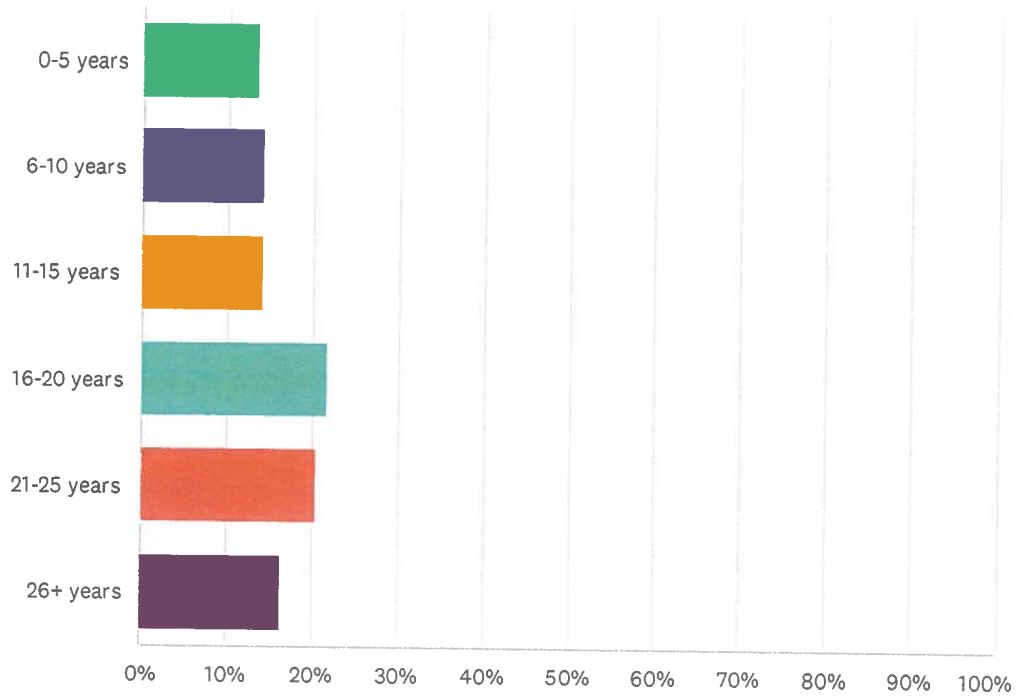


Q1 How many years have you worked at the Honolulu Police Department?

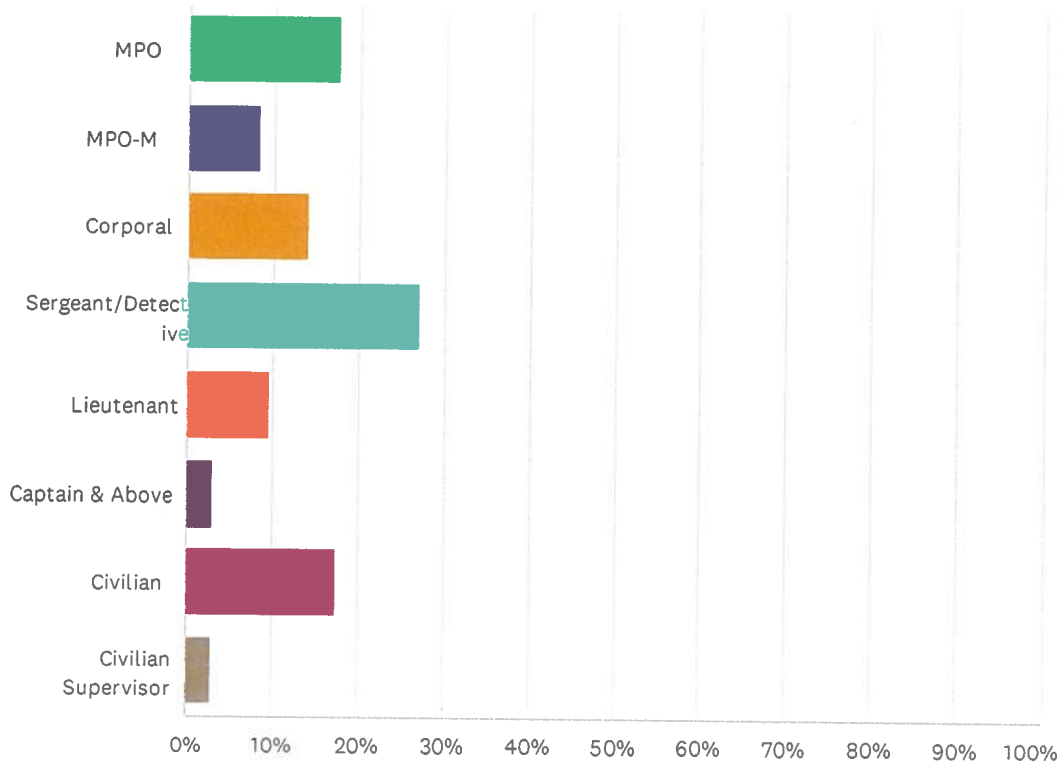
Answered: 470 Skipped: 0



ANSWER CHOICES	RESPONSES	
0-5 years	13.40%	63
6-10 years	14.04%	66
11-15 years	14.04%	66
16-20 years	21.70%	102
21-25 years	20.43%	96
26+ years	16.38%	77
TOTAL		470

Q2 What is your current rank?

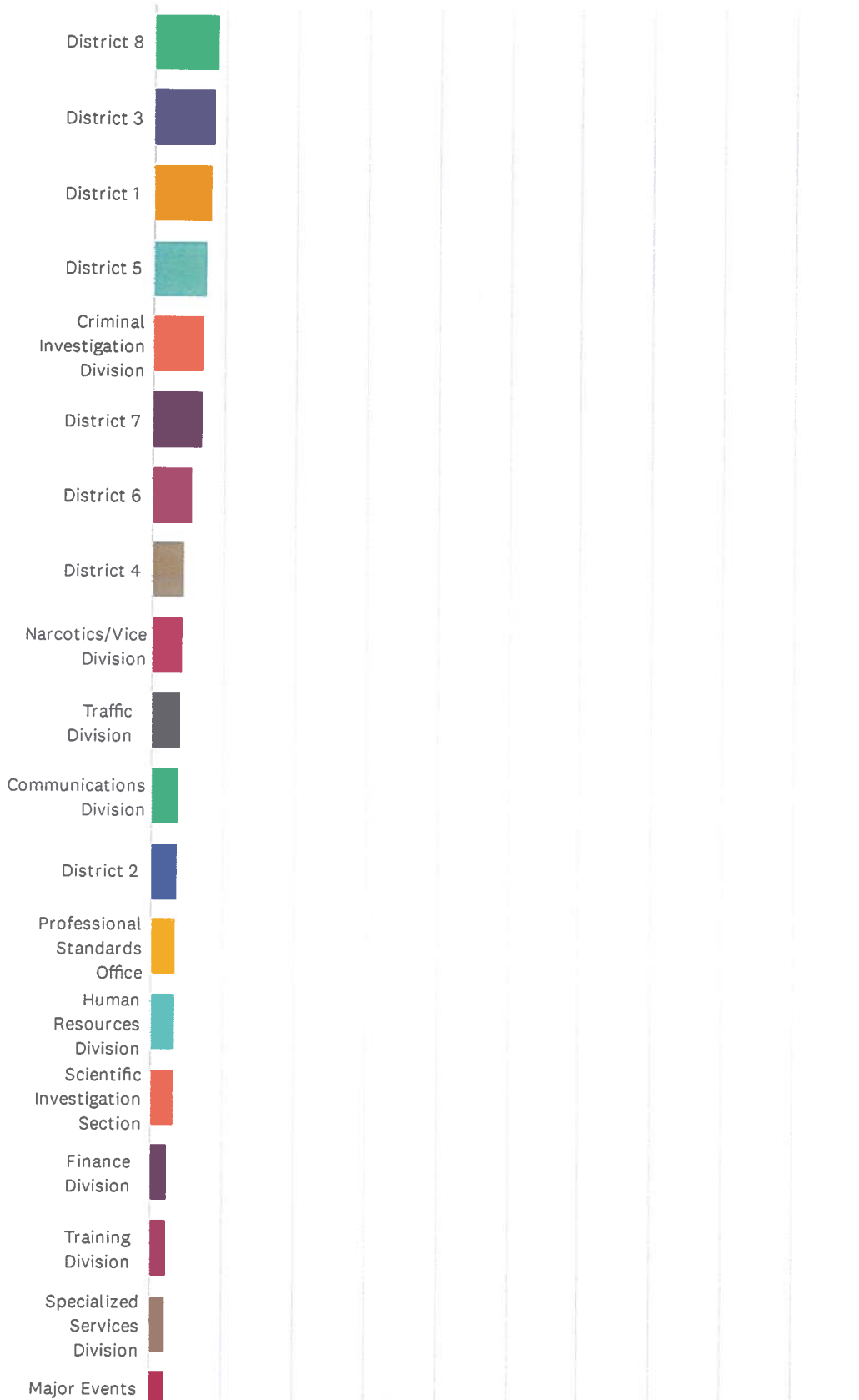
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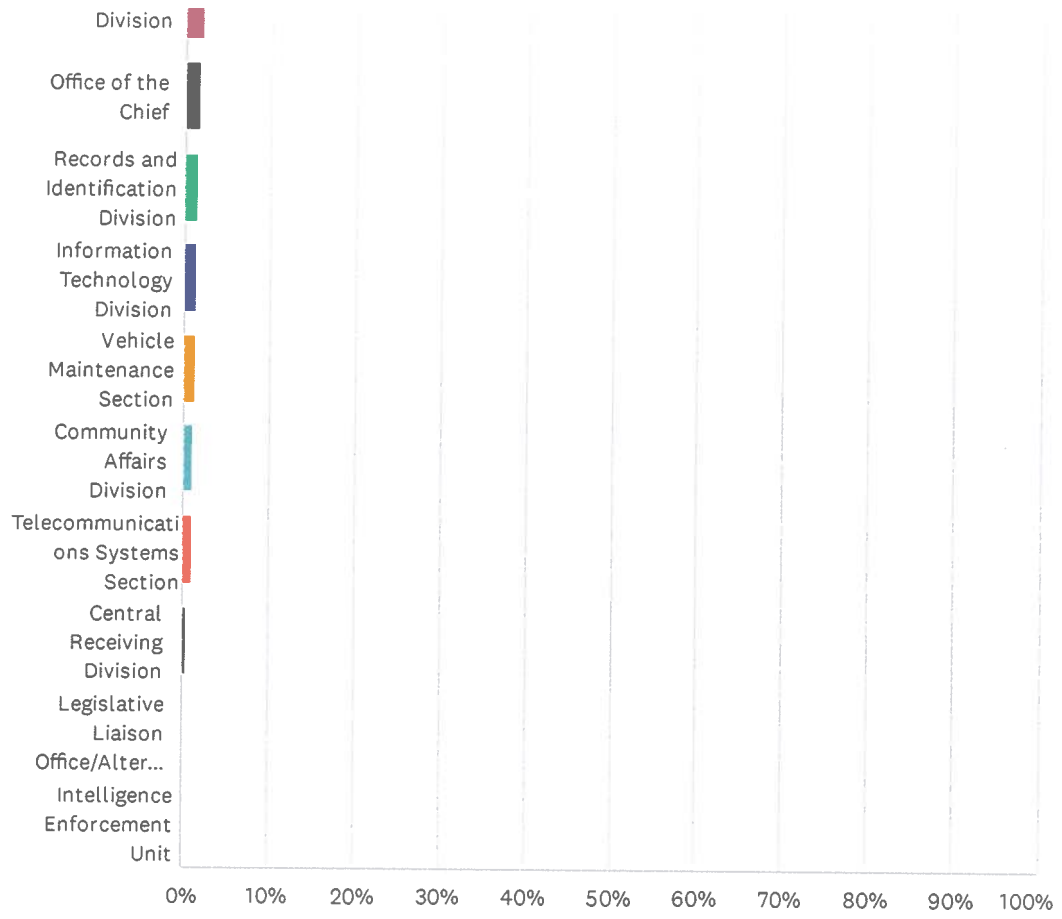
ANSWER CHOICES	RESPONSES	
MPO	17.66%	83
MPO-M	8.30%	39
Corporal	14.04%	66
Sergeant/Detective	27.02%	127
Lieutenant	9.57%	45
Captain & Above	2.98%	14
Civilian	17.45%	82
Civilian Supervisor	2.98%	14
TOTAL		470

Q3 What district/division do you work in?

Answered: 470 Skipped: 0



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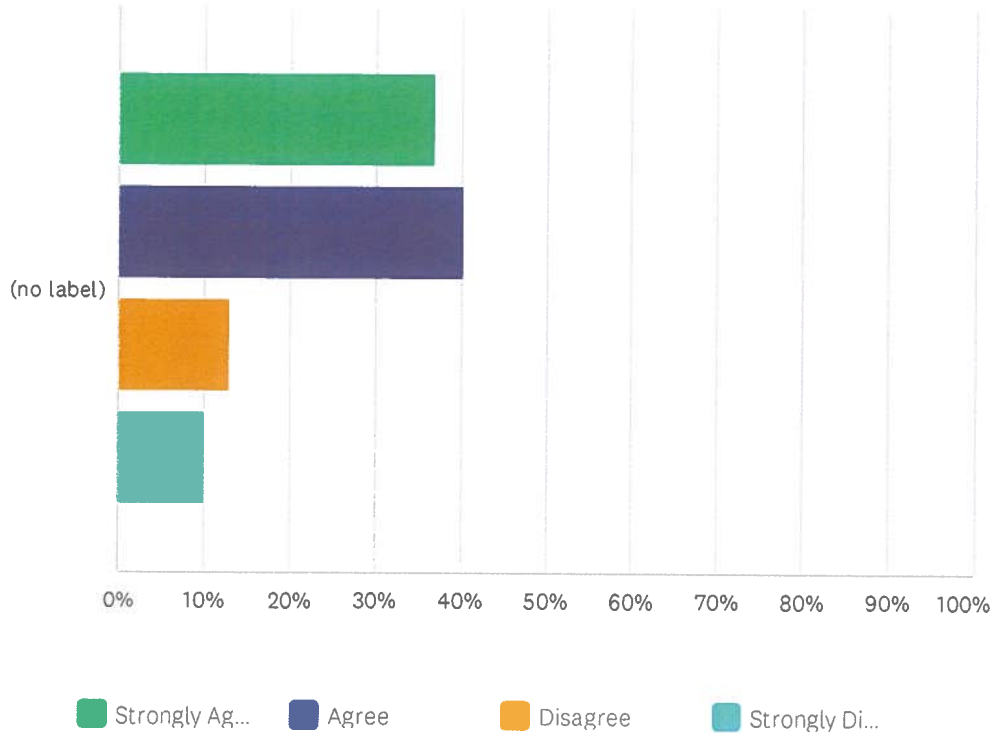


2024 Commander Performance Survey

ANSWER CHOICES	RESPONSES	
District 8	8.94%	42
District 3	8.51%	40
District 1	8.09%	38
District 5	7.45%	35
Criminal Investigation Division	7.02%	33
District 7	6.81%	32
District 6	5.53%	26
District 4	4.47%	21
Narcotics/Vice Division	4.26%	20
Traffic Division	4.04%	19
Communications Division	3.83%	18
District 2	3.62%	17
Professional Standards Office	3.40%	16
Human Resources Division	3.40%	16
Scientific Investigation Section	3.19%	15
Finance Division	2.34%	11
Training Division	2.34%	11
Specialized Services Division	2.13%	10
Major Events Division	2.13%	10
Office of the Chief	1.70%	8
Records and Identification Division	1.49%	7
Information Technology Division	1.28%	6
Vehicle Maintenance Section	1.28%	6
Community Affairs Division	1.06%	5
Telecommunications Systems Section	1.06%	5
Central Receiving Division	0.43%	2
Legislative Liaison Office/Alternative Call Servicing	0.21%	1
Intelligence Enforcement Unit	0.00%	0
TOTAL		470

Q4 Your commanders (i.e., Major, Captain, Director, Superintendent, etc.) equip you with the necessary tools to succeed.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	36.81% 173	40.21% 189	12.98% 61	10.00% 47	470	1.96

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	THE CAD SYSTEM IS NOT FUNCTIONING TO IT'S POTENTIAL WHEN IT WAS FIRST PITCHED BY THE VENDORS THAT IT CAN DO. THE COMPUTER EQUIPMENTS ARE STARTING TO BREAK & BEING TOLD NO REPLACEMENTS ARE AVAILABLE AT THIS TIME.	████ 2024 █████
2	They try to support us but they cannot give us what the department doesn't give them. The department wants a million things but doesn't provide the resources to achieve these goals. If you want great results it takes resources (money, people, equipment, etc).	████ 2024 █████
3	My major is always trying to improve the working conditions and staffing.	████ 2024 █████
4	Not enough personnel. have not received another body to replace the one we lost.	████ 2024 █████
5	I believe they could do better. When it comes to safety our command tends to compare safety with cost. Even if it's a necessary item they tell us that we can't purchase the necessity due to budgeting issues. The budgeting issues should never outweigh safety.	████ 2024 █████
6	The major of this district has come into the role of major of D3 and not observing how D3 is one of the most busiest district in the police department. He has taken away manpower and has allowed our minimum to go down by 1 or 2 officers. The roster is inflated with MPR (recruits) and that is not allowed for SAFETY reasons. The major and captain do not care about the rank and file. They are trying to reinvent the wheel and are causing moral to plummet	████ 2024 █████

2024 Commander Performance Survey

to the bottom and not give it another thought. Only after months of having to show how busy the district is, that we are given what should have never been taken away. Again, wasting time and manpower. The major is saying he wants to save money. That is literally impossible when the district doesn't have enough personal (officers and sgt and lt.s). The major has told me personally that I am considering retiring due to what he and the department is doing in not supporting the personnel that is in place currently, he says go ahead..I can't stop you. Wow, he doesn't even try to keep supervisor's in the department. I didn't realize how expendable we are and that the major cares less if we stay or go.

7	My immediate commander provides my division with required resources however we have steadily lost personnel (attrition due to transfers, promotions, retirements, etc.) over the last few years and received no replacements. This is mainly because most of our personnel are on SA from other divisions. These losses have directly impacted our ability to perform required taskings including procurement/grant management, specialized training, CBRNE/HAZMAT response, interagency coordination, logistics, command and control, etc. I understand that we are in a recruiting crises and that patrol staffing is the priority however much of what we do provides patrol with vital specialized equipment, training and capabilities and also reduces patrol workload during planned or unplanned events or critical incidents. As difficult as it may be, I believe it is vital that we replace at least a few of our losses with good personnel (including at least one Lt./Sgt. and a couple officers).	████ 2024 █████
8	Could improve on more effective training for all divisions. Need improved and more up to date tech computer programs for Excel and Word. Our current programs are outdated and slow.	████ 2024 █████
9	The tools provided by my commander is adequate enough for my section to perform it's duties, but staffing is always in question due to the high turnover and personnel rotation rate. My commander can only do so much at his level and additional support is required at higher levels.	████ 2024 █████
10	As an officer in a specialized unit for patrol we were very fortunate to get financial support from the City Council this year. Usually, the allotment is quite less but when needed my front office commanders have been fair understanding in approving certain items to purchase.	████ 2024 █████
11	Agree with this if we are talking about equipment. only down side is that it does take alot of time to get equipment that we need to accomplish our jobs. Unfortunately, it may take multiple requests to actually get what we need.	████ 2024 █████
12	Overtime and Special Project hours have been cut, affecting the amount of crime happening in specific areas. While on Patrol, Officers are not able to spend large periods of time "Inspecting" specific areas as they are tied to the radio. Projects allow Officers not tied to the radio to address community concerns. Overtime hours being cut affects Officer Safety. Decreasing the amount of Officers on patrol at any given time, increases the risk of Officer injury while dealing with violent incidents. Morale of the District has gone down, prompting several Officers to contemplate transferring out of District. Sergeants and Lieutenants are doing their best to keep morale high while mitigating backlash from command but due to the reopening of closed investigations, Officers are hesitant to be proactive in fear of receiving negative 384s. It feels as though unfounded complaints are being forced to be heavily investigated due to chronic callers "hurt feelings".	████ 2024 █████
13	Officers are riding old motorcycles from 6 years to 10 years old. 2018 is the newest model bikes with over 40,000 miles. It becomes a safety issue and the command always uses the thin blue line procurement violation as the reason for not having funds to properly equipped the officers.	████ 2024 █████
14	Due to working in all sorts of conditions, multiple inquiries regarding equipment were brought to attention to make working and the working environment safer, but were denied without reason.	████ 2024 █████
15	When we need updated equipment they refuse to provide it due to "budget issues". They do not provide proficient updated training as we need.	████ 2024 █████
16	Under █████, I've never seen any equipping of necessary tools without it being questioned, "why do you need that?" And an expectation that if you are given something, he expects more in return. Sometimes the job just gets more complicated, the status quo of the past will begin to get you less and less. New tools may only be only enough to keep up as we drown in work.	████ 2024 █████
17	Major █████ strongly encourages professional continuing education; supports training and funding for required travel for all Finance personnel to keep current with evolving rules,	████ 2024 █████

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regulations, audit standards in financial management, and various certifications in accounting, budgets, payroll, and grants management. Strongly supports internal personnel promotions, as well as bringing in new employees and perspectives to keep the division fresh and on the leading edge in this field.

18	You shouldn't ask me to throw my supervisor under the bus, if you cant see it then your just as bad and part of the problem	2024
19	I feel like there as been no one more in this office that has benefited from this. Major worked to standardize training here and worked with ITD to create a website to help better track legal documents requests.	2024
20	Officer uniforms, Police vehicles and other safety concerns do not seemed to be as high as a priority as it should be.	2024
21	Major is the best commander I have worked for in my 25 year career.	2024
22	Yes, but there's always room for improvement. I just haven't been here long enough to known what those are yet. LOL!	2024
23	The Major has done an exemplary job in providing the tools we need to succeed. The only thing lacking is manpower, which is a department wide problem.	2024
24	Major has been very receptive to the needs of his patrol officers especially when it comes to officer safety. He has always been open to feedback from his frontline officers and has been the first to my knowledge to purchase ballistic shields, emergency breaching equipment, and an Emergency Response Vehicle (ERV) and has implemented the necessary training to deploy the equipment.	2024
25	The D6 command staff has been very supportive and has assisted with providing the necessary tools to be a productive unit.	2024
26	the Details are running short and more help is needed. Some detectives feel unappreciated.	2024
27	I believe that we are not well equip for all situations, first off we are short staffed. We have crazy weeks were there are numerous big cases that are all a big priority and we don't not have enough staff to serve the department to the best of our ability.	2024
28	I receive total support from my commander.	2024
29	I was told by another worker that the viewing of daily highlights was taken away by prior Det. due to someone leaking info out to media personnel. This was a tool that assisted in identifying a call/report for specific situations that were received on our reception phones (point of initial contact) and necessary in making determination of to whom said call would be routed to. Many times cases were too brand new and not yet assigned or caller had no correct spelling of name or report number due to most times, serious nature of call i.e. unattended death, murder. We are HPD, therefore why limit accessability to cases where it's necessary. Confidential is another type of case which is noted and is fine due to its severity and should remain as posted. Give us the benefit of doubt in the manner we use our computers so we can better assist the public.	2024
30	Major is very supportive.	2024
31	My Lt is very helpful in regards to assisting my work. For example, if I have a question regarding a policy, he is great in getting back to me with an answer on a timely manner.	2024
32	With the current expectations coming from our district command, they are not currently able to give us the "tool" needed to accurately succeed but they are expecting success regardless. An analogy would be that we currently have enough tools to get one job done great or two jobs done ok; but our commanders want two jobs done great.	2024
33	Yes, we have great office resources and tools to complete our work. Thank you.	2024
34	Yes, they provide us with the tools we need to preform our jobs.	2024
35	The cpu, monitors, and desk are provided to conduct daily business.	2024
36	My management is supportive in getting me the equipment I need to do my job. No complaints.	2024
37	Fair, Loyal, and willing to help you out with needs or things that may benefit your situation.	2024

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38	Equipment is subpar, lack of speed-check and radar for enforcement. Requests for replacement equipment are not being fulfilled. Current uniforms do not provide adequate protection.	████ 2024 █████
39	Minimum staffing has increased.	████ 2024 █████
40	Our Sergeants, Corporals and footman provide the necessary "tools to succeed".	████ 2024 █████
41	Agree, however, it would help if each radio had NCIC access (like before) instead of having to send a request to the already overburdened backroom to run our checks. Also, it would be helpful if we had access to the TRAFFIC cameras for each district, especially Dist 3. Currently, cameras are ██████████ ██████████ Not necessary but nice to add for a 24/7 Operations center - a vending machine besides drinks.	████ 2024 █████
42	wish the major, captain come & walk the floor of operations more.. like every morning ..	████ 2024 █████
43	Guess so	████ 2024 █████
44	They came to the district expecting it to run, like their old assignment. Took no consideration that case load, population, amount of businesses, District 3 is BUSY. Took resources away and spoke about downsizing units, before getting a feel for the district and manpower. Made assumptions on their old assignment which is less busy.	████ 2024 █████
45	They take into consideration of what Officers request and they make every effort to get it.	████ 2024 █████
46	MAJOR DOES BEST WITH WHAT THE DISTRICT HAS. THE DISTRICT FACILITY IS IN DIRE NEED OF A SECURITY SYSTEM THAT IS FULLY OPERATIONAL AND FUNCTIONAL. ██████████ THUS COMPROMISING THE SECURITY OF OUR FACILITY - THE POSSIBILITY OF RELEASING A DETAINEE OR THE INABILITY TO RENDER ASSISTANCE WHEN NEEDED IN CELLBLOCK AREA (JEOPARDIZING OFFICER SAFETY). INTERCOM SYSTEM IS A MUST, COMMUNICATION IS NECESSARY FOR PROPER IDENTIFICATION - BEFORE ENTERING AS WELL AS EXITING THIS FACILITY. ALSO, INTERCOM IS A MUST WHEN OPENING ENTRANCE GATE TO SECURE PARKING LOT AREA OF THIS FACILITY (PROPER IDENTIFICATION TO GAIN ENTRANCE) BY THE GAS PUMPS. THIS IS A "SURE" SECURITY BREACH OF THE DISTRICT 8 FACILITY COMPLEX.	████ 2024 █████
47	Our Division is filled with a few acting positions and at times, there are a few learning pitfalls. The Acting Captain does a good job at utilizing these as learning opportunities for the officers.	████ 2024 █████
48	Major █████ and Capt. █████ always shows support for the officers and supervisors.	████ 2024 █████
49	They provide us with the tools for us to lead our watch to success. There can always be more to offer but that is not decided on them alone but what the upper command always them to give.	████ 2024 █████
50	Operators are provided with basic equipment needed for "routine" day to day tasks. However, there are alot of situations that require specific tools that SSD does not have that could make our operations a lot more safe. Better communication with the entire unit and include everyone's suggestions and feedback is highly needed and could make for a better working environment.	████ 2024 █████
51	Major █████ is not willing to use the necessary equipment properly on call-outs and operations, which in turn causes officer safety issues. She places the public perception of certain tools, like armored vehicles, uniform, etc. over Officer Safety. For example, on several recent high risk warrant services and call-outs, suspects were known to be in possession of and/or selling illegal firearms. One suspect was said to be armed with an RPG explosive. Instead of allowing the team to make approach on the suspects house with ██████████, she stated reasons of public perception and she didn't want to gain a reaction from the public. Are we more worried about public perception??? Or should we be focusing on making sure our officers are safe???	████ 2024 █████
52	I was assigned to █████ on █████ and targeted by Major █████ in 2020 for citing an employee of HPD; for Mobile Device Prohibited. (Methamphetamine was planted in a vehicle assigned to me: █████) Over a period of 24 months (Nov 2019 - Dec 2021); I issued 640 citations for this violation. During the same time frame; my peers (18 Officers) and Sergeants (6) issued a combined 14 citations for the same violation. I	████ 2024 █████

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was subsequently removed from my position as an Investigator and ROPA. Major [REDACTED] has been promoted twice; since my complaints of [REDACTED] He was apparently charged with retaliation. My upward progression at HPD has been affected by the aforementioned.

53	We've had the current CAD system for about 4 years now. It was told to us that it will never go down. Well, its gone down several times already and it causes so much stress on each employee because now we will need to write everything that is said by callers and officers.	[REDACTED] 2024 [REDACTED]
54	Major [REDACTED] has been a great asset to the NVD and has provided the necessary tools to succeed. It is at our AC level that holds us back from succession.	[REDACTED] 2024 [REDACTED]
55	Commander treats the division well and always open to suggestions to make the job easier.	[REDACTED] 2024 [REDACTED]
56	It would be greatly appreciated for command to bring back WBIDS and Special Projects to officers, which was a great source of motivation, and motivation leads to success. By doing so, it will increases stats and there would be more officer presence (greatly appreciated in the Waikiki district by businesses and people alike), which leads to greater (positive) public relations.	[REDACTED] 2024 [REDACTED]
57	Major [REDACTED] doesn't take the time to talk with his patrol units to understand what tools are needed to succeed.	[REDACTED] 2024 [REDACTED]
58	I believe it is not within My Major and Captain's etc. power to allow us additional Officers to teach DARE as I realize the priority is patrol. However, this is the NECESSARY tool to reach as many students as possible with this vital program. BUT the 4th floor needs to hear that we need staffing.	[REDACTED] 2024 [REDACTED]
59	Major [REDACTED] although leaving has been very accommodating to our district needs and towards the well being of the Officer's in patrol and support units. Major [REDACTED] exemplifies to true meaning of Family and kept the Family tradition in D4 alive and well.	[REDACTED] 2024 [REDACTED]
60	We are lacking in staffing but that is not the fault of the command.	[REDACTED] 2024 [REDACTED]
61	A/Major [REDACTED] is very approachable and open to considering solution brought to him by all officers.	[REDACTED] 2024 [REDACTED]
62	No tint meters or meaningful on going training	[REDACTED] 2024 [REDACTED]
63	Trucks that were acquired for picking up bicycles and mopeds were taken away for Admin use. Where is the specially equipped Blue and Whites that have ballistic shields and other equipments?	[REDACTED] 2024 [REDACTED]
64	My commanders, i.e., Major, Captain, Director, Superintendent, etc., equip me with the necessary tools to succeed.	[REDACTED] 2024 [REDACTED]
65	My district commanders provide me with the equipment available to us as provided by the department. The department does not provide adequate equipment for the districts.	[REDACTED] 2024 [REDACTED]
66	We can always benefit from more equipment and training. But our current command provides us with as much as the City allows them to.	[REDACTED] 2024 [REDACTED]
67	Officers who liked/excelled in certain enforcement had assigned equipment(E.G. Preliminary Alcohol Screening / Laser) but the new command ordered all equipment to be turned in everyday then checked out next shift thus makes it longer to test out every work shift.	[REDACTED] 2024 [REDACTED]
68	Hard to answer this question, I would rather answer middle of the road. Have not seen much action since he got here.	[REDACTED] 2024 [REDACTED]
69	I have been in VHS for over 1 year now, and I have received absolutely no specialized training in accident reconstruction. I have been told by my supervisors that I cannot attend classes because "we broke", no joke, that's what I was told. I have also been told by former commanders of this division that budget or procurement issues to attend these classes are no issue because of federal DOT monies available for such crucial training, but apparently nobody here knows or cares. I cannot support anything scientific about my investigations in either my reports or trial testimony. My credibility as an investigator in such matters is zero. NONE of the investigators on my watch have received ANY collision training due to the "we broke" excuse. Wanna know what's "broke?" This department.	[REDACTED] 2024 [REDACTED]
70	Major [REDACTED] will be surely missed.	[REDACTED] 2024 [REDACTED]

2024 Commander Performance Survey

71	COMPUTERS & EQUIPMENT KEEP BREAKING DOWN AND WE DO NOT HAVE ENOUGH BACKUP DEVICES TO DO OUR JOB.	█ 2024 █
72	Pretty much, but sometimes feel Special Assignment officers get brought from outside of Division and they seem to get the overtime and priority instead of officers who waited on the list and got transferred here.	█ 2024 █
73	The commander does not equip any officer with the tools they need to succeed. The officer does that on their own. Maybe the commander could get more vehicles to use.	█ 2024 █
74	My Captain does.	█ 2024 █
75	I believe the D8 command does it best with the resources that is provided.	█ 2024 █
76	The commanders can do a better job of talking and communicating with everyone and listening to concerns and suggestions from every employee.	█ 2024 █
77	Staffing shortage is an ongoing issue. We are almost always at the minimum. It seems like the command is more interested in saving money than officer safety.	█ 2024 █
78	We're constantly expected to enforce "homeless" complaints and reminded there are ACLU lawsuits we need to abide by. "Homeless" complaints make up the majority of our calls and we are expected to offer them services prior to taking police action. Every individual officer figuring how and what "homeless" services to offer on a case by case basis is extremely time consuming. It would nice if someone could updates a website of spreadsheet that lists shelters with available spaces and the individual officer did not have to do this themselves every time. Also, the HONU service phone number doesn't consistently answer, further complicating this. Bottom line, if a majority of our calls are "homeless" related please provide a means to do this more easily. There are many other cases we have to handle throughout the day.	█ 2024 █
79	The equipment we have to work with is substandard and outdated. Very glitchy. The program we use to take calls and dispatch officers to calls for service is at best sadly inefficient and at worse a severe danger to our officers and the public safety. The program can be unresponsive to the transactions we are trying to perform.	█ 2024 █
80	I honestly don't know what they do. I know our LT's fight for us but have yet to seen the major, and rarely see the captain so can't say they are doing much.	█ 2024 █
81	Directors are supportive and open to feedback	█ 2024 █
82	Tools and equipment are available	█ 2024 █
83	Major █ and Captain █ have been very supportive of in the way of leadership, training, equipment, staffing and guidance to fulfill District and Departmental objectives. I have experienced a high level of job satisfaction under their command.	█ 2024 █
84	Informative of the changes of the Department as well as the District.	█ 2024 █
85	However, we need additional personnel to maintain morale. Doing more with less, will eventually take a adverse effect on the staff, which in turn may lead to less productivity.	█ 2024 █
86	I am completely satisfied with our current commanders. They are attentive to our needs and are reasonable when speaking to them about concerns.	█ 2024 █
87	DISTRICT COMMAND IS HIGHLY MICROMANAGING.	█ 2024 █
88	My Assistant Chief is highly supportive of our mission, and allows us to explore new ways of thinking, implementation of new technology, and new methods of training and mentoring recruits.	█ 2024 █
89	we are not equipped with the minimal equipment required by the department	█ 2024 █
90	We are provided, within reason and as available, assistance from our Division Command with tools, help, etc... to be successful in our position.	█ 2024 █
91	Our command tries to provide us with the proper equipment to do our job safely and efficient but we it seems we need to jump through a lot of hoops and push back from others to get the things we need.	█ 2024 █
92	Yes, they work on projects that by their nature take a long time to complete, but help ease things down the road.	█ 2024 █

2024 Commander Performance Survey

93	the major / captain have us continually run short on the watch. they cut ot so the watch is left short and officers are put into officer safety situations by running short staff. we need more man power. the specialized units that are supposed to supplement the watch are never around or always doing special assignments	2024
94	Consistently running understaffed. Officer safety is not a command priority. The major and captain only care about the budget.	2024
95	Depends what "tools" mean. Has morale dropped during the recent switch of command? Yes dramatically and it was affected the entire watch, from my perspective.	2024
96	No , the 4th floor is so tight with money they refuse to allow overtime for staffing. Without staffing 80-100 % officers are burnt out, working at a minimum ,and don't want to be proactive working short all the time . Two years ago we gave back 18 mil, this year reported 22 mil. Ridiculous	2024
97	We hear it all the time along the lines of, "D1 grooms commanders for the fourth floor". It maybe true, but at the expense of patrol. The promotions are made on the backs of the hard working men and women who bust their butts off without much appreciation. There are leaders and there are supervisors. Leaders take the time to understand their troops, know their troops, lead their troops and stand by their troops. Supervisors manages and delegates without understanding the emotional impact of their doing to achieve a goal. We have supervisors leading the district. They are are stat driven. Stats are not answers and can be manipulated to support a bias point of view. Stats should only be used to support data for decision making. Sometimes I wonder if these commanders ever did patrol time and how long ago. Patrol is the foundation of policing.	2024
98	50/50	2024
99	The Major is yet to introduce himself in person to the district. There are young officers who have never met him in person let alone seen him. I've spoken to current and long retired officers of this, and the consensus reply is that they have never heard of a Major NOT introducing himself to a new command ever. Instead, he emails his manifesto to very experienced front-line supervisors on how to supervise.	2024
100	More People. Why cant we man the watch at 100%? why are we giving back money every quarter? Makes no sense. People are the most important tool we have and to make personnel adjustments because you want the watch to do more with less is not the answer.	2024
101	THE COMMAND GIVE US NOTHING. PERFECT EXAMPLE WAS WE JUST MET OUT MAJOR AFTER BEING TRANSFERED HERE 4 MONTHS AGO	2024
102	The minimum staffing on the road has not been increased; since being assigned to District 3 for over 15 years. First of all, dealing with a roster that deletes an R.T.O. position is a detriment to the watch. The minimum staffing of 13 staffed on the road makes it impossible to operate safely. A specific sector would have to deal with more walk in cases and arrest procedures. Especially on the weekends with certain bars and bowling alleys open with liquor being served, the staffing is at minimum staff. God forbid, nothing has happened to fellow officers. But why put the officers at risk now instead of ample coverage on the road for patrol. Regarding the Ropa status officers. Instead of utilizing them in the back with the admin. office, bring them back to the front to the R.T.O. area to assist with R.T.O. duties on a daily basis. Based on operational needs.	2024
103	Tint meter would be good to have and training on the new lasers for speed enforcement.	2024
104	less man power, took away our RTO that assist with booking, photos and finger prints of an arrested suspect. now whoever makes a 10-1 is in the station for an hour more when he/she could be on he road assisting with calls for service.	2024
105	Our command has taken a different approach and taken away resources from the officers. With the explanation that our command wanted more officers on the road, the RTO was done away with when staffing is not at minimum. Now when we are not allowed to staff the position, we have to bring an officer OFF the road to handle walk in cases, leaving LESS officers on the road. When it was explained that D5 is busier that us and they don't have an RTO we checked. We found that not only does D5 have an RTO but they bring them in on overtime. While they may have slightly more cases handled, they have more officers on the road to handle them. This was brought to the attention of the command and they acknowledged that they had made	2024

2024 Commander Performance Survey

a mistake, but this did nothing to bring back the RTO. It appears that our command is not being truthful in their explanations and there is a sever disconnect and a lack of trust.

