

6.13.6 Wellness Strain Is Structural, Not Clinical

Wellness items are middling rather than dire, and awareness of EAP and external providers is reasonably high — but utilization is low (15.3% used EAP in the past year) and confidence in EAP confidentiality is weak (30.2% agree). The comments locate the source of strain in staffing shortages, overtime changes, and schedule pressure rather than in a shortage of clinical services. In other words, the wellness problem officers describe is largely a workload-and-trust problem.

6.13.7 Distrust of the Survey Itself

A meaningful minority of respondents (about 9% of substantive comments, and reflected in the elevated “Prefer not to say” rates of 20–50% on demographic items) questioned whether the survey was truly anonymous, several pointing to the demographic questions as identifying. This distrust is a finding in its own right and should be weighed in interpreting non-response and in designing future waves.

6.14 Open-Ended Comments: Thematic Analysis

Question 63 invited any additional comments. A total of 116 respondents wrote in — a high response for an open-ended officer-survey item — of which 109 were substantive (seven were non-substantive entries such as “N/A” or “none”). Comments were coded to recurring themes using a structured keyword scheme; a single comment can carry more than one theme, so percentages sum to more than 100. All quotations below are reproduced verbatim except that names of individuals have been removed to protect confidentiality. The table reports the share of substantive comments touching each theme.

Theme	Comments	% of substantive
Command staff / leadership / chief	51	46.8%
Hiring & training standards / FTO / academy	42	38.5%
Morale & toxic work environment	35	32.1%
Accountability / OPCR / IA / discipline	32	29.4%
Equipment, fleet & facilities	29	26.6%
MDHR / ELEFA / consent decree / policy	29	26.6%
Promotion / assignment fairness	24	22.0%
Staffing & workload	22	20.2%
Wellness & mental health support	15	13.8%
Politics & city government / council	14	12.8%
Survey distrust / anonymity concern	10	9.2%
Race / preferential treatment claims	8	7.3%
Officer commitment / positive sentiment	3	2.8%

Command staff, leadership, and the Chief (46.8%)

The most common theme. Comments describe a wide gap between command staff and the front line, decisions viewed as driven by optics and politics, and a widely cited statement attributed to a senior commander that morale is not the administration's concern. Several respondents distinguished the newly appointed interim chief from the former chief their ratings referenced.

"Our command staff is extremely disconnected from the needs and experiences of patrol officers. Our concerns have been brought to command staff, but have fallen on deaf ears."

Hiring and training standards, FTO, and the Academy (38.5%)

Officers repeatedly argued that hiring and field-training standards have fallen and that under-performing recruits are advanced over documented FTO objections, which they frame as a direct safety risk.

"Allow FTO to fail OITs if needed. FTOs are not able to do their job if everyone passes."

Morale and a toxic work environment (32.1%)

Many comments describe morale as the lowest in memory, in some cases lower than after 2020, attributing it to leadership, public criticism, and the accountability climate.

"This department is widely regarded by officers, investigators and front line supervisors as the most toxic work environment anyone could ever imagine."

Accountability, OPCR, and Internal Affairs (29.4%)

Comments describe the complaint and discipline process as slow, inconsistent, and weighted against officers, with pending cases blocking promotion and assignment for years.

"These complaints ruin officers' careers for cases that are years old. If a mistake is made it should be addressed in a timely manner, not years after."

Equipment, fleet, and facilities (26.6%)

Recurring, concrete concerns: too few and poorly maintained squad cars, outdated tools, and — most frequently — the still-absent 3rd Precinct and an inadequate training facility six years on.

"It's been six years and we still do not have a 3rd Precinct. This is important to us. Our training facility is wildly inadequate."

MDHR, ELEFA, consent decree, and policy (26.6%)

Many respondents tied their concerns to the reform environment, describing policy as too voluminous and fast-changing to follow and arguing that change is being implemented faster than a short-staffed workforce can absorb. Views here were not uniform; some comments defended accountability in principle while criticizing its execution.

"The constant change makes it impossible for officers to know and do their jobs well... not use a fire hose to force constant change that officers cannot keep up on."

Wellness, staffing, and workload

Where wellness appears, it is usually linked to staffing shortages, overtime changes, and schedule pressure rather than to a lack of clinical services — reinforcing the quantitative finding that the wellness challenge is largely structural.

"Officers and investigators are being expected to do twice as much work in less time and with far fewer resources. This will become unsustainable and we will continue to lose good officers."