106	Arsenal is short on long guns. Only allowed to check out one magazine with an AR-15.	2024
107	Always keep us short handed. Trying to save money to not fulfil the minimum for patrol	2024
108	Tools- mechanisms in place to do a specific task We are asked to put more useless effort (spinning our wheels) to look like we are addressing the problems to temporarily take care of a long term issues with short term solutions. Without the proper tools in place (support of the command, prosecutors, judges, legislators, public) officers are going to be generating a lot of tags that get discarded, reports that go nowhere, and arrests without meaningful consequences that will change the behavior to encourage the suspects to become a positive contributing member of society. Eventually, without the proper support, the officers, the department, and the city can face another lawsuit by the ACLU or other enablers of poor behavior. Once the lawsuit gets initiated, the officers are out on their own- again. Make it so the officers/city can't get sued (like the good samaritan protection for abuse cases). Make it so the prosecutors will prosecute and the judges instill meaningful consequences to make the necessary behavioral change.	2024
109	One day training/re-training a year or clicking a "yes" button on an Intranet Page stating we read and understand a specific policy, is not enough training to equip Officers with the tools needed to succeed, especially in these times where Officers actions/inactions are extremely scrutinized. Example like dealing with Active Shooters, only specialized details like SSD or CRU units get consistent training throughout the year, while Patrol Officers get once a year at most. Patrol Officers respond to the initial scenes first, not SSD, and maybe CRU if they're working. Without consistent training, it will put more Officers at risk for "not following protocol" and may be scrutinized because we did click that "yes" button on the Intranet Page stating we read and understood those policies and should have known better. And another side note, when dealing with homeless people at night, no services are readily available to assist other than HONU Program. The HONU Program is for specific individuals and that specific criteria rarely fits the type of homeless people encountered at night. The services offered to the homeless during the day would be nice if that same could be offered at night.	2024
110	yes ,we are provided with some of the necessary tools .however,some of my co workers have not been properly trained in the use of these tools,therefore the tools get broken due to improper use and then no one can utilize the tools for a very long time or not ever at all.	2024
111	This new Command(ers) or the most recent change of commander here are always willing to send personnel to advance training within the scope of their training to increase expertise in the subject.	2024
112	Physical assets and equipment notwithstanding, it is the deficiency of personnel resources that is overlooked by the police administration which hinders Divisional success. The administration has made it clear that it has no intention or desire to perform a Departmental re-organization which would allow MED to be recognized as a legitimate work unit in HPD by the City DHR. Hence, MED is unable to increase their position numbers and must continue to operate as an ad hoc Division.	2024
113	in need of working/newer fleet vehicles	2024
114	On supervisory level, there is inadequate level of supervision regarding sergeants on any given shift. 63% level of supervision overseeing beat officers is an officer safety and public safety issue. Span of control ranges from 1 to 8 and 1-11, sergeant to officer ratio.	2024
115	Major is a strong leader and is willing to address any concerns or issues whether good of bad.	2024
116	The command tries to provide us with the tools we need to succeed, however, the purchase of equipment that is necessary for covert operations takes to long. I do not believe that is a Narco/Vice issue as much as a City and County procurement issue. A streamlined system would better allow the command to provide more effective equipment therefore increasing safety and efficiency within the division.	2024
117	Time is the most important tool in completing a successful, thorough PSO investigation. Our Major provides us with the time it takes to complete our investigations by not placing undue pressure on us in order to satisfy an ambiguous time-related obligation. In doing so, he assures that the quality of our investigations are not compromised.	2024

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118	Major [REDACTED] is an excellent communicator, teacher, motivator, and listener. He is always available for questions and feedback. His experience in different divisions helps provide insight valuable for our investigations. One of the best commanders I've had the pleasure to work under in HPD.	[REDACTED] 2024 [REDACTED]
119	I was recently promoted to [REDACTED] and assigned to the Narcotics/Vice Division. I was welcomed by Major [REDACTED] and Captain [REDACTED] upon getting to my new assignment. I have been given all the necessary tools (training, equipment, and staffing) thus far which have greatly helped me to succeed in performing my duties. I was impressed with the moral and working environment in this division which seems to be attributed to the leadership of both these commanders.	[REDACTED] 2024 [REDACTED]
120	Staffing is a necessary tool in order for officers to succeed. With the department at its current staffing levels, the proper use of supplemental units are vital. As a patrol officer, we feel unsuportive by command when specific nuisance issues could be addressed by supplemental units yet are being forced onto patrol units who are already taxed.	[REDACTED] 2024 [REDACTED]
121	The Major has unrealistic expectations of his officers. He wants stats (Moving citations), his justifications are that there or 20 officers working a 13.5 hours shift, but officers are not turning in enough citation. The Major does not take into consideration the high volume of calls for service, and arrest, whatever down time the officers do have is trying to catch up on written reports. It's not a problem with time management on the officer's part, it is a lack of manpower to meet the expectations of the Major. Officers are doing more with less, and they are burning out. Morale is at an all time low.	[REDACTED] 2024 [REDACTED]
122	A/Major [REDACTED] doesn't fool around and is straight to the point with no fluff. He'll tell you exactly what needs to be done and/or he'll give you the necessary "tools" in order to get the job done. A/Major [REDACTED] listens to our concerns and will find a way to make things happen without red tape or jumping through hoops.	[REDACTED] 2024 [REDACTED]
123	With what they are given by their command or resources they have.	[REDACTED] 2024 [REDACTED]
124	It is not necessarily my division command's fault, however we are expected to perform speed enforcement. We have not had speed checks in our vehicle for about 2 years, severely limiting our capability. We once could use pace, RADAR, and LiDAR for speed enforcement. now we are limited to only LiDAR.	[REDACTED] 2024 [REDACTED]
125	I rather not say for fear of retaliation.	[REDACTED] 2024 [REDACTED]
126	The Superintendent provides strong support and training and explains all that is needed to make the job better, faster, and mor efficient without sacrificing quality.	[REDACTED] 2024 [REDACTED]
127	Neither agree nor disagree. On somethings yes and somethings no	[REDACTED] 2024 [REDACTED]
128	All that is done is taking away personnel, and adding more responsibility onto everyone. There is a breaking point and it seems that this department is heading in that direction. No one wants to stay and or do more than they need to do. Since the new command has arrived, there has only been negative actions.	[REDACTED] 2024 [REDACTED]
129	I do not believe the commanders are to blame for this. We have asked for equipment that other Divisions/details have and are told it is too expensive, and they give us outdated hand me down equipment. There was a program that was used to track stolen items that is no longer available. Work areas are tight and outdated and the interview room that was once used by CID is now an office. We have heard for almost 20 years they were going to build a new station for the district and it seems like it may never happen.	[REDACTED] 2024 [REDACTED]
130	I have the support of my division command to be successful.	[REDACTED] 2024 [REDACTED]
131	We need to push for more permanent personnel rather than having SA/ROPA officers. With the expansion of the firearms unit, the personnel numbers did not increase and we need people who aren't going to rotate out of the unit after their investigation is over.	[REDACTED] 2024 [REDACTED]
132	After having Major [REDACTED] assigned to us (CID; at the time he was our Captain) and seeing how much he got done within only a push our commanders can make a change for the better if they are willing to do so, but the same can't be said for others who filled in prior.	[REDACTED] 2024 [REDACTED]
133	Financial Crimes is running short. I've been here for a while and I used to bring in a healthy amount of conferrals. Over time, we lose detectives and they don't get replaced. I don't know	[REDACTED] 2024 [REDACTED]

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where these extra bodies go. Now I am less motivated to bring in conferrals and I've been putting in my transfer and will continue to do so until I leave.

134	No RTO officer Short staffing for watch Utilizing New recruits in FTO phase as a "patrol officer" and counting these personnel as a unit on the watch Not safe staffing counts Misuse of funds provided direct to traffic division major [REDACTED] from [REDACTED] for overtime purposes to appease a request of [REDACTED] regarding speeding and racers in the H3 areas, Halawa areas, and Pearl City areas on weekends as Friday nights, Saturday nights which was never spoke of or offered to District 3 personnel	[REDACTED] 2024 [REDACTED]
135	Need more staffing for detectives.	[REDACTED] 2024 [REDACTED]
136	Captain, and Acting Lieutenant are the problem.	[REDACTED] 2024 [REDACTED]
137	Everything is provided to my by my Lieutenant -	[REDACTED] 2024 [REDACTED]
138	There are many tools available to help in investigations. However, the department fails to make those tools available. For example, the [REDACTED] system is gone and was replaced by [REDACTED]. However, no contract is in place with [REDACTED]. As a result, we can't investigate pawn sales to try and locate stolen property. No one in the zone has access to the [REDACTED] which would be invaluable in our investigations. Only one detective has access to the DMV files. This list goes on and on. The last time I asked for a latent print comparison, it took two years to have it analyzed. DNA requests take even longer. The only resource that is efficient is the Crime Analysis Unit but they need more bodies. However, the department has been giving them any more people for some time now and they are now a skeleton crew.	[REDACTED] 2024 [REDACTED]
139	Officers are expected to do more with less resources under the current District 1 command. It is unreasonable to expect them to manage the highest case volume in the entire Department, high levels of scrutiny by the public and their own command, and to still take on additional responsibilities and to have their discretion minimalized and questioned to the point at which they are discouraged from using alternate methods to arrest when the HRS and policy allows for these routes to be utilized. Morale is a key issue in policing, and without supporting our officers, they will have little reason to continue working in the busiest district in the department.	[REDACTED] 2024 [REDACTED]
140	Major [REDACTED] ensures that his personnel has the right equipment to complete our objectives.	[REDACTED] 2024 [REDACTED]
141	Currently [REDACTED] since [REDACTED] for separate [REDACTED] issue. At the COMM, my operational concerns have not been heard. HPD is challenged today to resolve issues that were not addressed many years ago.	[REDACTED] 2024 [REDACTED]
142	I agree to some extent. The equipment we operate on has so much more capability in performance levels that we could be using, yet only portions of it has been utilized, why?	[REDACTED] 2024 [REDACTED]
143	I feel that the district supplies us with the equipment and tools to succeed in our job.	[REDACTED] 2024 [REDACTED]
144	My Major and Captain are very engaged with their subordinates. They allow us to do our job with out micromanaging. They often solicit our feedback in our respective disciplines and are open to suggestions or ideas. My immediate command is awesome.	[REDACTED] 2024 [REDACTED]
145	Poor leadership within Training Division.	[REDACTED] 2024 [REDACTED]
146	When additional equipment/supplies are needed, all requests are reviewed, and in most all cases approved. When requests were not approved, it was usually due to fiscal year timing, but these requests were always approved the following fiscal year.	[REDACTED] 2024 [REDACTED]
147	Major [REDACTED] and Captain [REDACTED] are very supportive to their watches and support services when it comes to trying to provide the necessary tools so that division can do their job.	[REDACTED] 2024 [REDACTED]
148	Leadership is Incompetent and Disconnected	[REDACTED] 2024 [REDACTED]
149	No, I should not have to jump through hoops to obtain a flash drive to recover video regarding an investigation. I should not be expected to submit closings, follow ups, conferral packets in a timely manner, if the command cannot do the same for me (ie, reviewing/approving/forwarding).	[REDACTED] 2024 [REDACTED]
150	In Finance, it's typically the other way around, since there is always so much movement, most everyone in Finance try their best to equip the Command with the necessary tools to succeed, which makes for a poor structure of leadership because it causes strife among the least and	[REDACTED] 2024 [REDACTED]

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most seniority who continually have to train the Command and you end up with huge egos at lower uneducated positions. There is no respected leadership because everyone knows the new Command doesn't know anything about accounting or finance. It is pure insanity. There needs to be a BFS Comptroller/Controller to lead the Civilians doing the work and maybe a Major or Captain to keep the HPD matters in order. We need to follow transparent accounting practices because the current structure only leads one to believe there is corruption in HPD.

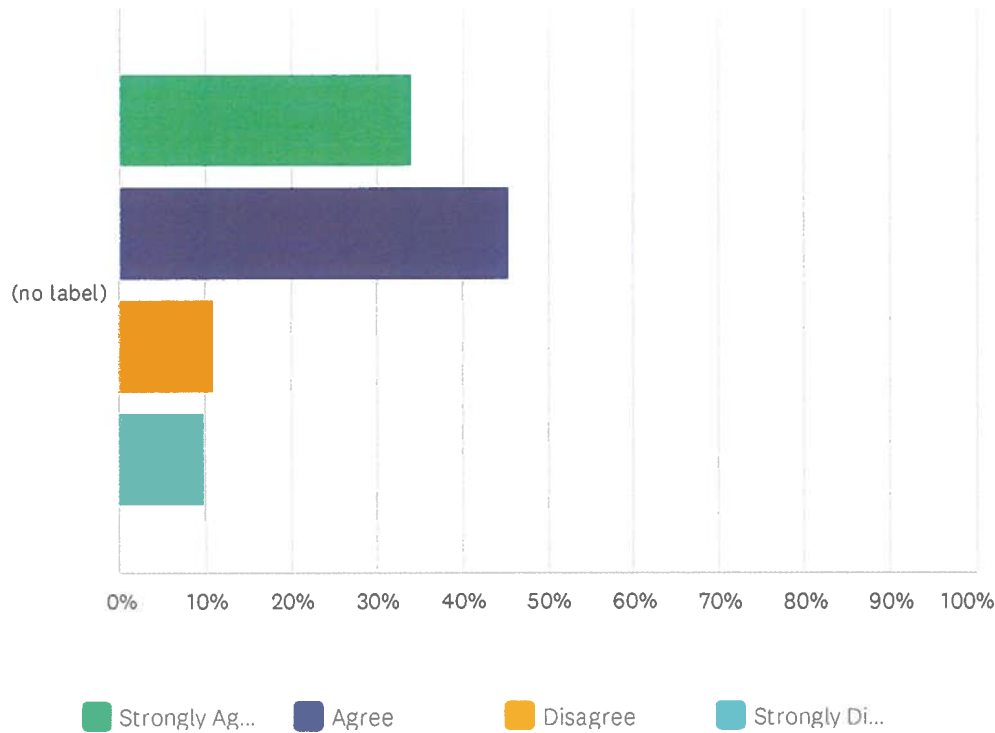
151	<p>Ex. Once the new Major and Captain had arrived, they proceeded to make changes, which is within their rights as an executive officer/commander. One change that had a negative impact was removing the RTO from the Pearl City Police Station. Even with the advice of Lieutenants and Sergeants with great amount of patrol time, Major and Capt. did not wish to make the change to bring back the RTO. In sector 2, we usually run with 4 officers, 5 on a good day. On example is that I had spent 3 hours straight at the station because there were citizens needing officers assistance. That meant that officer safety had been greatly reduced as well as response time in sector due to officers on the field from 4 to 3. This only had recently changed only because our Lieutenants had to speak on behalf of the officers. The Lieutenants attempted to compromise with the Major and Captains, which they were unsuccessful. Additional measures were taken, speaking to 4th floor. The Lieutenants and Sergeants are the one that shows great leadership.</p>	2024
152	<p>Took 4 years to get an ERV which 1/2 the equipment is not even in the vehicle 1 laser per watch? Extra computers were to be kept at CRD or Communications for 1st watch officers in the event their computers go down. Its been YEARS and no one knows about this program. Please dont say CALL ITD after hours NO ONE ANSWERS</p>	2024
153	<p>I would not know as my major has yet to officially introduce himself in person to the watches. Instead we received an email which was unofficially named as the "District 6 Manifesto" instructing supervisors on what to do and what not to do.</p>	2024
154	<p>Officers have had much frustration in getting simple equipment and supplies for work and are expected to pay for many items out of pocket. When speaking with HFD, they were surprised to hear that we are required to wear certain footwear but must pay for it out of pocket while they are issued theirs. Another specific example that comes to mind is how officers pay so much money out of pocket to pay for the load-bearing vest and then are given information on purchasing a compatible BWC mount for it when the district budget seems like it would be a much more practical thing to use for department-issued equipment on a department-approved uniform. Patrol officers specifically are frustrated to hear how admin officers or support unit officers are able to have funding so readily available for equipment but not the majority of officers in this department to support the true mission of protecting the people. Another example that comes to mind is how a support unit officer that was assigned to the Community Policing Team was given additional emergency medical training but.... not a patrol officer who responds to emergency calls for the majority of their work week. Yes, this specific instance decision was made by a previous commander but is a perfect example of patrol officers being treated differently.</p>	2024
155	<p>Vacant position/s not fill in a timely manner.</p>	2024
156	<p>A lot of times we are short handed in our sector. Only 3 officers covering 5 beats 95% of the time.</p>	2024
157	<p>Command will only give opportunities for training and trips to those they like. If someone wants to go, it will be denied. If you are in the favored group you get to go even though it is not relevant to their current assignment.</p>	2024
158	<p>Much of the equipment needed to perform duties at crime scenes are personally funded by employees. Additionally, properly marked uniforms with the HPD logo and name are not supported and provided by commanders. This leads to a lot of confusion "out in the field" by personnel from other agencies or hospitals because they do not readily recognize us as HPD. This can also pose as a safety issue.</p>	2024
159	<p>My supervisors are very supportive and approachable can be counted on to be there for my needs.</p>	2024
160	<p>Removing the RTO position.</p>	2024
161	<p>My commander wants to provide me with everything I need, but the process to either purchase or obtain through finance, bfs and upper command makes it very difficult.</p>	2024

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162	Although commanders are not directly involved with training, I believe that they know what is going on via Supervisor's meetings. Additionally, we are always able to speak with command if needed.	2024
163	District 8 Command is very supportive, although it often feels like they do not get the support needed to support the Officers as well as the community.	2024
164	Acting Major [REDACTED] cares about each of his officers and will go above and beyond to address their needs. He is a fair leader and treats everyone with respect.	2024
165	I believe the current Major is doing the best he can given the circumstances. There is currently a shortage of people wanting to transfer to the division, thus creating a shortage in staffing.	2024
166	Poor leadership at the Major level and scared of making decisions leading to bad morale. There is a great deal of favoritisms which compounds the already bad morale. Homicide Detail is stacked with man power which includes SED and other Details are left to do more work with less man power.	2024
167	Employer offers courses to better serve out division and roles in the division.	2024
168	My commanders take the time to come by personally to see how I am doing and if there is anything I need. All equipment and IT support that I require was given so I may carry out my tasks successfully.	2024
169	Our office was provided with a brand new copier and high capacity paper shredders. We were also provided with new refrigerators so we could save money by bringing home lunches/dinners to work. In addition, we were provided with comfortable and safe places to relieve stress in the 2nd floor outdoor courtyard with large umbrellas, tables and chairs. These are also good places to interview people should another situation like covid-19 arise and social distancing is required. We can still use these outdoor tables/chairs as work spaces and to interview people. Our Acting Lt. [REDACTED] provided us with state-of-the-art brand new 50 plus inch computer monitors to do our work more efficiently and with less eye strain and body strain.	2024
170	Our command is supportive of the Officers and divisional needs. They are fair and hold everyone accountable.	2024
171	[REDACTED] and [REDACTED] have been great in supporting the needs of both the shop and the employees.	2024
172	A/Major [REDACTED] has always been a strong supporter of the personnel in District 5 and has continually pushed to improve morale and create a better working environment for the district.	2024
173	Lack resources or services to complete the tasks that they request or ask for. (faded or missing signs to bulky items blocking the sidewalks and roadways is part of the examples).	2024
174	The major makes sure that CID have the latest information on charging and laws. The only problem is that violence crime side gets everything. For example, manpower, have 16 people, 11 Detective, 1 sergeant, 3 officers (acting detective), 1 lieutenant and reserved 1. Domestic Violence 1 acting lieutenant, 8 Detectives, and 3 officers. Sex crimes 1 lieutenant, and 10 detectives. Robbery 1 lieutenant and 8 detectives. That is only an example of the violence side. The property crime side work with what we have.	2024

Q5 The expectations of my work performance are reasonable.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	34.04%	45.32%	10.85%	9.79%	470	1.96
	160	213	51	46		

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	At all levels of the rank and file Lieutenant and below the workload is ever increasing and there is no ability to make a mistake. Everything has to be perfect all of the time which is not reasonable, mistakes happen, life happens. EM level personnel can make repeated huge mistakes and suffer no consequences.	████ 2024 █████
2	I've personally observed a rogue lieutenant █████ take it upon himself to punish an officer for a quota that has never been discussed or expressed. Others are also in this lieutenant's crosshairs. I fear for them as this supervisor takes it upon himself to punish them with threats and repercussions on an almost daily/nightly basis. It's become a hostile work environment where fellow officers dread going to work while he is on duty.	████ 2024 █████
3	Very confusing as to what the command expectations of me are as there are no discussions.	████ 2024 █████
4	For the most part, the expectation is reasonable but the command does not relay useful information when expectations change. Also, in my opinion, my command places blame on our officers for not knowing about the change in expectations and say that our officers should know better.	████ 2024 █████
5	With the decrease in manpower and increase in case load, it is ridiculous to think that we can do more with less and have no issues with it.	████ 2024 █████
6	The expectations of my work performance is more than reasonable and HPD has been generous enough to provide me with educational/training opportunities, experience and resources to prepare me for leadership.	████ 2024 █████

2024 Commander Performance Survey

7	Work performance expectations are reasonable, but not ideal. With the amount of support we provide to patrol units in reducing their report-writing workload, I believe that our section should have more priority when it comes to being given additional staffing.	████ 2024 █████
8	I agree that most times the command tries to balance the work load and expectations but not always due other factors not in their control.	████ 2024 █████
9	The d7 commanders have been fair and understating that this assignment is not for every officer as it requires a certain persona to fill this position. So, with an open-door policy the commanders in d7 have done a great job in getting real time judgments with day-to-day doings.	████ 2024 █████
10	I feel that I exceed the expectations asked of me for my work performance. Im often the go to person on alot of the more difficult jobs.	████ 2024 █████
11	I am expected to meet a "goal" to address "community concerns" in a specific area for 2 hours during a shift while still being tied to the radio. I am growing more hesitant due to concerns regarding receiving negative 384s for being proactive and responding to calls for service.	████ 2024 █████
12	Do what I am told and keep my officers safe, so they can go home to their families.	████ 2024 █████
13	District 1 is the busiest district in the state and stats are always an issue. We don't have adequate staffing and the officers work hard, yet there is always complaints about stats.	████ 2024 █████
14	Our role in the Traffic Division I believe is the enforcement of all traffic violations and all traffic violations held on the same level. However our Major and Captain believe and has made it clear that Speeding is the only violation that should be enforced and "counts".	████ 2024 █████
15	"Hang in there" is not a reasonable work expectation. Things continue to get worse and worse. Most everyone is doing the work of multiple people to keep up. And a leader like █████ only wants more output to make himself look better.	████ 2024 █████
16	I am designated as the subject matter expert in my field. This command has afforded me due respect, as well as provided guidance when navigating murky waters between City rules vs HPD rules/policies. I impose higher standards on myself, due to the nature of my work involving federal regualtions and requirements.	████ 2024 █████
17	My initial feelings when Major █████ first came to the PSO was that he would be unreasonable. As a former PSO investigator, I heard that the AIS was also responsible for legal requests and the duties of what now fall under QAS. However, after witnessing his work ethic and working with him/interacting with him, he is very reasonable. He shows a desire to understand each units workload, and is open to testing out possible solutions that may make doing our job more efficient.	████ 2024 █████
18	I understand my assignment, and try my best to meet expectations.	████ 2024 █████
19	District 7 Commanders have always had an open dialogue and would often promote communication between the frontline officers whether positive or negative.	████ 2024 █████
20	My commander knows what my work entails and will permit me to operated independently to accomplish what is expected of me. I will also provide advice when asked.	████ 2024 █████
21	Staffing shortage affects workload, more is asked with less to do it	████ 2024 █████
22	Major is understanding and very fair.	████ 2024 █████
23	Even though I am a contract worker, I wish they would have given me a performance review.	████ 2024 █████
24	Our commanders expect a level of patrol work that was feasible in the late 90s...when they were in patrol. Due to the increase of calls for service, growing community, and NO increase in the available officers it is impractical to have patrol perform certain functions that other non patrol units should be addressing.	████ 2024 █████
25	Overworked and no TA, not acknowledged, and OT denied when requested.	████ 2024 █████
26	Not really. We are underpaid for the amount of work we do. We are expected to do everything perfectly without any human error.	████ 2024 █████
27	Whenever a new sergeant arrives in records-front counter, he/she does not know what the department consists of. All they know is that we provide public records.	████ 2024 █████
28	I feel we need more man power on the road to help with calls of service. I also think we need	████ 2024 █████

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parking enforcement to come out and deal with the numerous calls of parking complaints in District 08.

29	Unclear expectations, focus is mainly on enforcement, but with changing goals which are not relayed to staff.	2024
30	Its a safety issue right now. We are struggling/fighting for man power, we are getting not getting the appropriate bodies/man power with each personnel movement; especially the eligible officers that had prior SSD experience, they are not coming back.	2024
31	Strongly Strongly disagree due to staff shortage. At times, we go down to 1-1-1. This means 1 PCO in backroom servicing 8 district radios. 1 PCO answering non-emergency calls and 1 PCO answering Emergency calls. 2 PCO's answering calls for the ENTIRE island! Call after call is incredibly draining, not to mention having to call back a list of dropped and disconnected calls when we have the time. Ex: Calling back at 1300 hrs when call was placed to 911 at 1030am. Reasonable? No. We don't have the luxury or privilege of choosing when to go on our 1st and 2nd breaks. You go when told to go. Likewise, chow times are so early some choose to waive chow. Example: 1st break at 0630 am! I just relieved previous watch at 0545 am. Chow at 0800! Then at 1130 am be unexpectedly told "you're mandated" and have to stay an additional 4 hours! Reasonable? I think not.	2024
32	its not reasonable.. is beyond.. cant be just a reasonable,, so-so .. not minimum..	2024
33	District 1 patrol is one of the busiest districts, especially during 2nd watch and the Major does not believe officers are doing a thorough investigation. The command wants to add responsibility to patrol officers instead of correcting what the Major believes to be a problem. Patrol officers are expected to handle the high volume of calls, while also handling OIC complaints, and updating the OIC folder when patrol is already short handed and there are officers who that is the main focus of their job. The focus of the Major appears to be "stat driven" and officers are expected to get a certain amount of moving citations and he says patrol officers should be more proactive.	2024
34	As the busiest district, it appears our typed reports and incidents we respond to does not matter as much as getting tags and traffic stops. There has been no official word from the command of what is expected, however rumors relate that the major wants more traffic stop violations, and constant searching for work in 'down time' regardless of typing to do or eating.	2024
35	Guess so	2024
36	It's not my commanders' expectations that are driving this rating. It's the department in general. We are so short staffed but are still expected to maintain the same level of output as if we were fully staffed. While I've heard comments from people saying things like Finance is a lot of work, I don't feel like they truly understand. I work hard because what I don't help with, will fall onto my commanders' lap, and they are also overworked as it is.	2024
37	They make us want to come to work and do our job.	2024
38	I GENERALLY DO THE WORK THAT IS EXPECTED OF ME AND GENERALLY ASSIST WITH WHAT I CAN TO IMPROVE THE OPPORTUNITY FOR EVERYONE TO DO THEIR JOB EFFICIENTLY. IE: GENERAL WIPE DOWN OF SURFACES IN WORK AREA AND CHECK THAT EQUIPMENT NEEDED TO PERFORM OUR DUTIES ARE FUNCTIONING AND WORKING PROPERLY; ASSURE THAT SUPPLIES ARE WELL STOCKED AND OFFICERS HAVE WHAT THEY NEED TO PERFORM THEIR DUTIES.	2024
39	We are not given the tools to do our jobs and what the public expects of us. We had VNR taken away from use because a kneejerk reaction. We still don't have a way of stopping pursuits unless they give up or crash. We don't have speed checks, so we can't pace speeders for more than 2 years. We didn't have a uniform vendor for more that a year.	2024
40	As a supervisor, there is always room for improvement and growth. As my time as a supervisor grows, I believe I will become more knowledgeable and effective.	2024
41	Better communication is needed with management and operators. Most times, people are left in the dark and not knowing what is going on unless you are a favorite.	2024
42	I am reassigned to ACS and have handled over 1172 cases in the past twenty seven months but as previously stated my upward progression has been affected. The Department is making my employment miserable; in an attempt to force me out.	2024

2024 Commander Performance Survey

43	Many a days we are short staffed and only have one person answering non-emergency calls, one person answering emergency calls and one person servicing the entire island with request from Officers, EMS, HFD, Sheriffs and other law enforcement agencies.	████ 2024 █████
44	Major █████ is always accommodating and understanding to the pressures and workload and provides full support, it is at our AC level where expectations of my work performance feels unreasonable.	████ 2024 █████
45	I am aware that when I come to work, I am to work, which is what I do. Some officers however work the first half of the shift, expect to rest during the second half of the shift, and sometimes turn off their GPS on the laptop. This leads to officer safety issues, and prevents supervisors and other officers of knowing their whereabouts. I believe the command should be looking into such actions taken by officers, as they may be in violation of the Standards of Conduct.	████ 2024 █████
46	Major █████ has not spoken to any patrol units since taking command, therefore expectations are unknown.	████ 2024 █████
47	Again, referring to ample staffing, we cannot reach the entire island within our jurisdiction.	████ 2024 █████
48	The expectation throughout the entire department is to do the bare minimum and not rock the boat that way others don't have to work hard.	████ 2024 █████
49	Why is patrol doing work that support units should be doing? Patrol should be focused on the 911 calls by the public and not doing mini projects to appease the powers that be. There is a reason support units are called "support units", and that is to support patrol. Patrol should not be supporting the support units.	████ 2024 █████
50	The expectations of my work performance are reasonable.	████ 2024 █████
51	Myself as my fellow officers are expected to come to work and do our job.	████ 2024 █████
52	Beat Officers are expected to take care of calls for service, walk-ins, booking arrestees, all while having less staff than before the new command took over.	████ 2024 █████
53	This department only expects reasonable performance from its employees if there's an internal investigation or complaint, or if they are doing a BWC audit and decide to look for problems like a spectator sport. Otherwise, supervisors don't read reports before approving them, don't look at citations for neatness or correct completion, and could care less.	████ 2024 █████
54	WE ARE VERY SHORT STAFFED ON MOST DAYS AND THAT AFFECTS OUR ABILITY TO DO OUR JOB ESPECIALLY WHEN WE ONLY HAVE 1 PERSON TAKING 911 POLICE FOR THE ENTIRE ISLAND.	████ 2024 █████
55	This department need to focus on the basic's Patrol. Its the main reason why the City funds the police department. Police Officers document cases for complainants. Police officers are expected to to handle varying issues that are not police issues. No one in this department wants to get the other proper departments involved to handle non-police issues. It is unreasonable to expect a police officer to handle anything other then crimes.	████ 2024 █████
56	The D8 command is within reason of our performance. The monthly projects are a bit redundant. I believe if an officer is low in traffic stat doesn't mean they are doing poorly. We should not judge one area of work on an entire performance. When we do bring it to light because above us puts pressure it brings down morale.	████ 2024 █████
57	The expectation of work performance is unreasonable due to command staff needs and wants	████ 2024 █████
58	what ever task is assigned to us, we get it done.	████ 2024 █████
59	In this District they have 1 Sergeant covering 2 sectors for a 13 1/2 hour shift. To me that is unreasonable. It should be 1 Sergeant per sector like they do in District 8 and other Districts. They should bring in the extra Sergeant on overtime like they do in District 8. District 3 is busy so we need 1 Sergeant per sector.	████ 2024 █████
60	Regardless of how busy it is, or how many arrests and cases are generated we constantly hear more arrests and more stats are needed.	████ 2024 █████
61	The expectation from our command and from the public is unrealistically high. At times we only have 1 person taking calls and trying to service officers calling for service. This is unacceptable. Most of the communications supervisors cannot even operate a radio for a few minutes when a dispatcher needs to go to the restroom. That is completely unacceptable	████ 2024 █████

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considering the substantial pay raise they received right before we started using the current CADS. They were not included in learning to do the job that they were supervising. They should be able to take over in an emergency and they are not able to do so.

62	Directors go over this with each assignment, although I sometimes doubt my ability the expectations are not unreasonable.	2024
63	Most officers take care of their respective areas of responsibility. The squad level commanders understand and have reasonable expectations of the Officers.	2024
64	I feel supported and appreciated for the work that I produce and believe that Major [REDACTED] and Captain [REDACTED] are fair in their expectations.	2024
65	"Do Your Job" is the motto. I agree.	2024
66	Again, similar to question #4. Yes, expectations needs to be a part of everyone's performance; however, doing more with less is problematic, even for leadership.	2024
67	QUOTA IS ESSENTIALLY IMPLEMENTED ON PATROL.	2024
68	The expectations of a Police Officer's work performance is not properly financially compensated in the City and County of Honolulu when compared to the high cost of living, and when compared to Departments in the mainland with lower costs of living and higher salaries. The base salaries in the Honolulu Police Department are 20-30% below where they need to be. This includes Executive Management salaries.	2024
69	My responsibilities and expectations of my job as Major, my role and my work are set by my AC. I feel they are highly reasonable.	2024
70	We aren't tasked with objectives at the division level with unreasonable objectives or timelines.	2024
71	Expectations are reasonable	2024
72	It is to a point. But the vacant positions create a heavier workload than it should be. Yet, we don't just want bodies to fill the positions, we need qualified people.	2024
73	they are reasonable, but nothing is ever enforced. people who actually work are never rewarded or acknowledged, but people who don't work are never told to do work and are actually rewarded with the little OT we have for the district	2024
74	The command staff expect the patrol officers to perform their normal duties and those of the specialized staff--CPT business and school checks	2024
75	The expectations for work is reasonable but I wish it allowed more flexibility. I do not enjoy giving out moving citations and would rather be able to express my work in other ways rather than being assigned to do this.	2024
76	I think commanders , Lt, Sgts ask very little of officers due to the fact that there is no support from the 4th floor. The 4th floor will back the community re than the rank and file. So why ask for more , the less they do the less officers can get in trouble for and less work district command and supervisors have to do.	2024
77	These commanders have been out of patrol for a while and appears to be detached to the reality of patrol. The men and women in patrol have to deal with the public as well the policies and procedures of the department with command micromanaging and breathing down their necks. Yet these commanders are quick to punish the men and women on the front line to set an example for promotion. That creates low morale and trust issues amongst patrol and command.	2024
78	Expectations are difficult to meet when you are constantly under a microscope. The Major has updated Highlights and interjected his opinions on how cases should be classified. He has already had officers change case classifications that were correctly classified. I thought Majors were too busy with their own duties.	2024
79	I am not a robot and even though my discretion is constantly shortened I stand by reasoning. Not everyone needs a ticket not everyone needs to be arrested not every call results in a report.	2024
80	IM EXPECTED TO COME TO WORK AND DO MY JOB	2024
81	Sometimes as a desk sergeant, the responsibilities area overwhelming and stressful. Without	2024

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the R.T.O. and sometimes a C.R.O., answering phones area hard and impossible. Due to the added tasks of the desk sergeant via the updated M.O.P.'s, the responsibilities as a desk sergeant are un-doable.

82	As a desk sergeant I am now expected to be responsible for the entire station on nights that I do not have an RTO. How can I be expected to monitor prisoners, answer phones, talk to walk in complainants, and be aware of what is going on outside of the station. Now we can have an RTO Tuesday through Saturday. What is going to happen on a Tuesday that can't happen on a Sunday or Monday?	2024
83	I have been successful in solving long term problems that have been going on for years in the District. I was able to shut down a game room this week in the North Shore that was operating for years and has been widely known in the community. Worked with outside agencies to accomplish this. Worked with the Haleiwa Harbor Master to solve the problem of vehicles parking by Haleiwa Joe's with their subwoofers. Patrol is not responding almost daily to noise/nuisance complaints anymore. That complaint was also happening for years. I have been working with the school staff at Wahiawa Middle School and the Military Police in regards to the dirt bike riders by Wahiawa Middle School going onto Federal Property. Another long term problem with multiple 911 calls and complaints to the Mayor's Office. No recognition for my efforts but I am still told that I need to bring in a citation at least once a week or the Sergeant will talk with me and ask why I worked a week without issuing a citation. A weekly Citation Quota is prioritized over solving long term community problems. I believe the point of the Citations is to also show that the Officers are working during their work week. If they are doing other things then shouldn't that be a substitute for citations as they are actively working and solving problems in the community? It gives the perception of ignorance when the efforts of an Officer are ignored due to the status quo of citations. I do not feel that is reasonable.	2024
84	As a supervisor, my work performance is tied to the performance of my staff. District 1 is busy. It seems like we are being asked to do more with less with every successful task completion, the load gets heavier as the officers are faced with task increases with what appears to be little acknowledgement or support. The radio and the calls for service sometimes feel like it is non stop. Officers stack cases. Whatever down time exists is used to catch up writing reports. Being given extra tasks to do to fill out the rare down times need to be done so judiciously. It appears to be too much too soon...	2024
85	Patrol Officers are asked/expected to do many things from our Department, as well from the public's requests/expectations. We are required to do many things and have the expectation to do them correctly the first time, no room for error. We are human beings that have feelings and make mistakes, whether it be from a distraction on the job or something personal. We are not robots where everything is done perfectly without hesitation, and we don't have the World Encyclopedia memorized in our brains. I'm not saying leeway is needed for mistakenly shooting someone, but for simple first-time mistakes should not be scrutinized so heavily, which I feel deters Officers from doing their job. Patrol responds to calls for service/in progress and should be actively patrolling to deter or catch a crime in progress. When Patrol is tasked with tending to Public Complaints like homelessness, or serving TROs, it takes that time away from what we should be doing on the road. Other details should be handling those tasks, not Patrol.	2024
86	yes .	2024
87	It is unreasonable for the administration to expect the same level of performance or higher from MED, and to take on additional responsibilities and assignments without the necessary personnel. If the administration intends to maintain the same staffing levels within the Division then they must concede that the performance capacity of the Division will be relegated to its basic core competencies and functions; that of agency liaisons and representatives, logistic support, and training.	2024
88	In this era of high accountability and transparency, staffing shortage with officers and supervisors is counter productive to achieving high quality supervision and officer performance.	2024
89	As long as assignments are completed properly and on time, which they should be.... no issues.	2024
90	Working patrol is a very stressful job. Especially working day shift in the busiest district on the island has been very challenging for Officers. Officers who work in District 1, like to work and help each other out to balance the load. We have great Officers in District 1. It appears that	2024

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the new command is trying to increase work load to an already busy district by asking patrol Officer to increase their citations. This expectation by the new command has caused moral to decrease in the District. Also the new command appears to be micro-managing Officers and not allowing the supervisors to lead their sectors on their own. With this new expectation, Officers are looking to transfer out to other district where it is less busy. District 1 command should be satisfied/happy with the quality of Officers they have. It is very easy for Officers to transfer out to easier/ less busy districts. This drop in morale is not only my opinion, but it is commonly agreed when speaking with other Officers in the district. Pass commanders were very reasonable in our work expectations. District 1 is already held to a higher standard than any other district because we are the town/business district that is the face of the department and where all the brass works. District 1 does represent the department well because of the hard working Officers we have. It will be the commands lost if the good workers transfer to country districts.