Survey distrust and anonymity

A minority of respondents doubted the survey's confidentiality, several pointing to the demographic items as potentially identifying — consistent with the elevated “Prefer not to say” rates.

“If this survey is confidential, why do you need all of this identifying information in questions 54 to 61?”

Supportive and mixed sentiment

A small number of comments were positive or balanced, noting genuine commitment to the work, improvements in consistency, or a constructive view that not everything is broken.

“I have consistently enjoyed working, have a strong positive feeling towards the department, and I do not plan on moving to another department.”

7. Limitations

The findings in this report should be interpreted in light of the following limitations, which are inherent to the survey's design and were anticipated and mitigated to the extent feasible.

- Self-selection and non-response. As a voluntary census, results describe those who chose to participate; segments that respond at lower rates may be under- or over-represented. This was mitigated through broad distribution, scheduled reminders, and post-field weighting.
- Social desirability. Self-reported perceptions may be affected by social-desirability pressures; clear anonymity assurances, independent administration, and neutral item wording were used to mitigate this.
- Recall limits. Recollection of events and service experiences may be imperfect; defined time windows and “Don't know / Not applicable” options were provided to mitigate recall error.
- Confidentiality sensitivities and item nonresponse. Officer surveys commonly show elevated “Prefer not to say” rates on demographic and sensitive items, which can limit some subgroup analyses; the $n < 10$ suppression rule further constrains reporting for the smallest groups.
- Baseline year. As the inaugural administration establishes the benchmark, trend comparisons are not yet available; year-over-year analysis becomes possible in subsequent waves.
- Elevated demographic non-response. “Prefer not to say” rates of 20–50% on rank, assignment, precinct, gender, and race constrain subgroup analysis and, under the $n < 10$ suppression rule, prevent reporting for the smallest categories.
- Leadership-item timing. Several respondents noted that their ratings of the Chief (Questions 10–11) referred to a former chief rather than the newly appointed interim chief; these two items should be read with that transition in mind.

8. Recommendations

Recommendations will be developed from the findings and presented here following analysis.

8.1 Rebuild Trust Between Command Staff and the Front Line

Confidence in command staff is the lowest-rated leadership dimension (15.9% agree command is open to new ideas). Establish structured, two-way engagement — including visible command presence in the field and feedback loops that demonstrably influence decisions — and close the loop on input officers provide so that engagement is not perceived as symbolic.

8.2 Reform the Misconduct and Discipline Process for Timeliness and Consistency

The fairness of the oversight and discipline system is the survey's sharpest concern (5.0% agree OPCR treats officers fairly; 14.8% agree the Chief renders fair discipline). Prioritize defined timelines for complaint resolution, transparent and consistent standards, clear communication to involved officers, and a review of how pending, unresolved cases affect promotion and assignment eligibility.

8.3 Restore Clear Hiring and Field-Training Standards

Training, hiring standards, and FTO concerns dominate both the quantitative and qualitative results. Define measurable, enforceable academy and field-training standards; ensure FTOs' documented assessments carry genuine weight in retention decisions; and address the widely reported perception that under-performing recruits are advanced over objections.

8.4 Invest in Facilities, Fleet, and Equipment

Majorities see facilities and fleet as not improving. Develop and communicate a concrete plan for the long-standing 3rd Precinct and training-facility needs and for fleet and equipment adequacy, with visible milestones officers can track.

8.5 Strengthen Psychological Safety

With 83.3% concerned about punishment for mistakes, pair any policy change with plain-language guidance, realistic implementation timelines, and a clear distinction between good-faith errors and misconduct, so officers can make reasonable decisions without disproportionate fear.

8.6 Deepen and De-Stigmatize Wellness Support

Awareness of EAP and external providers is high but use is low and confidentiality confidence is weak. Strengthen and clearly communicate confidentiality protections, reduce barriers to access, and address the staffing and workload pressures that the comments identify as the true drivers of strain.

8.7 Drill Down on Priority Areas Through Focus Groups

Because these results are directional, a natural next step is a set of targeted focus groups that drill down on the highest-priority problem areas, most notably training, hiring and field-training standards, and the accountability process. Focus groups were not part of the current scope and are not budgeted for it, but they could be conducted jointly with the City, or through a vendor engaged by the City, to add depth and context to the survey findings and to help translate them into specific corrective actions.