91	Our workload has doubled from when I first arrived at the division - through no fault of the Major's. Between the personnel shortages and the amount of investigations that flow across his desk, we have seen many examples of how he has tried his best to keep only the most serious of cases that absolutely must be completed by the investigators from our section. He understands how much time time is added to the process by running simultaneous investigations and bases his expectations after taking all of these facts into consideration.	2024
92	Major [REDACTED] is understanding and is also able to draw upon his own PSO experience to create reasonable expectations for work performance.	2024
93	I have been given realistic expectations with regards to my work performance by my commanders. They are very supportive and have been providing me with great guidance and resources to assist me in performing my new duties and learning my role in the division.	2024
94	In a time where the department is working at a significant staffing shortage to keep adding to the plate of patrol officers and expect them to maintain a high morale and work ethic is unreasonable.	2024
95	Again, I go back to doing more with less. He wants foot patrols, which is a good idea, but there is no clear guidance on how he would like it implemented, or where the manpower is going to come from to do foot patrols, because you can't have an officer walking a beat solo. It becomes an officer safety issue.	2024
96	Get the job done is all I need to do!!	2024
97	Not having a plan in place when you know of the upcoming changes in law, knowing this will change operational needs, knowing this about 6-8 months prior, and having to add these changes and expect to adapt to It causes big problemds	2024
98	We are given "quota's" or specific target numbers to hit for enforcement. This implies that if we do not meet these numbers we are failing at our jobs. If the goal if less total crime, then our numbers should steadily be going down if we are an effective unit, not staying the same. However lower "stats" are always interpreted by command as the unit either being lazy or not working hard, as opposed to the unit working hard and making a difference, therefore there are less speeders or impaired drivers on the road for us to find.	2024
99	My immediate supervisor has reasonable expectations.	2024
100	No, it's never good enough.	2024
101	We work short a supervisor, we are tasked with working short almost every day with officers and everyday with Sgts. since 1 sgt gets 2 sectors.	2024
102	The commanders are fair and their expectations are reasonable.	2024
103	My division command has no control over the staffing shortage in the division. However, being tasked with 3-4 significant division responsibilities results in something falling short.	2024
104	The workload is overwhelming, but manageable.	2024
105	Patrol officers handle calls for service and are expected to additionally make school checks Additionally expected to attempt to serve TRO's and or attempt to locate Abuse and or TRO violation suspects If there is an arrest the blue and white officer transporting the arrestee to the Pearl City Police station is expected to process the arrestee for property collection,	2024

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fingerprinting and photo mugging, and if applicable intoxilyzer processing due to there being NO RTO officer in the receiving area

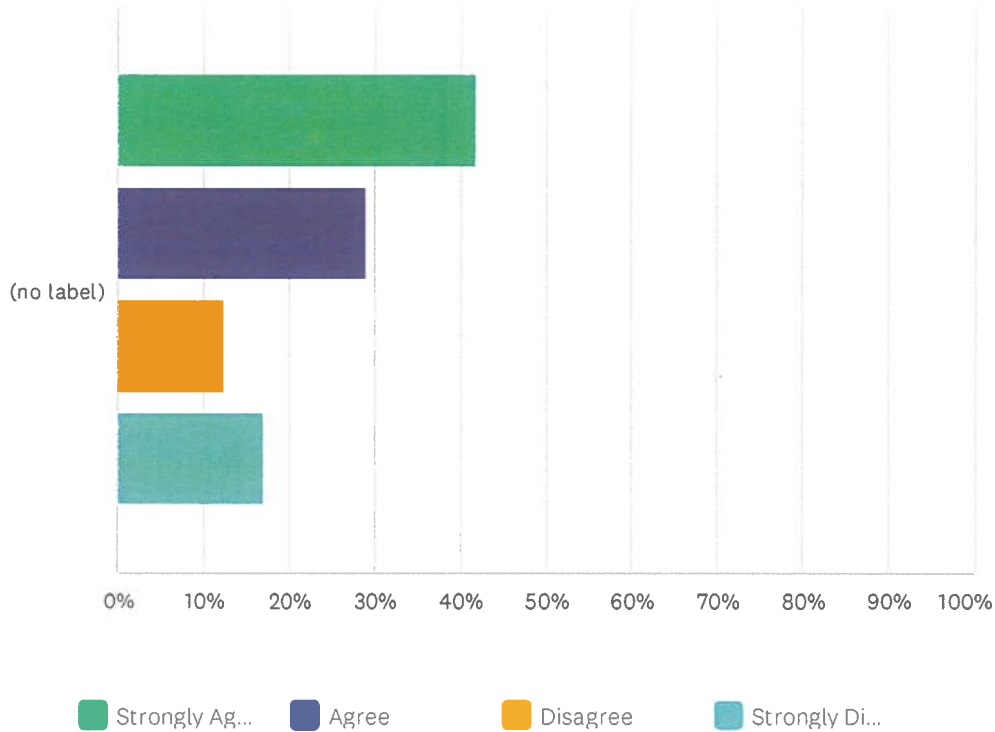
106	The command expects too much of the zones. Especially in regard to the weekend lock up program. CID has dedicated weekend detectives. However, CID keeps pushing for the zones to handle the weekends. This resulted in a yearlong pilot to test it out with no end in sight because it is perpetually continuing. Furthermore, CID relays stats in support of the program that misrepresent the true numbers. CID claimed over 60 cases in the last year were burg/theft cases. but failed to remove from the stats, cases of violence, sex assault, UCPV, and so on. When you remove the cases that were actually assigned to CID there are somewhere between 20 and 25 cases that went to the zones. The district Majors and regional and central patrol commands don't stand up against this push from CID. In truth this program is a waste of money. I'm told CID has 26 or so detectives assigned to weekend lock ups. 40% of the work load they get is handled by 3 detectives leaving roughly 1 or 2 weekend lockup cases for each of the other 23 detectives in a single year. There is no reason these detectives can't each handle one additional lockup case in the year. This would save the department all of the standby pay and overtime because every minute of investigations handled on the weekend by the zone is OT but a large chunk of that OT would be straight time if handled by the detective scheduled to work that day. Furthermore, zones are frequently asked to take work from CID. There was a point in time when we handled all FUCC cases that occurred within two hours of the theft of credit card....in other words most of the FUCC. We were at one point handling auto thefts, USPVs, and even robberies. And not once did we have a patrol Major, or Central/Regional Patrol Commander fight for us. Zones are supposed to handle property crimes, not the extra work of CID because they don't want it. No one takes property crime bin cases when we get overworked.	2024
107	Major [REDACTED] provides clear direction of his expectations of my position and provides feedback when necessary.	2024
108	I tried to resolve a narrative written on my 2021 or 2022 PAR but my supervisor minimized my concerns.	2024
109	How short our division has been, there is an expectation of having to do more. Easy to say "1 call at a time", "1 trespass tow request at a time", "1 request from the radio's at a time".....When all of these "1 at a times" coming at the same time & you're the only 1 to do it & than knowing you also have to stay another 4hours...NOT REASONABLE	2024
110	There has been no mention of what they expect of my work performance. I haven't been scolded or told anything so I guess I'm doing okay.	2024
111	What is expected of me is a given, however things being the way they are, have proven to be much more physical and work intense. That being said, we do not have the support of our supervisors in that they do not think of our mental health and physical well being. We have been short staffed to service a 24/7 unit and have been put on standby to support our short staffed unit.	2024
112	Major [REDACTED] is reasonable and can be spoken to freely.	2024
113	The expectations placed upon me are never unreasonable. My supervisors always support and provide guidance/assistance to me whenever the need arises.	2024
114	As a [REDACTED] Sergeant, are main responsibility is to support uniform patrol and target problem areas and repeat offenders in our district. This is a priority set by the command is not unreasonable.	2024
115	Leadership is Unreasonable and Narcissistic	2024
116	The case load of those on the property crimes side is significantly higher than those of violent crimes. Yet, we are expected to do more with less staffing.	2024
117	Again this was in conjunction with removing the RTO. Changes were made only again with our Lieutenants speaking on our behalf.	2024
118	Lt's short circuit and go straight to officers leaving supervisors out of the loop yet I am expected to know whats going on. Taking 2 sectors and having the span of control of 10-12 officers is ridiculous. Expecting patrol to clear RCP's at 2am with ZERO resources is moronic.	2024
119	Expectations are reasonable, but the leadership style of delivery is very questionable.	2024

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120	Officers are being instructed to call-off on "community concerns" and to "give an equal amount of warnings and citations" regardless of when we are at 69% staffing of what has been deemed necessary to keep the community safe. Fortunately, direct line patrol supervisors are more understanding but why are the support units not being utilized for the stats that command desires and allow patrol officers to handle 911 calls and other things to keep the community safe? While yes, traffic citations and stops are a proven way to deter crime, having officers dedicated to citing people and vehicles seems ridiculous when we are in a staffing crisis with well over 400 vacancies.	2024
121	I always give my 110% on my duties. My actions speaks louder.	2024
122	Excessive amount of work is given not to achieve any real goals for the division or the community. It is done to give make the command look good in the eyes of the 4th floor in order to secure promotion. Do more with less and don't expect any overtime for it is the norm.	2024
123	The high expectations of work performance and qualifications needed to earn a position in my unit are disproportionate to our pay. My commanders have verbally expressed their disagreement with increasing pay for personnel in my unit. It is completely unreasonable to ask employees to work hard, work long hours, and work in hazardous and mentally challenging environments while getting paid the same amount as a server in a restaurant.	2024
124	it took multiple attempts and a hand full documented reasons. before I was able to receive a schedule so i could attend my weekly medical treatments. i was also instructed by the command to wright a To/From requesting the schedule. The To/From was approved and then two days later the command changed their mind.	2024
125	Due to personnel shortage, many employees are having to do double duties.	2024
126	Asking for a lot of extra projects when there are support units should be available to take care of such issues.	2024
127	The requirements are commensurate with the position.	2024
128	Communication and expectations between us have been clear, consistent, realistic, and in alignment with my job performance.	2024
129	Acting Lt. [REDACTED] constantly keeps us involved in the work process and also gives us regular updates on what prosecutors expect of us and also what the Command expects of us.	2024
130	The standards and goals that have been set forth are reasonable. Our command does a good job at keeping the workers happy while still maintaining a good balance of what's expected.	2024
131	[REDACTED] and [REDACTED] have been great in supporting the needs of both the shop and the employees.	2024
132	Majority of the time it's reasonable.	2024

Q6 Your commanders show support for their employees.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	41.70% 196	28.94% 136	12.34% 58	17.02% 80	470	2.05

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	NO .. IF THEY DID SHOW SUPPORT THEN THEY WOULDNT BE PUTTING RESTRICTIONS ON WHAT WE CAN & CAN NOT DO IN THE WORK AREA. THEY PUNISH THE EMPLOYEES THAT DO THEIR JOB & REWARD THE EMPLOYEES THAT DONT. IF YOU COME IN EVERYDAY AND DO YOUR JOB THEY ARE PROPOSING THAT YOU ARE PUT ON A STANDBY LIST AND MANDATED TO COME IN ON YOUR DAY OFF AND/OR IF YOU PRESHIFT 8 HRS , WORK YOUR REGULAR SHIFT YOU AN STILL BE MANDATED TO WORK ANOTHER 4 HRS MAKING THAT A 20 HR DAY. THIS IS UNACCEPTABLE FOR THE SAFETY OF THE EMPLOYEE BEING EXHAUSTED AT THE END OF THE SHIFT AND HAVE TO DRIVE HOME TIRED AND POSS GET INTO A C1 AND OTHER HEALTH REASONS DUE TO THE FACT THAT WE ARE VERY SHORT HANDED AND MANDATES ARE HANDED OUT LIKE CANDY	2024
2	They try to support their personnel but again they cannot give what they are not provided by the department. We are hundreds of officers short, therefore OT must be spent but if you do it is unreasonably questioned. We have a budget support your operations and use the money, don't waste it but do NOT give back millions that could have helped support your people.	2024
3	I've personally observe a rogue lieutenant [REDACTED] punish an officer and threaten the majority of the watch for not meeting his performance demands that have never been expressed or elaborated upon. Furthermore, this lieutenant punishes and stabs the officers whom work for them in the back by changing their schedules under dubious pretenses. Then, to stoke more drama; relates that this officer is allowed to go back to his normally schedule and beat once he has already placed someone else in that beat. Seriously, this guy is just	2024

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FUCKING with his subordinates; and creates a hostile work environment that is difficult to bear with. Officer [REDACTED] should seek legal representation and sue the city at this point; as [REDACTED] has the Sergeants in fear of his wrath.

4	My major is approachable and values my input.	[REDACTED] 2024 [REDACTED]
5	The Major still hasn't introduced himself to us yet.	[REDACTED] 2024 [REDACTED]
6	Our Major needs to listen more to feedback from the District	[REDACTED] 2024 [REDACTED]
7	The officers don't need daily affirmations but they do need to know the command has their best interests at heart. From my experience they do not show it.	[REDACTED] 2024 [REDACTED]
8	They do not support the rank and file. AS I mentioned, the major does nothing to try to keep officers and or supervisors. He is okay with letting them quit or retire. He appears to only care about himself and getting promoted and giving back money that was allocated to the district for officers safety.	[REDACTED] 2024 [REDACTED]
9	For the most part, my immediate commander shows support for divisional employees. My superiors further up the chain of command are very supportive of employee efforts and my officers are appreciative of that.	[REDACTED] 2024 [REDACTED]
10	Yes, my commander shows support for our section and is always open to feedback (both good and bad) on ways to improve our productivity and efficiency.	[REDACTED] 2024 [REDACTED]
11	Most times they do.	[REDACTED] 2024 [REDACTED]
12	The command has been supportive in everything especially with family needs and health problems.	[REDACTED] 2024 [REDACTED]
13	From my superintendent I see very heavy favoritism for certain individuals in our section, this unequal treatment leads to the more experienced workers having to pull the load for the unqualified "teachers' pets" On the same token we see rules or procedures change often without warning, alot of times this seems like a tactic to micromanage our efforts.	[REDACTED] 2024 [REDACTED]
14	In the nearly 4 months of Major [REDACTED] being in district, I have never met him. He has never come in to meet the Watch, nor has he communicated directly with anyone to show support. I have not heard of anyone in the District receiving support from him. Direct supervisors, i.e. Lieutenants and Sergeants are constantly rewarding good work by praising Officers throughout shift and during lineup with positive 384s.	[REDACTED] 2024 [REDACTED]
15	The current acting captain [REDACTED] was overheard putting down the 2nd Watch officers. He wasn't aware of a 2nd Watch officer sitting and he continued to publicly cut down the officers in front of their peers.	[REDACTED] 2024 [REDACTED]
16	Too much complaining.	[REDACTED] 2024 [REDACTED]
17	There are actions being taken towards officers/sergeants as a result of others irresponsible planning/coordination. Details are being stretched to thin, jeopardizing the safety of fellow officers/sergeants and the public to prevent paying overtime where it is resourceful and beneficial. Officers/Sergeants are expected to change the schedules of their personal lives and families on short notice to accommodate certain visions and are doing so, just to have it changed again or changed back without explanation.	[REDACTED] 2024 [REDACTED]
18	The morale in the traffic division is down. The commanders fail to listen to any of our concerns or input. We are continuously having our schedules and days off changed on a last minutes notice to "Curb all overtime". It feels as if they are trying to "Look good" on the burden of us footmen/sgts.	[REDACTED] 2024 [REDACTED]
19	Not a chance. The only time [REDACTED] will highlight positive things is when he uses it as a buffer to launch into what he has issues with and wants to criticize. Basic empathy would be showing support. A gratefulness that officers come to work and don't put in a transfer to go somewhere with less call volume would be showing support. [REDACTED] just asks for more.	[REDACTED] 2024 [REDACTED]
20	Major [REDACTED] has the unenviable task of supervising nearly 30 civilian employees. He has mentored each of the Finance sections' supervisors to provide confidence and support in their professional judgement in how each section is managed. He has our backs! He also reaches out to provide opportunities to troubled officers, to place them in light duty positions within the various Finance/Supply sections, in order to help ground them in the professional atmosphere and culture of the Finance o'hana and rehabilitate their moral compasses.	[REDACTED] 2024 [REDACTED]

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21	My superintendent shows less support and gives less leeway for the more qualified and knowledgeable employees and more support for the less qualified and knowledgeable employees.	2024
22	Capt. [REDACTED] does a good job as a commander	2024
23	Like I mentioned earlier, Major [REDACTED] is great at listening and quick at learning the jobs/duties of those under him. He is receptive to suggestions that would make us more efficient and is not afraid to try something new if he believes that it could make our unit better.	2024
24	Very Supportive in the district's mission to fight crime.	2024
25	Since my assignment in District 7, I have experienced four different command changes with a range of leadership skills and personalities, some positive and some negative unfortunately. Our current command by far has shown to go above and beyond the support of the District 7 officers.	2024
26	I agree although i believe many of my coworkers do not feel the same. I currently am assigned to the administrative side so I see what my Commanders are doing to try to improve our division. I don't think the staff here realizes all they do.	2024
27	They support the unit with necessary tools and training to develop and assist the officers in daily operations and assignments.	2024
28	Our director has no crime scene experience and doesn't know what we are dealing with while we are out in the field and takes for granted the things that we do. We deal with so many different environments, hazardous material Our direct forensic lab supervisor has crime scene experience but still fails to support us, when we bring up concerns, we are told to just deal with it and figure something out. We suggest solutions but they are never taken into consideration.	2024
29	He cares about his people. He wants them to succeed in their job and do it safely so they can go home like the rest of us. He is forward thinking. As times change, he strongly feels that we need to change and adjust to be sure his district personnel is equipped with what they need. His door is always open to discuss things.	2024
30	Captain [REDACTED] is amazing, so glad he's with FIN.	2024
31	No. Our commander does not come in to check on us to see how we are doing, or what they need to be updated on. We rarely get any recognition on our work, not even something so simple as an thank you email. We get more recognition through our chief with his holiday emails that goes to all of HPD thanking us.	2024
32	If an employee is making errors, he/she should be held accountable. But in records-front counter, everyone is held accountable, which is not fair to the other employees, who is doing their job. Command does not listen to the employees that have been there longer than anyone else. There seems to be no compromise. "It's my way and my way only." Then they leave on the next push.	2024
33	Easy to talk to, Open door policy, and they listen to your concern and give me results on the problem.	2024
34	I do not feel support from this command. Frequent schedule changes occur without adequate notice. Command does not seek Officers input on more effective working strategies.	2024
35	Favoritism for some and nit picking on rest.	2024
36	Our commander does not show/provide support for us. Seems like all decisions are personally made without consulting anyone. We have footman with greater/more knowledge than our command.	2024
37	Define Support: Hold up, Bear, Carry weight...No. Give assistance, help, aid, contribute...No. Advocate, champion...No.	2024
38	Lt [REDACTED] , is one if a kind.. cares for his employees.. no attitude .. easy to talk to.. walks around and checks on employees and see how they doing.. PCO IV [REDACTED] take the time for their employees and explain well in lineups and listens to the PCO 1 & 2 voices..	2024
39	It appears that the Major wants to remove the supervisors that are keeping the District	2024

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together. Officers do not feel like they can trust or have the support of the command above the field level.

40	The command came in to talk to one of the platoons to introduce themselves, but the other platoon did not get the same introduction. It is well known that the district is a stepping stone for the 4th floor, and command made no effort to dissuade patrol from any other intention. It has been over four months since the change in command and there is no official instructions or intentions mentioned to patrol. It seems the command is in their own world, separate from patrol. When complaints come for Chinatown, it seems the major is quick to blame patrol.	████ 2024 █████
41	came to the district and in the meeting spoke negatively about District 3. Saying basically that they came here to "clean in up" . They took no consideration to their audience. Most D3 officers have spent the majority of their career here. We are a unique District in that we have a family environment and consider it "Home". leaving for promotions and movements, only to come back. So to insinuate that the District is dysfunctional and needs fixing is very disrespectful. They are trying to rule with iron fist...humility and respect go a lot further here.	████ 2024 █████
42	They stop by our line ups and tell us good job keep it up.	████ 2024 █████
43	UNLESS A PERSON'S ACTION/S WILL JEOPARDIZE THE HEALTH AND SAFETY OF ANOTHER THE SUPERVISORS ARE VERY CAUTIOUS AS TO WHAT A PERSON DOES (WITHIN THEIR SPAN OF CONTROL). INITIATIVE IS HIGHLY ENCOURAGED TO DO A JOB WELL DONE.	████ 2024 █████
44	Major █████ understands the struggles of working in such a busy area. She is always standing up for us.	████ 2024 █████
45	Yes they do but they have to navigate all the expectations set for them from the upper command. Sometimes it feels its not beneficial for morale but I understand why some things need to be addressed and spoken about. Show of appreciation from our superiors can go along way on the performance of the rank in file.	████ 2024 █████
46	SSD has been a highly toxic place to work lately. Command is clearly to blame. Lying, favoritism, vindictiveness, discrimination are some of the things that have been happening for the last few years. This is not only the opinion of a few, but rather everyone in there.	████ 2024 █████
47	Major █████ has created a toxic climate within our division. She has displayed favoritism over the years to the point where personnel within SSD started to turn on each other. She has tried to drop and lower standards to get her friends to come over to SSD and has verbally mentioned it to some in the division. Most recently, she tried to back door the entire division by creating a part time team with non division personnel that she would handselect. From what I am hearing is she told the 4th floor that it was our idea as a division, but we were never asked for any input...let alone we were left in the dark with no idea of what she was doing. The union has since gotten involved and now she seems upset and is starting to throw people under the bus as to it being their fault. She does not support us at all and refuses to get our input on any issue affecting the division. Morale is AT AN ALL TIME LOW IN SSD because of her. We barely have enough personnel to effectively conduct tactical operations. WE NEED GUYS and SHE IS REFUSING TO FILL SPOTS. She has allowed this division to get to the level we are at. She tried to create a selection process the other year and never once did she ask any of us for input or guidance. She decided to do it all on her own and for the benefit of her own friends who were unable to meet the SSD Standards at the time.	████ 2024 █████
48	Majors and Detectives at HPD are supporting one another with regard to any complaints I have initiated.	████ 2024 █████
49	Our command has never shown support for us. We are not treated equally as everyone thinks. So much is expected of us day in and day out and yet we are not compensated for the tasks we do each day which is protecting and serving the public and our officers.	████ 2024 █████
50	Major █████ not only shows great interest, understanding, and support for the NVD and all its' employees, but he also does the same for the HPD as a whole.	████ 2024 █████
51	Commander creates a productive work environment and I'm happy to work for him. He is supportive of employees and communicates his expectations well.	████ 2024 █████
52	The new major after taking over for Major █████ did not visit the watch to introduce himself, which one would think a major would do as the face of the district and break the ice with his officers that are on the frontlines of the district. I as well as other officers are aware that the	████ 2024 █████

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major looks through our reports and bodycam footage, and writes detailed lengthy emails as to how he would have handled it, point out any mistakes/wrongdoings, or reprimand officers and supervisors. The major also has taken away WBIDS and Special Project type overtime from officers and supervisors. These types of OT really helped bring in extra stats and motivated officers and supervisors alike to continue working hard. The public/businesses also appreciated the extra presence and enforcement being taken upon those breaking the law.

53	Major [REDACTED] takes special Overtime projects away as well as WBIDS projects and assign them elsewhere away from patrol. Major only mentioned when an officer gets investigated and doesn't speak to officers to get to know them and is bias on all investigations. Instructs officers to do carry out task, then gets mad at officers when he's mentioned that he instructed said officers to do said task. Shows no support for his patrol units. Never introduced himself to any watches. Morale decreased significantly when [REDACTED] took the mantle. Major [REDACTED] was an excellent leader that left big shoes that Major [REDACTED] is unable to fill unfortunately. District looks weak because the Major looks Weak. Major [REDACTED] was able to bring balance to the public and his team, but [REDACTED] clearly looks out for the public only.	[REDACTED] 2024 [REDACTED]
54	Lack of manpower seems to be the biggest issue. Commander tries their best to fill the gap, but manpower resources	[REDACTED] 2024 [REDACTED]
55	Self explanatory. I feel extremely supported in individual matters that require their backing.	[REDACTED] 2024 [REDACTED]
56	A/Major [REDACTED] regularly checks with supervisors and officers to see if our needs are being met.	[REDACTED] 2024 [REDACTED]
57	Shows support to those they favor	[REDACTED] 2024 [REDACTED]
58	The major has not introduced himself in person to the watches	[REDACTED] 2024 [REDACTED]
59	What has the Chief and his staff done for the Officers to make our job and lives easier?	[REDACTED] 2024 [REDACTED]
60	My commanders show support for their employees.	[REDACTED] 2024 [REDACTED]
61	Our Major is very approachable and frequently stops to speak with us to see how everything is going.	[REDACTED] 2024 [REDACTED]
62	It appears that the command does not have empathy or understanding of what a patrol encounters, experience and deals with daily. Commanders seem to want more from these officers without understanding the day to day hazards, frustrations and workload of the officers.	[REDACTED] 2024 [REDACTED]
63	Major [REDACTED] and Cpt [REDACTED] left D3 Day watch short by attempting to staff the watch with MPRs and counted them as "manpower" even though they had no FTO to supervise some of them then allowing the MPR to stay late instead of bringing in a full fledged officer to staff the road. This occurred on 2-6-24(counted MPR as manpower/no FTO in sector), 2-7-24(only 11 manpower), and 2-12-24(only 11 manpower until 1500-1800 1st watch tested early to help).	[REDACTED] 2024 [REDACTED]
64	First of all, it would be nice if the commander went and introduced himself to the officers, which District 6 did not. Second, the joke in the district is Where's Major, referring to Where's Waldo. It is kind of expected in any situation, such as a SSD call out, the major and captain would at least stop by, but I guess in this district it is not. An officer went in to speak to the major and left the office embarrassed.	[REDACTED] 2024 [REDACTED]
65	The practice of writing divisional commendations for good work no longer exists. Supervisors are lazy because they don't want to type such things or don't know how to write or spell, so they use the excuse of "why should I give you good praise for doing your job?"	[REDACTED] 2024 [REDACTED]
66	THE MANDATE EXEMPTIONS ARE NOT FAIR.	[REDACTED] 2024 [REDACTED]
67	The commander will never directly show support to an employee publicly. Its hard for any employee to honestly say that the commander is supportive in any way, shape or form.	[REDACTED] 2024 [REDACTED]
68	My Captain is very supportive	[REDACTED] 2024 [REDACTED]
69	They do their best but there is always room for improvement.	[REDACTED] 2024 [REDACTED]
70	The support shown by commanders are few and in between.	[REDACTED] 2024 [REDACTED]
71	we are working with a manpower that is dangerously low. SSD used to run with anywhere	[REDACTED] 2024 [REDACTED]

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between 40-50 operators, currently we are working with 25-30.

72	No. They only care about making themselves look good. They should be removed.	2024
73	Let me be clear. We recently received a new major in the division. He is promising. He comes to speak to the PCOs on the floor quite often. He inherited a big problem and is laden with trying to repair damage done by the previous command. However, it is just the major that has changed. The captain and the lieutenants remain the same. The captain has not been responsive to what the PCOs concerns are.	2024
74	My LT's and Supervisors show support for us, but that's about it	2024
75	When there's something I feel I can't do, the directors support me by giving instructions and will confirm that they know I can do it.	2024
76	Above the squad level, it doesn't feel as if command understands what the patrol level officer encounters everyday.	2024
77	I believe that Major [REDACTED] and Captain [REDACTED] have been supportive of District 4 employees in conducting fair and impartial investigations and administering discipline as appropriate. This helps to foster a positive working environment where everyone is treated equally.	2024
78	Listens to the Districts concerns.	2024
79	Some commanders are very supportive of the employees and are a pleasure to work under, while others have shown a complete disregard for the employees welfare.	2024
80	I feel like they could be more supportive in the wants/needs of the employees. I feel like they could be more interactive with the personnel in the district.	2024
81	My AC is highly supportive of our work, including my own, and not only follows-up and checks on the progress of work and projects, but has also taken the time out of his busy schedule to follow-up on my well-being on a personal level while in [REDACTED] I experienced a very sudden and tragic personal family loss. I couldn't ask for a better boss.	2024
82	At the District/Division level I feel very supported. I do not feel support from the 4th floor. The Chief's office doesn't seemingly care about the work conditions nor health of the officers. The department shows more support for officers who violate policy or engage in behavior detrimental to the public than to the officers who work and follow the rules.	2024
83	Commanders shows and provides feed back on our work we do.	2024
84	Yes. Especially Major [REDACTED] He always listens and tries to come up with things to increase morale.	2024
85	Major [REDACTED] and A/Capt. [REDACTED] are both very supportive and understand that a simple "thank you for your hard work" goes along way.	2024
86	never seen my major. never acknowledges people who do the work and bring in the stats.	2024
87	The major and captain immediately set the tone on the first day by telling the patrol officers that they have a bad attitude	2024
88	The only thing that has happened since the command change is my leave to do important things was met with resistance. I also have not met my commander in person only via email.	2024
89	This chief has done nothing for the rank and file. His appointment was political and he is just a puppet. Anything to make the public happy not the officers he commands.	2024
90	During a critical incident involving a death, the major showed up on scene and appeared disinterested to be there. Appearing to only to show face as required. He stood on the perimeter. I took the time to observe and him. He is a supervisor and not a leader. I did not observe him walk up to any of those who were involved to check on their wellbeing. Appearing to expect those involve to walk up to him (authoritative showing). A simple handshake and pat on the back goes a long way. These new commanders being promoted is a reflection from the top down. Support seems far and beyond as the battle to the fourth floor seems to be more of interest to those fighting to get there.	2024
91	I am concerned of payback. I asked requested 3-4 times for MFUD / CID due to patrol burn out and was always told not enough manning.	2024

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92	There have already been instances where the Major has issued officers 384's for fear of lawsuits when the officers were well within the scope of their duties. Frontline supervisors and officers feel that the Major will side with complainants regarding personnel complaints due to fear. D6 is the nursing ground of good officers, but it requires good supervisors for it to succeed. The Major has already chased away good supervisors.	2024
93	Absolutely not. A majority of the Officers in this district come to work and do the job because of each other, the chain of command is so disconnected from those who do the job it's unbelievable. The tone set by this chain of command was negative from the get go.	2024
94	WE HAVE \$220,000 THAT THE STATE OF HAWAII GAVE TO US FOR EMPLOYEE RETENTION / OUR COMMAND HAS NOT MADE ANY DECISIONS ABOUT THE MONEY AND ITS BEEN ANYWHERE FROM 9 -12 MONTHS SINCE WE GOT THE MONEY	2024
95	Major has not introduced himself or showed up to lineup.	2024
96	Changes were made to the district too fast without observing anything at hand to a district. Pre meditated values and beliefs were already established and brought to the district prior to coming to the district.	2024
97	The Captain and Lt's yes.....The Sgt's do not show support towards the officers. There was a recent shooting and one of our officers was shot. None of the Sgt's came to the hospital or later to the fundraiser. They are not obligated to attend but they did not show support.	2024
98	From what I can see our command takes care of their friends. One officer was unable to work a regular shift because of their outside employment. So that employee was given his own office and a new position in admin. This employee was also given the title of acting sergeant so they can self-supervise and work whatever hours dont conflict wit their outside employment. That officer is being supported.	2024
99	I was on [REDACTED] in the Narcotics/Vice Division and was successful in putting together a multi-government meeting with the United States Attorney who does Forfeiture, the Attorney Generals Office for Forfeiture, Homeland Security, Narcotics/Vice Division from the Major down and several Prosecutors. As a result, a Prosecutor was assigned to Forfeiture for the first time in years and also went through the process of becoming cross-deputized in order to be able to bring a case into a Federal Court House. This is the first time since the 90's that the Prosecutors Office has had someone cross-deputized and is the only one on Island. The goal was for the Prosecutor to learn from the United States Attorney how to Forfeit Real Property. This also helped the evidence room to start [REDACTED] Currency has been deposited into the State's [REDACTED] account as a result of forfeiture procedures taking place again. Created HPD'S first Forfeiture Warning Form (HPD-540) to serve to the Property Owner in order to show state of mind (Innocent Owner Defense). Created an arrest log of the cashiers from game rooms [REDACTED] and made contact with an HSI Immigration Agent who was very happy with the information. The arrest log also shows that almost all of the gambling cases have been dismissed for the past couple of years. Was successful in shutting down about a dozen game rooms after engaging with the property owners. Made contact with Planning & Permitting, HFD, State Taxation Office, etc. to build a task force in regards to game rooms and other illegal activity at a property where contact and enforcement by multiple agencies would take place against the property owner. District 5 CRU accomplished working with these other agencies and it has been proven to work. Instead of being shown support for my efforts, I was removed from my Special Assignment position and placed back in patrol when the 3 day work week was implemented with only 2 weeks notice while in the middle of working with multiple agencies and multiple investigations. I was not asked what I was working on or who I was working with.	2024
100	They don't care about anybody but themselves and making it to the 4th floor. Keeping us short, no rto, no OT and not helping patrol	2024
101	I appreciate it when: 1. we are allowed to call in officers for overtime to fill up our Watch minimum. 2. the commanders show up to critical incident cases and make sure officers are ok. 3. communication and feedback from/to commanders. 4. Commanders thanking officers for jobs well done.	2024
102	I would say AGREE to our Sergeants for showing support because we see them often and of their support. But DISAGREE on our current upper command showing any type of support	2024

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whether it be verbal or written. Lately everything has been negative and nothing in support of Patrol Officers.

103	yes.	2024
104	Commanders are an open door willing to hear and acknowledge the concerns of the rank and file. The Commanders are always willing to change or improve based on conversations or objectives discussed by rank and file. Commanders here always remember where they come from by maintaining what is important without but still maintaining a chain of command.	2024
105	It appears from my perspective that the current command staff is looking to further ascent their way up the promotion ladder. This not a detriment as we need good leaders. If this is made a sole objective, the show of support appears lacking. The perception of driving down abrupt and extreme changes causes officer morale, efficiency and effectiveness to plummet.	2024
106	Major supports all employees as long as they are following proper policies and procedures.	2024
107	The new command is not showing positive support. They are asking for Officers to produce more stats in the most busiest district on the island. District 1 leads in the most calls for service, most written reports and most traffic citations on the island. The new command still wants the Officers to produce more.	2024
108	Civillian staff receives a small percent of support in the overall scheme of the department. From low wages, lack of ability to change positions or divisions with ease, no support in creating more civillian opportunities, bullying or rudeness from immediate commanding staff, rarely recognized for efforts or when there are needs that must be met, etc. Don't feel heard most of the time; only handful of really good commanders that are active in creating non-toxic environments. Support is showing up for everyone the same way and treating everyone equally.	2024
109	Our Major shows his support for his Detectives by treating us as adults and professionals. Rather than micro managing the minutia of our investigations, he simply holds us accountable for our time and the quality of our investigations.	2024
110	Major [redacted] is a strong leader in all areas, and I feel strongly supported by Major [redacted]. He takes the time to ask about my life, and to share his experiences with me.	2024
111	Both Major [redacted] and Captain [redacted] have been observed by me to be exemplary in their support for their employees. It was refreshing to come to a division with a high moral and the working environment is positive which again seems to be attributed to the leadership of both these commanders.	2024
112	The Major does not show support for the patrol officers.	2024
113	Not once has the Major come into line up to tell the officers they are doing a good job, or even recognized there efforts when the go above and beyond their duties.	2024
114	A/Major [redacted] strongly supports all of us from civilian employees to lieutenants by listening to our concerns and actually doing something about it, not just shoving it to the side.	2024
115	I believe our Major and Captain support us completely.	2024
116	There is nepotism occurring which brings morale down.	2024
117	A simple "Thank you" would be nice or good job but that never happens. It's never enough or good enough.	2024
118	Our command does not allow overtime when overtime was always approved in the past. It appears they are saving the hours to pay for the man power shortage situation in VHS.	2024
119	Have you seen the news? Support? they pick and choose when and where.	2024
120	The commanders have not been in the district long enough to answer this question fairly.	2024
121	My division commanders vocalize their appreciation for the effort and work I perform.	2024
122	Command encourages each employee to improve and succeed within their own careers and supports all training for self-improvement.	2024
123	The support is there, but would like to see results with manpower increase, not just having SA/ROPA officers to fill the void.	2024

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124	No support by command Morale is bad It was expressed secretly by command that they want to make the District personnel miserable so that current district personnel would want to transfer and they would then have open slots for them to transfer officers that they want to come to the District	2024
125	Always available to help and assist.	2024
126	Need more staffing for detectives.	2024
127	Captain, and Acting Lieutenant are the problem.	2024
128	Again, everything is provided to me by my Lieutenant - I rarely even see any rank above that.	2024
129	There is absolutely no support from the commanders. For example, in my district, there is no such thing as a verbal communication. If someone makes a ridiculous allegation against me, it's an immediate 384. And I know that a 384 isn't discipline but it certainly feels like it and a blanket rule of only 384 and no verbal communication feels impersonal and targeted. The reality is it hurts moral. Not everything has to be written counseling. There is absolutely nothing wrong with verbal counseling. If the command wants documentation, they can simply write a To From to explain the actions they took, and verbal counseling given.	2024
130	Support by way of second guessing our officer's correct and allowed use of discretion is not what I would consider "support". Furthermore, commanders attempting to make copious amounts of changes when they have not taken a reasonable amount of time to take a "lay of the land" so to speak seems like it goes against the basic tenets of supervision.	2024
131	Major [REDACTED] shows professional and personal support of his personnel and strives to create a positive work environment.	2024
132	This disagree rating is prior to June 2022 only. I believe there was minimal interaction due to lacking of understanding the COMM operations.	2024
133	To early to really say but from what our new Major has been doing, actually taking the time to come down to the floor and walk among his people, meet us, talk to us, see what's going on, how we doing, SUPPORT looks promising.	2024
134	The new command is running the district patrol units short and attempted to remedy the situation by removing the RTO position and giving she/he a patrol beat so it looks like we have the minimum patrol units on paper. However, multiple officers, have to make a 10-1 to take walk-in cases and/or book their own arrestees etc. which is even more time consuming and frustrating then if the ran patrol with one less person in patrol and had an assigned RTO. Command justified it by saying D-3 used to run without a RTO and D-5 doesn't have an RTO both of which were untrue.	2024
135	No they do not show support for the Crime Scene. They support the lab side of SIS but not the CSU. The problem is they don't seem to care about what we do at scenes. They don't even know what we do at the scene, including the hardships we face and sometimes, the dangerous situations we are put in. The solution to our short staffed unit is to put us on standby, which has worn out our personnel. Our pay has been held back while the other units in SIS have pay starting at a higher rate.	2024
136	Major [REDACTED] is highly supportive.	2024
137	Command does NOT give support with work issues. No help, no feedback, no discipline given to employees who don't do their job or are sleeping on the job. Protects the person doing wrong, while the ones who are doing their job suffers.	2024
138	The HRD has always gone above and beyond the typical supervisor/subordinate relationship. This division treats me like family and with the recent passing of my parents, the whole division (especially my commanders) have come together with love and support I am truly grateful for.	2024
139	District 8 command shows full support of the patrol division and support services.	2024
140	Leadership is Selfish and Self Serving	2024
141	Major [REDACTED] from his first day in D4 has displayed excellent support for the rank in file in D4	2024
142	The command shows support if you are an employee of the violent crimes side of the division. Property crimes are largely ignored for requests, support, or guidance.	2024

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143	Total partiality and favoritism. Mainly because the Command is co-dependent on the senior staff who are not the best workers or most efficient or educated or experienced, but the Command could never go with any lower seniority and insult the most senior - insanity and psychologically unsound.	2024
144	As what I have seen, I have only seen the Major and Captain once. We were notified that they would be speaking to the officers once a month, but that has yet to be seen. This feel as if they act like a "Boss" instead of a "Leader". From my education background of a basic BA degree in public administration, a boss manages employees. A leader, on the other hand, is there to inspire them, to innovate, to motivate, and to help employees reach their potential. Originally the Major and Captain had accepted the "Open door policy", but eventually it became where it was now, "Follow the chain of command." Our Lieutenants are there to motivate the officers to work. District 3 works for the people, the Lieutenants, and Sergeants. My own opinion, I do not do this for the Major or Captain, because of the lack of support they show not only to Officers, but to the Sergeants and Lieutenants. Previous Majors and Captains that I had the honor and privilege to work for would be Major [REDACTED] Major [REDACTED] Major [REDACTED] (when he was a Captain), Major [REDACTED] (when he was a Major at the time).	2024
145	Only want to be heard but will not listen	2024
146	As of this writing, the major has not come out ONCE to introduce himself to the watch or even pop into line up to say hello. I have spoken with retirees who have been out of the department for 30 plus years and they have said they have never heard of such a thing. It was a first for me and still quite shocking. It definitely had a negative impact on moral from day 1.	2024
147	District 6 patrol officers have yet to meet their Major even though he has been the commander for nearly 4 months. It is also widely known that patrol has always been treated differently than administrative and support unit officers even though they are given the most liability and are given more and more mundane tasks and extra duties on top of their already existing list of duties.	2024
148	Words need to be back up by real solutions specially when it comes to vacancy on hiring with the shortages of staffing.	2024
149	Command cares more about personal gain than supporting officers beneath them. Favoritism is shown to certain officers that they like that kiss their ass. Overtime is denied to officers who are not in their favor and overtime is generously given to those who are. The division is run in a manner that is consistently not fair at all. If you are not one of the members of the preferred club, expect to get nothing but crap.	2024
150	My commander fails to: 1. Seek feedback from employees to improve morale and working conditions 2. Listen to employees when their concerns are expressed 3. Consider the needs of the unit during high-stress times and high workload periods An effective leader should understand the needs of those they are leading, and at the very least, understand the work that their employees are doing. A good start to this, for example, would be to accompany personnel out to crime scenes instead of sitting in the office all day. Additionally, my commander fails to show support for my unit because they blatantly favor other units within the section, causing personnel in my unit to feel unappreciated and unsupported. They seek feedback, listen to concerns, and consider the needs of the favored units. They also fight for better working conditions and higher pay for the favored units. This behavior only worsens the lack of support for my unit, despite all of us being under the same section.	2024
151	There is some support but there are times when employees are left in the dark and management is not transparent with them. The discussions on errors made are often gossiped about to one another and are not handled professionally. The upper management does not seem understanding or they have favorites and certain situations are not handled equally between employees.	2024
152	Capt is not very unfriendly with most of the rank and file. and all we get is "that's just how the Capt is". but if any of use would act like that we would get in trouble. also NEVER any positive feed back from the Capt,	2024
153	Commander would throw us under the bus in a heart beat. No faith in the Commander.	2024
154	District 7 has great leadership and support.	2024
155	My commanders acknowledge my hard work and dedication to the department. I know they	2024

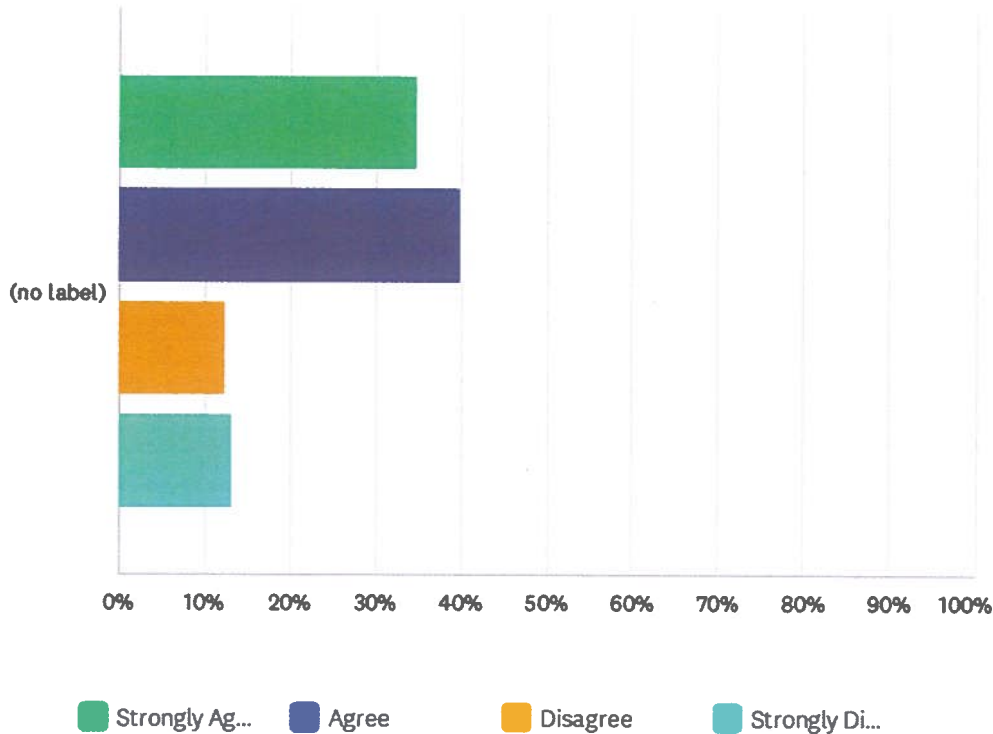
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have my back when it comes to upholding safety policies and procedures.

156	Our Acting Lt. [REDACTED] provided us with state-of-the-art brand new 50 plus inch computer monitors to do our work more efficiently and with less eye strain and body strain.	[REDACTED] 2024 [REDACTED]
157	My immediate supervisors show support for me.	[REDACTED] 2024 [REDACTED]
158	Seeing our command regularly is very good for our morale. They are not overbearing or micromanaging, rather it allows for more open and direct communication. This builds comradery and a confidence in their leadership.	[REDACTED] 2024 [REDACTED]
159	[REDACTED] and [REDACTED] have been great in supporting the needs of both the shop and the employees.	[REDACTED] 2024 [REDACTED]
160	Command often side with the philosophy of guilty before your proven innocent thinking. A lot of officers often do the right thing, but sometimes they are often criticized or judged by the actions of some questionable officers.	[REDACTED] 2024 [REDACTED]
161	Our Major and Captain are very approachable and are always open to ideas improve our district.	[REDACTED] 2024 [REDACTED]

Q7 Your commanders effectively communicate the goals and objectives of the department.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	34.68% 163	39.79% 187	12.34% 58	13.19% 62	470	2.04

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	THEY ONLY COMMUNICATE THE NEGATIVE GOALS & DONT HAVE ANY RELEVANT SOLUTIONS	██████ 2024 ██████
2	They communicate pretty effectively but unfortunately the department doesn't communicate effectively. Communication needs to start at the very top and be more plentiful and better. We don't communicate well with the public, the media, or ourselves. You want to know what's happening look on HNN.	██████ 2024 ██████
3	As stated earlier, officers are getting harassed by ██████ for workload when no guidelines have been expressed.	██████ 2024 ██████
4	The command's expectations are confusing. For example, emails are sent out lining procedures and when they are followed, we are negatively questioned as to why a situation was handled this way. When I point out the email, I do not hear anything back.	██████ 2024 ██████
5	Through weekly meetings and emails.	██████ 2024 ██████
6	My command does not communicate effectively. They refuse to have meetings to discuss problems within the division even when there are issues that need to be discussed. Even if someone requests a meeting the still don't.	██████ 2024 ██████
7	The department says one thing and the major/captain make their own rules and more rules to punish and add more work onto the officers. They do not care about retention and getting more	██████ 2024 ██████

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officers to stay. It appears that it is opposite of what the Chief wants and his messages to officers about how much he appreciates our work.

8	<p>My immediate chain of command communicates desired direction to the division as best they can. However, I would really like to see a stronger, more clearly defined, objective approach coming from the upper echelon of command. As you know, the department has numerous challenges, the difficulty being where to start. Legitimate problems are often brought up and identified during discussions or brought to light by events/circumstances however there seems to be a hesitancy or perhaps lack of desire to make necessary course corrections. Fruitful discussions among leadership produce little in the way of actionable outcomes and solutions often fall by the wayside. In time, the discussions themselves become a source of discontent because the feeling is that nothing becomes of them. I believe there is a desire on the part of most commanders to make things better however what's lacking is the drive and perhaps the means. Perhaps a more organized problem solving approach could be used? One such concept (used by both the military and ICS command structures) utilizes leaders intent. Once problems are identified, a desired end state/outcome can be put forth by top leadership and be assigned to the appropriate stakeholders/commanders for resolution. This problem solving process would require a clearly defined leaders intent predicated by a task, purpose and end state. The task is what the objective or goals entail. The purpose is the why. The end state is how the final product should look. More importantly, leadership would need to follow-up on actionable items, monitor progress and hold commanders/supervisors accountable when sufficient progress has not been made. I believe that things are slowly improving but we have such a long way to go and time is not on our side. Perhaps changes in our processes and drive from the top could hasten needed improvements.</p>	<p>██████ 2024 ██████</p>
9	<p>Yes, a briefing (both slideshow presentation and in-person) was given upon my arrival to this section. The goals and objectives of our department and how our section fits in and contributes was explained.</p>	<p>██████ 2024 ██████</p>
10	<p>They always refer to their beliefs or leadership values and if not theirs, then they refer back to chief's vision which is in line with their thinking.</p>	<p>██████ 2024 ██████</p>
11	<p>I can't say that I can agree with this, my superintendent makes our mission for the department clear which is to take care of the officer's needs pertaining to the department's vehicles. On the flip side of that procedures often change on a whim leading to us feeling like we are unsure if we are doing our jobs correctly. many times, we find ourselves following the correct protocol at the time only to be reprimanded because unknown to us there is a new protocol set forth.</p>	<p>██████ 2024 ██████</p>
12	<p>I have never met Major ██████ and have never spoke with him in person or via email. I am unsure of how he would "effectively communicate" anything without communicating.</p>	<p>██████ 2024 ██████</p>
13	<p>The goals are communicated in a way to degrade the officers. Making spur of the moment changes and bringing officers morale down.</p>	<p>██████ 2024 ██████</p>
14	<p>We have little to no communication with our command.</p>	<p>██████ 2024 ██████</p>
15	<p>Nope. I've hear ██████ go back and forth on giving his advice. He just want you to do what will make him look good for his future aspirations. I've heard him rightfully described as a "politician".</p>	<p>██████ 2024 ██████</p>
16	<p>Maj ██████ holds a weekly virtual meeting for all personnel—many of whom are on alternate work schedules. He keeps our civilian employees informed about the department's goals and objectives, incidents involving department in the news, and how to appropriately deal with officers under stress—especially at the front counter.</p>	<p>██████ 2024 ██████</p>
17	<p>There has been more than once that I've heard Major ██████ point out or ask how a proposed solution to an issue falls in line with the Chief's objectives. It has opened my own eyes that before I try to impalement a plan of action or am looking to propose a possible solution to the team, I should be reviewing them to see how they are in line with the department's objectives and goals.</p>	<p>██████ 2024 ██████</p>
18	<p>BI-Weekly meetings where information sharing is highly productive.</p>	<p>██████ 2024 ██████</p>
19	<p>Maybe not by words but through their actions. Always acknowledging our work, and addressing things that need to be addressed.</p>	<p>██████ 2024 ██████</p>
20	<p>They do but certain subjects, if shared to quickly tends to disrupt things and get the staff worked up. I think it is best to wait till the things our command is working on is more fine</p>	<p>██████ 2024 ██████</p>

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	tuned. Since everything takes so much time to get approved.	
21	They communicate the objectives and vision for the district.	██████ 2024 ██████
22	Everyone in our division knows what is expected of them in order to keep the department operating smoothly.	██████ 2024 ██████
23	most times yes It's communicated to us but thru word of mouth and not in writing	██████ 2024 ██████
24	He communicates the direction he would like the district to go in. He doesn't micro-manage but he sets out his expectations to his lieutenants. And then he tells them that he expects his lieutenants to communicate it to their watch. He believes in working through the "chain of command." Therefore, once he communicates his goals and objectives for the district to his lieutenants, he expects it to flow down.	██████ 2024 ██████
25	When trying to implement new ideas or "visions", our commanders communicate the punishments for non compliance first, then what they want to happen, and THEN the reason for the changes.	██████ 2024 ██████
26	Yearly.	██████ 2024 ██████
27	Again, the command will revamp records department ALL THE TIME to what they think is CORRECT. The command does not listen to the or try to work with employees.	██████ 2024 ██████
28	Agree but we can do better. We need to better develop subordinate leaders and ensure they thoroughly understand, support, embody, and live the department goals, objectives, and values through personal example and reinforcement with their people.	██████ 2024 ██████
29	N/A	██████ 2024 ██████
30	I wouldn't know.	██████ 2024 ██████
31	"Do the best you can"	██████ 2024 ██████
32	I have yet to hear from my major, in person or in writing or from the hierarchy in any official capacity. Everything comes through rumors and I am unaware how accurate any of the information is. In a commanders minutes from 2-28-24, the Chief expressed that officers should be tagging vehicles for expired tax and safety, however, the rumors relate that the major does not want those kind of citations, which leaves us confused on the goals of the department.	██████ 2024 ██████
33	Only goal I got was, they were trying to fix D3. Whatever that means. Moral is at in all time low here. I	██████ 2024 ██████
34	They explain to us the goals of the department and district.	██████ 2024 ██████
35	INTEGRITY, RESPECT, AND FAIRNESS IS UTMOST IMPORTANCE TO ME.	██████ 2024 ██████
36	Major ██████ is good at passing on information to us.	██████ 2024 ██████
37	Yes they do and I understand that it is a difficult process and a lot of "outside" influence drives what the direction the department is trying to take. Sometimes good and sometimes bad.	██████ 2024 ██████
38	If you are not a "favorite" of the command, you are not included in anything. You are not allowed to attend training that betters you as an operator. There has been way to much examples like this over the past few years.	██████ 2024 ██████
39	There is little to NO communication from our Major about anything. She also seems to blame everything that is wrong with our division on the 4th floor. SSD is lost right now from Morale to the direction of what they should do. Personnel want to leave, retire, etc. as it is very toxic.	██████ 2024 ██████
40	I'm been in this division for almost 32 years and I have yet to hear my command share their thoughts on the goals and objectives of this department.	██████ 2024 ██████
41	From the first day that Major ██████ was assigned to the NVD, he held a division meeting and effectively communicated the goals and objectives of the division and department. He continues to provide communication with the division every quarter.	██████ 2024 ██████
42	Not once did I nor my fellow officers have heard the major speak, let alone seen him in person officially to address anything.	██████ 2024 ██████

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43	Major [REDACTED] never communicated to watches except a handful of meaningless emails or only if an officer is getting investigated which he is bias against the officers getting investigated. Majority of the officers on patrol still don't know what the major looks or sounds like. Signs of weak leadership skills. Only objective complete since [REDACTED] took over, was to lower Morale to it's lowest. Many officers, sergeants, and lieutenants put in transfers to leave D6 because of [REDACTED]	[REDACTED] 2024 [REDACTED]
44	From what I can understand is that our goal is to do whatever the Commanders demand. Commanders care more about "stats" than the wellbeing and safety of the officers. The Command is not focused on how to fight crime in a meaningful way and just want to showboat stats.	[REDACTED] 2024 [REDACTED]
45	My commanders effectively communicate the goals and objectives of the department.	[REDACTED] 2024 [REDACTED]
46	All expectations are effectively sent down the chain of command.	[REDACTED] 2024 [REDACTED]
47	They informed the watches they were cutting the RTO which would save the department money.	[REDACTED] 2024 [REDACTED]
48	No Idea where our district is headed.	[REDACTED] 2024 [REDACTED]
49	The Chief of Police can't speak publicly and has nobody on his team who specializes in public relations or understands how to court or work with the media. He was a fool to state in the MidWeek article that he is socially awkward, despite any issues he may actually have. The Chief's vision outline is ridiculously broad, too complicated and overreaching, and obviously put together by cutting and pasting huge lists of ideas submitted to him by other people, most likely his assistant chiefs after they were ordered to do so. Discipline regarding good public service only gets enforced after something has gone wrong and it's too late.	[REDACTED] 2024 [REDACTED]
50	Ultimately, I believe that this command was needed to get this district back on track.	[REDACTED] 2024 [REDACTED]
51	The only the goals and objectives that they effectively communicate is what makes them look good and then they only speak with the LT's. Everyone else is beneath them when it comes to effectively communicating. You would hope that a commander would like to talk to their employees but that does not happen in this department because a commander needs to lead they way they see fit.	[REDACTED] 2024 [REDACTED]
52	The major does not communicate well with his Captains and lieutenants. He does not like to have meet so everyone gets messages and or understand the goals and objectives. Information from the 4th floor gets lost. In 2023 we had 1 lieutenants meeting.	[REDACTED] 2024 [REDACTED]
53	right now we don't know what the goal of our commander is. Morale is at an all time low.	[REDACTED] 2024 [REDACTED]
54	Officer safety is number one priority in my opinion. Our commanders don't seem to care about officer safety, because the staffing is so low. They expect more work done with minimum amount of staffing.	[REDACTED] 2024 [REDACTED]
55	For example just for the New Year's Eve ops plan. That changed several times in just a few days. It has been handled poorly in recent years and this past year was the worst ever. This command says it is looking for different ways to do things, yet when there is push back they parrot back their responses with "Well in the past it has always been this way." There is no real effort to make things better for the PCOs. They are obviously just making things easier for them. Also they profess working on our current CADs being able to interface with NCIC, however, this cannot be done so what are they working on?	[REDACTED] 2024 [REDACTED]
56	questions is very vague. who in command is this referring too. if its my LT's & Supervisor then yes. but if goes beyond that i can't say.	[REDACTED] 2024 [REDACTED]
57	The directors lead by example, and by the expectations of the quality of work they want to put out.	[REDACTED] 2024 [REDACTED]
58	Recently, in regards to RCP's in the Iwlei area, we were discouraged from issuing citations for sit/lie and other violations. Then we were told we can enforce again, then we were encouraged to warn, then, because of complaints, we were ordered to make checks of specific facilities in the area. But beneath all of this, the public is told that homelessness is not a crime, yet we are constantly being deployed to address homeless complaints.	[REDACTED] 2024 [REDACTED]
59	I'm not sure we have a main goal or objective; at least, at least not one communicated to me.	[REDACTED] 2024 [REDACTED]
60	Major [REDACTED] and Captain [REDACTED] have attended line-ups and had many face to face	[REDACTED] 2024 [REDACTED]

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meetings to effectively communicate goals and objectives of the department.

61	DISTRICT COMMAND HAS NEVER ONCE INTRODUCED HIMSELF TO WATCHES UPON TAKING OVER.	2024
62	Some commanders are very open and communicate effectively, while others have completely shut down communication and blur the lines of what the goals and objectives of the department are versus what their personal ambitions are.	2024
63	They never discussed the goals and objectives of the department.	2024
64	The communication I have, and we as a Division have, with our AC Is open both ways, highly efficient, and regular. I believe our communication between our Bureau boss and our Division is top-notch, and communication all the way up to the DC and Chief level are effective as well.	2024
65	There is no communication.	2024
66	Again, at the District/Division level I feel that I understand and am given feedback on goals and objectives. From the Chief's office I feel that there is a disconnect and general apathy shown towards the officers. It took the Chief several months to meet with all the districts and he still hasn't met with all of the Divisions to discuss/explain his vision or goals for the department. I feel, through numerous interactions with the Chief, that he isn't approachable nor does he care about the officers. Many of the commanders on the 4th floor don't care to take time to understand how patrol has changed over time nor do they care to learn this. This leads to the department being slow to adapt and change to how society views and acts towards the police and is currently setting our officers up for failure.	2024
67	Yes. As transparent as allowable. Understandably, some things are not to be widely disseminated.	2024
68	major don't talk to us	2024
69	The major and captain only care about monetary issues and making themselves look good to the Chiefs office	2024
70	This chief has done nothing to communicate goals - and his stupid vlogs that probably 98 % of people never watch don't count.	2024
71	It's a one way street, they want to be heard but don't want to hear what the needs and wants of the men and women who works for them. They say open door, but is it really?	2024
72	Refer to question one.	2024
73	There is no Mission statement for the District. Hard to meet objectives and goals when they are not shared. Its like a big secret.	2024
74	THE CONVEY THEIR IDEAS AND COULD CARE LESS OF OUR INPUT	2024
75	Major has not introduced himself or showed up to lineup.	2024
76	Our command told us that they have not plans to change anything when they arrived. It is clear that there is some sort of an agenda that has not been divulged to the rank and file.	2024
77	The only communication I have had is when I initiate the communication.	2024
78	Communicating goals/ objectives and getting buy in are 2 different things.	2024
79	Yes, verbally during Line Up. Verbal/written communicating of the general goals and objectives needed for our District.	2024
80	yes they do.	2024
81	I cannot say if the Commanders explain the occurring changes well or often, but it is communicated very well with the supervisors and it is thoroughly explained by the supervisors.	2024
82	I would agree, albeit that the goals and objectives tend to be generic in nature.	2024
83	At this point in time I would have to disagree, as a supervisor I'm handed short term goals and objectives. There is no explanation of these goals and objectives. I am unaware if these goals are collectively being implemented on a island wide patrol level or just in our district. I have	2024

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been given no explanation if these short term goals and objectives are solutions of the district command in response to concerns brought up by upper level command staff.

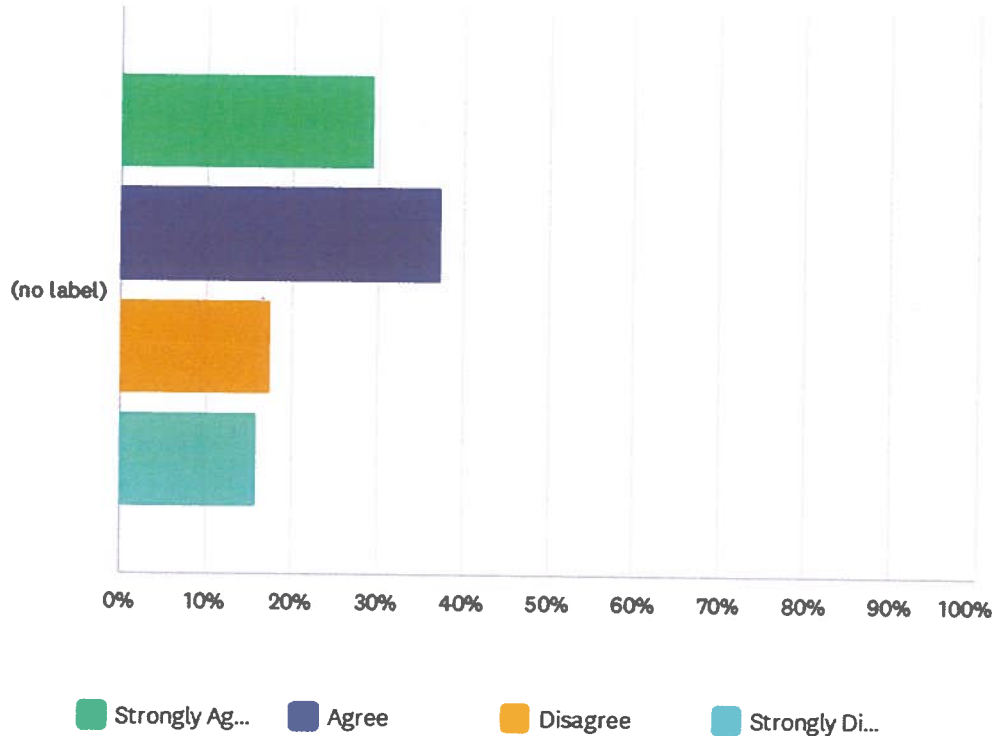
84	Major is very knowledgeable regarding HPD polices, procedures and resources and explains to all supervisors and personnel how to achieve departmental objectives and goals utilizing the information and resources.	██████ 2024 ██████
85	Our new command has not addressed the watch of the goals of the department yet.	██████ 2024 ██████
86	Via our informal hallway meetings. The best and most effective way to communicate information within our section. Some of the most important learning occurs during these meetings.	██████ 2024 ██████
87	They don't always agree with it and sometimes they aren't really sure what direction the department is actually going towards. Decisions by the department are sometimes puzzling.	██████ 2024 ██████
88	Major ██████ is an excellent communicator. He communicates the goals and objectives and asks for feedback.	██████ 2024 ██████
89	Major ██████ and Captain ██████ are very effective communicators who are both very knowledgeable and are able to convey the goals and the objectives of the department to their subordinates in a manner which is easy to comprehend.	██████ 2024 ██████
90	I refer back to my feed back for questions 4-6	██████ 2024 ██████
91	A/Major ██████ communicates department and district objectives via email, staff meetings, phone, text, or in-person. He'll even stop and have a meaningful conversation in the hallway, making him an approachable commander.	██████ 2024 ██████
92	A lot of the orders that are issued are rescinded the next day. It reveals the lack of experience and reflects incompetence.	██████ 2024 ██████
93	Continually reviewing policy and departmental goals with staff.	██████ 2024 ██████
94	They just give more work and expectations and think that is easily accomplished without understanding the process that is needed to get things done.	██████ 2024 ██████
95	My division commanders vocalize their support of the department goals and objectives.	██████ 2024 ██████
96	Command communicates efficiently through supervisor meetings held regularly for all department information and upcoming events, especially for ones that pertain directly to the division. Although, more communication is always better.	██████ 2024 ██████
97	Weekly meetings allows for a good effective line of communication.	██████ 2024 ██████
98	Command is secretive and does not support or inform patrol as exact word were heard being said of ██████ "fuck patrol"	██████ 2024 ██████
99	Captain, and Acting Lieutenant are the problem.	██████ 2024 ██████
100	if the Lieutenant is considered a commander, then yes.	██████ 2024 ██████
101	No they don't. It feels like they have no interest in explaining the goal and the mission and just expect blind followers. They would obtain a lot more voluntary compliance if they just spoke to and treated us like people. All we want is a little bit of respect. But instead, we get the message "we were sent here to clean up D3" That's not exactly an effective way to introduce yourself to the district. First impressions are everything and the D3 command chose to start off on a negative note.	██████ 2024 ██████
102	Major ██████ provides well thought out directions that are in line with the goals and expectations of the department.	██████ 2024 ██████
103	This disagree rating is prior to June 2022 only. The command was not proactive and failed to motivate the staff.	██████ 2024 ██████
104	NONE	██████ 2024 ██████
105	I don't know if the command communicate the goals and objectives of the department but I can kinda see what their goals as commanders are. It seems like they're here to take care of their "friends" and make themselves look good with disregard to the people they're stepping on to get their way. :(██████ 2024 ██████

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106	My command is very transparent when it comes to what goes on at work and what is passed down from upstairs.	██████████ 2024 ██████████
107	Command does nothing. Major only talks about himself not what goals he sees for the division.	██████████ 2024 ██████████
108	Divisional objectives are clearly laid out for all employees. Any and all questions in regards to these objectives are explained in detail.	██████████ 2024 ██████████
109	Goals are set by District 8 command and disseminated by first line supervisors.	██████████ 2024 ██████████
110	Leadership is Self Centered and Egotistical	██████████ 2024 ██████████
111	Never has a commander expressed this.	██████████ 2024 ██████████
112	I have never been convinced that the Commanders know the goals and objectives, except by scrambling all the time at the direction of the 4th Floor, Police Commission, City Council, and BFS. Total Puppetry style. Hard for them to stand proud and earn respect when everyone knows they don't know . . .	██████████ 2024 ██████████
113	Please refer to #6. There is no communication with the command. Major will speak to officers during passing and shows that he cares in regards of our outside life. The Captain is unapproachable. I am assuming that the goal for the Command was to ensure staffing, which the plan was to backfill. They had backfilled officers for 3 hours to make the roster have 13 officers, to have the perception of a fuller roster. How can that work when you have 2-3 officers leaving , only having 11 officers on the road. This has changed, but at what cost can we do trial and error? Again the Lieutenants and Sergeants input was ignored.	██████████ 2024 ██████████
114	Their goals are always #1....we get constant emails about if we dont like it...leave....but they never ask the Sgts what the issues attaining the goals are. Just get it done!	██████████ 2024 ██████████
115	As I mentioned previously, major communicates via emails. Emails can be interpreted in many different ways by many different individuals. Effective communication has been and will always be in face to face interactions. That has never happened to my knowledge.	██████████ 2024 ██████████
116	Officers in District 6 are aware of the chief's strategic plan but again, have yet to meet our Major. We have received a few emails and meeting notes on how he wishes to run the district but I do not recall any link towards the goals and objectives of the department but I may be wrong.	██████████ 2024 ██████████
117	Only select few officers are in the preferred club that are spoken to and given an opportunity for feedback. Any talk of we care what you think is a joke. It is just lip service that is given to give the false image of caring.	██████████ 2024 ██████████
118	As a unit, we are never approached by our commander to speak about anything, let alone the goals and objectives of the section and the department. There is never any discussion of how to improve or what we are working towards.	██████████ 2024 ██████████
119	only time you hear from the command is if your in trouble.	██████████ 2024 ██████████
120	I am kept in the loop of new projects or updates that directly affect the goals and objectives of HPD.	██████████ 2024 ██████████
121	Acting Lt. ██████████ has excellent communication skills primarily because he employs face-to-face discussions to communicate the dept's goals/objectives as opposed to just sending emails. He also has regular meetings with our Detail and includes the Prosecutors and related personnel to make sure everyone is on the same page.	██████████ 2024 ██████████
122	Aside from a few emails, there is minimal communication between upper management and lab personnel.	██████████ 2024 ██████████
123	We may not always understand orders at various levels in the chain of command. Our command does a very good job at clarifying things and presenting orders in a positive manner.	██████████ 2024 ██████████
124	██████████ and ██████████ have been great in supporting the needs of both the shop and the employees.	██████████ 2024 ██████████
125	The delivery of the message is a huge problem. What they say and do contradicts the main objective.	██████████ 2024 ██████████

Q8 When workplace changes occur, your commanders thoroughly explain the reasons for the change.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	29.36%	37.23%	17.45%	15.96%	470	2.20
	138	175	82	75		

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	NO EXPLANATIONS IS GIVEN ONLY TELLS WHAT IS GOING TO CHANGE SO TAKE IT OR LEAVE IT ATTITUDE.	██████ 2024 ██████
2	They explain the reasons which often times sadly are pretty dumb. A lot of the reasons for things are that "the department" didn't properly plan, didn't properly implement, didn't communicate well, got no service from our vendor, doesn't have a vendor, and the list goes on.	██████ 2024 ██████
3	Absolutely NOT. Again, you should speak to Officer ██████ as ██████ has jerked him around for months and his chain of command Sergeant ██████ and Lieutenant ██████ have absolutely no spine to assist him or provide guidance to him. The only explanation that was provided to him, as I am aware, is that he was told in person that they would be rescheduling him temporarily ... which became permanent. As far as I am aware, this was all conducted in a manner as to not leave a paper trail. From speaking with Officer ██████ even the major is complicit in this punishment scheme where he is the target of their games.	██████ 2024 ██████
4	In the past 6-8 months, CID has become a very volatile place to work. A divide between property crime and violent crime has been created. This is mostly due to Captain ██████ and how he "controls" the division. Major ██████ will not step in, but would rather avoid a confrontation. Captain ██████ will not develop the problem employee, but rather "dump" the employee to the property crime section and look for someone else.	██████ 2024 ██████
5	No communication from our commander. He can't seem to make decisions when decisions	██████ 2024 ██████

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need to be made.

6	In regards to last minute changes, they seem to happen frequently. And typically, no reason is given. It's more of a "too bad" or "suck it up" kind of explanation.	████ 2024 █████
7	This may be one of the most disappointing things in my division. The command will discuss a change that affects our officers assignment and not include them in the discussion(shift change). I believe a shift change is a very complicated thing. Our officers have been moved to a certain shift and were never told of the longevity of the assignment (meaning no discussion of a temporary position). After a couple of months the command goes back to the original shift and never told the officers why or for how long. Our officers adjusted their families lives and schedules to accommodate the first change and just when they figure out the move the command reverses the change back with 3 days notice. Still without reason. Then the question is asked "why?", and the command doesn't give an thorough answer.	████ 2024 █████
8	The explanation is not clear and does not make sense to the officers who are working the road everyday. It seems like the major/captain do not consider our safety at all.	████ 2024 █████
9	Somewhat.	████ 2024 █████
10	Yes, when workplace changes occur, it's usually open to discussion and we find the best ways to implement the changes.	████ 2024 █████
11	They try their best to be candid but sometimes it best to be honest.	████ 2024 █████
12	Would side with disagree, more often do we find ourselves learning of changes vicariously through other employees than management.	████ 2024 █████
13	I have never met Major █████ and have never spoke with him in person or via email. I am unsure of how he would "explain" anything. Changes he has made have been drastic and appear to have no rhyme or reason. I am perplexed as to how cutting Overtime hours and Special Projects is a benefit to anyone, let alone the community.	████ 2024 █████
14	They explain and blame the 4th floor for changes. Quick to say if you dont do what I tell you to do, you will type and your motorcycles can be taken away.	████ 2024 █████
15	Many changes being made are unclear and the responsibility has been pushed onto Sergeants to notify their officers of the changes without reason.	████ 2024 █████
16	Changes are made with no clarification or reasoning. The only reason we have ever received was new years, that due to the TBL mistake we have no money for overtime and must change days off to curb all overtime. Shifts were changed with two days notice with no reason and no time period of how long for the schedule change.	████ 2024 █████
17	Not thoroughly. We're always left wondering, with weak explanations and insinuation that we're doing something poorly. District 1 runs comparatively well in relation to the other Districts and divisions. Meddling with it is just for one man's desire to make a name for himself. So any explanation as to why changes are made will always be a lie.	████ 2024 █████
18	Our commanders have an open-door policy to discuss any employee's questions or concerns. However, sometimes the reasons for changes cannot be disclosed until behind-the-scenes issues have been resolved. He is transparent when this is the case.	████ 2024 █████
19	Not sure if I can say strongly agree versus agree. Changes happen for a reason. We all may not know what ALL those reasons are, but it is what it is. I feel like everyone here pretty much know that and doesn't need to have everything thoroughly explained. This is not to say that things are not explained, but typically changes here are made with the intent to make us more efficient or to fall more in-line with the 4th floors goals and objectives.	████ 2024 █████
20	most times, it is beyond even the commander's control.	████ 2024 █████
21	I haven't had any experience with this, but then again I haven't been here long enough to see it.	████ 2024 █████
22	Communication has been good with our new command staff.	████ 2024 █████
23	We hardly have any workplace changes.	████ 2024 █████
24	Yes...after they communicate the punishments for non compliance first	████ 2024 █████
25	Captain █████ sends detailed emails. Although we still hear news from outside sources.	████ 2024 █████

2024 Commander Performance Survey

More transparency needed throughout HPD.

26	Never explains the reason on why we are doing things differently.	██████████ 2024 ██████████
27	Yes and no. The command will only let employees know up to a certain point. Again, the command doesn't listen. So, the changes are because they themselves are not understanding what public records consist of, or how to release properly.	██████████ 2024 ██████████
28	Most of the time.	██████████ 2024 ██████████
29	We do not receive explanations when changes occur. We usually receive a short email which has been forwarded to Officers and do not receive face to face explanation.	██████████ 2024 ██████████
30	Changes mind without reason and sometimes goes back to original idea. Seems unstable thinking at times.	██████████ 2024 ██████████
31	When important changes/decisions are made, she somehow is off island on a trip.	██████████ 2024 ██████████
32	N/A No recent workplace change except to work at alternate site (kapolei strn)	██████████ 2024 ██████████
33	I have not heard directly from the new command at all.	██████████ 2024 ██████████
34	I do not know, never observed this	██████████ 2024 ██████████
35	Nope, made the changes. "HEARD" that case load, or stats weren't so high that it warranted the position. Altho, they allowed officers to speak about why it was needed. They wouldn't budge. Now after multiple complaints and the position is back. However, not before the damage was done and officers were made to feel like their opinion was just part of the show and not valid.	██████████ 2024 ██████████
36	If it is a forced change from above them, they aren't always able to fully disclose the "why." Any internal division changes they do communicate fully the "why" behind it.	██████████ 2024 ██████████
37	Our command explains clearly what is needed.	██████████ 2024 ██████████
38	SHOULD BE DONE MORE CONSISTENTLY THROUGHOUT THE ENTIRE COMMAND.	██████████ 2024 ██████████
39	It seems that changes from the 4th floor come out of nowhere and they don't explain why the changes are made.	██████████ 2024 ██████████
40	Working in a district that is running "short staffed" creates a challenge but we try our best to work as a team and have faith that our Major and Captain are doing everything they can to provide us with what resources we have as we constantly remind our personnel that our job is NOT is easy and that they have accepted a challenge that not everyone is cut out for.	██████████ 2024 ██████████
41	Major ██████████ does not communicate well, she has been caught in a handful of lies on things that she did communicate to the division.	██████████ 2024 ██████████
42	Again, there is little to NO communication from our Major. Blame is always placed on people other than her. As stated earlier she tried to back door the entire division by creating a part time team with non division personnel that she would handselect. No one was ever asked for input or opinion on the matter.	██████████ 2024 ██████████
43	I was retaliated against while working in Traffic Division and reassigned to ██████████	██████████ 2024 ██████████
44	Nothing is thoroughly explained	██████████ 2024 ██████████
45	I am at the position where I see everything that goes on within the division. That being said, no explanation of changes are necessary, as I already see it coming; however, if ever an explanation is needed, Major ██████████ is open to discussion as to the reasonings behind the changes.	██████████ 2024 ██████████
46	Communication seems to be minimal at times or delayed. (too many channels or a bottle neck of info from top to bottom).	██████████ 2024 ██████████
47	There has been a major workplace change that occurred around the time that the 13.5 hour schedule came out, which was the shuffling of beats and letters. From my understanding, this was suggested from a certain rather new Lieutenant to the district to increase productivity and work performance, but there was no real explanation for the changes that came about. It appeared that the purpose of the change was to separate officers from other officers and their beats. This shuffling/switching of beats and letters will occur again at the upcoming push on	██████████ 2024 ██████████

2024 Commander Performance Survey

March 17th. There seems to be no transparency or discussion with officers prior to any changes made.

48	No one met Major [REDACTED] and there was NO communication established. [REDACTED] makes the changes and doesn't care how it affects patrol officers and their families.	[REDACTED] 2024 [REDACTED]
49	Very relatable.	[REDACTED] 2024 [REDACTED]
50	At times, changes are made at the executive level are not explained due to the high chance of officer(s) feeling entitled to make a complaint if the change is not in their favor. So...commanders may feel otherwise.	[REDACTED] 2024 [REDACTED]
51	Lack of support staffing for events. Why does fourth watch work weekday mornings during the lowest call volume? What are they supporting?	[REDACTED] 2024 [REDACTED]
52	The Command changes things at the workplace to show their supervisors that they are doing something. Most changes I have seen were just annoyances and did little to reduce crime, improve moral or improve safety.	[REDACTED] 2024 [REDACTED]
53	When workplace changes occur, my commanders thoroughly explain the reasons for the changes.	[REDACTED] 2024 [REDACTED]
54	We are kept informed by our commanders.	[REDACTED] 2024 [REDACTED]
55	When the RTO was discontinued Major [REDACTED] related that his personal opinion he never saw a reason for the RTO and it wasn't utilized in D4 so why did we need it.	[REDACTED] 2024 [REDACTED]
56	My way or the highway.	[REDACTED] 2024 [REDACTED]
57	I haven't seen a commander explain a thing. Nobody visits line-ups, we don't have regular meetings or updates, and "open door policies" don't exist when a supervisor tells you not to call them because they want to sleep on duty, a Lieutenant goes home right after line-up, or a Captain or Major are never in the office or too busy working out in the gym to be bothered.	[REDACTED] 2024 [REDACTED]
58	Major [REDACTED] had no explanation as to why Captain [REDACTED] and himself were being transferred.	[REDACTED] 2024 [REDACTED]
59	The D3 command states clearly the reasons why changes are made. All for the better.	[REDACTED] 2024 [REDACTED]
60	They do it because they feel its what's in their best interest. The Commander doesn't feel the need to talk to the rank and file, they just need to do what they are told. The reason for the change is because the commander said.	[REDACTED] 2024 [REDACTED]
61	Refer to #7	[REDACTED] 2024 [REDACTED]
62	They do their best with the circumstances.	[REDACTED] 2024 [REDACTED]
63	They do not tell us much. They went into hiding after the green envelope incident. They need to be removed. Not too many officers respect them anymore after their lies.	[REDACTED] 2024 [REDACTED]
64	It just doesn't happen.	[REDACTED] 2024 [REDACTED]
65	yet again too vague of a question. please be more specific. if it is referring to LT's and Supervisors then yes.	[REDACTED] 2024 [REDACTED]
66	When changes are made in procedure, an email is sent with reasons for change.	[REDACTED] 2024 [REDACTED]
67	Again, regarding the RCP situation, Officers were told to cite at one point, then not to cite at another point. An ACLU lawsuit was cited as one of the concerns, but these types of directives, whether official or unofficial, cause confusion to patrol Officers, which in turn, creates confusion for Officers.	[REDACTED] 2024 [REDACTED]
68	Changes happen and I never know why they are happening until maybe way after and the reasons sometimes don't make sense.	[REDACTED] 2024 [REDACTED]
69	Major [REDACTED] has made positive changes mostly regarding patrol and supplemental unit staffing and has thoroughly explained the reasons for such changes.	[REDACTED] 2024 [REDACTED]
70	SEE ANSWER TO #7.	[REDACTED] 2024 [REDACTED]
71	The only real workplace changes have been personnel changes, which are easily explained.	[REDACTED] 2024 [REDACTED]

2024 Commander Performance Survey

72	There have been many changes within our district and I'm always the last to know. When I find out it's not even from my Commanders. Also, the Command wants to move me back in to a hostile work environment and workplace violence with no explanation why.	2024
73	The reasoning behind decisions, when available to be shared, are indeed immediately shared with our Division, through me, via our AC.	2024
74	usually changes are made last minute and with vague reasoning. when asked to explain further, command appears offended	2024
75	There is no communication between the Command and myself. I do not know what is happening around the district as far as changes in personnel, etc. I find out all changes from someone else after the change was made.	2024
76	Oftentimes when changes come from above (4th floor) we are told to adapt to the changes with no explanation as to why the changes are occurring. This usually means going from doing things in a way that wasn't broken and making changes for the sake of change. The lack of explanation, which could presumptively be done in as little as 30 seconds for most changes, causes derision due to the lack of treating the officers as meaningful parts of the department. It is demeaning and rude to not treat the officers as adults.	2024
77	Sometimes due to confidentiality, reasons are not always given. This is understandable.	2024
78	major keep changing things but don't tell us why. If it ain't broke, then why fix it?	2024
79	The major and captain came in and made several changes immediately with no explanation for any actions	2024
80	Never and when changes do occur they make no since. The history in my years with hpd there is a saying - "if it makes since they wont do it"	2024
81	Yes, they make it known of their aspirations to reach the fourth floor by their actions.	2024
82	The Major chose a new lieutenant who is still on probation to be his acting captain. His decision making is suspect.	2024
83	Changes are made because they said so, no reason given much like the goals and objectives. Zero communication to include the 4th floor.	2024
84	Never explained any changes.	2024
85	YOU HAVE TO BE PRESENT TO EXPLAIN THINGS / I WORK MIDNITE WATCH .. SAW MAJOR ONCE AND CAPTAIN .. NOT ON NIGHT WATCH	2024
86	No reasons explaining the removal of OT projects.	2024
87	There are no changes	2024
88	See #4	2024
89	Some of the projects that were used for overtime were cancelled and the command did not tell us why the overtime projects were cancelled. The overtime projects were then put into patrol time to do. I preferred the overtime projects. We also have not even met the new command in person yet...	2024
90	I was informed that I was being changed from my Special Assignment position back to patrol and not provided with an explanation as to why.	2024
91	I have yet to see hear from the captain or major ever since they did their little meet and greet when they first came in. Changes are made with no explanation from them	2024
92	Very detailed emails.	2024
93	Not all workplace changes are explained by our command.	2024
94	definateately.	2024
95	I believe the internal meeting set by the Commanders relays the information well to the supervisors or inform the subordinates.	2024
96	Commanders are moved with very little or no explanation as to why.	2024

2024 Commander Performance Survey

97	"Thoroughly" is a highly subjective term. Rarely are in-depth explanations offered for change of command decisions. On occasion an explanation will be offered but never the "real" reason for it.	2024
98	The current command staff fails to properly explain changes. At times, their explanation appears to more of defensive justification as why the changes are occurring. Reasonings such as "this how its done in other places". Or "this place didn't have it".	2024
99	Major is thorough in explaining changes that occur and potential reasons as to why changes are being made.	2024
100	SAA	2024
101	Not always. Sometimes it just happens and we have to roll with it. It usually doesn't affect me that much.	2024
102	Major [REDACTED] has excellent communication skills. I never feel like I am in the dark about changes and the reasons for changes. If I have a question, he takes the time to listen and communicate.	2024
103	I was pleasantly surprised at the transparency that is shown by Major [REDACTED] and Captain [REDACTED] with regards to changes in the workplace. They take the time to explain and give the reasons for changes in the workplace (we are currently in the process of making staffing changes due to staffing shortages, renovating our office space, etc...) which greatly improves the acceptance of these changes by the employees.	2024
104	Commander's intent/decisions gets lost from it rank on down.	2024
105	Does not explain, its a "do what I say because I'm the Major" mentality.	2024
106	The major has stated why he wants to implement change, but no clear guidance on how it should be implemented.	2024
107	A/Major [REDACTED] always keeps all of us informed about changes that affect the district or the station in general and effectively explains the reasons for the changes.	2024
108	Typically orders are given without explanation.	2024
109	Does not really apply, we have not had a command change for quite sometime.	2024
110	Too much. 2-hour meetings to repeat the same information 10 times is ridiculous.	2024
111	They hardly speak to us and when they do they really don't say too much.	2024
112	The changes are explained to supervisors who then share with the employees. Thoroughly explained is subjective, the change is explained to the audience needs.	2024
113	What command does is secretive in nature and only spoken of within their circle of "friends"	2024
114	Captain, and Acting Lieutenant are the problem.	2024
115	Information is provided by the Lieutenant.	2024
116	One of the first orders that came down was related to vacation leave. The order was that no vacation leave would be approved if staffing was under 15 people. It was later explained that the command meant to apply this rule only to people that were outside of their vacation month. To the rank and file this felt like an intentional attack on our rights. After creating chaos, the specifics were explained, and things calmed down. It all could have been avoided if it had been properly explained in the first place.	2024
117	Major [REDACTED] takes the time to actively explain his decisions to his personnel so they understand the "why".	2024
118	This disagree rating is prior to June 2022 only. There were many conflicts with change because the impacts and concerns were not flushed out prior to the action date.	2024
119	They explain, don't know about thoroughly	2024
120	Since the new command has come in, I observed multiple questionable changes made. No justification given other the persona of "because I said so"	2024
121	My command is very transparent when it comes to what goes on at work and what is passed	2024

2024 Commander Performance Survey

down from upstairs.