9. Conclusion

The MPD Officer Experience & Wellness Survey captures a workforce that retains strong bonds at the team level and a firm belief in its own fairness toward the public, yet holds deep reservations about the institution that leads and governs it. Respect among peers and direct supervisors is high; confidence in command staff, the misconduct and discipline system, training and hiring standards, and the physical resources of the job is low. A pervasive concern about being punished for mistakes signals limited psychological safety, and the open-ended comments tie these threads together around leadership, accountability, training standards, and morale.

These results point to clear, actionable priorities: a fairer and faster accountability process, restored training and hiring standards, visible investment in facilities and equipment, and genuine, two-way engagement between command and the front line. They also surface a significant officer–community perception gap on equal treatment that is best examined jointly with the Community Survey. As an inaugural administration, the survey establishes a baseline against which future waves can measure progress. Read with appropriate caution about its voluntary, non-probability design and elevated non-response on sensitive items, it provides a candid, usable evidence base for the work ahead under the State Court Enforceable Agreement.

Appendices

Appendix A. Survey Instrument

The instrument comprised 63 items: 43 five-point agreement statements on experience, climate, supervision, training, accountability, and wellness (Questions 1–43); one yes/no utilization item (Question 44); nine five-point agreement items on EAP and external clinical providers (Questions 45–53); eight demographic items (Questions 54–61); and two open items (Questions 62–63). The table lists each item as fielded.

#	Item (as fielded)	Response format
Q1	My fellow officers treat me with respect	5-point agreement
Q2	My supervisors treat me with respect	5-point agreement
Q3	My supervisors give regular feedback on the quality of my work	5-point agreement
Q4	Each day I am scheduled to work my regular shift, I can expect to consistently work for the same supervisor	5-point agreement
Q5	There are opportunities to advance upward in the MPD if I seek them	5-point agreement
Q6	There are opportunities to receive specialized assignment work at MPD if I choose to seek them	5-point agreement
Q7	Command staff is open to new ideas and new ways of thinking	5-point agreement
Q8	Command staff makes improving MPD relations with the community a priority	5-point agreement
Q9	My commanding officer sets a good example for leadership at MPD	5-point agreement
Q10	I am satisfied with the job performance of the Police Chief	5-point agreement
Q11	The Police Chief is leading the MPD in the right direction	5-point agreement
Q12	Compared to a few years ago, MPD today is a better organization	5-point agreement
Q13	In my precinct, community residents treat MPD officers with respect (for those serving in patrol)	5-point agreement
Q14	In my precinct, community residents trust MPD officers (for those serving in patrol)	5-point agreement
Q15	Compared to a few years ago, MPD officers today receive more support from the community	5-point agreement
Q16	Minneapolis Police Officers treat all people equally regardless of race or ethnicity	5-point agreement
Q17	Minneapolis Police Officers treat all people equally regardless of gender	5-point agreement
Q18	Minneapolis Police Officers treat all people equally regardless of religion or culture	5-point agreement
Q19	Minneapolis Police Officers treat all people equally regardless of sexual orientation	5-point agreement
Q20	Minneapolis Police Officers treat transgender people equally to cisgender people	5-point agreement
Q21	MPD supervisors treat all people equally regardless of race or ethnicity	5-point agreement
Q22	MPD supervisors treat all people equally regardless of gender	5-point agreement
Q23	MPD supervisors treat all people equally regardless of religion or culture	5-point agreement
Q24	MPD supervisors treat all people equally regardless of sexual orientation	5-point agreement
Q25	MPD supervisors treat transgender people equally to cisgender people	5-point agreement
Q26	MPD Academy training prepares newly hired officers well for the job, overall	5-point agreement