122	Major [REDACTED] communicates well and lets us know what is changing, and more importantly, why.	[REDACTED] 2024 [REDACTED]
123	Very poor to absolutely no communication for anything in the division.	[REDACTED] 2024 [REDACTED]
124	Any changes within the division are explained, with positive/negative feedback always encouraged.	[REDACTED] 2024 [REDACTED]
125	Communication between the command and personnel is clear and concise.	[REDACTED] 2024 [REDACTED]
126	Leadership is Self Absorbed and has Sociopathic Tendencies	[REDACTED] 2024 [REDACTED]
127	No. Violent crimes staffing is full and perhaps over what should be assigned. There is no explanation as to why property crimes has a higher case load but less staffing. All the command can say is that maybe the next push property crimes can get positive staffing levels.	[REDACTED] 2024 [REDACTED]
128	There is total lack of communication, in almost every aspect, unless maybe if you are a supervisor and participating in the supervisor meetings.	[REDACTED] 2024 [REDACTED]
129	The command has changed / updated the MOP's for District 3. Again they only rely on the Lieutenants, line up, and emails that only states the change. I want to hear the reason why it is changed. There is no communication with the command, especially to a Captain that is not approachable.	[REDACTED] 2024 [REDACTED]
130	I've only seen him twice	[REDACTED] 2024 [REDACTED]
131	Only through emails, which I said can be interpreted differently among individuals.	[REDACTED] 2024 [REDACTED]
132	Major [REDACTED] sent out a few emails in the past few months stating some of the changes he wants to implement in the district which make absolute sense. Even though his orders have not been popular amongst some, they are very reasonable and he explained why he wanted them.	[REDACTED] 2024 [REDACTED]
133	Changes just happen and you find out when it does happen. If you say anything about it you are considered as someone who is a trouble maker that does not support their decisions.	[REDACTED] 2024 [REDACTED]
134	Refer to the answer from question #7. We are rarely in communication with our commander. If any changes occur, we are notified briefly through email.	[REDACTED] 2024 [REDACTED]
135	its my way or the highway!	[REDACTED] 2024 [REDACTED]
136	When transfers are being done, the Officers/Detectives who are in the division should have first pick at transferring to another detail within the division whether there is a first or second choice of the preferred detail. When Command chooses to put an incoming Officer/Detective in a specific detail over an Officer/Detective who is already in the detail who put in to transfer, this is only one example of an unfair practice (bad Command decision) which leads to loss of credibility and bad morale.	[REDACTED] 2024 [REDACTED]
137	Timely discussions take place regarding changes in the workplace. The commanders have been great at answering questions and soliciting feedback.	[REDACTED] 2024 [REDACTED]
138	Acting Lt. [REDACTED] has excellent communication skills primarily because he employs face-to-face discussions to communicate the dept's goals/objectives as opposed to just sending emails. He also has regular meetings with our Detail and includes the Prosecutors and related personnel to make sure everyone is on the same page.	[REDACTED] 2024 [REDACTED]
139	There was no reasonable rationale given when we had to move into different cubicles. It seemed most of the lab personnel disagreed with moving; however, upper management went ahead and implemented the move anyway. Opinions were asked from some lab personnel; however, it felt like those opinions were ignored and was just a way to "show" there was some effort in getting a feel of how everyone felt about moving.	[REDACTED] 2024 [REDACTED]
140	I feel like changes happen arbitrarily and often as a result of something bad happening. There's little to no explanation when command staff changes occur, but there are rumors that spread.	[REDACTED] 2024 [REDACTED]
141	[REDACTED] and [REDACTED] have been great in supporting the needs of both the shop and the employees.	[REDACTED] 2024 [REDACTED]
142	Again, it's the delivery of the message and how it's received. Often, we are confused of what is	[REDACTED] 2024 [REDACTED]

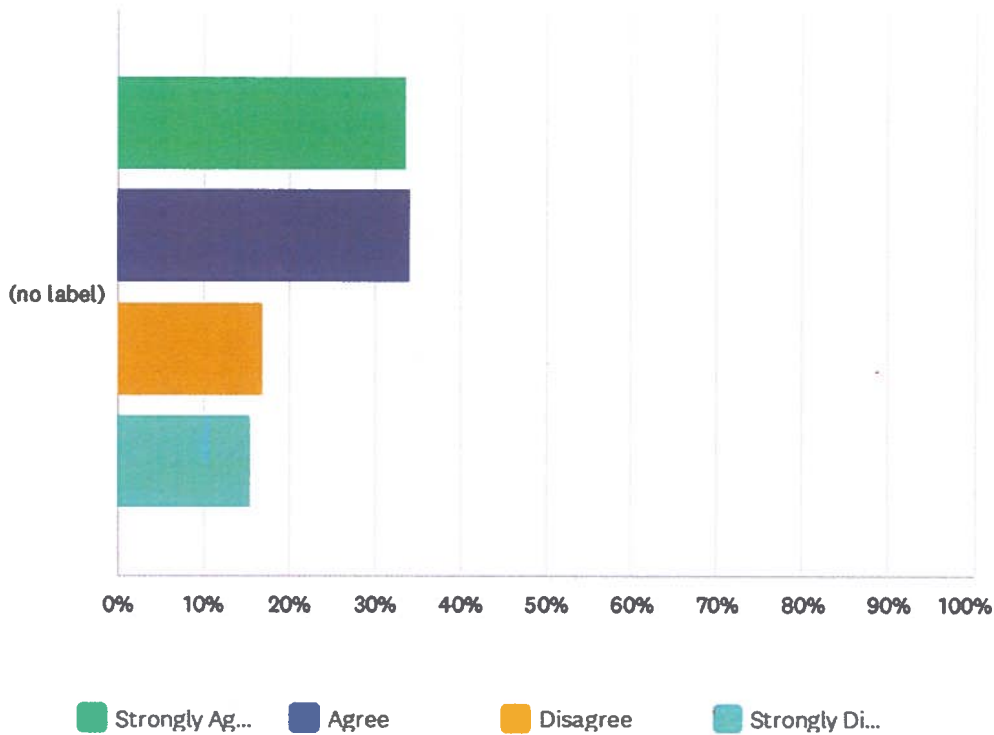
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expected.

143	The captain for the violence side always gets what the violence wants. Our new captain tries to improve out manpower, but it appears more important for Violence side than property crime.	[REDACTED] 2024 [REDACTED]
144	Our command is very transparent and forward thinking when changes are made within our district. For example, while transitioning to the 13 hours shifts, the command was well ahead of other Districts in planning of the schedules and logistics.	[REDACTED] 2024 [REDACTED]

Q9 Your commanders effectively communicate their vision of the element.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	33.62% 158	34.04% 160	16.81% 79	15.53% 73	470	2.14

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	THAT IS A DEFINITE "NO"	██████ 2024 ██████
2	They do a pretty good job of communicating their vision, unfortunately the higher ups do not effectively communicate a vision for the department. Just repeating "crime is down" doesn't make it so. And when many people personally have negative crime experiences telling them that crime is down doesn't cut it with them. Their perception is reality.	██████ 2024 ██████
3	No. Our current command is a joke that has no support or even sympathy for those in whom they command.	██████ 2024 ██████
4	Captain ██████ recently organized a meeting on Feb. 1, 2024. Prior to that, the last Lt. meeting was on April 6, 2023. CID usually passes out information via emails with no discussion or explanation why changes are made. During the Feb. 1st meeting, a lot of items were discussed, but no changes have been made. the command has not followed up on the items discussed during the meeting. It has been over a month and a half, and there has been no follow up meeting, no comments, and no changes. Major ██████ and Captain ██████ or Acting Captain ██████ at the time have not discussed any of the directions they are headed in.	██████ 2024 ██████
5	no communication like mentioned. sometimes the wheel doesn't need to be reinvented commander!	██████ 2024 ██████
6	It looks like the Major completely overhauled our CPT and Bikes Detail. But when I asked them why, none of them really knew why nor did the command communicate their vision about the change.	██████ 2024 ██████

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7	Like I mentioned in the previous answers my command fails to communicate with their officers.	██████ 2024 ██████
8	Again, the discussions and statements are not clearly understood by the officers and supervisors when it comes to the working on the road short and our safety is always in the balance depending on the amount of officers working and the supervisors span of control due to working with only 2 sgts. for 3 sectors.	██████ 2024 ██████
9	My immediate commander has made his vision clear to the element. However, I would really like to see a stronger, more clearly defined vision coming from the upper echelon of command.	██████ 2024 ██████
10	Yes, my commander's vision of our section is always to provide the best service we can, with limited resources and personnel. Our section's manual of procedures is constantly being adjusted to align with the Department's vision.	██████ 2024 ██████
11	The commanders would write up a quarterly email and send it to the division as a way to remind the officers on how they value the officers.	██████ 2024 ██████
12	Our superintendent is very clear of our purpose and that is to serve the departments needs of their vehicles.	██████ 2024 ██████
13	I have never met Major ██████ and have never spoke with him in person or via email. I am unsure of how he would "effectively communicate" anything without communicating.	██████ 2024 ██████
14	The goals are communicated in a way to degrade the officers. Making spur of the moment changes and bringing officers morale down.	██████ 2024 ██████
15	The Commanders seem to be running the division on a day to day basis with a knee jerk reaction to the media. One week its one thing and the next week another. Its unclear what they want the division to look like!	██████ 2024 ██████
16	A commander and the officer under them will never have the same vision. A commander will look better by squeezing out as much work and stats as possible for the least amount of money. ██████ being new to District 1 wants to show results from changes he implements. Officers just want to come to work, do their job the best they can, and go home their families. They aren't working to promote someone to AC. ██████ does a poor job because his vision is not inline with those that work under him.	██████ 2024 ██████
17	We are all quite aware of the ongoing unfilled positions within our division and the department. We are all under the same pressure to keep up HPD's standards of service. Major ██████ had had to manage the division without a lieutenant or captain for much of his time as division commander. He really needs more support from the top. Despite these handicaps, he enlists the entire Division to support one another in keeping on time and on task with Finance's required work products.	██████ 2024 ██████
18	Highly approachable and easy to speak with. Absolutely NO chip on his shoulder.	██████ 2024 ██████
19	Our Assistant Chief regularly communicates with our division on projects that fulfill the goals and vision of this dept.	██████ 2024 ██████
20	When trying to implement new ideas or "visions", our commanders communicate the punishments for non compliance first, then what they want to happen, and THEN the reason for the changes.	██████ 2024 ██████
21	We have a great vision and mission. Need to revisit the plans more often.	██████ 2024 ██████
22	Never communicates, but the vision has to be work us to the bone without any recognition that we need more support.	██████ 2024 ██████
23	The command do and they don't.	██████ 2024 ██████
24	The only vision of the element that has been expressed to us is to issue more speeding citations.	██████ 2024 ██████
25	No.	██████ 2024 ██████
26	No specific vision plan (Communications Division) besides the need to hire more people	██████ 2024 ██████
27	There is no communication from the command, therefore I am unaware what the vision is.	██████ 2024 ██████
28	I do not know, never observed this	██████ 2024 ██████

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29	I don't know what their vision is. Make D3 better. D3 was great before they came.	██████████ 2024 ██████████
30	They explain what they expect from us.	██████████ 2024 ██████████
31	INDIVIDUALLY THEY MAY SAY SOMETHING, BUT AGAIN, SHOULD BE DONE CONSISTENTLY THROUGHOUT THE ENTIRE COMMAND.	██████████ 2024 ██████████
32	Major ██████████ explains what she wants and how we can achieve our goals.	██████████ 2024 ██████████
33	Yes they do but as Police officers, we see the worst that society provides and sometimes our personnel needs to be reminded that they are appreciated beyond doubt so they stay the course and try their best to be the best stewards for the community they serve.	██████████ 2024 ██████████
34	Major ██████████ clearly has an alternate, more deeper agenda that does not have SSD best interest in mind.	██████████ 2024 ██████████
35	I believe she is lying to us. She tells us that her vision for the division is to build it up, but she seems to be doing the opposite. It actually is materializing as we are losing personnel and others are close to making a decision to retire because of the toxic nature she created here.	██████████ 2024 ██████████
36	I've never heard my command share their vision	██████████ 2024 ██████████
37	As stated before, Major ██████████ was straight forward with his vision of the NVD from day one, and continues to communicate with the division every quarter.	██████████ 2024 ██████████
38	I have not heard or have been told of any vision of the element by commanders.	██████████ 2024 ██████████
39	██████████ the worst leader that should not be in his position. Only took position to benefit himself before he retires soon.	██████████ 2024 ██████████
40	What is the vision of our Element?	██████████ 2024 ██████████
41	My commanders effectively communicate their vision of the element.	██████████ 2024 ██████████
42	The commands expectations are explained clearly and effectively.	██████████ 2024 ██████████
43	Neutral.	██████████ 2024 ██████████
44	No vision was told to the watches, just that fixed were needed.	██████████ 2024 ██████████
45	Again, no idea where we are headed.	██████████ 2024 ██████████
46	My commanders have not communicated any vision of anything to me in at least 10 years, except for their belief that my work should come for free and overtime expenditures of any kind, for any reason or situational condition whatsoever, are worse than violating someone's civil rights, because preparing an operating budget is harder than folding space and time or turning lead into gold.	██████████ 2024 ██████████
47	From Day 1, the D3 command has explained and set forth their vision for our unit.	██████████ 2024 ██████████
48	Refer to #7	██████████ 2024 ██████████
49	Refer to #7	██████████ 2024 ██████████
50	My watch have good Watch Commanders.	██████████ 2024 ██████████
51	See question 7	██████████ 2024 ██████████
52	No they do not. They only expect more work done, but they are not giving us adequate staffing.	██████████ 2024 ██████████
53	Nope.	██████████ 2024 ██████████
54	yet again too vague of a question. please be more specific. if it is referring to LT's and Supervisors then yes.	██████████ 2024 ██████████
55	Directors went over this when I was hired.	██████████ 2024 ██████████
56	Again, the HPD vision regarding homelessness is that it is not a crime, yet Officers are sent to address areas of RCP saturation.	██████████ 2024 ██████████
57	I don't know the commanders vision.	██████████ 2024 ██████████

2024 Commander Performance Survey

58	In every bi-monthly leadership meeting, Major [REDACTED] provides vision for forward movement and empowers the Watch Commanders to make decisions to fulfill that vision.	[REDACTED] 2024 [REDACTED]
59	NOTHING HAS BEEN COMMUNICATED TO THE WATCHES DIRECTLY BY THE DISTRICT COMMAND.	[REDACTED] 2024 [REDACTED]
60	Some do. Some don't.	[REDACTED] 2024 [REDACTED]
61	They don't talk to me about the vision of the element.	[REDACTED] 2024 [REDACTED]
62	Thanks to the vision of our AC for our element, we have increased our retention, our recruit support, and our implementation of new technology. My work toward achieving this vision is clearly discussed and spelled out, making my job more effective.	[REDACTED] 2024 [REDACTED]
63	no regularly scheduled meetings to discuss operations and get ideas up and down the chain of command	[REDACTED] 2024 [REDACTED]
64	No communication.	[REDACTED] 2024 [REDACTED]
65	I feel that the Major and Captain of my element, while they can be blunt, always set myself and others up for success.	[REDACTED] 2024 [REDACTED]
66	The major and captain only stress chain of command and do not promote an atmosphere of open communication.	[REDACTED] 2024 [REDACTED]
67	This is why people are leaving - 25 and out- no reason to stay	[REDACTED] 2024 [REDACTED]
68	Yes, through their demands and executive style execution to meet THEIR expectations to boost their chances of a promotion to the fourth floor.	[REDACTED] 2024 [REDACTED]
69	When a commander is unfamiliar with the skill set of his new division, it is a recipe for failure, and that is what is occurring in D6.	[REDACTED] 2024 [REDACTED]
70	Their vision is not shared nor is it posted. The complete lack of communication from the chain of command is horrible.	[REDACTED] 2024 [REDACTED]
71	WE ARE THE LAST TO BE TOLD ANYTHING THEY ARE PROPOSING WITH OUR UNION	[REDACTED] 2024 [REDACTED]
72	Major has not introduced himself or showed up to lineup.	[REDACTED] 2024 [REDACTED]
73	Many of the changes that occurred were made too fast without accessing the situation. Comments were made that previous administrations have overlooked the problems too long and never addressed them.	[REDACTED] 2024 [REDACTED]
74	Pathway Guardians?	[REDACTED] 2024 [REDACTED]
75	See #7	[REDACTED] 2024 [REDACTED]
76	After the new command took over, things started to change a lot (such as cancellation of overtime projects, etc) and there were no communication as to why the changes were made. Only to do them because the command says so.	[REDACTED] 2024 [REDACTED]
77	I have not had any communication other than when I initiate it. I have had no discussions in regards to a vision for the element.	[REDACTED] 2024 [REDACTED]
78	They don't talk to the watches	[REDACTED] 2024 [REDACTED]
79	What exactly is the meaning of effectively communicate? Communicate to pass info or communicate to get buy in?	[REDACTED] 2024 [REDACTED]
80	The vision is always reinforced at Divisional meeting that support is here for staff.	[REDACTED] 2024 [REDACTED]
81	The police administration has never communicated their vision or expectations of MED.	[REDACTED] 2024 [REDACTED]
82	No they do not. They have only informed of us that they will make changes as they see fit. I don't know if they have any long term or short term goals for the district.	[REDACTED] 2024 [REDACTED]
83	Each commander has their own view of how they want their assigned unit/element to flow. There is no consistency and sometimes no 'effective' communication regarding new changes. Create more consistency and not allow commanders "free reign" without their own accountability.	[REDACTED] 2024 [REDACTED]

2024 Commander Performance Survey

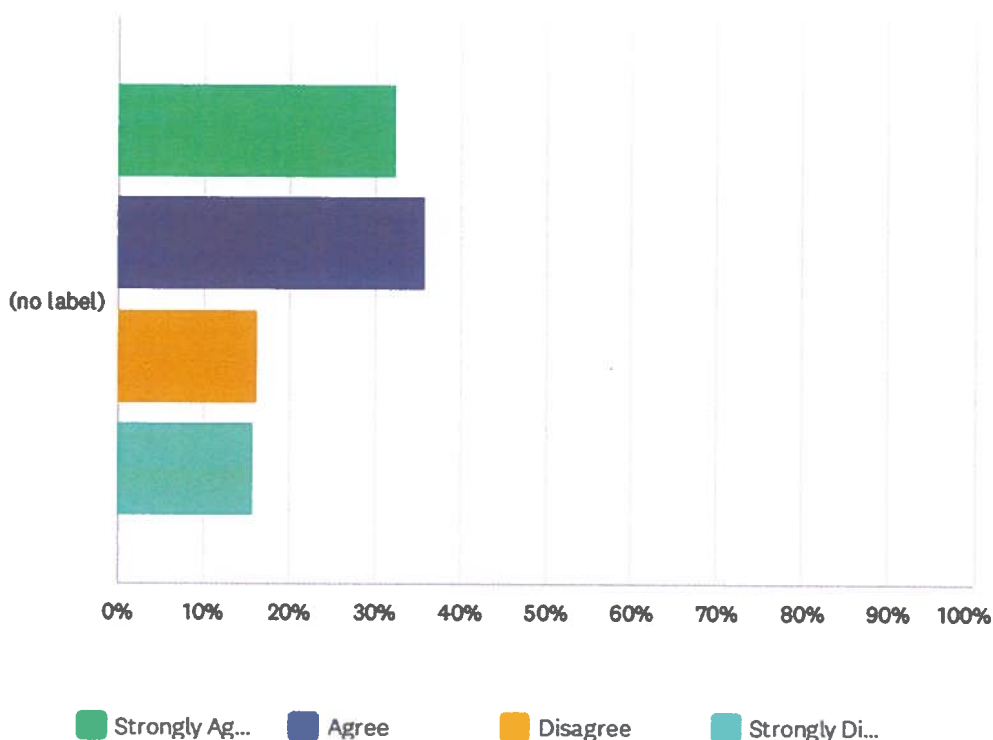
84	SAA	██████████ 2024 ██████████
85	Major ██████████ is an excellent communicator in all aspects. His office door is truly always open.	██████████ 2024 ██████████
86	Major ██████████ and Captain ██████████ have effectively communicated their vision of the element (division) from the first day I arrived as a newly promoted Lieutenant and made sure I knew their vision so I could support them in their efforts to achieve it. I was impressed with their vision for the element (division) especially at a time when most commanders are content with the status quo.	██████████ 2024 ██████████
87	Never clearly stated.	██████████ 2024 ██████████
88	There is no clear vision, just expectations. Expectations are good, but a clear vision, or game plan to reach that expectation would be helpful.	██████████ 2024 ██████████
89	I don't really know the vision.	██████████ 2024 ██████████
90	Somewhat	██████████ 2024 ██████████
91	We are tasked to work short and do more and cut our overtime hours.	██████████ 2024 ██████████
92	My division commanders vocalize their vision of the division.	██████████ 2024 ██████████
93	CID has been stagnate for a while, but with shortage through out the department something needs to be done to improve retention. We are losing too many good detectives because nothing is really getting done, specifically regarding weekend lockups still being a thing.	██████████ 2024 ██████████
94	Command said to the watches We are here to make changes to make the district better and we are NOT punishing you guys. But yet it is exact words which are said to different ranks from supervisors to footmen officers that ██████████ says he is disappointed in these personnel and that because of them the District is fucked up	██████████ 2024 ██████████
95	Captain, and Acting Lieutenant are the problem.	██████████ 2024 ██████████
96	This appears to be a work in progress pending what the higher command wants at the time.	██████████ 2024 ██████████
97	I have no idea what the vision for D3 is.	██████████ 2024 ██████████
98	Major ██████████ addressed the District to highlight his expectations and has followed up on it during his time here.	██████████ 2024 ██████████
99	This disagree rating is prior to June 2022 only. The command failed to actively participant in the daily operations.	██████████ 2024 ██████████
100	1 only commander	██████████ 2024 ██████████
101	I don't know what their vision of the element is other than saying that they heard D-3 was F'd up and that they're here to "fix it" as they said in their first and only introductory meeting to the district.	██████████ 2024 ██████████
102	There is a clear direction conveyed from the Major and Captain as to the goals and direction of NVD.	██████████ 2024 ██████████
103	No communication. command has no vision of the element.	██████████ 2024 ██████████
104	This is laid out for all new employees to the division and any changes or updates to their vision is discussed as the need arises.	██████████ 2024 ██████████
105	The vision is parallel to the Chief's vision and reiterated through chain of command.	██████████ 2024 ██████████
106	Leadership has no issues communicating THEIR vision. Leadership is the End All know All, specimen of PERFECTION.	██████████ 2024 ██████████
107	Nope.	██████████ 2024 ██████████
108	I have never heard of a vision of our element . . .	██████████ 2024 ██████████
109	The District 3 Command relies on the Lieutenant to pass on the word of what is wanted. Again promises from the Command was an "Open door policy" was made, which was later changed to "Follow your chain of command". We were also told that the command would speak to the Officers once a month, which because of their lack of compassion, is fine with me.	██████████ 2024 ██████████

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110	Every day I open an email about his vision and if we dont like it we can be moved	████ 2024 █████
111	Again, Major █████ has made his vision very clear for District 6 and has put it in writing. While it may be unpopular to some, he has strong commander level decisions on how he wishes to run his element.	████ 2024 █████
112	It is clearly known that it is only important to have the appearance of looking good to others without having any substance behind of actions. As long we dont get complaints even though they are not justified is what really matters. What they care about is getting promoted higher.	████ 2024 █████
113	Refer to #7 and #8.	████ 2024 █████
114	I dont think the rank and file understand what's going on with all the changes.	████ 2024 █████
115	It is clear what the vision / mission is.	████ 2024 █████
116	There is no clear direction from upper management in terms of the vision of SIS.	████ 2024 █████
117	Our command does effectively communicate their goals and vision to us. I really appreciate the open communication. It makes orders a lot easier to carry out when you understanding the "why".	████ 2024 █████
118	████ and █████ have been great in supporting the needs of both the shop and the employees.	████ 2024 █████
119	The message is often given via e-mail that only mentions that in the Commander's meeting, the Chief mentioned issues of low citations to e bikes, so tell everyone to up their stats.	████ 2024 █████

Q10 Your commanders recognize employees who are doing a great job.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	32.34%	35.74%	16.17%	15.74%	470	2.15
	152	168	76	74		

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	SEE #6	██████ 2024 ██████
2	They recognize that there is a lot of good work being done in the district but it always comes with a "but" also have them do this or more of that or something else. More tasks are always added, the load never lightens.	██████ 2024 ██████
3	As far as I know, they punish even those who do a great job. Look at Sergeant ██████. The DUI king that brings in weekly stats that rival monthly department stats. He also got stabbed in the back which causes him to disengage at work to prevent unnecessary scrutiny and punishments.	██████ 2024 ██████
4	The only feedback we receive are negative ones from Captain ██████ as to why a case wasn't handled a certain way. There is no praise, feedback, or direction from the command.	██████ 2024 ██████
5	It seems like everyone is getting written up for anything and everything.	██████ 2024 ██████
6	Sometimes the commanders show some recognition but in my opinion they tend to focus on the wrong things. I believe the employee who shows he/she can be responsible for coming to work and consistently do their jobs deserve a lot more recognition from the command than they give. A lot of our officers are in the field giving citations daily and yet the acting lieutenants get recognized for being in the office and doing their jobs.	██████ 2024 ██████
7	My commander recognizes deserving employees.	██████ 2024 ██████
8	He occasionally visits with the officers and verbally praises them.	██████ 2024 ██████

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9	They do, but not always for all employees.	████ 2024 █████
10	Positive feedback can be heard throughout the day from the d7 front office as they are very open to talking and inspiring to the officers.	████ 2024 █████
11	Yes and no with more towards no. I have been recognized in the past for my efforts, my superintendent has often thanked me for my efforts but there is a very unequal distribution of work that goes on. Often feel singled out because I have more experience than other employees in the section leading to more difficult jobs expected of me, to be clear its not that I don't like a challenge. In fact, being challenged makes my work more enjoyable for me. Its just that the less experienced get away with barely working/not being expected to be able to accomplish the more difficult jobs. We are all the same pay grade.	████ 2024 █████
12	As far as I know, Major █████ has not recognized any Officers for their efforts. Everyone I have spoke to has yet to meet him since coming to the District.	████ 2024 █████
13	They don't recognize the Officers who are out there risking their lives everyday as they jump on their motorcycles. At the last chief review, most of the chief's coins were given to the admin officers sitting behind the desk doing administrative assignments.	████ 2024 █████
14	Appreciation is recognized not only by words but actions and how employees are treated. The words of appreciation contradict the actions toward officers that are working day and night to live up to the Mission Statement of The Honolulu Police Department. Many instances, officers that are behind a desk in a secured police station, are being glorified for their work assignments and duties over officers that risk their lives more frequently and deal with the public and the unpredictable situations that come close to costing a life.	████ 2024 █████
15	There is no acknowledgments ever made! The only thing I've ever seen was 384's that come in from outside of the department and they write a small note. There are multiple employees who do an outstanding job, yet they are moved from their position with no reasoning. It appears no matter what we do it doesn't matter to them.	████ 2024 █████
16	Ya, the reward for doing a great job is winning more work to do. OR better yet, you'll get to feel the punishment of employees doing a bad job because to get at them, our commanders will apply their punishments to everyone, even those doing well.	████ 2024 █████
17	He generates a positive atmosphere, including playfulness (as appropriate). He encourages division-wide activities, such as celebrations and acknowledgements. Everyone is recognized for their contributions and accomplishments— no matter their position or rank.	████ 2024 █████
18	My superintendent shows favoritism towards the less qualified and knowledgeable mechanics and nitpicks and over scrutinizes what the more knowledgeable and higher producing mechanics are doing.	████ 2024 █████
19	Sometimes I feel he is too generous with his recognition. Early on, I sometimes would wonder if he was trolling me or if he believed that "words of encouragement" was something that motivated me as a worker, but now I think he just is genuinely thankful for the work that people do here at the PSO.	████ 2024 █████
20	Commanders always encourage supervisors to write commendations for deserving officers.	████ 2024 █████
21	Yes, I've been recognized for a case or two.	████ 2024 █████
22	They are trying to put something together.	████ 2024 █████
23	They have complimented the units good work and expressed their appreciation for the unit's effort and production.	████ 2024 █████
24	After a big shooting or PSO case our management have not checked in, its more of if there was an issue we bring it to them. Our work goes unrecognized.	████ 2024 █████
25	Most of the time, lots of favorites.	████ 2024 █████
26	NEVER.	████ 2024 █████
27	No, they never did. If the command did, it was to hold them from moving up, or going to another department for training. The employee would have to speak up for themselves without the command knowing.	████ 2024 █████
28	Our Lieutenants and Sergeants constantly provide positive feedback and recognize our hard	████ 2024 █████

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	work.	
29	All the time.	██████ 2024 ██████
30	When face to face meetings occur it is often to criticize. Officers receive little to no positive feedback regarding their efforts with community events and other additional assignments.	██████ 2024 ██████
31	No. She doesn't even take the time to congratulate the latest SSD officers who got promoted and attend the promotion ceremony.	██████ 2024 ██████
32	This is a thankless job, We don't look for the accolades or recognition. If it was a major case, LT or PCO IV might be mentioned in lineup. Good job. Otherwise, "thank you for coming to work." No feedback from command or higher up.	██████ 2024 ██████
33	PCO 1 & 2 .. we know who does exceptional in line ups and we should get a CHIP for it or any recognition outside of HPD also for volunteering our personal time . ex// shop w/cop..	██████ 2024 ██████
34	It seems that the Major solely focuses on anything wrong that happens and does not appear to appreciate patrol.	██████ 2024 ██████
35	Rumors relate that command is looking to get officers in trouble and use negative reinforcement and not positive. The sergeants convey a similar tone when informing us of the new command, telling us to just do our jobs so we will be left alone hopefully.	██████ 2024 ██████
36	Beside people saying good job as a whole, not sure	██████ 2024 ██████
37	They let the Officers know that they are doing a good job.	██████ 2024 ██████
38	"KUDOS" ARE ALWAYS GREAT - WE ALL CAN LEARN FROM OTHER'S SUCCESSES AS WELL AS FAILURES.	██████ 2024 ██████
39	Major ██████ is very aware of the cases and reports that are handled in the district and praises the officers when they deserve.	██████ 2024 ██████
40	They do but like I stated before, sometimes we pay more attention to the bad rather than focus on all the good our personnel does.	██████ 2024 ██████
41	I was never recognized for the work I performed in Traffic Division.	██████ 2024 ██████
42	No	██████ 2024 ██████
43	Although we are not in grade school where doing what we are supposed to do warrants for recognition, Major ██████ is consistent with recognizing hard work and praises those who complete tasks efficiently with the safety of his officers and community as the top priority.	██████ 2024 ██████
44	Every now and then officers are getting positive 384s or letters of commendation. I feel that officers used to get more positive recognition in the past.	██████ 2024 ██████
45	only favors bike and ATVs and ignores the great job the patrol officers perform.	██████ 2024 ██████
46	Verbally communicates to the employee of a job well done.	██████ 2024 ██████
47	Those shown favor get recognized. Others do not receive any recognition for their performance.	██████ 2024 ██████
48	There is no incentive to work hard. All special units are time or connection based. Time does not matter if you haven't done anything with it, why are people with awful stats that don't show up to calls and no resume being selected for specialty units?	██████ 2024 ██████
49	My commanders recognize employees who are doing a great job.	██████ 2024 ██████
50	The command regularly expresses their appreciation for the officers hard work.	██████ 2024 ██████
51	Maj ██████ and Cpt ██████ informed watches that D3 stats looked good, but doesn't specify who or what stats they were referring to.	██████ 2024 ██████
52	Does not come in and say anything to the watch.	██████ 2024 ██████
53	Commanders in this department definitely recognize employees who are doing a great job, as long as those employees are somehow related via family or friendship, to the commanders.	██████ 2024 ██████
54		██████ 2024 ██████

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55	D3 Captain and Major come by on a weekly basis to check in and thank us for the work that we do.	██████████ 2024 ██████████
56	Most times yeah, but sometimes can see get clicks that people have.	██████████ 2024 ██████████
57	I do not believe they do. Commanders only recognize employees who get in trouble because they are to busy dealing with all the innerworkings of a district/division. Also how do you recognize that employees are doing a great job if the standard in this department is to give the person who can finish the work more work since they finish the job.	██████████ 2024 ██████████
58	My Captain does.	██████████ 2024 ██████████
59	I feel this needs to be done more.	██████████ 2024 ██████████
60	we have to do a good job, we are the last line of defense for this department.	██████████ 2024 ██████████
61	Nope.	██████████ 2024 ██████████
62	yet again too vague of a question. please be more specific. If it is referring to LT's and Supervisors then yes.	██████████ 2024 ██████████
63	Directors are quick to compliment when a job was well done.	██████████ 2024 ██████████
64	A few more 384s for good arrests and handling of serious incidents would be nice. Squad level commanders should be encouraged to issue commendations more often if deserved.	██████████ 2024 ██████████
65	Major ██████████ and Captain ██████████ take the time to recognize supervisors and officers when good work is being done.	██████████ 2024 ██████████
66	AGAIN, SEE PREVIOUS ANSWERS.	██████████ 2024 ██████████
67	Never happened, that I know of.	██████████ 2024 ██████████
68	Staff of all levels and ranks are regularly recognized by our AC, either by commendations, emails or personal communication. We feel valued and respected.	██████████ 2024 ██████████
69	in this department it seems the only way to be noticed by command is to screw up. Those who do their job, even those who excel at it, are just taken for granted. It is frustrating to see officers who have many complaints/suspensions continue to get better opportunities for assignments and no accountability for their actions when you see them being buddy/buddy with the Commanders who make those decisions while officers who have clean jackets don't get the same opportunities at the same positions.	██████████ 2024 ██████████
70	I agree but I think there should be a need to do it more often so that more officers are recognized. In this job, many officers do not hear anything (i.e. how good they handled a certain case or difficult person) but are quick to be informed when they did something wrong. Equal efforts should be made both ways.	██████████ 2024 ██████████
71	Yes, staff have been nominated for various awards.	██████████ 2024 ██████████
72	people who actually do work are never rewarded or acknowledged, people who don't do work are always rewarded and are never told to actually work	██████████ 2024 ██████████
73	The major and captain will only promote and praise their preferred friends who will do their bidding without question	██████████ 2024 ██████████
74	The forth floor recognizes their favorites in the department- the yes men- the kiss asses.	██████████ 2024 ██████████
75	The Lieutenants and Sergeants show their appreciation for the men and women working under them. The command shows their aspiration to build an executive reputation for promotion on the backs of the hardworking men and women in patrol.	██████████ 2024 ██████████
76	The Major has shown he can clearly recognize when HE feels they are not.	██████████ 2024 ██████████
77	Only if the 4th floor tells them too.	██████████ 2024 ██████████
78	Only if you are in the inner circle (favoritism) then they will talk highly of you.	██████████ 2024 ██████████
79	I AM SURE THEY HAVE THEIR FAVORITES WHO THEY WORK WITH EVERYDAY	██████████ 2024 ██████████
80	Accommodations given to the respective officers.	██████████ 2024 ██████████

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81	The Sgt's never give HPD384's or put the Officers up for awards. I as a Cpl was evolved in a att'ed murder arrest. The officers did an outstanding job. I wrote them a HPD384 and I think it angered the Sgt's because I was doing their job.	2024
82	I have not seen them recognize anyone.	2024
83	Throughout my career, it depends on who the Commander is and who the employee is. I have seen some Officers provided with a 384 Accommodation for driving an entire year without getting into a Motor Vehicle Collision year after year. I have been employed with HPD for 17 years and have never been involved in a Motor Vehicle Collision. I have no 384 Accommodations. Recognition is subjective. Also, see number 6.	2024
84	There is no recognition for a good job and no morale to be proactive.	2024
85	It would be nice to receive tangible recognition for a job well done. Good work tends to be rewarded with more work/responsibilities without adequate recognition/reward/support. Even machines need maintenance else they wear down faster. Demanding alot/ too quickly leads to stress. Stress leads to wear/tear. Wear/tear leads to break down unless adequate maintenance/repair is maintained.	2024
86	Majority of the commanders put a strong emphasis on the negative things happening in the District and mistakes being made by Officers. Not enough emphasis is placed on the positive things being done by Officers. These things are discussed during Line Up.	2024
87	Yes always and also when their sick or injured.	2024
88	In general no. Officers work hard on daily basis and sometimes have to battle through days with a high call volume along with consistently being short staffed. If have not seen the command attend line up to at least generally give praise for the officers effort.	2024
89	Major commends all employees of their hard work.	2024
90	To my knowledge our new command has not acknowledge any outstanding Officers we have in the district.	2024
91	Providing positive feedback, no matter how small, helps people working in a thankless position.	2024
92	Even when I haven't thought I did a particularly good job, the Major will find something that I did well and tell me how well he thought I did. The weaknesses in my investigations are skillfully presented to me in the most positive and constructive way imaginable - so much so that I only realize after the fact that what was discussed was how I could do better the next time.	2024
93	I am grateful to Major [REDACTED] for recognizing hard work and communicating his appreciation. He is excellent at this.	2024
94	The general morale in this division is high because employees who are doing a great job are recognized and appreciated but more importantly deficient employees are identified and held accountable which leads to a feeling of fairness amongst the employees.	2024
95	Have not seen anything yet.	2024
96	No, Refer to feed back for question 6	2024
97	A/Major [REDACTED] always recognizes good work being produced in Kalihl.	2024
98	The spectrum of greatness varies by commanders.	2024
99	I haven't seen that yet. New Years Day, no one from command came in to say and thank officers for coming in and working and handling the Attempted Murder case. They never did!	2024
100	I am told by my commanders when I do a great job.	2024
101	Most detective aren't worried about attention or getting recognized. We are in our details for a reason and would rather have them improve efficiency within the division.	2024
102	There has been no recognition of any hard working, dedicated, and great working officer of District 3 by this current command	2024
103	Captain, and Acting Lieutenant are the problem.	2024

2024 Commander Performance Survey

104	The Lieutenant recognizes and appreciates what we do. DK about any rank above that.	2024
105	I have yet to see anyone recognized for good work.	2024
106	For every expectation of change to the current state of the division, there has not been a corresponding amount of acknowledgement of the hard work officers in District 1 put in every day. Unless maybe they're just doing that poorly of a job, which I would have to strongly disagree with.	2024
107	Major [REDACTED] uses positive feedback and will write commendations and/or award nominations to recognize good work.	2024
108	Major [REDACTED] will encourage and highlight positive work examples from various details in his district. He frequently highlights officers who have gone above and beyond expectations.	2024
109	This disagree rating is prior to June 2022 only. There was minimal recognition from the commander. I did have a conversation with the new XO and he made positive contacts with the personnel.	2024
110	Being patted on the back has never been anything I've expected because I knew how grueling this job could eventually be when I signed up for it. What is not okay are co-workers who do less than average in performance, consistently making errors in judgement, taking longer breaks and chows with the appearance of nothing ever being said to the individual because its a continuous cycle.	2024
111	No, I don't think they care or recognize if you're doing a great job unless it's publicized and makes them look good.	2024
112	The people who get recognition for hard work are the lab people and not the ones who are out on scene working sometimes for hours at a scene. I feel they only recognize what they want to see and not what is really happening.	2024
113	My command are aware of what is going on in the NVD and who is performing at a high level.	2024
114	Major [REDACTED] makes sure to recognize good work done by officers during our lieutenants meetings.	2024
115	Whenever good work is performed by any employee within the division, recognition is given not only in PERS, but in the work setting as well.	2024
116	The district 8 command always recognizes the work all employees achieve.	2024
117	Leadership Embraces Favoritism and Suppresses all else.	2024
118	Not at all. They praise only the violent crimes side of CID. Property crimes is as everyone knows, not important to the command or department. During our most recent chief's review, violent crimes is constantly praised for their work, while property crimes is ignored. Not to mention that the violent crimes staffing level is prioritized over the property crimes staffing level.	2024
119	There has been recognition of some of the senior staff who they think do a great job because they come in on the weekends and work overtime (only because they like their check's net worth) but while in the office talk and gossip and wonder around and I am not convinced if anyone is really checking their completed work and responsibilities and holding them accountable. No work ethic - total embezzlement of time being spent on actual work while in the office M-F. The recent recognition causes too much animosity in our division when there are many with the same position titles with the same level of pay and all others not recognized seem to be the ones who do most the work and then the senior staff, who have learned how to milk the system just crack the whip and are definitely not workers with a strong work ethic . . .	2024
120	The Sergeants and Lieutenants are the ones that recognize when the District is busy (ex. making arrests, multiple calls coming in with the lack of officers while working min.).	2024
121	We havent seen out support units for years...They started their AUDITION for the new command and they get KUDOS all the time. Most officers cannot name 2 support unit officers and we are now getting emails about their amazing work.	2024
122	In reviewing the meeting notes, nearly every support unit was recognized (with some on multiple occasions) but a patrol officers seems to have been recognized only once. This leads	2024

2024 Commander Performance Survey

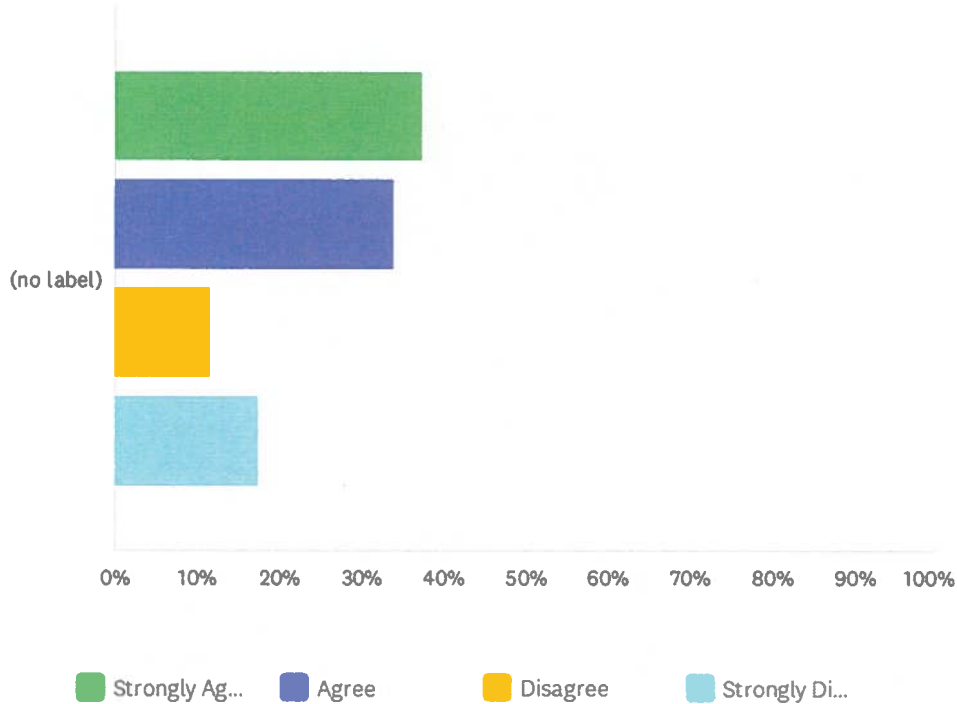
to my point again of patrol feeling as if they are treated differently and not looked upon as favorably as support unit or administrative officers.