#	Item (as fielded)	Response format
Q27	The Field Training Officer (FTO) program prepares newly graduated officers for patrol duties	5-point agreement
Q28	MPD members are offered and can receive effective training that assists with improving job performance	5-point agreement
Q29	MPD sufficiently equips officers with the tools to do their job effectively and safely	5-point agreement
Q30	Compared to a few years ago, the conditions of MPD facilities have improved	5-point agreement
Q31	Compared to a few years ago, the conditions of MPD fleet vehicles have improved	5-point agreement
Q32	MPD uses performance evaluations effectively and fairly	5-point agreement
Q33	I possess an understanding of the types of behavior or conduct that will result in disciplinary action	5-point agreement
Q34	I am concerned that I may be punished or even lose my job for making a mistake	5-point agreement
Q35	When it comes to investigating misconduct and holding MPD members accountable, OPCR treats officers fairly	5-point agreement
Q36	When it comes to investigating misconduct and holding MPD members accountable, Internal Affairs treats officers fairly	5-point agreement
Q37	The Office of the Police Chief renders fair discipline for sustained misconduct cases	5-point agreement
Q38	I am satisfied with the support MPD provides for officer wellness and mental health	5-point agreement
Q39	I feel comfortable seeking mental health support without fear of negative career consequences	5-point agreement
Q40	My current workload allows me to maintain a healthy work-life balance	5-point agreement
Q41	I feel physically safe performing my day-to-day duties	5-point agreement
Q42	Compared to a few years ago, MPD today does a better job supporting officer wellness	5-point agreement
Q43	I am aware of the services available through the Employee Assistance Program (EAP)	5-point agreement
Q44	I have used EAP services in the past 12 months	Yes / No / Prefer not to say
Q45	EAP services are easy to access when needed	5-point agreement
Q46	EAP services are provided in a timely manner	5-point agreement
Q47	I am confident that EAP services are confidential	5-point agreement
Q48	Overall, EAP services are effective in addressing my needs	5-point agreement
Q49	I am aware of external clinical providers available to MPD employees	5-point agreement
Q50	External clinical providers are easy to access (e.g., reasonable wait times, convenient locations)	5-point agreement
Q51	External clinical providers offer services relevant to the unique needs of law enforcement personnel (e.g., trauma-informed care)	5-point agreement
Q52	External clinical providers demonstrate cultural competency in delivering services	5-point agreement

#	Item (as fielded)	Response format
Q53	Overall, I am satisfied with the quality of external clinical provider services available to me	5-point agreement
Q54	What is your current rank?	Categorical (select one)
Q55	What is your current assignment?	Categorical (select one)
Q56	In which precinct do you primarily work?	Categorical (select one)
Q57	How many years have you served with MPD?	Categorical (select one)
Q58	What is your age range?	Categorical (select one)
Q59	What is your gender?	Categorical (select one)
Q60	What is your race or ethnicity?	Categorical (select one)
Q61	What is the highest level of education you have completed?	Categorical (select one)
Q62	Today's Date	Open (date)
Q63	Please provide any additional comments that may be helpful in understanding the responses provided in this survey.	Open-ended text

Appendix B. Detailed Data Tables

Table B-1 reports item-level detail for all 5-point agreement items (Questions 1–43 and 45–53). Percentages are of those answering each item (the “Answered” base shown as n); SD = Strongly Disagree, D = Disagree, N = Neither, A = Agree, SA = Strongly Agree. Mean is on a 1–5 scale; % Fav is Agree plus Strongly Agree. Question 44 (EAP utilization) is reported in Section 6.8. Note that Question 34 is negatively worded (agreement is unfavorable).

Table B-1. Item-level distributions, all agreement items.