123	Only nice words.	████ 2024 █████
124	Command only listens to a select few officers who are favored in their circle. These officers are the ass kissers who say negative things about the other officers that they don't like. Command will take the word of these officers and treat the officers that are spoken ill about accordingly. It is not fair at all. There is only a one sided aspect to what they choose to hear. Many officers suffer in silence because of this.	████ 2024 █████
125	Our commanders never recognize employees or the unit for working hard. Any praise comes from within the unit from coworkers and senior coworkers.	████ 2024 █████
126	the Capt gives NO positive emotions or NEVER ever any positive feed back. Not friendly with officers	████ 2024 █████
127	The current major does. Our previous major was clueless. I participated in a department-wide transition of one of our weapons. With a very small group of people, we trained the entire department over the span of 1 year, minimizing OT usage, while maximizing training and workload. I was not recognized for it. Meanwhile, I would see other divisions recognize officers for lesser things.	████ 2024 █████
128	More positive 384's would be nice to boost moral. D5 has many highlight cases and the Officers handle them well. The Officers deserve some type of recognition other than "keep up the good work" at line up.	████ 2024 █████
129	The commanders have reached out to employees and thanked them for doing well. Being appreciated and acknowledged means so much to the staff.	████ 2024 █████
130	Immediate supervisors recognize our unit when we are doing a good job; upper management does not.	████ 2024 █████
131	Our command praises officers who do good work. This keeps people happy.	████ 2024 █████
132	████ and █████ have been great in supporting the needs of both the shop and the employees.	████ 2024 █████
133	The only time commanders recognize employees is when supervisors write a commendation (384). Rarely does command just say good job everyone.	████ 2024 █████
134	Always the violence side. Only time was for pawn detective who should have another detective but works the pawn shop detail himself.	████ 2024 █████

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Q11 Your commanders create an open environment (i.e., promote active listening, open-mindedness, flexibility, and tolerance).

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	37.23% 175	33.83% 159	11.49% 54	17.45% 82	470	2.09
#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.					DATE
1	THEY DO BUT IT FALLS ON DEAF EARS					██████ 2024 ██████
2	They are willing to listen, although some of that may be due to my relationship with them others may not be as comfortable speaking the truth to them.					██████ 2024 ██████
3	HA HA HA HA. FUCK NO. Read everything I've written thus far. There is NO flexibility and NO tolerance. Officers are getting written up for turning on their body cameras late. They expect you to activate it whilst driving. Pardon me, but that's a mobile electronic device. It would not surprise me to be written up for manipulating a mobile electronic device while driving upon doing so. This command sure loves it's damned if you do, and damned if you don't backstabbing mentality. Look into Officer ██████ who got written up for M.E.D.					██████ 2024 ██████
4	There is no open environment. I have worked under numerous commands in CID over the 13 years, this is by far the worst, most incompetent, unfair, and lazy commanders. Captain ██████ has an authoritarian command style, that often lacks the facts and knowledge to support his decisions. Major ██████ is passive and indecisive.					██████ 2024 ██████
5	No one wants to talk to command for anything.					██████ 2024 ██████
6	Absolutely not. They may say they do but in my opinion the environment is not open for questions. They lead with an iron fist when it comes to certain people. Prime example is when they refuse to have meetings.					██████ 2024 ██████

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7	Our commander is always open to suggestions and promotes an environment where he is easily approachable.	██████ 2024 ██████
8	D7 has an open-door policy as you can always come in to chat with them. They listen first and usually will give a fair assessment and come to a conclusion together with your idea.	██████ 2024 ██████
9	Strongly and whole heartedly disagree, very rigid, close minded often to new ways of thinking. difficult to communicate with, stifles helpful suggestions unless said suggestion was along the lines of what my superintendent was already thinking of.	██████ 2024 ██████
10	Major ██████ has made several drastic changes without explanation and does not appear to be open to discussion about them. Major ██████ reportedly stated that if Officers do not like the changes being made, the transfer deadline is approaching and transfer out. Major ██████ has created a toxic work environment and is rapidly destroying morale amongst Patrol.	██████ 2024 ██████
11	No, their minds are already set. My way or the highway. Morale is currently at a low for these 2nd Watch Solo Bike Officers.	██████ 2024 ██████
12	Commanders make it difficult to voice opinions and bring to light safer and more efficient ways of achieving department goals.	██████ 2024 ██████
13	The environment is a "do what I say and don't question". They fail to understand that we as employees have a life outside of our job. That we have families and other responsibilities.	██████ 2024 ██████
14	██████ may claim he has an open door, but he has certainly fostered an environment where everyone knows to steer clear of him. Tell him as little as possible. The last person you want coming up with ideas is ██████ It will be something awful and you won't be able to change his mind without extreme push back. As about all the Sergeants threatening to put in transfers after ██████'s plan to disrupt all their lives for something unnecessary. I bet you don't.	██████ 2024 ██████
15	--see #8-- One example: He recognized the need for the current civilian workforce to be more flexible. He advocated for and initiated the department's current WFH and Alternate Work Schedule (4/10) pilot programs, in order or keep the division staffed, cohesive and productive.	██████ 2024 ██████
16	My superintendent is always willing to listen to suggestions and feedback however it seems that her mind is already made up beforehand. Many times when we have discussions, I have a hard time getting a word in, suggesting that she is not open-minded to hearing my side. Also, she never admits when she is wrong and always has to be right. As far as tolerance, she is very tolerant to the lesser qualified and knowledgeable mechanics but much less so to the qualified and knowledgeable mechanics.	██████ 2024 ██████
17	Again, bi-weekly meetings and open door policy.	██████ 2024 ██████
18	Their doors are always open and always willing to listen.	██████ 2024 ██████
19	I believe they do but if they provide to much of an open environment then people take advantage of it or complain.	██████ 2024 ██████
20	They have created a good line of communication with the unit and I.	██████ 2024 ██████
21	I do believe that management do actively listen to things that we say, but I don't think that they act on things they are told.	██████ 2024 ██████
22	He is fair and invites people to come talk with him.	██████ 2024 ██████
23	Yes, they may not take your advice but they do give you the opportunity to voice your concern.	██████ 2024 ██████
24	Definitely open environment with Captain ██████. Favoritism needs to be checked. Rules should be the same for all.	██████ 2024 ██████
25	The best we got was to come into office when you want to talk to them. Never them coming into our section to talk to us or see how we are doing or if we need any help.	██████ 2024 ██████
26	No, especially the sergeant of records, he does not listen, because he doesn't know what he is doing or understanding the rules/laws that we must follow. He will not listen to the employee, that have been there way before he came into records-front counter. He becomes very sarcastic to an employee, if the employee has something to say.	██████ 2024 ██████

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27	All the time.	2024
28	I do not feel like I can express my thoughts or concerns to my command staff.	2024
29	Wants it done her way and won't listen to others.	2024
30	No. Everything is done her way or no way at all.	2024
31	Our prior division regime = NONE! However, I hope our new commander(s) takes a step toward being more present. To have an active involvement/leadership role with the staff. To work on a more positive communication and information flow.	2024
32	Never heard from him directly. I was in the substation once, said "hello sir", and the major completely ignored me. The captain is very friendly and waves and shakas while walking around Chinatown. The rumors relate that the major does not want officers near the substation during downtime, however, he appeared angry when there was a non police vehicle parked in police parking outside of the substation and quickly blamed patrol even though the parking is a constant problem because of the plethora of unknowledgeable tourists that park there. This gives the impression that patrol must be perfect and address everything all of the time regardless of the public or the radio.	2024
33	NO. Their doors are ALWAYS closed. People feel like they are being spied on. Rumors that cameras have audio is causing an environments where no one wants to be here.	2024
34	They have an open door policy where we feel invited to talk to them.	2024
35	AGAIN, CONSISTENCY SHOULD BE STRESSED. EVERYONE IS ALWAYS SO "BUSY" WOULD BE GREAT TO HAVE THE "ONE ON ONE" TIMES WITH THE SUPERVISORS ETC.	2024
36	I feel that my commander is always willing to listen my concerns.	2024
37	If you speak up in SSD on dangerous situations, or things that are not right, Commanders and some supervisors get very vindictive.	2024
38	As stated above, she does not ask us for any input on any issue affecting the division. But then she turns around and tells people that WE chose this or did not want that, etc. Its horrible, deceitful, and toxic.	2024
39	They support dereliction of duty and promote partiality in law enforcement. Methamphetamine was planted in a patrol vehicle I was assigned. The case was never investigated. ()	2024
40	No	2024
41	Major () Captain () and the Lieutenants and Acting Lieutenants have created an open environment to the division that gives us the sense that they are actively listening, open-mindedness towards our thoughts and/or concerns, flexibility to keep an open line of communication through their personal phones, and tolerance of those who try to defy command by properly redirecting them.	2024
42	Negative, () doesn't know how to lead	2024
43	Listens effectively and communicates assertively.	2024
44	N/A	2024
45	What's the point just talking when there is nothing done? Just like these surveys, what changes were made to make the officers work environment better?	2024
46	My commanders create an open environment, i.e., promote active listening, open-mindedness, flexibility, and tolerance.	2024
47	Our command is fair.	2024
48	I do not feel any flexibility with the command once they come to a conclusion.	2024
49	When Major () and Cpt () addressed the watches they became visibly upset by our questions and even informing the watch that "they dont care about the D3 way" and "we are not here to conform, we are her to fix your problems".	2024
50	Again, officers do not want to approach him or speak to him after what happened to one of	2024

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	their officers and friends.	
51	You can't have an open environment for listening if your commanders never make opportunities to listen.	2024
52	Absolutely not. If the commander is adamant about following the chain of command how can that create an open environment? It doesn't which in turn, shows that the commander does not promote active listening, open-mindedness, flexibility or tolerance.	2024
53	This area could be improved.	2024
54	They do not. They only do special favors for their friends and allow bad elements into the station creating further chaos. District 3 is in turmoil since they arrived. They have been told numerous times to bring back the officer in the RTO position at the desk. They took that position away when they arrived. It was not brought back until the green envelope incident hit the news. Sad.	2024
55	Oh hell no.	2024
56	yet again too vague of a question. please be more specific. If it is referring to LT's and Supervisors then yes.	2024
57	Our commanders have an open door policy and I really like that.	2024
58	I feel they are willing to listen, if I have anything good to contribute.	2024
59	There is definitely an "open door" policy in our district, Unfortunately, most Officers feel that nothing happens when they bring up Issues.	2024
60	I feel that our D4 commanders have done an excellent job in promoting an open environment, free of fear or retaliation.	2024
61	COMMAND IS HIGHLY MICROMANAGING.	2024
62	The current commanders in the Division do. In the past there have been commanders here that were inflexible and closed minded.	2024
63	I can talk to the Captain and she listens, but I hardly see or interact with the Major.	2024
64	See all reasons above. We are given freedom to strive to implement new practices and procedures, but we are also held accountable to ensure we follow policy, procedure, law and best accepted practices.	2024
65	While I feel that my division commanders do set us up for success as a division, there is almost no open dialogue. When ideas are brought forth many times we are told that the 4th floor wants it done a certain way and are not allowed to use better/more practical methods. There is also still an 'old-boy' attitude in the department and the use of slurs such as 'fag' 'gay' 'pussy' and others are still prominent and used by officers at all ranks with absolutely no punishments. In my 13 plus years I have never once seen nor heard an officer or commander be reprimanded for using a slur, derogatory term, or bullying of an other officer.	2024
66	Always provide open door policies to suggestions or concerns.	2024
67	I think they excel at this.	2024
68	doesn't seem like the major wants to ask the workers about how to make this job better	2024
69	The major and captain have created an atmosphere of DISTRUST and Totalitarianism. Rumors abound listening devices implanted around the station. I strongly feel that my commanders expect mindless drones doing their bidding. Any opinion that does not agree with theirs is immediately viewed as insubordinate.	2024
70	Focus is on the way it was done "back then" not on the personnel currently involved and the problems we face today.	2024
71	What open environment? It's a fatal funnel mentality. No one wants to be a target. Keep to yourself, show up to work, get through the shift safely, get home safely, and repeat.	2024
72	The whole time that I've been in D6 there have only been two instances where officers have transferred out. Since the Major's arrival, that number has doubled.	2024

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73	Do as I say and If you suggest or recommend a different way to conduct business it is met with a negative attitude. This command is exactly opposite of active listening, open-mindedness etc.	2024
74	The captain makes decisions on his personal feelings.	2024
75	THEY WILL ONLY TALK TO ONE SHOP STEWARD. WAS TOLD THAT COMMAND THEY DIDNT WANT TO SPEAK WITH ALL THEM TOGETHER	2024
76	Major has not introduced himself or showed up to lineup.	2024
77	The command had the opportunity to communicate to the watch regarding changes that would affect them and their ability to work safely. Certain issues that were brought up were answered with excuses and not correct information. It appeared that the new command were not hearing what the officers were saying. But appeared upset and somewhat confrontational.	2024
78	They listen to the ideas, but nothing really changes	2024
79	Our command has expressed that they are not here to do things the "D3" way. They related that they are here to do what they have to do. Nobody is asking for anything other than to be treated fairly. I don't understand what they feel the "D3" way is. Moral was high and the watches worked well before they came. They make it feel like they don't want to be part of D3 Ohana.	2024
80	They don't listen to the reasoning of having more patrol guys as an officer safety issue and not having an rto is taking away a whole sector and making other sectors having to backfill for sector 2 for all the walk ins	2024
81	I need more time to evaluate. There has been a few formal and informal meetings with command to share info. I do appreciate the informal ones as much as the formal ones. Current major and captain are trying and I appreciate it.	2024
82	Not enough effort being made for an open environment. Some commanders are heard talking about other Officers in a negative way behind those Officers backs, which causes other Officers to be hesitant in being open to commanders. If negative talk is being said by commanders, please keep it amongst the commanders and not spread to Officers, unless if it's constructive criticism.	2024
83	yes	2024
84	Our Commanders are always aware but never micro managing creating an environment for employees to thrive.	2024
85	The current command wants the chain of command to be followed for communication purposes. This works well as long there is generally a good explanations of things coming down through the chain of command. Officers feel what's point of communicating concerns up through the chain of command if little or no explanations are given in the first place.	2024
86	The command does promote an active environment, however, it is my opinion that there is to much emphasis for this placed on the command by the 4th floor. It is hard to lead a division when they are being instructed to create an environment that promotes questioning leaderships decisions. I believe dialogue and context are good, but at the end of the day the command needs to be supported as leaders, and not managers.	2024
87	The new command has not expressed any open door policy to discuss our issues, challenges or suggestions.	2024
88	Need serious improvements in areas of active listening, being open minded, and tolerant.	2024
89	Our Major is the most approachable and relatable Major there is in the department. He has an innate ability to make people feel comfortable when talking to him. This division is somewhat of a think-tank and ideas and suggestions can be comfortably shared from the bottom to the top with the knowledge that he will take what was discussed into consideration, then make the best possible decision based on all of the presented facts and opinions.	2024
90	For the most part.	2024
91	Never disrespects an idea brought forward. Asks for and genuinely listens and considers suggestions and ideas. I am not afraid to speak due to the environment fostered by Major [REDACTED] and Captain [REDACTED] before him.	2024

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92	Totally Agree. In the short time I have been in my division I have witnessed on several occasions my commanders creating an open environment to assist employees accomplish tasks.	2024
93	There's always an open door policy.	2024
94	There is no open environment.	2024
95	We can tell him what might work to achieve his plans, but if he does not see are ideas, or suggestions as adequate, he will not entertain them.	2024
96	Best environment in Kailhi in my last 20 years working here.	2024
97	I feel all the commanders are approachable.	2024
98	The command do say that it is an open door policy. As far as open-mindedness goes their is not to much of that. Especially when it comes to my situation and all the things that go on with the department. When the command has the ability to be flexible, it seems that they stay rigid to the notion that things can't be flexible at all.	2024
99	I have the ability to openly communicate with my commanders.	2024
100	Command doors are always open to all employees.	2024
101	CID needs to let details focus solely on their case types to become more efficient. Weekend lockups hinders that process and effects our queues in a negative sense. There has been weekends where we we are assigned case types not related to our detail cases and are forced to push aside our queues to investigate those cases instead, causes our normal bin cases to get push aside. [REDACTED] was at least making an attempt to survey CID for interest in getting rid of it, but due to his quick departure I was never brought up by Incoming Captains. Feels like it's too much work and they rather just leave the current weekend lockup system in place instead of doing something to better our division.	2024
102	Command is asking their friends to speak to officers of District 3 to find out what District 3 personnel is feeling or thinking about this command. As there is no "open door policy" District 3 personnel were specifically told to utilize the chain of command with all communications to the command	2024
103	Captain, and Acting Lieutenant are the problem.	2024
104	Again, everything is provided to me by my Lieutenant - No comment on the ranks above	2024
105	The Major and Captain are not approachable. Their doors may be open but there is a wall at the entrance. We understand the need for a chain of command but when compared to past Majors and Captains such as [REDACTED], [REDACTED] and many others, the current command falls short. All of the men I listed and many more were approachable people. We felt like we were welcome to talk story with them or stop by their offices anytime. The current commands hallway is a ghost town.	2024
106	No.	2024
107	Major [REDACTED] is very open to ideas from his personnel and will actively use them if they are warranted.	2024
108	Major [REDACTED] while expecting employees to maintain chain of command is open to new ideas and suggestions	2024
109	This disagree rating is prior to June 2022 only. I believe the commander listened with no action taken.	2024
110	Only for maybe 3 Supervisors & 1 or 2 Lt's but definitely not for our "whole" command	2024
111	NO, they brought me into the office when they first came in since i've been in the district awhile. I specifically told them as long as you treat people fairly and are honest them they should have no problem running this or any district. But, it appeared to me that they were only concerned about the rumors and what the District had been saying ABOUT them prior to them coming here.	2024
112	We were told if we have a problem it has to go up our command chain. Which never makes it past our lab supervisor. Problems for our unit usually get swept under the rug and ignored,	2024

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therefore, our problems do not get resolved.

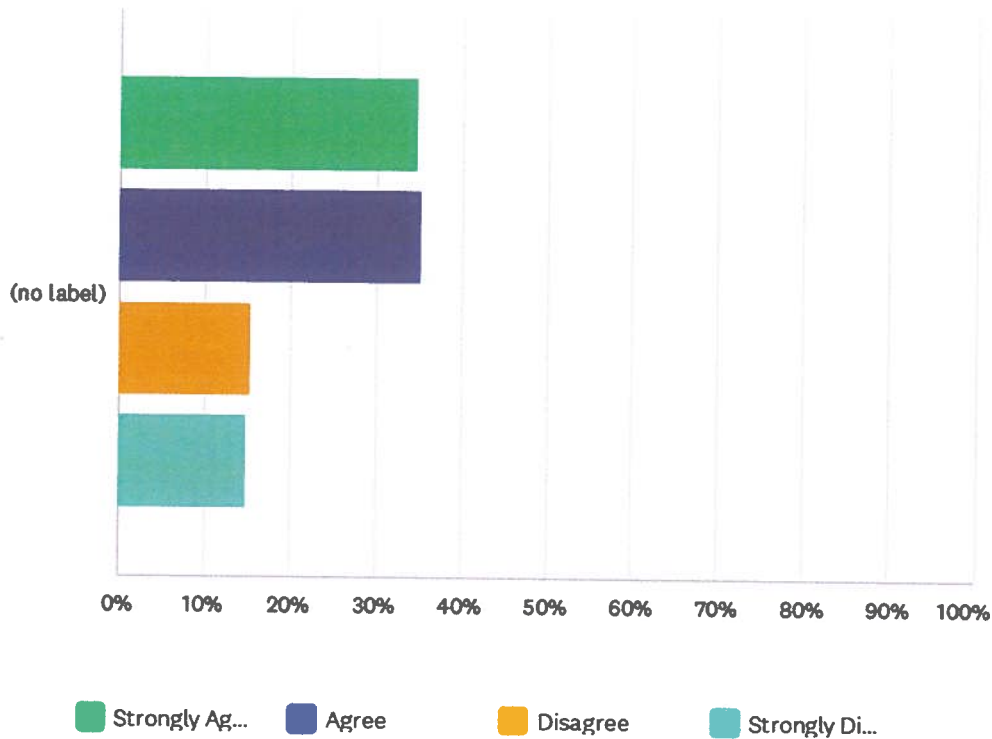
113	Major [REDACTED] takes the time to hear all sides of an issue. He does not jump to conclusions. He has an open door and does not intimidate employees. He welcomes input and ideas to help make the workplace and the Dept. better.	[REDACTED] 2024 [REDACTED]
114	Command does NOT listen to problems that are happening, takes no action, no discipline against the employee, does NOTHING when issues are brought up. Protects the aggressor and person not doing their job.	[REDACTED] 2024 [REDACTED]
115	As stated above, positive/negative feedback within the division by HRD employees is always encouraged.	[REDACTED] 2024 [REDACTED]
116	The District 8 command has an open door policy, however chain of command is recommended and take opinions very well.	[REDACTED] 2024 [REDACTED]
117	Leadership = DICTATORSHIP	[REDACTED] 2024 [REDACTED]
118	The command creates this environment if you are on the violent crimes side of the division. Property crimes has no benefit from this. This creates animosity between sides.	[REDACTED] 2024 [REDACTED]
119	Command seem to have their plates full of bad behavior and seem to manage it well as best they can.	[REDACTED] 2024 [REDACTED]
120	Refer to all statements.	[REDACTED] 2024 [REDACTED]
121	Hes got his vision and his way of doing things....ABSOLUTLEY NO COMMUNICATION	[REDACTED] 2024 [REDACTED]
122	The major could not even introduce himself to the watches, how is he even approachable? He did quite the opposite and made it a closed environment that is one of fear instead of positivity. Even if things drastically change, personnel will see it not being genuine.	[REDACTED] 2024 [REDACTED]
123	There has been no dialogue going up the chain due to fear of retaliation. The current District 6 Acting Captain has had a reputation of a "my way or the highway" type of attitude. Even typing this, I feel very apprehensive but I believe it needs to be done. This has been the only time where I feel like something may be possibly done because I am hoping all levels of command are able to read this and hold those commanders under them responsible for what they do. Morale isn't just low, it is the lowest I have seen it. I have been in District 6 for the majority of my short career so I may have a skewed perception but my direct line supervisors agree with me. However, no one wants to speak up because no one wants to "make waves" and we are all CONFIDENT that we would be retaliated against in some way.	[REDACTED] 2024 [REDACTED]
124	Don't rock the boat is clearly conveyed. If you say anything that they don't like, you are a trouble maker and will be reminded that you can be transferred out of your assignment immediately. A known atmosphere of intimidation is prevalent.	[REDACTED] 2024 [REDACTED]
125	Our commanders are never in communication with us. When they are, they disapprove of every suggestion.	[REDACTED] 2024 [REDACTED]
126	There is very low tolerance and no opportunity to give input to mitigate the problems. When an error is made, upper management makes the employee feel less than and causes lots of anxiety. There is lots of waiting and the way that the problem is handled seems like a reprimand. No communication is initiated and only with immediate supervisor. There is a level of hostility in talking to upper management and makes employee feel like they are a disappointment.	[REDACTED] 2024 [REDACTED]
127	a lot of things are closed door stuff	[REDACTED] 2024 [REDACTED]
128	Employees are asked for their input / opinions. It is wonderful to be included in these discussions and be a part of the decision-making process.	[REDACTED] 2024 [REDACTED]
129	There is rarely a section wide meeting to discuss anything. There doesn't feel like there is an "open door policy" as only certain people seem to have an "in" with upper management and can freely talk about issues within the section. When asked for our opinions on anything, it feels upper management has already made up its mind and is only doing it for show, there appears to be a lack of flexibility once minds are made up in upper management.	[REDACTED] 2024 [REDACTED]
130	I respect our command as they are always open to communication. They listen and are open to what the officers have to say, rather than dismissive.	[REDACTED] 2024 [REDACTED]

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131	██████ and ██████ have been great in supporting the needs of both the shop and the employees.	██████ 2024 ██████
132	To be fair, Major ██████ just started and he's hard to read or understand his ultimate goal or his vision at this time.	██████ 2024 ██████

Q12 Your commanders are responsive to suggestions and ideas.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	34.68% 163	35.11% 165	15.32% 72	14.89% 70	470	2.10

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	ONLY IF IT FITS IN THEIR PLANS	██████ 2024 ██████
2	They are open to suggestions if they benefit the district, not necessarily just ones that would benefit our personnel/quality of life.	██████ 2024 ██████
3	Every time someone has spoken to the major, he just takes the high-road and expresses how he is better than you in every measurable way and that you should meet these fanciful and imaginary conceptions of his personal history that I fail to believe were true. As far as I'm aware, his only response to anything is "I did it better than you back then. You should do that good too"	██████ 2024 ██████
4	No. Captain ██████ is very disrespectful, and disruptive when new ideas are presented , that he does not agree with. As the A/Capt. for ██████, I attempted to place a second Lieutenant in ██████ to have 2 ██████ coordinators for succession planning. Captain ██████ entered the meeting and was intimidating, dismissive, and stated "This is not going to work!". Captain ██████ said the 2 Lt's would not be able to work together. After the meeting, the 2nd Lieutenant withdrew his name and stated he didn't want to cause any waves. Note: a few weeks earlier, he wanted to take over ██████ and remove Lt. ██████ as coordinator, because he did not answer his phone for a call out. This is not true.	██████ 2024 ██████
5	I don't know. No one talks to command.	██████ 2024 ██████
6	My commanders only listen to certain people in the division.	██████ 2024 ██████

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7	It goes in one ear and out the other. Again, the major does not care about those who are working currently and does not care about their concerns or suggestions when it comes to the work place and its environment.	██████ 2024 ██████
8	For the most part, my commander is responsive if your suggestions and ideas coincide with his.	██████ 2024 ██████
9	My commander is responsive, but as mentioned above, there is only so much that can be done at his level in regard to staffing. Support has to be received from higher levels.	██████ 2024 ██████
10	D7 commanders are always looking at ways of being more effective and supportive of innovative thinking.	██████ 2024 ██████
11	No, or it depends often on their mood if they are open to listen to suggestions. Often don't offer suggestions as to avoid upsetting said superintendent.	██████ 2024 ██████
12	As far as I know, Major ██████ has rejected all Ideas and is not open to discussion on various topics.	██████ 2024 ██████
13	No meetings to listen to our suggestions. Only meetings is to cut down the officers and not commend them.	██████ 2024 ██████
14	For officers/sergeants that constantly work the Streets, I feel that it will be beneficial to get suggestions and ideas of an officer/sergeant that deal with the public regularly to accomplish goals as a department and create effective policing in the communities.	██████ 2024 ██████
15	Fail to listen to any suggestions or ideas.	██████ 2024 ██████
16	██████ held a meeting to have everyone discuss a topic that everyone would participate in to come up with a good solution. Then at the end, ██████ informed everyone what he believed the correct thing was, discarded contrary opinions, and requested what he wanted from the very beginning to be done. So No.	██████ 2024 ██████
17	- see #6, #7, #9 & #11 -	██████ 2024 ██████
18	Yes, if it's a safety or efficiency type of thing, less so to other ideas or suggestions.	██████ 2024 ██████
19	We all work together to accomplish the district's mission.	██████ 2024 ██████
20	yes to an extent. I have worked in operations for 25 years and now in admin, people can never agree on anything regarding suggestions and ideas.	██████ 2024 ██████
21	Quick responses and very productive.	██████ 2024 ██████
22	This is in a middle for me, management will listen to a suggestion, weather they act on it, that is something else. I do notice that if a sworn commander steps in or supports the unit our management is more likely to listen and take the sworn commanders suggestions in mind and work to fulfill the needs that they are asking for.	██████ 2024 ██████
23	the supervisor thru command are willing to listen to suggestions but not always willing to give it a try, due to their own preferences. i.e. the "I'm the boss and what I say goes" attitude	██████ 2024 ██████
24	He has an open door. People are comfortable coming to talk to him.	██████ 2024 ██████
25	It seems that suggestions and ideas in the opposing view are only heeded if you are the Capt or Admin Lt.	██████ 2024 ██████
26	WFH is a great idea; too bad not all are able to. WFH is a positive approach to work, especially those positions that can. Reduced commute stress from traffic, public transportation delays, and long commutes. Benefits to employee include quality of life improvement, improved work/life balance. Also competitive advantage in retaining talent, would improve low morale and job loyalty by demonstrating trust. Many have left or thinking of leaving b/c WFH is not a on-going, full time option.	██████ 2024 ██████
27	To an extend they understand when we cannot do a certain job so for a few months we do not need to do that certain job. They passed it onto a different section, but then they reverse our request and require us to do it again, even though we are super busy with other tasks.	██████ 2024 ██████
28	The sergeant of records pretends to listen to the employee suggestion but will not follow through with it. If it is not what he said, then NO.	██████ 2024 ██████

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29	All the time.	██████ 2024 ██████
30	The current command is not responsive to suggestions or Ideas and do not seek the input of Officers when making decisions.	██████ 2024 ██████
31	I wouldn't know. My voice/opinion does not matter in her world.	██████ 2024 ██████
32	Currently, there is no outlet to voice one's suggestions or Ideas. Especially between officers and dispatchers. See #13	██████ 2024 ██████
33	Lt ██████ & PCO Iv provides feed back in line up or on the floor if got questions.. and also give solutions..	██████ 2024 ██████
34	As the major never acknowledged my hello, it sets the tone that there is no receptiveness from him. The captain appears to be more open, however, I have not had any ideas or suggestions to bring to command so I can not say if they are responsive.	██████ 2024 ██████
35	I do not know, never observed this	██████ 2024 ██████
36	No. They did what they wanted. Seemed like they had a pre-planned agenda. They came in to execute and it backfired. They ask for suggestions just because they know that's what they should do. Its all for show.	██████ 2024 ██████
37	They take into consideration what we bring up.	██████ 2024 ██████
38	CONSISTENCY, CONSISTENCY, CONSISTENCY. WE ARE ONE TEAM.	██████ 2024 ██████
39	My command is always listens to suggestions and ideas that I bring up.	██████ 2024 ██████
40	I believe they rely on our input but ultimately the decision weighs back on them.	██████ 2024 ██████
41	Most times we are not able to give any suggestions or Ideas as we are taken out of the decision making. She also has been vindictive towards some in the division for speaking out against ideas or plans that she makes whether be for tactical operations, training, etc. Most of the guys are afraid to speak up anymore because they fear she will retaliate against them.	██████ 2024 ██████
42	NO	██████ 2024 ██████
43	Major ██████ is extremely responsive to suggestions and ideas, good or bad. He will discuss with you in support or against your ideas, and provides the "big picture" as the conclusion to his reasoning.	██████ 2024 ██████
44	In one meeting the commander was receptive with the suggestions made.	██████ 2024 ██████
45	This one I have not personally experienced due to me not personally suggesting something directly to the command. From what I seen or heard of, the command seems open to suggestions.	██████ 2024 ██████
46	Sergeants are responsive to suggestions and ideas.	██████ 2024 ██████
47	Negative, ██████ doesn't know how to lead	██████ 2024 ██████
48	N/A	██████ 2024 ██████
49	No beach theft ops, no tint meters, OT portal still regularly down during shift change. New ideas come far too slowly in this department, feels like we are decades behind everywhere else.	██████ 2024 ██████
50	My commanders are responsive to suggestions and Ideas.	██████ 2024 ██████
51	Our command is very approachable.	██████ 2024 ██████
52	It appears that the commanders feel that are always right and will not consider alternative views.	██████ 2024 ██████
53	Major ██████ mentioned D5 has more violent crime than D3 when asked how he calculated those numbers he stated "there is a lot of databases, we wont go over all of it" then brushed off the subject as the beat officers were trying to inform him that we have less staffing then D5 on a daily basis.	██████ 2024 ██████
54	When something is mentioned, all he says is "when I was in patrol I did it this way" or whenever a suggestion is mentioned the major says well if we are going to do that than im	██████ 2024 ██████

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	going to cancel all time off except vacation month.	
55	Please see my answer to question #11.	2024
56	I have never been asked, nor do they talk to me. How would I know? Maybe this is a question specific for rank.	2024
57	This area could be improved.	2024
58	No they are not. They just lie to the officers. They need to go.	2024
59	Not in the least.	2024
60	yet again too vague of a question. please be more specific. if it is referring to LT's and Supervisors then yes.	2024
61	Although I haven't given any suggestions yet, the directors stated that they are open to more efficient ways of doing things.	2024
62	Depends, do they listen? sure. Is anything ever implemented? Not really	2024
63	Suggestions are not always taken into consideration.	2024
64	D4 command has been excellent in responding to suggestions and ideas for improvement.	2024
65	I see Captains and Majors responsive to suggestions and ideas, but then we hear that upper management is not as responsive, or that there is push back. Sometimes the pushback from upper management is not explained enough. Which leave rank and file feeling that upper management may be the hurdle to finding new solutions.	2024
66	No, they are not. I made a suggestion to move to another office within the District, but they are so adamant in putting us back with the Secretary who I recently filed a workplace violence complaint about.	2024
67	See all reasons above.	2024
68	they don't ask for input	2024
69	Again, at the division level we are able to suggest ideas/methods. Sgts and LTs are more receptive, with the Major and Captain at least willing to hear out ideas. The 4th floor doesn't appear to want to hear/listen to ideas/suggestions and still want to do things the way they were done 20-30 years ago. There is no willingness to adapt to changes in society.	2024
70	Yes, but sometimes are defensive when it comes to certain personnel.	2024
71	The major and captain enforce the ideal of "my way or the highway". Even when told that the staffing is at a dangerous level it took over 4 hours to bring staffing up to a safe level. Officer safety is NOT a command priority.	2024
72	Have yet to meet commander.	2024
73	The 4th floor have their own agenda and listen to each other and say what the chief wants to hear. They don't speak out in fear of retaliation and being in poor favor and transferred at a whim.	2024
74	Is there a way to provide feedback/suggestions without offending them? NO!	2024
75	Suggestions that have worked in the past have fallen on deaf ears.	2024
76	Absolutely not. "This is how I did it in another district so it will work here" however, both districts are dynamically different. Any suggestion made is frowned upon.	2024
77	I SUGGESTED A PROPOSAL TO OUR GETTING MANDATED A LOT / WAS TOLD AT FIRST WE COULD NOT VOLUNTEER BECAUSE OUR UNION NEEDED TO APPROVE IT .. ITS OVER 6 MONTHS NOW AND STILL WAITING FOR OUR UNION TO APPROVE IT / YET WE STILL ARE GETTING MANDATED CONSTANTLY	2024
78	Sergeants and Lieutenants are open to suggestions and ideas.	2024
79	Ideas and changes were all done with the new command without any input by officers or supervisors themselves. Changes that were implemented were put in current M.O.P. without	2024

2024 Commander Performance Survey

deeming from them. No one was offered any way to suggest any change or new idea that would make this district a great place to be part of.

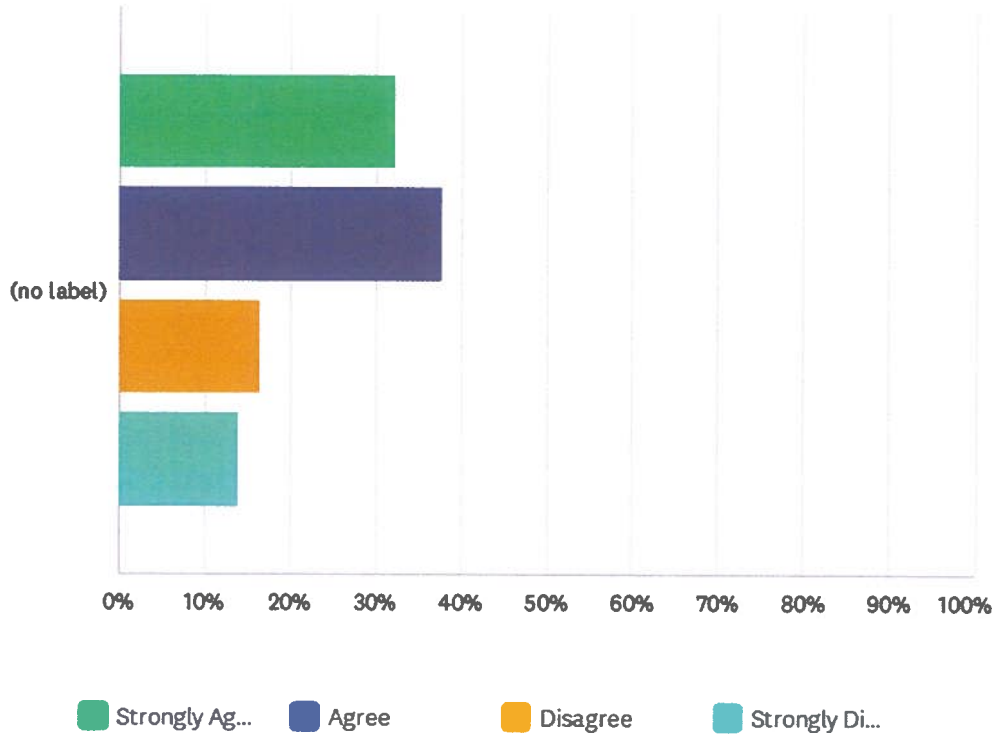
80	They listen to the Ideas, but nothing really changes	████ 2024 █████
81	See #4	████ 2024 █████
82	When I have initiated conversation to suggest an idea, it was listened to every time. I was also notified that I could proceed with my ideas to solve problems in the community. I have not been denied by a Commander. Currently working with the Military Police on a joint operation. I am waiting for more information before submitting the operational plan up the Chain of Command to the Commander for approval.	████ 2024 █████
83	They are not open to listen to any ideas	████ 2024 █████
84	Major and captain seems to listen.	████ 2024 █████
85	I chose DISAGREE because there isn't an "I don't know choice" for our current Commanders.	████ 2024 █████
86	I agree.	████ 2024 █████
87	Yes this Command now wants employees to suggest, create and trial new Ideas always.	████ 2024 █████
88	Somewhat. The response by the administration is extremely slow, if at all. I would quantify "slow" as a year or more, and as previously stated, if at all.	████ 2024 █████
89	It does not appear they are receptive to suggestions or ideas. Even meeting halfway does not appear to happen with concerns over work place conditions.	████ 2024 █████
90	The new command have not asked the watch for any feedback to my knowledge. They have not spoken to the watch or asked us for any suggestions, issues or any of our feedback.	████ 2024 █████
91	Same as above. He may decide to go in the direction that we discussed - or he may not - but that is beside the point. We know that he is listening and considering what was brought to his attention. We are aware and accept the fact that he is privy to more information, has more knowledge and experience, and has a wider scope and perspective at his level than we do at ours. The only thing we ask is to be heard, and that is what he does.	████ 2024 █████
92	Major █████ is very responsive. An awesome leader who encourages discussion.	████ 2024 █████
93	My commanders are open to suggestions and encourage employees to "think outside the box" to come up with ideas that can benefit the division. They give feedback (good or bad) and are willing to follow-up on suggestions or ideas that have merit. Employees feel like they have a voice and can make a contribution to their division.	████ 2024 █████
94	I have suggested numerous times on resources that we could use for RCP's in the district, but they have fell on deaf ears.	████ 2024 █████
95	Always!!	████ 2024 █████
96	Our commander is open to suggestions or ideas about how to improve the division/department. Our commander is also willing to test the idea and then implement it if it's effective.	████ 2024 █████
97	Feedback is often viewed as defiance.	████ 2024 █████
98	NO not to this point.	████ 2024 █████
99	My ideas have been included in divisional changes.	████ 2024 █████
100	Most definitely! Command has open sessions to brain storm best practices and efficiency for all within the division as well as the department.	████ 2024 █████
101	Same as above. Current command has done nothing to put a new system in place to get rid of weekend lockups.	████ 2024 █████
102	████ had been asked with many different topics and or tasks on hand and has stated that he will do what he feels is necessary without regard to what officers or personnel tells him.	████ 2024 █████
103	Captain, and Acting Lieutenant are the problem.	████ 2024 █████
104	We report directly to our Lieutenant. Cannot comment on any rank above that.	████ 2024 █████

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105	Also, no.	2024
106	Major [redacted] is always willing to accept feedback and suggestions, even when it may differ from his directions.	2024
107	This disagree rating is prior to June 2022 only. I await to be heard by the current command and executive staff.	2024
108	When what we have is broken and several of your people actively provide ideas and/or suggestions, yet nothing happens because of what appears to be personality conflict issues between "commanders" everything continues same ole, same ole and you loose fight	2024
109	No comment, See above...	2024
110	They are receptive but not responsive.	2024
111	They often solicit our feedback in our respective disciplines and are open to suggestions or ideas.	2024
112	Does nothing when you have suggestions or ideas for improvement. No help at all from command.	2024
113	SAA	2024
114	District 8 command is open to opinions and feedback.	2024
115	Leadership = SOCIOPATHIC NARCISSISM	2024
116	The command was alerted to partnerships within the law enforcement community, but is slow to take action or respond.	2024
117	The underlying tone is to not rock the boat. I haven't seen much improvement in the last 3 years and I have seen many ideas washed away with a resistance to change.	2024
118	Our commander lets us think forward and assists us with ideas to help our department evolve with technology. Technology-integrated police work has changed immensely in the last 15-20 years and our commander cultivates our ideas to help our division.	2024
119	Refer to all other statements. Definitely not.	2024
120	They respond until you walk away...then they forget your name	2024
121	Same answer as #11. The District 6 Acting Captain has not been known to accept suggestions of others.	2024
122	Command never is responsive to officer feedback. It is bluntly related that we are in charge and we are making all the decisions.	2024
123	Refer to #11.	2024
124	their is no open conversation from the command without feeling like your in trouble.	2024
125	They take into consideration my observations and recommendations.	2024
126	Immediate supervisors are, upper management are not.	2024
127	Our command encourages suggestions and feedback. They are often supportive of our ideas, or at least provide input on why something is not possible.	2024
128	[redacted] and [redacted] have been great in supporting the needs of both the shop and the employees.	2024
129	Only the Lieutenants have their weekly meetings, so not sure if our command is receptive to any suggestions or ideas at this time.	2024
130	Our new captain is trying to make the property side better, but the odds are against him.	2024

Q13 Your commanders are proactive in identifying and solving workplace and/or community problems.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	32.13% 151	37.66% 177	16.38% 77	13.83% 65	470	2.12

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	IF THEY WERE THEN WE WOULDNT BE IN THIS SITUATION RIGHT NOW	2024
2	They are actively looking for things to address but need to be mindful of trying to do too much too fast. Especially in this time of staffing shortage, you can only drive the team of sled dogs so hard. We are human beings not robots, monitor the pace and ease up when necessary.	2024
3	I've pointed out many problems in my area of patrol. Nothing is heard, addressed, or allocated resources to be addressed unless it comes from above them.	2024
4	Again as a First Watch commander, I cover the after hours phone for 8 hours and 45 minutes every night. I suggested that the personnel that cover the after hour phones work a 5/9 shift to fairly compensate them for the work. I have not gotten any response.	2024
5	Unsure.	2024
6	When it comes to workplace problems my command does not seem to care. There have been some morale issues that have been brought up to my command revolving around fairness, and they don't do anything to resolve it. Community problems are different. My command doesn't really do anything until they get questioned about it. Then they throw all of their resources at it (which isn't the solution either). They should get input from the supervisors/officers who are on the road to see how the problem can be resolved. Instead they just tell their officers to go do it.	2024
7	I haven't seen proof of that. I only see more and more issues with officers and the moral at the	2024

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	station.	
8	For the most part, my commander is proactive in identifying and solving workplace problems.	2024
9	Yes, he has taken steps to simplify our section's procedures and encourages efficiency in all aspects.	2024
10	D7 command when needed they have been there to see plans through or to support the operation.	2024
11	Would mostly agree, if there is a detrimental enough issue going on in the workplace then they in act changes to help rectify the situation.	2024
12	Major [REDACTED] has taken away Special Projects that were specifically addressing crime on the beach and instead replaced them with "Community Concerns" assignments to address non-criminal acts and violations. Major [REDACTED] as also reopened investigations that have been closed and addressed, effectively creating problems in the workplace and destroying morale.	2024
13	Higher priority issues are being placed on the backburner to address event/ small issues within the community.	2024
14	They are reactive and over reacting to things. They fail to do any research or look into things that come across their desks. If there is one complaint they send all enforcement personnel to that one area.	2024
15	Nooooooooooooo. [REDACTED] waits and waits to make a decision with little input from those that it would effect. If he does have an idea, he keeps it secret to himself and then when he reveals it and it back fires (because he made his plan with no decent input) then NOTHING happens as he does damage control. Or because it was HIS decision, it must stay in place because we must pretend it was a good idea. [REDACTED] just wants to look good, he doesn't care how it affects his employees.	2024
16	--see #7 #9 & 11 -- One example is that Major [REDACTED] recognized the critical need to hold regular "problem solving" informal meetings with City Procurement office. There are often contentious issues between our two offices regarding appropriate procedures / timeline for large purchases. Keeping these lines of communication open serves to reduce tension and to soften entrenched positions.	2024
17	The Major knows what's going on within his district.	2024
18	District 7 current uses available resources to proactively address problems in the community such as crime and homeless related crime trends. One of District 7's response to address these problems was the development of the District 7 Special Projects.	2024
19	They are trying but it seems a lot of ideas don't go far for some reason or another.	2024
20	I have observed some changes that have been implemented to increase production. Results have been positive.	2024
21	I do think that our management could be more proactive when it comes to be prepared for making sure our Unit (Crime Scene) is well prepared to serve the department. We are constantly having so many different types of cases and different situations and we give feedback or solutions that we believe would be helpful and	2024
22	He has set up a project, "Op 16." Dependent on OT available, a team of 6 will identify a problem/problem area and they will conduct a "no tolerance" operation in the area.	2024
23	Very proactive in identifying...their method of solving needs to be worked on	2024
24	Writing a To/From does not solve the issue b/c we never get feedback or follow up. The processing of paperwork, e-forms and documents is delayed many times resulting in extra work.	2024
25	They do not know about the issue until days later. Our seniors know more than they do and what to do.	2024
26	The command will try, but in the end whatever they say, goes. Even though it is not what the employee needs or wanted.	2024
27	All the time.	2024

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28	No.	██████ 2024 ██████
29	When an on-going problem is brought up, there seems to be no accountability for patrol. Ex: Having to request the roster be published or log on before testing out. This just adds more work for the dispatcher. Community problem - queue of pending 911 calls and a delay in answering calls.	██████ 2024 ██████
30	When complaints are called in, there appears to be an immediate blame placed on patrol officers for the complaint received. There appears to be a lack of accountability for support units to support patrol when addressing complaints. Furthermore, it appears patrol is constantly blamed even though we are responding to calls and generating cases. Chinatown complaints seem to be the main focus of District 1 and all other sectors seem to be neglected. In addition to complaints, when District 1 day watch occasionally gets extremely busy and there are no units available, support units are not coming out to help. I worked overtime on third watch and would hear night CRU come out to help when it was extremely busy, but the same standard is not expected of day watch support units.	██████ 2024 ██████
31	I do not know, never observed this	██████ 2024 ██████
32	The workplace is the worst environment I've ever worked in. They have no interest in solving the real problems. They have identified problems they deem and give no care to the actual issues. The moral is the lowest it's ever been.	██████ 2024 ██████
33	They try their hardest to keep the Officers happy if at all possible.	██████ 2024 ██████
34	SOME DO, SOME DON'T. MOTIVATING ONE ANOTHER TO DO A "GOOD JOB" IS AMONGST THE PEERS. LEADING BY EXAMPLE WOULD GREATLY HELP. TOO MUCH "EVERY MAN FOR HIMSELF" KIND OF ATTITUDE PREVAILS. DON'T SEE TOO MUCH COMRADERIE LIKE THE EARLY DAYS 80'S AND 90'S.	██████ 2024 ██████
35	Major ██████ is very aware of the issues and works with the community to resolve the problems. She is very proactive with the community leaders and general public.	██████ 2024 ██████
36	Yes and as of recent, it feels that the community or maybe the elected officials have become more vocal about their community and what they want us to do however, they have the power to provide the Department with more resources and realize that it's gonna cost money.	██████ 2024 ██████
37	Major ██████ has CREATED a hazardous workplace and is making very dangerous decisions.	██████ 2024 ██████
38	She is the problem. REMOVE HER	██████ 2024 ██████
39	No	██████ 2024 ██████
40	Major ██████ comes with years of experience and knowledge in identifying and solving workplace and community problems, and is always proactive in such. He is well known for his capabilities in successfully communicating what he is trying to convey and never backs away from a project that supports the betterment of the department and community.	██████ 2024 ██████
41	WBIDS and Special Projects was an effective way at solving community problems that were identified by officers/sergeants/lieutenants/community/businesses...but unfortunately there hasn't been any offered to officers since the new major came to district. WBIDS is funded by businesses in Waikiki to specifically address community concerns, yet there has been no effort to utilize this funding.	██████ 2024 ██████
42	Negative, ██████ doesn't know how to lead	██████ 2024 ██████
43	Our NVD commanders are so busy with legislative bills, command meetings, and administrative work that workplace issues foster into bigger problems that often result in internal investigations. Certain officers in NVD feel that their personal relationship with Major ██████ allow them to circumvent the chain of command, challenge assignments given by the supervisor, and even question authority. This creates problems overall for the effective day to day operations of NVD.	██████ 2024 ██████
44	Most officers don't do anything or generate any proactive stats.	██████ 2024 ██████
45	My commanders are proactive in identifying and solving workplace and/or community problems.	██████ 2024 ██████
46	Our command does the best that they can with the resources that are provided to them.	██████ 2024 ██████

2024 Commander Performance Survey

47	Neutral	2024
48	Beat Officers and watch LT needed to inform command that the understaffing and counting MPRs as manpower was dangerous after there speech that Officer safety was important/highest priority. They apparently did not see a problem with the watch working under minimum and relying on Officers in training to handle call for service without being properly supervised.	2024
49	no comment	2024
50	My commander things "proactive" is a skin condition treatment, unless our stats are down, in which case "proactive" means "I can't brag about how my district at the regular command staff meeting, so go out there and get me tags so I can fit in with the rest of the group".	2024
51	I love that this new command takes action and an interest in solving crimes around the district.	2024
52	Sometimes	2024
53	The commander does proactively try to identify and solve workplace problems.	2024
54	The D8 command does it's best. We all have to remember that not everything is the "fault of the police".	2024
55	we been working shorthanded for years.	2024
56	The command continues to let bad elements into the station. They do not care about how the officer feels or how it affects them.	2024
57	Oh my goodness NO NO NO	2024
58	yet again too vague of a question. please be more specific. if it is referring to LT's and Supervisors then yes.	2024
59	Not really, but I blame Officers just as much for this. Noone wants to "rock the boat"	2024
60	D4 command has been proactive in providing resources and staffing to address workplace and community problems.	2024
61	INSTEAD OF RETAINING A CPT TO ASSIST IN COMMUNITY PROBLEMS, CPT WAS DISBANDED.	2024
62	The overcrowding of the Main Station parking garage on level P1 is a blatantly obvious problem that continues to be ignored by the upper management. The problem is not the evidence cars, but rather the multitude of employees at one place at the same time.	2024
63	There was a complaint that was made about "special treatment" and instead of stopping the special treatment, they made changes that affected everyone, which didn't solve the problem.	2024
64	We are provided regular guidance by our AC, who looks not at what we should be doing tomorrow, or in 2024, but years ahead.	2024
65	The 4th floor has an attitude that they know better than those of us who actually interact with the community and it feels that they don't care what the community thinks. They don't do anything to stop slurs or derogatory language. There is nothing done to check little behaviors which lead to more and more egregious behaviors being tolerated. Officers who don't 'participate' in the old boy behaviors are often 'iced out' and left out of opportunities to get into specialty teams/units in districts/divisions.	2024
66	However sometimes its best to just make a random visit to line-up and feel that group's energies. We have a wonderful Lieutenant that keeps things professional and I am so grateful for that.	2024
67	Again, sometimes issues are pointed out and if they disagree then nothing is done. My viewpoint is that of course, you can tell me no, and I'm sure you have your reasons. But if the activity/behavior continues to be an issue, then another look/action needs to be taken.	2024
68	I strongly feel that District 3 commanders do NOT care about any of the workplace issues.	2024
69	The focus is on the things that they assume fix the current problems. Those fixes aren't	2024
70	Never	2024

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71	Yes, they're proactive in identifying low stat performing Officers, unlabeled BWC footages, policing their hard working patrol officers and disseminating their finding down to the supervisors to address.	2024
72	The Major is great at pointing out problems, solving them, not so much.	2024
73	Absolutely not.	2024
74	OUR COMMANDERS ARE LEAD BY OUR CHIEF WHO ALSO IN NON PRESENT	2024
75	none	2024
76	We have done projects in the past to address the homeless and also graffiti, but the recently the Sgt's do not want to work extra or do projects to address the issues in our District.	2024
77	I have not been made aware of anything that has been done.	2024
78	District 2 is one of the easier patrol districts and yet it still has problems that have been going on for years. I have solved some of them myself during normal patrol working hours. As a result, I have had several members of the community shake my hand and thank me due to the length of time they have been dealing with the problem. (I also had an Officer shake my hand recently when they realized I solved a problem that they were responding to repeatedly.) It would be nice to see the Command give special projects to supervisors in order to solve problems in the community which would also help patrol to stop responding. I have heard a Sergeant tell the Officers that they feel bad for them because they see them responding to so many calls but that's not their job. They just answer the phone when an Officer needs help. Absolutely no initiative at all to help or solve problems. The Command could do something about that including enforcing the policy in regards to them responding to calls for service.	2024
79	Negative	2024
80	It may start to feel like it is too much and too soon.	2024
81	I chose DIAGREE because there isn't an "I don't know choice" for our current Commanders.	2024
82	excellant.	2024
83	I think its difficult to score this question, when the issues sometimes is out of the scope of the Commanders control and employees familiar with policies and procedures and use them outside of there intent.	2024
84	Proactivity in the Department is non-existent. Attempted proactive problem identification and solutions are met with a question #12 response.	2024
85	There is very little explanation of why things are implemented. Therefore I'm unsure of what workplace problems or community issue they are trying to address.	2024
86	Major is open to ideas on improving divisional projects.	2024
87	I believe it is hard with the way the world is trending for commanders to solve problems, because it seems everyone is focused on not offending anyone instead of dealing with the issues that need to be addressed.	2024
88	Community problems are neutral but really need to improve in solving workplace problems.	2024
89	The Major is very attentive and is genuinely interested in the daily comings and goings of everything that happens in his division. He is in constant communication with the people that he supervises and because he has his finger on the pulse of basically everything around him, he is able to anticipate and prevent problems before they arise.	2024
90	They try their best. But you can't please the community in D8.	2024
91	Captain [REDACTED] is proactive in identifying and solving workplace problems by addressing it early and works to achieve a solution to resolve the problem. He has good conflict resolution skills and treats all employees fairly. Major [REDACTED] supports Captain [REDACTED] and facilitates and handles situations or problems which may escalate to his level. Both are great at identifying and addressing community problems using the resources under their command. Major [REDACTED] even goes beyond his normal duties to assist in community problems in an attempt to come up with solutions to solve the problem.	2024
92	Community problems yes, work place no. He is creating dissention among officers, and	2024

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supervisors. How are you going to give a Lt, who only has three months experience as a CID Lt, and give him a watch, over a Lt who has 10 plus years as a patrol Lt. It makes the officers feel that experience does not account for anything.

93	A/Major [REDACTED] effectively communicates community complaints to the district and always finds a way to solve or minimize the problem through a collaborative team effort.	[REDACTED] 2024 [REDACTED]
94	I believe our commander is forward-thinking and willing to be innovative with regards to solving workplace problems. Our commander looks for areas to improve and ways to create an efficient working environment.	[REDACTED] 2024 [REDACTED]
95	Status quo seems to be the common practice.	[REDACTED] 2024 [REDACTED]
96	No not at this point. There are so many problems and issues and it is unfortunate that they do not rely on the first line supervisors to get recommendations for success.	[REDACTED] 2024 [REDACTED]
97	This has recently changed with the change of command back in December 2023.	[REDACTED] 2024 [REDACTED]
98	Moral would skyrocket if weekend lockups was removed and a 2nd watch detail, permanent crew, or have each detail handle their own case types seven days a week.	[REDACTED] 2024 [REDACTED]
99	The command has no idea of community problems and or workplace problems	[REDACTED] 2024 [REDACTED]
100	Captain, and Acting Lieutenant are the problem.	[REDACTED] 2024 [REDACTED]
101	The Lieutenant does an excellent job -	[REDACTED] 2024 [REDACTED]
102	They are definitely proactive in identifying problems but often fall short on solving the problems. I think the attempt is there but there is room for improvement.	[REDACTED] 2024 [REDACTED]
103	Major [REDACTED] always gets ahead of issues and works with myself and other supervisors to come up with positive solutions.	[REDACTED] 2024 [REDACTED]
104	This disagree rating is prior to June 2022 only. The command seem to take action on personnel and public complaints only.	[REDACTED] 2024 [REDACTED]
105	Workplace problems, not even. There are reasons for Directives/MOP's. When they are not followed there are steps that should be taken, ie; verbal, written, etc... to help prevent an employee from repeating the offense by making them aware that it's not OK and there could be consequences. However, when absolutely nothing gets done the problems grow bringing down morale & possibly creating hostile work environment	[REDACTED] 2024 [REDACTED]
106	I think they are proactive in identifying problem that might concern the way they run the district and are proactive by punishing the staff that ge in their way.	[REDACTED] 2024 [REDACTED]
107	Our lab supervisor does not to anything to help our working conditions. He suggests that we contact so-and-so or why don't you go and find out from this-person...we need for him as a supervisor to do some of that contacting we need, to help us complete our work, not add more work to find out what we need to have done. This is one example.	[REDACTED] 2024 [REDACTED]
108	Major [REDACTED] is active in resolving problems. He has long term vision and implements solutions so that the same problem does not arise over and over again.	[REDACTED] 2024 [REDACTED]
109	Does NOTHING in solving workplace problems!!!! Protects the person that is doing the wrong, while the complainant has to work in an uncomfortable environment. No discipline given to people who do nothing all day and don't do their job.	[REDACTED] 2024 [REDACTED]
110	As stated above, any negative problems/feedback within the division are swiftly addressed to minimize hindering operations within the division.	[REDACTED] 2024 [REDACTED]
111	District 8 command's highest priority is to solve the District problems because they care about the district and experienced working in the district as officers.	[REDACTED] 2024 [REDACTED]
112	Refer to ABOVE	[REDACTED] 2024 [REDACTED]
113	The biggest problem the command faces is the blatant focus on violent crimes and their staffing levels. You cannot expect the same results from a detail with a few detectives when compared to violent crimes who have more than adequate staffing.	[REDACTED] 2024 [REDACTED]
114	I am impressed with the new pilot programs with WFH and 4/10's because it has given the non-participants left in the office some relief from all the negativity 5 days a week, now the	[REDACTED] 2024 [REDACTED]

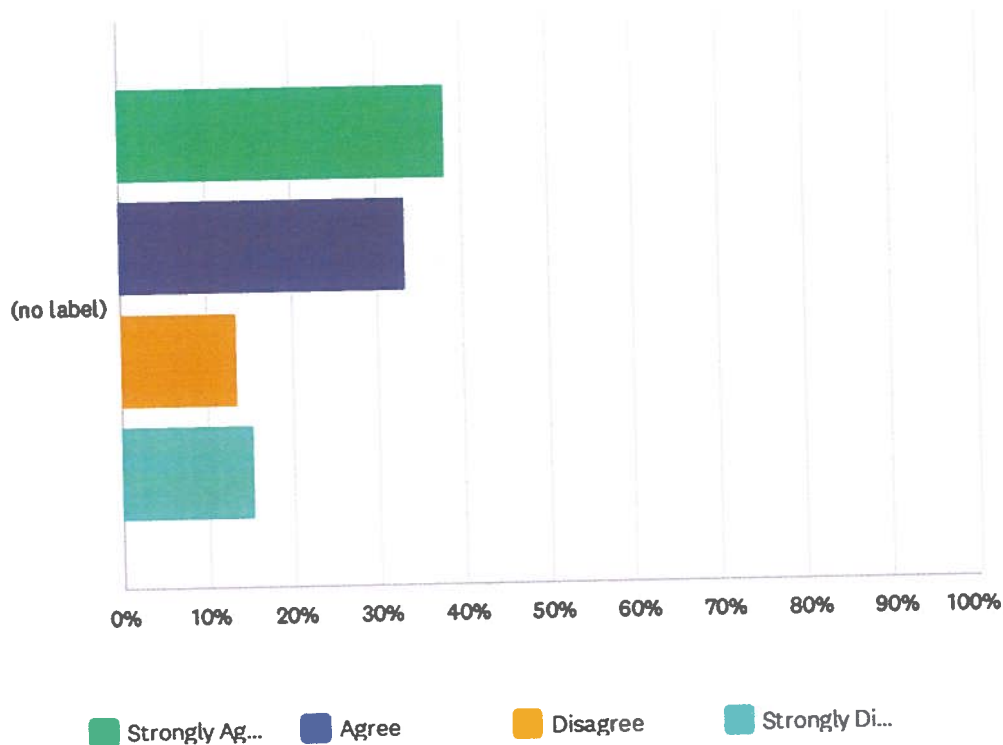
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negativity only radiates throughout our division 2 days a week. It has been very refreshing to be able to work in a more quiet, respectable, considerate, etc.. work environment.

115	Nope. Refer to all other statements.	2024
116	Hes looking, changing, but not asking WHY...not asking the Sgts anything	2024
117	Waikiki Safe and Sound has been a major success in having the prosecutor's office responsible in doing their jobs. All District 6 officers ask is for a more open dialogue with our own commanders without fear of retaliation.	2024
118	Command is told about problems but they ignore them especially if the involve one of their favored officers. If one of their favored officers is creating an abusive environment for the other employees, their behavior is intentionally ignored. Even if they know that their favored officer is doing something that they shouldn't, they are more concerned about their own image than correcting the situation. Look at the movement history in the division. In the past Narco was the most favored spot to be in. Numerous officers have chosen to transfer out of the division already and many are planning their exit. Many officers have chosen not to transfer into the division due to the negative reputation that the division has already. The division is already well know for the drama and petty politics. Regular shouting matches happen at HIDTA that people pretend that they don't hear.	2024
119	They're hardly reactive, let alone proactive.	2024
120	There was miscommunication between the employees and upper management that resulted in cubicle shuffle of other units that consisted of around 15 employees' total. Had the management asked first about the outcome, the issue never should have amounted to this type of drastic measure. There was no opportunity to discuss what had happened and everyone just had to comply.	2024
121	I believe that we would see the result of the proactive problem solving that my commander is attempting, but again, too much "red tape" and opinions of upper command that makes the result nearly impossible.	2024
122	The commanders try their best to address problems that are within their control.	2024
123	There appears to be tension between lab personnel and upper management which has only been exacerbated with recent laboratory changes.	2024
124	Our command regularly participates in community events. They present issues to Officers who then work to resolve the problem.	2024
125	and have been great in supporting the needs of both the shop and the employees.	2024
126	As mentioned before, we lack assistance in other departments (DOT, Highway, Roadway Maintenance ect...).	2024
127	I don't blame the major, but the responsibility is on the Captains and Lieutenants. The lieutenants are just doing their job and hoping to get out on the next push.	2024

Q14 Your commanders set a positive example.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	38.09%	33.19%	13.40%	15.32%	470	2.06
	179	156	63	72		

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON YOUR RATING.	DATE
1	IF THEY DID I HAVE NOT SEEN IT YET	██████ 2024 ██████
2	They work hard and try to do a good job. They probably are trying harder than a lot of other commanders. That can actually be a problem in and of itself, the department needs to get consistent performance. Our district working super hard and others around us goofing off doesn't make us feel good, we feel dumb that we are working so hard and others fool around with no consequences.	██████ 2024 ██████
3	HAHAHAHA. FUCK NO.	██████ 2024 ██████
4	Major ██████ and Captain ██████ lack the knowledge and experience to command CID. The basic understanding of how CID operates is missing. They are also not open to asking questions and for input from those who do have the knowledge or experience. Captain ██████ is very disrespectful and has a large ego. I first witnessed this in a meeting with AC ██████ about the ██████ that was to be implemented. Captain ██████ did not agree with the process and was very disrespectful during the meeting. After the meeting, he was upset that Major ██████ and I, did not say anything to support him. I didn't say anything because I was in shock with the disrespect to a Commander. This would be the first of several outbursts from Captain ██████. Captain ██████ lacks credibility and his factual representations should be scrutinized. Captain ██████ will present facts that are not truthful to favor himself or make him look good. Be careful.	██████ 2024 ██████
5	The example that would be the most positive is one where there are open lines of communication. My command is not doing so well with that. I think they are just trying to get	██████ 2024 ██████

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	by, through the path of least resistance	██████████ 2024 ██████████
6	They say one thing and do another.	██████████ 2024 ██████████
7	This is a tough question to answer if applying it to more than one individual in my chain of command. I'll just say that most of the people above me in my chain of command set positive examples however even one commander can effect unit moral with negativity and bitterness.	██████████ 2024 ██████████
8	Yes, he sets a positive example by being open, approachable, and honest. He continually works towards building efficiency within our section and furthering the Department's mission and goals.	██████████ 2024 ██████████
9	The D7 commanders have been fair and understanding in listening to the heartbeat of the division officers.	██████████ 2024 ██████████
10	a little more than half the time no, you can tell when its a good time to just be unseen.	██████████ 2024 ██████████
11	In the nearly 4 months of Major ██████████ being in district, I have never met him. He has never come in to meet the Watch. If not taking the time to speak with your subordinates is a positive example, Major ██████████ should write a book.	██████████ 2024 ██████████
12	Unfortunately the current command is not positive.	██████████ 2024 ██████████
13	██████████ sets a terrible example. Commanders like ██████████ do very little to fix the problems of the employees. HPD can't recruit, you can't maintain employees, and your solution is, MAKE THEM DO MORE. I have never seen an HPD commander try to make things more efficient. The priority should be to make the employees do less work. I promise you, if you clear the path, the employees will do more willingly. Employees became police because they want to do good. The obstacles currently in place show officers time and time again that their work is usually for nothing.	██████████ 2024 ██████████
14	Positive attitude; open, friendly demeanor, approachable; yet clear on structure, policies and regulations. Firm and fair.	██████████ 2024 ██████████
15	There are two LTs who actually show support and genuinely care about us. Our PCO IVs try but their hands are tied. We don't get the support we need. We're overworked because of staffing shortage. We get yelled at on a constant from the callers because they've had to wait on hold, or their call was ignored by the officer dispatched. I think the department acknowledges us when they remember us...other than that we're nobody. Dispatch who? We don't get to walk away. We're tied to the phones or the radio. At least out on patrol or even other civilian positions they can walk away and destress. Not us....its one after the other....who cares that dispatch is burned out. Who really cares....	██████████ 2024 ██████████
16	My superintendent's rules can change on a daily basis which sets a bad example and is very hard to follow. Many times she is in a bad mood and nitpicks and micromanages.	██████████ 2024 ██████████
17	I apologize for not leaving feedback for all the questions, but it would be too time consuming for me to write down every reason. The Major, Lieutenants, and Acting Lieutenant are all positive examples here at the PSO. All are competent in their duties, approachable, and genuinely look after their subordinates with the goal of preparing them for further advancement. Anyone would be blessed to of had the opportunity to work in the PSO. The work can be a drag mentally, and there has been times where it feels like we are losing out monetarily (compared to patrol or other divisions), but for me there is not a better place to work. Coming to work is like coming home to family and friends. No one has an ego, we can all relate and laugh at each others misery including our own, and everyone really wants to see each other thrive in their professional and personal life.	██████████ 2024 ██████████
18	The Major has shown me ways to improve upon myself as being a more well rounded supervisor.	██████████ 2024 ██████████
19	Leadership by example...I appreciate the fact that I can always rely on our commanders to set the tone. There is a trickle down effect where lieutenants, sergeants, corporals, and officers buy into this culture.	██████████ 2024 ██████████
20	I have had no issues with our command staff.	██████████ 2024 ██████████
21	Our AC leads by example and holds himself accountable.	██████████ 2024 ██████████
22	His motto is, "there are no poor teams only poor leaders." So he takes responsibility where the district is lacking and will look at himself to see if he needs to adjust his management skills.	██████████ 2024 ██████████

2024 Commander Performance Survey

23	Their current attitude/method of operating ONLY confirms people's preconceived ideas of them. Which was not positive to begin with.	2024
24	Not really.	2024
25	Yes, with the right paperwork. No compassion whatsoever.	2024
26	Our Sergeants ask for traffic citations and they're also out on the road issuing citations themselves.	2024
27	All the time to do better and to learn from your mistakes to try not to do it again.	2024
28	The people that kiss up to her gets special treatment.	2024
29	No.	2024
30	Shoutout to LT [REDACTED] who is always positive. He makes it a point to greet everyone by name after lineup and when he leaves at the end of the day. He takes the time to walk the floor to check how everyone is doing. Its here I will add I've seen our Major on the floor a few times.	2024
31	LT [REDACTED] sets a good example.. when hes line up,, we know as PCO 1 & 2 know its gonna be a good day..	2024
32	Never met the major and he is not friendly nor communicative. The captain appears to be trying for the both of them.	2024
33	I do not know, never observed this	2024
34	no, they would not be on a list of majors and captains that I would emulate their managerial style. They are probably an example of how to not run a district.	2024
35	They work hard making us want to work just as hard.	2024
36	I AM AWARE OF WHAT OUR MAJOR HAS DONE ETC. BUT THE NEW CAPTAINS ETC. AS WELL AS OTHER MAJORS IN OTHER DIVISIONS I AM NOT TOO AWARE OF. IT WAS TOLD US IN TRAINING THAT OUR REPUTATION PRECEEDS US. ISNT THIS SO TRUE. SO THEN, I ASK, WHAT KIND OF OFFICERS IS HPD PRODUCING?????	2024
37	Major [REDACTED] is the type of leader that leads from the front.	2024
38	Lies, deceitfulness, retaliation, poor leadership	2024
39	No	2024
40	Major [REDACTED] sets a precedented example of what leadership should be by upholding values that the department sets as their motto. He is easy-going, yet strict when warranted, but always fair. That to me is setting a positive example.	2024
41	If by commander meaning the current major, I strongly disagree that a positive example has been set. If the district was doing well, there wouldn't be a need to change anything. Yet there has been changes (not for the better), and a style of leadership demonstrated that one can define as micromanagement.	2024
42	Negative, [REDACTED] doesn't know how to lead	2024
43	I do not see my command.	2024
44	My commanders set a positive example.	2024
45	For the most part	2024
46	First introduction to the watch they came out hard stating they are not here to adjust to the "D3 Way" and that they are her to "fix us". They implied something was wrong with the district and were in needed of fixing which many among the watch took offense to and it directly resulted in morale decline. They did not watch and observe the watches prior to making the determination that we needed fixing, they were here less than 10 days before they started making changes.	2024
47	All we hear is how great of an officer he was when he was in patrol.	2024
48	I can't be a judge of this category because I never see my commanders in person or in one-on-one's.	2024

2024 Commander Performance Survey

49	The commander sets a negative example.	████ 2024 █████
50	Our D8 Command does their best but again could have room for improvement.	████ 2024 █████
51	They are a terrible example.	████ 2024 █████
52	NO	████ 2024 █████
53	yet again too vague of a question. please be more specific. if it is referring to LT's and Supervisors then yes. If it is referring to anyone higher then no. I either haven't seen them (the major) or rarely see them (captain)	████ 2024 █████
54	Always dresses professionally, and is highly organized	████ 2024 █████
55	Major █████ and Captain █████ are always positive and create a good working environment.	████ 2024 █████
56	MORALE IS LOW OVERALL IN THE DISTRICT, WITH HIGH MOVEMENT OF PERSONNEL LEAVING DISTRICT AND NOT DUE TO PROMOTIONS.	████ 2024 █████
57	The current commanders in the division are setting positive examples. I do not share this opinion of some of the prior commanders in this division.	████ 2024 █████
58	So far, there's no communication about what is going on in the District, I'm always the last to know because someone other than the Command tells me.	████ 2024 █████
59	AC █████ is an exemplary example of a leader, supervisor, Police Officer and mentor. He truly leads from the front. I strive to emulate his example daily.	████ 2024 █████
60	I cannot agree or disagree to this statement as I rarely see them.	████ 2024 █████
61	Many commanders on the 4th floor take a 'do as I say, not as I do' approach to behaviors/attitude/etc... We have many commanders who are out of shape and do not promote officer wellness. They allow officers to promote things such as '60 series' 'Code 25' and other apparel that is disrespectful towards the public. They refuse to take a hard stance on behaviors, such as the recent events in District 3, while going after hard workers for not cleaning their shoes everyday. Many commanders/supervisors like to tell 'war stories' often admitting to use of force violations, policy violations, and the breaking of individuals civil rights; they often tell these stories wishing things would go back to 'how they were'. I have never seen nor heard someone being admonished/punished for their actions in these stories nor for telling/admitting to these stories. Its embarrassing and these are often told in public places where people can overhear these stories and the officers relishing their actions in these stories.	████ 2024 █████
62	I do NOT feel that the District 3 major and captain set anything other than a NEGATIVE example. I have heard the term "Team Toxic" associated to their names.	████ 2024 █████
63	This statement is a joke	████ 2024 █████
64	The only example set by the commanders is, they have rank, they have authority, their say matters more, they are the voice and decision makers of the District. Setting an example is not possible when you're rarely seen by the men and women of the watches, rarely interact with the men and women on the watches, have an impression of authoritative demeanor over the ones they command making it difficult to approach.	████ 2024 █████
65	Again, not introducing himself, emailing a manifesto, and micromanaging. When a Major doesn't introduce himself, then immediately spews out how he feels things should be, he is saying "I'm up here and you're down there."	████ 2024 █████
66	I have never met Chief Logan, I have only met the bureau Chief when there is a critical incident. I have never met the Major and have only met the the Capitan for an admin issue. It's like we are not even important enough for a say hi.	████ 2024 █████
67	LIKE I SAID IF THEY WERE MORE PRESENT ON ALL WATCHES WE WOULD KNOW IF THEY SET A POSITIVE EXAMPLE . BUT COMING ON MIDNITE WATCH ONCE A YEAR DOES NOT CUT IT	████ 2024 █████
68	Sergeants and Lieutenants, yes. Major, no.	████ 2024 █████
69	They are nice friendly people but the work ethic of the Sgt's is low. They are not good leaders	████ 2024 █████

2024 Commander Performance Survey

70	Our command wants to hold rank and file to standards when they cant even park legally. For decades in D3 the command was able to fit their vehicles in the provided stalls. Now the command needs to take up 2 stalls each.	2024
71	Current Commander is always smiling and is a genuinely nice person.	2024
72	If I ever became in that position I do not want to be like them	2024
73	A few commanders set really positive examples. Former Cpt. [REDACTED] comes to mind as a great positive example. Lt [REDACTED] is another great positive example. Capt. [REDACTED] is very approachable and helpful. Is there something between agree/disagree?	2024
74	I chose DISAGREE because some Commanders do not set a positive example for their Officers. I would also choose AGREE because there are other Commanders that do set a positive example for their Officers.	2024
75	always.	2024
76	Yes, at the Immediate supervisory level. Otherwise, no.	2024
77	It appears that fairness from the command staff is not evident in the eyes of the officers. This may not be true but the perception of it appears to be so: A better explanation other than simply saying that's not the case is necessary.	2024
78	I have not seen any positive example from the command as of yet.	2024
79	Current commanders - yes. Not always the case.	2024
80	I believe that I have made great strides in learning the components and qualities of a successful commander by watching how the Major handles people and situations. The way he manages to be both well liked and well respected is a balancing act that I have a much deeper understanding of as a result of working for him. He constantly frames situations to us in the context of how we should do things when we become commanders. He is passionate about sending us to any and all classes and training that the department offers in order to better ourselves.	2024
81	They are frustrated and get irritated with how the department is being run. Their attitude is not positive in regards to the department, but as for the attitude towards the district, their attitude is good.	2024
82	Major [REDACTED] is a great example for the department and for our division. He is a hard working, caring, intelligent, leader.	2024
83	Major [REDACTED] and Captain [REDACTED] lead by example. They set positive examples for other employees and there are no double standards with them. They treat employees fairly and show appreciation for good work, encourage deficient employees to improve, and discipline employees when needed to correct the behavior. They are honest, fair, and have integrity.	2024
84	Definitely not. Do what I say, not what I do.	2024
85	The Officers only hear what the Major expects of them, no compliments on the hard work they do day in and day out.	2024
86	Always!!	2024
87	Effective commanders can create a more enjoyable and equally productive workplace by implementing efficient and informed practices.	2024
88	Like?? None that I have seen.	2024
89	This has recently changed with the change of command back in December 2023.	2024
90	Command are great leaders who are always learning themselves which is a plus when setting out to be a positive role model.	2024
91	They are positive in general.	2024
92	Morale is bad No positive examples shown	2024
93	Captain, and Acting Lieutenant are the problem.	2024

2024 Commander Performance Survey

94	Lieutenant sets a very good example on how things are done. Cannot comment on any rank above that.	2024
95	My very first conversation with the Captain was very negative and accusatory. The attitude directed at me was unprofessional and uncalled for. I fear to say much more.	2024
96	Major [REDACTED] comes in early, leaves late, and is constantly working in his office. Is professional in appearance, tone, and action.	2024
97	This disagree rating is prior to June 2022 only.	2024
98	I cannot speak for our new Major, not enough time in our Division. And as noted in a prior question maybe 2-3 Commanders try. However to have a cohesive division, every commander should be on the same page, operating the same way, when this is not present & right in front of you, with a commander there, something being done that shouldn't and the commander does nothing. How has the "positive example" been set, it hasn't.	2024
99	Definitely not. They forgot that integrity, respect, and fairness, should transcend to their coworkers as well.	2024
100	Not so, especially when favoritism is blatantly shown.	2024
101	My commanders always lead by example and will often mentor and pass knowledge and experience gained through their careers.	2024
102	Major [REDACTED] leads by example. He is willing to get his hands dirty and help. He physically helped with the weight room refurbishment. He is willing to walk the walk and not just talk the talk.	2024
103	One of the worse majors in the division we ever had. Comes to work late, heads to the gym first thing, doesn't check in first to see if anything needs to be signed, sent out/done. Priority is "working out" not work. Working out for over 2 hours daily. Leaves work early, does not do a full 8 hours of work. Work sits on his desk and not signed when needed, have to chase down the major to get work done. Major should not have been in the dojo with recruits [REDACTED] [REDACTED] That is NOT his job to be rolling around with recruits. There is no respect for recruits and command when you are always playing and around them!	2024
104	HRD Division commanders are great leaders that care for all their employees. This is something that not only we as subordinates can learn and benefit from, but also commanders from other divisions.	2024
105	The command is professional at all times	2024
106	REFER TO ABOVE!	2024
107	They are all talk and no action. There can be no positive example if it is so obvious that one side of the division is favored over the other. This is a case of parents loving one child but not the other.	2024
108	1 does for sure . . . which is the best we have ever had in the last 3 years.	2024
109	The Major who is a bubbly and friendly person shows empathy and speaks to officers on the side when he out and about at the station. The Captain does not show any empathy and is not approachable.	2024
110	He's trying...he's just working with the wrong information. What he is asking for is not unreasonable...its the approach and threats. has meetings with businesses within our sectors but never come to us and ask us about anything...just implements a change with 1/2 information	2024
111	I believe positive examples are at the foundation of building a great organization/department/division/unit. The foundation is what this great building is suppose to stand on. It is set in the beginning of any building process. With the major's refusal to address the watches, our foundation to build on in this district was severely compromised before it even began.	2024
112	I cannot in good conscience say there is no issue with the Major not meeting the vast majority of his district. I did have to ask officers on both the day and night watch if anyone had met him but everyone spoken to agreed he had not introduced himself to the watch but may have had small interactions with officers here and there for whatever reason. I wish I would be able to	2024

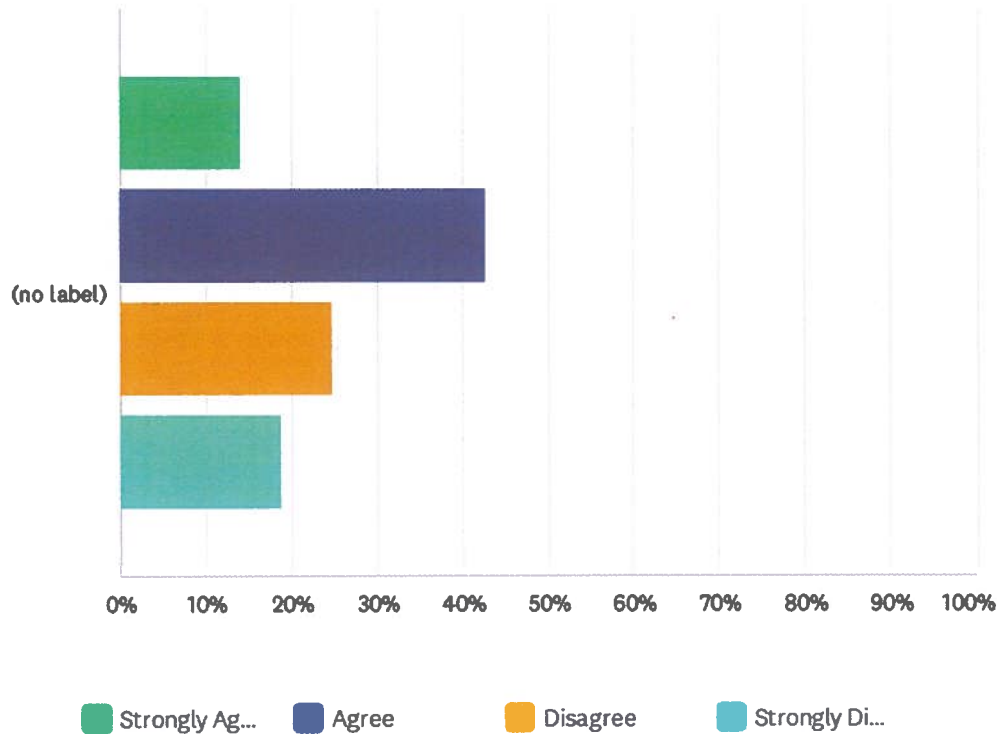
2024 Commander Performance Survey

provide different ratings as I do not believe a "Strongly Disagree" rating is appropriate for our Major as it is somewhat more in between Agree and Disagree. I believe I have said enough about our Acting Captain. He has dealt major damage to the district's morale over the years in an effort to make his own resume look better.