Item	n	SD	D	N	A	SA	Mean	% Fav
Q1	244	2.5%	2.1%	7.8%	54.5%	35.7%	4.16	88.0%
Q2	244	3.3%	3.3%	7.4%	53.3%	33.6%	4.10	86.2%
Q3	244	4.1%	9.4%	22.9%	47.9%	16.4%	3.63	63.8%
Q4	244	2.1%	10.2%	19.7%	41.4%	27.9%	3.82	68.4%
Q5	244	12.3%	13.5%	16.0%	41.4%	18.4%	3.40	58.9%
Q6	244	15.6%	16.0%	17.2%	38.1%	13.9%	3.19	51.6%
Q7	244	38.1%	25.8%	20.5%	11.1%	4.9%	2.19	15.9%
Q8	244	13.9%	11.5%	31.1%	33.2%	11.5%	3.17	44.1%
Q9	244	11.9%	8.2%	18.4%	41.0%	21.3%	3.51	61.8%
Q10	244	20.1%	19.7%	26.2%	22.5%	13.5%	2.90	35.3%
Q11	244	22.5%	20.5%	25.8%	19.3%	13.9%	2.82	32.5%
Q12	244	29.1%	24.2%	18.9%	18.0%	11.5%	2.59	29.0%
Q13	236	11.4%	18.2%	39.8%	28.0%	5.5%	2.98	32.5%
Q14	236	6.4%	15.7%	43.6%	30.9%	4.7%	3.12	35.1%
Q15	243	9.1%	16.5%	37.0%	31.7%	6.6%	3.10	38.0%
Q16	243	0.8%	2.9%	4.5%	39.5%	53.1%	4.40	91.8%
Q17	243	0.0%	1.7%	5.8%	39.9%	53.1%	4.44	92.6%
Q18	243	0.0%	0.8%	5.8%	40.7%	53.1%	4.46	93.4%
Q19	242	0.0%	1.2%	6.2%	40.1%	52.9%	4.44	92.6%
Q20	240	0.4%	1.2%	9.2%	40.8%	48.8%	4.36	89.2%
Q21	243	3.7%	6.2%	7.8%	37.9%	44.4%	4.13	82.3%
Q22	243	1.7%	3.7%	9.1%	41.1%	44.9%	4.23	85.7%
Q23	243	1.7%	5.3%	9.5%	38.3%	45.7%	4.20	83.6%
Q24	243	0.8%	2.9%	10.7%	40.3%	45.7%	4.27	85.7%
Q25	239	0.8%	1.7%	15.5%	39.8%	42.7%	4.21	82.1%
Q26	244	30.3%	24.2%	21.7%	20.1%	7.0%	2.51	26.2%
Q27	243	20.6%	22.2%	27.6%	26.8%	4.9%	2.74	31.1%
Q28	243	18.5%	25.1%	22.2%	25.9%	9.1%	2.82	34.7%
Q29	240	22.9%	30.8%	18.3%	22.5%	6.2%	2.59	28.5%
Q30	242	27.3%	31.8%	16.9%	20.7%	4.5%	2.44	24.9%
Q31	242	31.0%	23.1%	25.2%	17.4%	3.7%	2.40	21.0%
Q32	243	25.9%	21.4%	34.2%	15.2%	4.1%	2.51	19.2%
Q33	243	10.3%	15.6%	16.9%	40.7%	16.9%	3.38	57.4%

MPD Officer Experience & Wellness Survey | Final Report

Item	n	SD	D	N	A	SA	Mean	% Fav
Q34	243	4.9%	3.7%	8.2%	26.8%	57.2%	4.27	83.3%
Q35	242	57.9%	21.5%	15.7%	2.9%	2.1%	1.70	5.0%
Q36	242	18.2%	18.2%	37.6%	24.0%	3.3%	2.76	26.9%
Q37	242	30.2%	17.8%	37.6%	11.6%	3.3%	2.40	14.8%
Q38	243	13.2%	17.3%	22.6%	37.9%	10.3%	3.15	47.6%
Q39	243	12.3%	14.4%	17.3%	41.6%	14.4%	3.31	56.0%
Q40	243	21.0%	21.4%	22.2%	31.3%	4.9%	2.78	35.9%
Q41	243	8.2%	18.9%	21.4%	44.0%	7.8%	3.24	51.6%
Q42	243	9.1%	11.5%	25.9%	41.6%	12.3%	3.36	53.7%
Q43	243	1.7%	10.7%	23.9%	53.1%	11.5%	3.62	64.1%
Q45	240	1.2%	5.8%	54.6%	33.8%	5.0%	3.35	38.6%
Q46	240	1.2%	2.5%	63.7%	28.3%	4.6%	3.32	32.8%
Q47	240	11.2%	10.8%	48.3%	23.8%	6.7%	3.04	30.2%
Q48	238	4.6%	3.8%	66.0%	21.4%	4.2%	3.17	25.6%
Q49	241	3.7%	9.5%	28.2%	45.6%	13.3%	3.55	58.7%
Q50	240	2.1%	5.0%	63.3%	24.2%	5.8%	3.27	29.9%
Q51	238	1.3%	3.4%	58.8%	30.2%	6.3%	3.37	36.6%
Q52	239	2.1%	1.7%	67.4%	24.3%	5.0%	3.28	29.2%
Q53	239	2.5%	3.8%	62.8%	24.7%	6.3%	3.28	31.0%

Appendix C. Settlement Agreement ¶ 415 — Disaggregation Readiness Review

This appendix documents the Officer Experience & Wellness Survey against the survey requirements of ¶ 415 of the State Court Enforceable Agreement and reports the subgroup results the respondent-level data will support.. A parallel review accompanies the Minneapolis Community Survey report.

C.1 What ¶ 415 requires of the officer survey

¶ 415 requires the Independent Evaluator to conduct an anonymous annual survey of MPD officers regarding officers' experiences in MPD, the organizational culture, officer support and wellness, and other areas deemed appropriate by the Independent Evaluator. It further requires that the Evaluator present the survey methodology to the Parties and consider their feedback in developing the initial surveys and in improving subsequent ones.

C.2 Constraints on officer subgroup analysis

Three constraints bound everything in Section C.3 and should be read with it.

Demographic non-response is high and is not random. Rates of “prefer not to say” run from 20.0 percent on years of service to 49.4 percent on race or ethnicity, with precinct at 42.0 percent, gender at 34.3 percent, and age at 32.2 percent. The draft already treats this as a finding in its own right (Sections 6.2 and 6.13.7). What the respondent-level data adds is that the non-response is systematically related to sentiment: on every one of the eight demographic variables, respondents who declined to answer score below the survey average on culture, training, and accountability. Officers who withheld their rank average 2.37 on Evaluation & Accountability against 2.62 for those identifying as officers; those withholding race average 2.83 on Culture & Climate against 3.23 for White respondents. The subgroup means reported below are therefore likely to understate dissatisfaction among the groups that are identifiable, and the “prefer not to say” rows should be read as a substantive category rather than as missing data.

Small cells suppress much of the analysis. Under the $n < 10$ disclosure rule at Section 5.6, the following categories cannot be reported: Commander/Above ($n = 3$); the Administrative ($n = 3$), Training ($n = 5$), and Other ($n = 7$) assignments; Precinct 2 ($n = 9$); the Under 25 ($n = 9$) and 55 or over ($n = 7$) age bands; Nonbinary/Other gender ($n = 4$); Asian ($n = 3$) and Other ($n = 3$) race categories; and the Some college ($n = 2$) and High school diploma/GED ($n = 1$) education categories. Command-rank views in particular cannot be reported at all, which matters given that confidence in command staff is among the survey's central findings.

Weighting described in the analysis plan has not been applied. Section 5.4 specifies post-field raking to known MPD workforce margins, and Section 5.5 refers to both weighted and unweighted results. The figures in this appendix, like those in Section 6, are unweighted. With half the respondents declining to state race and 42 percent declining precinct, raking on those margins is not presently feasible; this should either be executed against confirmed workforce benchmarks or the analysis plan should be revised to match what was done.

C.3 Results by respondent characteristic

All figures are unweighted and computed on respondents giving a single valid answer to both the item and the grouping variable. Domain scores are means on the 1–5 scale, where 3.0 is the neutral midpoint; Question 34 is excluded from the Evaluation & Accountability composite and reported separately in Section 6.6, consistent with the treatment in the body of this report. Q35 is the fairness of the Office of Police Conduct Review and Q7 is command staff openness to new ideas; both are shown as the percentage agreeing or strongly agreeing. Categories with fewer than 10 respondents are suppressed and listed beneath each table.

Table C-1. Domain scores and key items by rank.

Group	n	Culture	Superv.	Training	Account.	Wellness	EAP	Ext. prov.	Comm.	Equal trt.	Q35 %fav	Q7 %fav
Officer	123	3.13	3.59	2.70	2.62	3.18	3.22	3.31	2.99	4.31	6.6	18.0
Sergeant	51	2.89	3.42	2.59	2.66	3.17	3.44	3.41	3.11	4.38	2.0	11.8
Prefer not to say	50	2.92	3.23	2.31	2.37	3.05	3.30	3.39	3.01	4.19	6.0	14.0
Lieutenant	15	2.92	3.42	2.52	2.37	3.40	3.60	3.44	3.56	4.35	0.0	13.3
All respondents	245	3.03	3.46	2.59	2.56	3.17	3.30	3.35	3.06	4.31	4.9	16.4

Suppressed (n < 10): Commander/Above (n=3).

Table C-2. Domain scores and key items by assignment.

Group	n	Culture	Superv.	Training	Account.	Wellness	EAP	Ext. prov.	Comm.	Equal trt.	Q35 %fav	Q7 %fav
Patrol	111	3.09	3.57	2.73	2.63	3.33	3.28	3.34	3.12	4.35	5.5	15.5
Prefer not to say	60	2.84	3.19	2.27	2.35	2.92	3.27	3.36	3.01	4.14	5.0	13.3
Investigations	36	3.02	3.40	2.65	2.63	3.01	3.33	3.30	3.04	4.42	0.0	13.9
Specialty Unit	11	2.73	3.32	2.23	2.13	2.82	3.16	3.11	2.73	4.42	0.0	0.0
All respondents	245	3.03	3.46	2.59	2.56	3.17	3.30	3.35	3.06	4.31	4.9	16.4

Suppressed (n < 10): Other (n=7); Training (n=5); Administrative (n=3).

Table C-3. Domain scores and key items by precinct.

Group	n	Culture	Superv.	Training	Account.	Wellness	EAP	Ext. prov.	Comm.	Equal trt.	Q35 %fav	Q7 %fav
Prefer not to say	103	2.89	3.30	2.37	2.38	3.02	3.28	3.33	3.03	4.27	3.9	10.8
Other/Citywide	50	2.93	3.39	2.63	2.54	3.16	3.33	3.33	3.06	4.30	0.0	14.0
Precinct 3	28	3.32	3.76	2.75	2.77	3.41	3.41	3.36	2.94	4.25	3.6	21.4
Precinct 4	22	3.18	3.61	2.79	2.85	3.27	3.26	3.25	3.30	4.40	9.1	18.2
Precinct 1	14	3.09	3.67	2.85	2.69	3.33	3.20	3.34	3.02	4.28	21.4	21.4
Precinct 5	11	3.48	3.68	3.17	2.65	3.42	3.27	3.55	3.00	4.46	0.0	36.4
All respondents	245	3.03	3.46	2.59	2.56	3.17	3.30	3.35	3.06	4.31	4.9	16.4

Suppressed (n < 10): Precinct 2 (n=9).

MPD Officer Experience & Wellness Survey | Final Report

Table C-4. Domain scores and key items by years of service.

Group	n	Culture	Superv.	Training	Account.	Wellness	EAP	Ext. prov.	Comm.	Equal trt.	Q35 %fav	Q7 %fav
More than 20	50	2.75	3.20	2.41	2.37	3.00	3.32	3.34	2.95	4.27	0.0	6.0
Prefer not to say	49	2.91	3.29	2.33	2.33	2.98	3.27	3.37	3.16	4.24	4.1	12.2
Less than 2	39	3.90	4.07	3.63	3.31	3.76	3.38	3.62	3.13	4.31	21.1	43.6
6--10	36	2.64	3.24	2.09	2.24	3.00	3.13	3.15	2.83	4.21	0.0	2.9
11--15	34	2.88	3.49	2.51	2.62	3.08	3.32	3.17	3.19	4.33	2.9	14.7
2--5	17	3.20	3.46	2.50	2.49	3.28	3.21	3.38	3.08	4.56	5.9	17.6
16--20	16	3.19	3.69	2.76	2.65	3.29	3.62	3.57	3.29	4.51	0.0	25.0
All respondents	245	3.03	3.46	2.59	2.56	3.17	3.30	3.35	3.06	4.31	4.9	16.4

No categories suppressed.

Table C-5. Domain scores and key items by age range.

Group	n	Culture	Superv.	Training	Account.	Wellness	EAP	Ext. prov.	Comm.	Equal trt.	Q35 %fav	Q7 %fav
Prefer not to say	79	2.77	3.23	2.25	2.31	2.95	3.20	3.21	2.98	4.11	1.3	10.1
35--44	56	3.10	3.65	2.65	2.60	3.16	3.40	3.34	3.07	4.44	5.5	20.0
45--54	48	2.93	3.32	2.58	2.53	3.23	3.41	3.43	3.12	4.21	0.0	10.4
25--34	42	3.31	3.61	2.80	2.76	3.44	3.29	3.45	3.17	4.49	14.3	19.0
All respondents	245	3.03	3.46	2.59	2.56	3.17	3.30	3.35	3.06	4.31	4.9	16.4

Suppressed (n < 10): Under 25 (n=9); 55 or over (n=7).

Table C-6. Domain scores and key items by gender.

Group	n	Culture	Superv.	Training	Account.	Wellness	EAP	Ext. prov.	Comm.	Equal trt.	Q35 %fav	Q7 %fav
Man	137	3.22	3.62	2.81	2.67	3.28	3.36	3.43	3.10	4.42	6.6	21.2
Prefer not to say	84	2.75	3.19	2.27	2.34	3.01	3.26	3.25	3.01	4.19	2.4	8.4
Woman	16	3.05	3.48	2.47	2.78	3.19	3.19	3.31	3.25	4.03	6.2	18.8
All respondents	245	3.03	3.46	2.59	2.56	3.17	3.30	3.35	3.06	4.31	4.9	16.4

Suppressed (n < 10): Nonbinary/Other (n=4).

Table C-7. Domain scores and key items by race / ethnicity.

Group	n	Culture	Superv.	Training	Account.	Wellness	EAP	Ext. prov.	Comm.	Equal trt.	Q35 %fav	Q7 %fav
Prefer not to say	121	2.83	3.23	2.31	2.36	3.00	3.19	3.24	2.96	4.24	2.5	9.2

Group	n	Culture	Superv.	Training	Account.	Wellness	EAP	Ext. prov.	Comm.	Equal trt.	Q35 %fav	Q7 %fav
White	82	3.23	3.68	2.89	2.74	3.33	3.47	3.50	3.17	4.45	4.9	19.5
Black/African American	12	3.83	3.90	2.97	2.98	3.32	3.20	3.43	3.42	4.03	25.0	50.0
Two or more races	11	2.70	3.59	2.33	2.71	3.18	3.36	3.36	2.73	4.38	9.1	9.1
Hispanic/Latino	10	3.65	3.79	3.47	3.02	3.84	3.46	3.62	3.44	4.37	10.0	50.0
All respondents	245	3.03	3.46	2.59	2.56	3.17	3.30	3.35	3.06	4.31	4.9	16.4

Suppressed (n < 10): Other (n=3); Asian (n=3).

Table C-8. Domain scores and key items by education.

Group	n	Culture	Superv.	Training	Account.	Wellness	EAP	Ext. prov.	Comm.	Equal trt.	Q35 %fav	Q7 %fav
Bachelor's degree	119	3.11	3.56	2.72	2.73	3.28	3.36	3.44	3.14	4.43	5.9	15.3
Prefer not to say	51	2.86	3.34	2.34	2.28	2.94	3.16	3.24	3.00	4.17	2.0	7.8
Associate degree	49	3.04	3.39	2.56	2.47	3.09	3.23	3.26	2.87	4.29	6.1	16.3
Graduate degree	20	3.17	3.40	2.56	2.53	3.36	3.57	3.51	3.38	4.16	5.0	45.0
All respondents	245	3.03	3.46	2.59	2.56	3.17	3.30	3.35	3.06	4.31	4.9	16.4

Suppressed (n < 10): Some college (n=2); High school diploma/GED (n=1).

C.4 What the disaggregation shows

Three patterns in these tables are not visible in the aggregate results and bear on the recommendations at Section 8.

Tenure is the sharpest division in the survey. Officers with less than two years of service score 3.90 on Culture & Climate, 3.63 on Training & Working Conditions, and 3.31 on Evaluation & Accountability — between 1.2 and 1.5 points above officers with six to ten years of service, who are the most negative group on every domain measured (2.64, 2.09, and 2.24 respectively). The same gradient appears on individual items: 43.6 percent of officers with under two years agree command staff is open to new ideas, against 2.9 percent of those with six to ten years, and 21.1 percent versus 0.0 percent on the fairness of the Office of Police Conduct Review. Newly hired officers arrive with substantially more confidence in the institution than their mid-career colleagues hold, and something in the first several years of service erodes it. This is a more actionable framing of the command-trust finding than the aggregate figures allow, and it is measurable year over year.

The favourable view of first-line supervision holds across every subgroup. Supervision & Leadership sits above 3.19 in all reportable categories, and the equal-treatment composite ranges narrowly from 4.03 to 4.56. The department's interpersonal foundation is uniform; the dissatisfaction is specific and institutional.

The accountability finding is close to universal. Agreement that the Office of Police Conduct Review treats officers fairly does not exceed 25 percent in any reportable subgroup and stands at 0.0 percent among lieutenants, investigators, specialty-unit officers, officers with more than 20 years of service, and officers aged 45 to 54. Whatever the merits of individual cases, no segment of the workforce dissents from this view, which strengthens rather than qualifies the recommendation at Section 8.2.

Two further observations should be treated as directional only, given the cell sizes involved. Black/African American (n = 12) and Hispanic/Latino (n = 10) respondents score above the survey average on culture and supervision, and report markedly higher confidence in command openness (50.0 percent each, against 19.5 percent among White respondents); and women (n = 16) score below men on self-assessed equal treatment (4.03 against 4.42). Both sit at or barely above the reporting threshold, are drawn from a base in which half of respondents declined to state race, and should not be characterised further without the workforce benchmarks needed to weight them.