113	The clear example that they set is you will be punished if you don't go along with their program and be transferred off to somewhere you don't want to go if you piss them off. The only lesson that is clear is to stay out of their way.	2024
114	My commanders set no example. They are uncooperative, absent, and unsupportive.	2024
115	There is a lot of gossip and lack of communication that creates strain and poor morale in the office.	2024
116	They walk the talk.	2024
117	Minimal communication, rare show of support, opinions are not heard, etc.	2024
118	Our Commanders have a good reputation and they have great attitudes when dealing with us.	2024
119	and have been great in supporting the needs of both the shop and the employees.	2024
120	As mentioned before, Major is hard to read or understand. It's his delivery of his message that's causes a lot of us to be unsure what's his ultimate goal or vision is.	2024
121	For the Major and our new Captain for property crime.	2024

Q15 The leadership of upper management (i.e., assistant chiefs and above) is effective.

Answered: 470 Skipped: 0



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
(no label)	14.04%	42.55%	24.68%	18.72%	470	2.48
	66	200	116	88		

#	PLEASE PROVIDE FEEDBACK, AS NEEDED, ON THE LEADERSHIP OF UPPER MANAGEMENT.	DATE
1	I DONT EVEN KNOW IT UPPER MGMT KNOWS THE REAL PROBLEM GOING ON. RIGHT NOW WE ALL DOING THE BEST WE CAN & I THINK THE MENTALITY IS IF ITS WORKING W/THE STAFFING WE HAVE NOW WHY FIX IT.	2024
2	The very top levels of the department have got to substantially up their game. Better LEADERDSHIP, communication, supervision, accountability, mentoring, planning, and the list goes on. We are in a RETENTION and recruiting crisis and have been for years. Make the department a better place to work and people will want to stay here. Discipline is a disaster (investigations drag on for years). Simple things like approving a new belt get pilot projected to death and take forever. How do we not have a uniform contract and speed check contract for YEARS! These are all things far above the level of a sergeant or lieutenant. Everyone needs to get in the game for real and stop phoning it in.	2024
3	I don't know? I guess so?	2024
4	I am very disappointed with AC [redacted] as he asked me to step up and be the [redacted] of CID. When I was asked I wanted to do the best job. Some of the things I was in the process of doing was building up the cyber crimes unit, looking into implementing Artificial Intelligence into our investigations, removal of the evidence vehicles, and improving the Crisis Negotiation Team. Unfortunately I was removed and rather disappointed that he did not give me the support. Instead I believe he based my removal on the facts presented to him by Captain	2024

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[REDACTED] In conclusion, I have moved on in my career with HPD. I still love my job and coming to work. I now get to pass my knowledge I've obtained while in CID to the members of [REDACTED]
[REDACTED] Everything happens for a reason and I feel it was my time to move on. I participate in this survey to hope for change and things to get better not only for the CID employees, but the department as a whole. In this day and age, I believe that we as supervisors have to change our style of supervision to fit into the current culture. Our job as supervisors are to motivate our employees to be efficient and get the job done to the best of their ability. We as supervisors can not push the train to the end by ourselves. We need everyone to buy into the process in order for us to succeed. With much Aloha, [REDACTED]

5	I believe in any AC / DC or Chief more than our command.	[REDACTED] 2024 [REDACTED]
6	Over all upper management seems to be doing an acceptable job but there are some who need to be a little more compassionate to the needs and the wants of their bureau. I feel they are micromanagers. Even though they don't think so.	[REDACTED] 2024 [REDACTED]
7	HORRIBLE. NON PROFESSIONAL ARE LEADING THE DEPARTMENT TO THE GROUND. NO OVER SITE AS TO WHAT AND HOW THEY ARE GOVERNING THEIR RESPECTIVE DISTRICTS. BULLY, INTIMIDATE, PUNISH AND INSTILL FEAR OF BEING ON ROPA. SELFISH AND ONLY THINK OF THEMSELVES AND NOT GOOD FOR THOSE UNDER THEM. SHOULD REPLACE THEM ALL. NEED TO INVESTIGATE THEM TO SEE WHAT THEY HAVE DONE POSITIVELY FOR THE DEPARTMENT AND THE RANK AND FILE. ASK YOURSELF...WHY ARE SO MANY OFFICERS STILL LEAVING, RETIRING AND NOT WANTING TO STAY LONGER EVEN THOUGH THE DEPARTMENT NEEDS THE EXPERIENCE AND KNOWLEDGE THEY POSSES. THAT IS WHY SO MANY ARE LEAVING AT 25YEARS AND NOT STAYING AROUND.	[REDACTED] 2024 [REDACTED]
8	As with all things, there are good and bad examples of leadership on the 4th floor. My observation has been that some assistant chiefs demonstrate professionalism, motivation, effective leadership and a desire to make things better, others not so much. I look to those positive leaders for guidance and motivation.	[REDACTED] 2024 [REDACTED]
9	Better communication.	[REDACTED] 2024 [REDACTED]
10	Unfortunately, I don't interact with upper management, so I can't really make an honest assessment on their effectiveness. Maybe that in itself is an indication- their lack of interaction/ contact with the rank and file shows a possible disconnect. Also, staffing concerns brought up by my commander to upper management seems to only have been temporarily addressed.	[REDACTED] 2024 [REDACTED]
11	I do not agree or disagree.	[REDACTED] 2024 [REDACTED]
12	A times there is a disconnect between the lower officers and 4th floor. It seems some have forgotten how it is to be the low person on the chain. They should know the workers are the most important as they represent them and the city. I think if they actually talk to all the individual officers in a casual way and separated environment, not as a superior, they will find interesting items from every officer. They need to know what role every officer has in a specialized unit, and they should try to be a beat officer for a day, this will shed light of how the job has changed from their youthful days. Why I say this is one of the chiefs did not know what a certain established HPD promoted program is and had to get information from the CPT. Mahalo and Be Positive!	[REDACTED] 2024 [REDACTED]
13	All we hear from the upper management is stats, stats, stats, and why are there crime series and what are we doing about it on the patrol level. Patrol is severely understaffed. We need additional officers before we can be asked to keep producing. There is so much wasted officers in the department that could supplement patrol. CPT does nothing, MFUD rarely arrests or follow ups on cases in our district. Yet patrol is constantly asked to respond to OIC complaints and produce traffic stats. Patrol first responsibility is to respond to 911 calls from the public and to cover each other off. CPT could handle OIC complaints, CPT can go out on the road and hand out citations. But nothing is done about it.	[REDACTED] 2024 [REDACTED]
14	I have no interactions with upper management but from my understanding they are actively working for the betterment of our department.	[REDACTED] 2024 [REDACTED]
15	I am unsure of if upper management knows the state of the morale in the District, but ignorance is not an excuse. The morale of the District is drastically low. Officers are hesitant to do good Police work due to being in fear of punishment. If upper management is aware of	[REDACTED] 2024 [REDACTED]

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the state of morale, and they have done nothing to address or correct it, I do not feel that their leadership is effective.

16	I disagree if what our command is saying is true. Traffic has messed up because of the thin blue line procurement and that is the reason for no funds in our division. All our assignments are to be on duty and change our schedule to not collect any overtime. Our officers work new years eve and was only told a few days to change their schedule.	2024
17	Chief [REDACTED] recently attended the [REDACTED] conference in Kauai and took a spot that could have gone to one of us. He never comes around, but can take a spot on a trip. To make it worse he brought his 10-3 and allowed her to come to the breakfast and lunches which was reserved for officers. I doubt she was paid for which is theft by all accounts. He even allowed her to sit in on the law enforcement ONLY presentations. The other island officers were also upset once they realized she was not LE. He basically took a vacation with his girlfriend on the departments dime. But watch Guarantee nothing happens...	2024
18	Joe Logan was such an awful pick for Chief. His advice is always that us employees are the best recruiters. I would discourage anyone I truly care about from working with HPD. I see no bright future ahead and think I should quit all the time. The cause of the majority of HPD's problems is the lack of efficiency. Clear the road for automation, simplify tasks, and you'll see huge outpour of improved work. PS: I aint rereading this for grammar. I got the work of 3 people to do. Put [REDACTED] in LLO and never put him in charge of other humans again. Thanks.	2024
19	Nobody likes to deal with the technicalities of Finance. I appreciate upper management's trust and the "hands-off attitude" as helpful. But when called upon to assist us, the upper management will step in with confidence to provide support, solutions, and a unified stand. They trust that Finance can back up its requests or positions with hard facts and data, in the best interests of the HPD.	2024
20	No opinion as I don't directly deal with upper management.	2024
21	Other than the 3-13 schedule nothing has been done to improve morale and staffing issues. The 3-13 appears to be working in D2. Sick calls are down, staffing OT is down, and morale is high. I have not heard a negative review of the 3-13 schedule. Upper management is slow in giving officers the tools they need to succeed. For example, vehicle speed checks and uniform, vendor just to name a few. Why do Administrative investigations take so long.? Regardless of the outcome, officers should be disciplined and/or sent back to their assignment in a timely manner. The process should not take 6 months to a year.	2024
22	I feel there is a division between the 4th floor and the division. I do not feel supported in our efforts.	2024
23	To be completely transparent, I do not feel like I am in a position to have a strong opinion one way or the other. My interaction with upper management is limited. What I can say is that from my perspective, the Chief does appear to be making it a priority to keep the public/media abreast in regard to high profile incidents. In regard to the DCs and ACs, there has been a good number that I have had the opportunity to work under before they reached the 4th floor and to those I hold them in high esteem.	2024
24	the 4th floor should be more open to listening and understanding what's going on within each element, rather than a, "my way or the highway" approach to leading the department. Some forget where the department shines the most, "Patrol." Information gathered at the patrol level can add to a more positive direction in the future of the department, especially when it comes to certain elements who have first hand knowledge with today's crime trends and social problems.	2024
25	The Chief sets the tone for his command. If everyone is not on the same page, then the department as a whole will not succeed. It should not matter where you work in this department, across the board, the command for each element should be "level" or "even" across the board. The basic fundamentals and policies of the department should be adhered to in the same way no matter where you are assigned. It seems that every commander has a different idea on how the department should be run. I understand that adjustments need to be made depending on the demographics of that particular element, but the core or the base should be the same. Example: When you chose to purchase a franchise from lets say McDonalds, when that franchise is built, it has to follow the core values of McDonalds. You are not supposed deviate from that. If you order a Big Mac from a McDonalds in Hawaii Kai, that	2024

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same Big Mac order in Waianae should taste exactly the same. McDonalds does deviate from the menu by offering saimin, breakfast platters with Spam and Portuguese Sausage, and even taro pies, but, the core menu never changes. You can't build a house from the roof down, you need to build a solid base first to support the structure. If the command in District 1 is having officers inspections on Mondays and Wednesdays, then every district should be having inspections on Mondays and Wednesdays. If the policy states that officers are not supposed to wear the issued baseball cap except for traffic control, then the policy should be followed in every district. Another example, policy states that patrol officers shall have their pilot lights on their patrol vehicles illuminated at all times, unless prior approval has been given by the watch commander for a specific reason. What I'm trying to emphasize is that the department needs to get back to its core values. Ego's need to be left at the door when decisions need to be made, and the rank and file need to be reminded of that oath we all took when we joined the department. The "Broken Window" theory should be practiced. If someone breaks a window, then it should be immediately fixed. If that window is not fixed, then people will think that it's okay to break the windows. I know that alot of what I just said is "cliche", but we need to fix some windows. Just my humble opinion.

26	There is still an obvious disconnect from our managers on the fourth floor and the personnel involved in the day to day operations. This dysfunction from previous administrations continues because of the same circle of administrators continue to be a part of this dysfunction. There needs to be new blood to bring creative ideas and respect for their positions. Another issue that I can see that will become a major problem in the future, are that the department unfortunately is promoting individuals based on test and interview scores alone and very little experience and merit to hold these positions of high responsibility. This has created an "us against them" mentality which will only get worse in the future.	██████ 2024 ██████
27	Although I don't completely know what they do.	██████ 2024 ██████
28	Commanders do not instill confidence in their leadership. The 4th floor do not communicate well with their subordinates. The command is not approachable. There is obvious favoritism still, and everyone knows it so it still causes unhappiness through the ranks. What is the use of taking surveys if no action is taken. Promote more unity within the department between civilians and sworn personnel. Hold commanders to a higher level	██████ 2024 ██████
29	Our AC is effective in his responsibilities and leadership. I can't say the same for other bureaus where I see a lack of leadership, direction, and accountability.	██████ 2024 ██████
30	I hear about the sometimes little things that affect the workflow here and not necessarily within management. Many times it's amongst co-workers who are afraid to bring it up to their command for fear of retaliation.	██████ 2024 ██████
31	Changes are made without input from those that will be affected. Even when valid input is given, it seems to be disregarded no matter how sensible or reasonable without any feedback or explanation.	██████ 2024 ██████
32	I honestly have no idea what an AC, DC, of Chief are assigned to do on a day to day basis.	██████ 2024 ██████
33	Suggest they visit staff/sites more often. These surveys are great, if it truly is anonymous.	██████ 2024 ██████
34	Those holiday emails are helpful.	██████ 2024 ██████
35	Unsure	██████ 2024 ██████
36	communication, direction, guidance, and vision can be improved	██████ 2024 ██████
37	District 8 is ridiculously understaffed and with the constant growth of new developments (housing, schools, malls and other commercial establishments), the beats are now double/triple the population, our receiving desk is not properly manned, patrol is reduced when a footman has to do a town run. Upper management needs to properly assess the needs of patrol and not only care about numbers.	██████ 2024 ██████
38	The command team in place now works well together and sets a comfortable environment to work in.	██████ 2024 ██████
39	Need to come out to the Districts to introduce themselves. I don't know all the names of the upper management.	██████ 2024 ██████
40	Most of the people not happy with this place and some thinking of looking for new job.	██████ 2024 ██████

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41	<p>If the upper management really cared about the direction of the Specialized Services Division, I felt they should have moved her along time ago, not keep her around to burn this place to the ground. I spilled blood, sweat, and tears for our division! Been shot, shot at, shot someone dead (me taking someone's life could've been prevented, if our command/leaders taken the proper steps at the specific barricade/call-out...now I have to live with that for the rest of my life). I personally turned down a [REDACTED] to stay and try to fix this division. I want to see the upper management remove and replace our major asap! I'm sick and tired of the shenanigans she is pulling, making crucial decisions based off personal feelings and ill will for others that she does not like personally, intentionally blocking and not asking for bodies because she doesn't like someone on the transfer list! get outta here with that! I can go on and on, but she has to be removed NOW!!!</p>	[REDACTED] 2024 [REDACTED]
42	<p>It's ironic that you ask for feedback on mgmt yet we obtain NO feedback from upper mgmt. Sadly, I feel like upper mgmt has no clue what we dispatchers have to endure on a daily basis. Thank you for allowing one small voice to be heard. I believe leaders should be held accountable for their people. To strive for excellence all around with Aloha.</p>	[REDACTED] 2024 [REDACTED]
43	<p>upper mgmt doesnt care about us at communication division, without us taking calls from the public , officers wouldnt know where to respond to cases.. and making sure officers are sent to cases, arrive safe & do their investigating & returning safe from cases.. Communication Division never gets recognized for police 911 services.. Especially from Chief Logan & ASST CHIEF..ESPECIALLY BEING A 1ST RESPONDER.. one day Chief Logan came in the division and NEVER sed HI or Good Morning.. he just walked passed the radio operators , asking who was working that day for the a case.. like we never existed or wasnt important.. and yes.. with the CHIEF command meeting, when saying working on stuff for our civilian emplys, we should have Incentives also, like patrol.. get bonuses and diff step levels like some dispatchers that have been here over 10 plus years.. making us 1st responders.. it seems like no one cares.. When [REDACTED] and someone else went to the legislature & wasnt prepared for the statistic and trying to get more for us dispatchers.. looked really)(U*P.. shouldve had one supervisor or shop steward go also & speak, cuz [REDACTED] had no idea..</p>	[REDACTED] 2024 [REDACTED]
44	<p>Upper management is very polite and appears happy when passing in the parking garage and hallways. The only concern is there is a heavy focus on recruiting, including addressing the new bonus for new recruits in the commanders minutes from 3-13-24, however there appears to be little to no focus on how to keep officers that are already in the department. There are a few clips of the chief addressing how the department addresses many issues that are no police matters, validating the feelings of many in patrol. Public support of officers is appreciated when given.</p>	[REDACTED] 2024 [REDACTED]
45	<p>I do not know, never observed this. The only thing I observe that is communicated down to my level is an email with the minutes from weekly meetings at their level</p>	[REDACTED] 2024 [REDACTED]
46	<p>I feel like we are on a ship with no captain. The ranks and file are waiting for direction and leadership that back the men and women. I mean...if a captain and major got poop (its been verified) sent in a green envelope. Its a HUGE red flag that the district is in distress. No upper management came to talk to the rank and file. It should be known that speaking out is frowned upon for fear of retaliation. The District command should have been reassigned immediately.</p>	[REDACTED] 2024 [REDACTED]
47	<p>I have been picked on and targeted by several high ranking Officer but will not mention names due to retaliation.</p>	[REDACTED] 2024 [REDACTED]
48	<p>IS THERE UNITY I ASK? IS THERE SUPPORT ONE FOR ANOTHER???? WHERE OH WHERE IS IT? IF I WHO WORKS IN HPD DOES NOT SEE THIS, WHERE OR WHEN WOULD THE PUBLIC HEAR IT OR SEE IT?</p>	[REDACTED] 2024 [REDACTED]
49	<p>Feels like there is a disconnect between upper management and the line patrol.</p>	[REDACTED] 2024 [REDACTED]
50	<p>I feel that the 4th floor has lost touch with the rank and file. I've worked with a few of the AC's and see how they have changed. They seem to have forgotten how it is to be a beat officer. I would hope that they would standup for us more. I feel that nothing gets done to fix the departments problems and let things sit without anyone standing up to make changes or a decision. The department is years if not decades behind mainland departments with tactics and equipment. With the current moral, I cannot recommended anyone who ask me if they should join HPD. Until there are positive changes coming from the 4th floor, I feel more officers will leave the department than join. Change to pay scale for Captains and Majors so that Lieutenants will not take a pay cut if they move up in rank.</p>	[REDACTED] 2024 [REDACTED]

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51	The ACS have been good commanders from my experience and still very supportive, however, in this situation they need to hold their people (major [REDACTED] accountable ASAP!	[REDACTED] 2024 [REDACTED]
52	For the division to get to this level of toxicity is unimaginable. The 4th floor needs to take action now before it gets even worse. Its seems as if the 4th floor is allowing her to create this environment. A lot of us don't understand how this can continue to go on. This is also affecting us internally as we don't have any trust with the chain of command above her. Please do the right thing...the right thing for the guys...the right thing for the division...the right thing for the department...give us a competent commander or at least one who has an open mind and is able to communicate with us effectively.	[REDACTED] 2024 [REDACTED]
53	This Department is corrupt and the corruption starts at the top.	[REDACTED] 2024 [REDACTED]
54	No	[REDACTED] 2024 [REDACTED]
55	Their seems to be a lack of communication where not everyone is on the same page. The confusion when standards are not set in place and rather decided by their secretaries, yet we're to comply rather than having our concerns addressed, often worried of the repercussions that will ensue for speaking up.	[REDACTED] 2024 [REDACTED]
56	Issues such as Covid Hazard Pay, Special Duty hours, Overtime limits, and staffing, seemed to be addressed without input from the rank and file and furthermore, policy changes made in response to an individual's violation led to the negative impact of the rest of the department. Why not address the individual's violation rather than change a policy that then penalizes the rest of the officers who continue to do their job well.	[REDACTED] 2024 [REDACTED]
57	If there was a neutral option, I would select that. I feel that perhaps our command is feeling pressure from upper management to save money.	[REDACTED] 2024 [REDACTED]
58	assistant chiefs and other personal are doing great! Only Major [REDACTED] is the issue and makes Patrol life harder for their families.	[REDACTED] 2024 [REDACTED]
59	I feel the role of Chief of Police had diminished or is now just the "face" of the department. I believe that the upper management has either forgotten what it is to be a HPD Patrolman or hasn't really actually been an actual Patrolman & misuses the term of Patrol being the "backbone" of this department since Patrol isn't the real PRIORITY. Patrol districts all have a minimum which isn't 100% staffing & I believe it should be. Lineup should be at 100% as every district loses a beat man off the bat to a townrun or sub station posts. Then lose even more to traffic stops, arrests, mh-1's, medical clearances, etc. with some days needed other sectors or districts to help. Staffing should never be based upon the amount of calls but on officer's safety. Also, if upper management remembered what it was to be a patrolman, they wouldn't harp on citations as stats. Only looking at a piece of paper does not justify the work a patrolman does throughout a shift. In fact, having a ZERO as a stat is actually a great stat. ZERO burglaries, thefts or uemv's in a beatman's patrolled area is a GREAT stat! Many of times just talking to members of the community (good or bad) takes time out of your shift. Having good rapport with society is & should be of importance to any patrolman. To be honest, if I wanted to give citations, I would've transferred to the "Traffic" division. I believe management doesn't use all the support units to the reasons they were created. Patrol is to service 911 calls & on beat crime during patrol yet Patrol aka "the backbone" is told that they MUST give traffic/parking citations to justify their work day. Traffic/parking divisions were created for just that, traffic/parking enforcement. They aren't told that they MUST take service calls in the area of their detailed assignment. We also need to hold other agencies responsible for their created details (i.e. Sheriff's, DLNR, Harbor, DOD, Feds, Humane Society) as they call HPD to handle cases in their respective jurisdictions. If they continue to pass the buck so to speak to HPD then HPD should be getting their budget from the state. Don't forget the importance of Patrol.	[REDACTED] 2024 [REDACTED]
60	Majority of times, the upper management just relays message to the element commander and vise versa. Which is an example of chain of command. Issues, whether good or bad passes through channel upwards and back down to the employess through the element commanders.	[REDACTED] 2024 [REDACTED]
61	Traveling with our federal counterparts are vital in our long-term federal investigations. Yet, the new regulations set forth by Budget and Fiscal Services have not been resolved to date. Our division and CID have been greatly impacted by these new procedures resulting in delays in booking airfare, and operational planning. Furthermore, our division continues to be understaffed, less than 69 percent of allotted positions, with no modification in division goals and mission statement. The bulk of staffing is always going to patrol with a big overtime	[REDACTED] 2024 [REDACTED]

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budget. Shouldn't the OT budget for NVD increase due to our shortage of personnel? Please help.

62	Chief LOGAN due to his lack of tenure in the Police Department is not a good communicator to the Public or towards his incumbents. Chief LOGAN is not authentic when speaking to the media and portrays trying to be politically correct instead of speaking the truth. His Military background shows up while explaining Police related crimes or statistics and can be easily identified. I also believe the 4th floor is not unified in their approach to moving the Department in the right direction.	██████████ 2024 ██████████
63	No decisions being made. We still have no uniforms. Field testing takes too long. We are not implementing new products. Products have been used on the mainland for years. Why does it take so long? Why is there a perceived competition with the fourth floor command? Why does it seem there is no support especially for patrol? There appears to be a total disconnect and the fourth floor is a separate entity. Instead of working to provide the department with the necessities, it appears you are afraid to make a decision. How about having a patrol representative (one who is actually on patrol day to day) give feedback or ideas on what is needed? Stop pointing fingers at each other (department vs. shop) and actually sit down and figure out how to get this department headed in the right direction.	██████████ 2024 ██████████
64	I feel as though I do not get support from the upper management. Moral is down, upper management talks about what shall be done, but do not see actions. I only see my command doing things for themselves to get promoted instead of truly thinking of us and hearing us out to make a better working environment.	██████████ 2024 ██████████
65	Support needs to be shown to the lowest level subordinate. Until there is this change, there is no brighter future.	██████████ 2024 ██████████
66	It seems upper management is far too concerned with optics and damage control and does not care at all about patrol level policing and providing staffing, support, and EQUIPMENT for this to be effectively done.	██████████ 2024 ██████████
67	The Chief has not done anything to improve officer safety or improve the workplace. The Chief took so long to approve the new weight bearing vest even though the evaluation was done a while ago and its not even partially covered by the department, so why did it take so long to sign off?	██████████ 2024 ██████████
68	The upper management is neglectful of their duties. I have been under the command of several chiefs at this point of my career, but this one, Logan, is THE WORST. It is extremely challenging for me to maintain a professional demeanor when I see him as he has not behaved in a chiefly manner since the start of his command. He seems to have to defer every question presented to him to his commanders. I cannot believe that his videos have yet to highlight or acknowledged any patrol element. His administration, in fact, makes fun of the boots on the ground with this ridiculous recruitment campaign with the comedian Xavier Cummings! I showed it to my family members and my uncle, ██████████, told me he had to take some time to wrap his mind around how that could possibly be put out by the police department and said that if I don't retire when I'm eligible, he's going to start questioning my mental state. I want to blame it on ignorance, but I feel like it's malice when these commanders fail to follow established procedures and try to blame everything on some other group like media/public pressure, un-vetted complaints from the public, the economy, or the Police Union for their failures and inability to make basic decisions and back up plans. They do not show any public support for the officers that have been faced with increasingly more and more complicated situations under unprecedented scrutiny and public criticism. I am sickened when they pretend that everything is fine when the rank and file went without basic necessities like police uniforms for months! It seems they shirk their responsibilities and try to delegate it to other people without follow-up. Every element is hurting for staffing, but they've been okay with small recruit classes. AND, they want to nickel and dime the workers who put in the extra hours by denying things like meals when we're returning millions of dollars to the city. The upper management has not shown one shred of appreciation for the efforts of the people who are taking the brunt of the punishment when dealing with the public and then have the audacity to wonder why officers do not want to issue citations when we can't even find a way to get the prosecutors to lock up the people we arrest for major crimes. The facilities maintenance and parking accommodations are close to the condition of our morale at this point. Our spaces are moldy, there are holes in the ceiling, leaks everywhere, doors and other security measures don't work properly, and nothing has been upgraded in a while. Even with the staffing shortages, we don't have enough patrol vehicles or other equipment to go around. They're	██████████ 2024 ██████████

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using our technology as tools like the body worn cameras to find policy violations, and placing more importance on administrative rules than common sense.

69	I agree but have had very little interaction with upper management.	2024
70	We should have went with [REDACTED] This guy couldn't make a decision to save his life. Why take the job if you're not willing to lead and make this a better department. Allowing officers to grow beards and approve pickup trucks for motor would shoot officer morale through the roof. Cost to the department for these two morale boosters?...\$0.	2024
71	With the approval of hazard pay from last year, upper management has not performed to the expectations of the patrol officers who were directly in contact with the public, day in/day out basis. The lack of communication in regards how the payouts should've occurred, was dragged on even after the approval was made from last year. The payout % should've been already designated as three tiers: patrol, support units (CRD), the other personnel within the department. There's still no transparent translation/communication to what officers should expect back or when officer will be payed out. The excuses heard was that hundreds of pages needs to printed out. It's hard to believe, that a summary of all the hours worked (by the officer) cannot be made showing actual work hours/OT hours, etc. With cases regarding firearms on the rise, the department lacks the sufficient issued equipment, to counter the threat of a protective vest, with level 2 protection. The lack of awareness and no sence of urgency to get the patrol officers, up to par with equipment, like other major metropolitan police departments in the Mainland. The duration to make decisions/approval changes to the patrol officer's everyday uniformed, and decisions for field tested equipment, to be approved, is unacceptable. There needs to be a change in the approval teams, to expedite the needs of the officers, and let public officials, dictate what should be worn/approval based on public feelings. Funds being allocated to things like a robot dog, drone batteries, and not being used to fix patrol cars, is unacceptable. The turn around from the repairing HPD B&Ws, takes too long and with Districts, that need B&Ws, due to MVCs, should have a one for one swap, with available B&Ws, not being used at the Main or parked at the Academy. There should be more motor pool staff available to help with the repairs to HPD vehicles. I speak from experience, from being without my issued B&W, for about 3 months. County Districts, have limited amount of B&Ws available, and when a B&W is issued and goes down, the officer cannot start their patrol, until an available B&W, is available. There should be a stronger stance on enforcement with RCPs. To have to jump through hoops, just to even cite for park rules violations, is ridiculous. There is no everyday homeless outreach presence, in the country Districts, who go out and actively attempt to find shelter for RCPs. When services are provided/set up, homeless outreaches, either do not show up to pick up RCPs or just do not follow up with contact information provided. Revised Ordinances for vehicles, should be revised, and stricter penalties for violations. New specific laws for golf carts/electric bike, need to be drafted and submitted to hold the public, accountable for operating the vehicles, on the C&C highways/roads. Allowing a minor to operate, any of the aforementioned vehicles, should hold a stiff penalty/fine to the adults who allow their minors, to operate the vehicles.	2024
72	I'm glad that these surveys exist and you wanna hear how officers feel about things. BUT do you actually listen and take our word into account?! For example , not much officers wanted the 13hr shifts but it seems like it didn't matter what the officers wanted . 4th floor was going to do what they wanted to do, PERIOD.	2024
73	Neutral	2024
74	No issues observed.	2024
75	Since becoming #1, has he made any decisions?????	2024
76	The Chief of Police has no law enforcement administrative experience. He was a detective, nothing more, and half of his career was spent on military leave. He could be more effective if his team of assistant chiefs worked as a group, but they do not support him because they cannot get along and are constantly trying to screw each other over or sink the Chief because they didn't want him to get the job. Arthur Logan will not be effective as Chief unless he can replace most of the assistant chiefs, which he cannot do because he doesn't have the ability or authority to do so. He is dead in the water, and in that respect, I actually feel very badly for him, but he wanted the gig, so he got it. Now he rides out a few more years until he retires. He doesn't have a team, he has a bunch of individuals running the show, but the show doesn't run, it just gets pushed a little futher down the block each day by the rank and file who actually do the work. Arthur Logan give orders because his assistant chiefs simply won't follow them and it's impossible for him to charge any of his assistants with insubordination or dereliction. He's	2024

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essentially screwed. But, he does have another good thing he can put in his C.V. as far as his career accomplishments go, so that counts for something for him. As for the rank and file and the public he swore to serve, he's a disgrace, and it's no surprise that we are using an anti-cop influencer comedian to recruit people to our department, because Arthur Logan is so out of touch with reality here that he probably doesn't know the videos Cummings has done even exist (did anybody actually check howzdisguy out before handing him over \$20K and the keys to film at our academy? Answer - no.) Logan - you broke my heart when you hired that guy....I'm not a corrupt poop bag cop who doesn't care about 911 callers concerns or only wants to sell people illegal fireworks door to door (like Cummings portrayed us in his videos before HPD hired him), so you and your administration betrayed us when you took that step to use the influencer as a face of HPD, and you should be completely ashamed of yourself because he's representing you too, Sir. The fact that this survey is being done is a testament to the fact that HPD administration and Logan are out of touch with everything this agency stands for, and out of touch with the employees who serve the public and signed up to do the right thing and not get promoted to the rank of army general while acting like a cop for 20 years but not actually being at work most of the time. Jesus, the major of training division is an out of shape sot who is morbidly obese - how is that effective? An assistant chief openly tells people he's lied about workplace injuries to get joint replacements, how is that effective? UPPER MANAGEMENT KEEP A SINGLE SECRET A SECRET, BECAUSE EVERYONE ON THAT TEAM WANTS TO TADDLE TO LYNN KAWANO OR HAWAII NEWS NOW. HOW IS THAT EFFECTIVE? Effective is the average Beatman who shows up for work regularly and does their job. The Chief and his upper managers should try and meet a few.

77	<p>Patrol is the forefront and is confronted with negative people all the time. It would be very nice to see and hear assistant chiefs, deputy chiefs, and the chief acknowledging patrol's hard work instead of telling what we are doing wrong...all the time! Easy to say what we did or could have did. I believe they forgot where they came from and what it was like being in patrol, if they ever were in patrol. Hard to lead when you don't have much patrol experience. I'm not being sarcastic just being honest and I speak for a lot of people. I honestly have no faith on the fourth floor and in our court system. If the public only knew what they courts actually do with cases, they would be upset. A slap on the wrist or case gets dismissed....while the victims stay victims even after the judicial/court system is done. I do thank you for allowing us to rate and give feedback. That is a start in the right direction. But now what are you going to do with all the feedback? Close the books or actually try to come up with a solution to make it better? Or is this just to make us feel better and a false sense of hope?</p>	2024 [REDACTED]
78	<p>I have yet to find a single officer, Corporal, Sergeant or Lieutenant in my district, as well as other districts, who feel the current command is doing a good job. Conversely, everyone I've spoken to on the matter feel the exact opposite, that the command is in total disarray. This primarily applies to #1, A/C [REDACTED] and A/C [REDACTED]. I feel they're totally out of touch with what is going on in the patrol districts, and it seems as though [REDACTED] and [REDACTED] are actually running the department. Furthermore, the chief can't even be considered a "figurehead," as he makes no decisions and has yet to complete any of his promises he made while running for the chief position, such as bringing back the S/A officers back to their districts. Another example of his lack of decision making was his press conference concerning citations issued to motorists honking their horns during the Kapiolani nurses' strike. Rather than say "I made the call, we received complaints and they're breaking the law," he blamed his administrators and didn't accept responsibility. Because of his actions, or lack thereof, the morale for the department is in the toilet as of late, especially with the ridiculous recruitment videos the department made with the local Instagram "influencer." Everyone, and I mean everyone, is insulted and embarrassed by these videos. They are not professional, and simply a sad joke. What major metropolitan police department releases this type of video in hopes of recruiting qualified individuals who they hope will become officers? When chief [REDACTED] was acting chief, he did a far better job than chief Logan is doing. What a disappointment our department has become, and the administration wonders why a large amount of senior officers are leaving after 25 years.</p>	2024 [REDACTED]
79	<p>Many are out of touch, or are trying to make the next rank and make the political choice and answer instead of what might be the harder right choice</p>	2024 [REDACTED]
80	<p>How does #1 become a Chief without having any actual police administrator experience as defined in the City Charter. His leadership is confusing because it appears that he has no clue what is going on. Since #1 took over how many issues have fallen aside regarding Police Uniforms, Police Vehicles, and the Honolulu Police Department image. They spent money on an influencer named "howzdisguy" on Instagram that make the Honolulu Police Department look like buffoons'. It appears that Assistant Chiefs and above are trying to keep everything status</p>	2024 [REDACTED]

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quo until they retire. They have no ideas or ways to make this easier for police officers or investigators to effectively do their job especially since this department is only getting smaller.

81	I think the Chief and the Deputies are doing their best to be effective.	2024
82	This NEEDS the most work. They are the worst in following policy and procedures. They do what they feel is right on their own terms. There are some who are decent but majority forget about the entire department. There are certain upper management who need to retire because they are a liability. The upper management are the very ones who need to remember Management 101 in their own actions. A lot of management allow bullying in the workplace and that needs to stop! Upper management lacks consistency.	2024
83	Upper management/leadership is not effective. No downward flow of information or communication.	2024
84	unfortunately in my opinion, it's going to take someone to get seriously hurt or killed before something changes.	2024
85	The management is not effectively recruiting and retaining officers. There are many missed opportunities for recruitment and retention. The management might also consider frequent ride alongs and actually speaking with employees outside their circles to get a better understanding of the concerns and needs of those they manage.	2024
86	It is terrible. Extreme favoritism being displayed. The system is unfair.	2024
87	Some yes. Most no.	2024
88	I cannot rate this as I do not know if the upper management is even aware of what is happening in communications. The survey made me select one of the answers.	2024
89	don't really know what they do. based on the videos that we get of the meeting from youtube they seem more confused on what we do.	2024
90	In my personal opinion, our commanders are doing an excellent job and easy to communicate with.	2024
91	From what I know they are doing their best and being creative in the area of recruiting more officers.	2024
92	Most of my negative criticism in this entire survey applies specifically to the upper echelon of command. I don't feel as if anything I do is ever recognized by this department.	2024
93	In media interviews, Chief Logan does not leave the impression that he is a leader of a competent police department. He seems ill-prepared and reporters seem to run him over. Major [REDACTED] should be conducting media interviews on behalf of HPD moving forward. He inspires confidence in HPD and has done an excellent job.	2024
94	Not willing to make decisions and stand by them.	2024
95	I somewhat agree but wish there was more communication going forward.	2024
96	Managers vs Leaders. We have too many managers who, for all intents, appear to be concerned with looking good to their peers instead of taking genuine care of their employees. 425+ vacancies in the Department makes staffing the lowest it has been since the 1990s. Record low applicants lead me to believe the Department is in dire need of rebranding itself if it is to see success in the decades to come. Starting pay for a recruit being at or below the City threshold for Low Income is inexcusable. To say "it shouldn't be about the money" in today's economy and housing market is to completely miss the point. I would like our leaders to be more vocal and advocate often, through local media and to politicians, for an increase in compensation for current and future Officers. Leaving it solely up to union negotiations has led us to the staffing predicament we are in today. I would like to see upper management show face far more often to the rank and file that they command. It's not okay that officers have never met their Assistant Chief, or any Assistant Chief, outside of graduations or promotions.	2024
97	Apparently, our command is getting instructions from the upper management in "handling" a situation.	2024
98	With the support of our AC, our DC and up to the Chief, in the last two years we have been able to test and evaluate new firearms platforms, vehicles, equipment, mentorship/guidance programs and recruit retention. If our upper command was not effective, and we did not receive	2024

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the support we do at the AC, DC and Chief level, we would not have been able to accomplish so much in so short a time frame.

99	i guess. dont really know what they do	2024
100	Chief Logan has consistently shown that he doesn't care to meet with officers, to go out to where officers work to see what we do everyday, or to engage effectively to make changes that would make officers' jobs and work days easier/more efficient. He has shown no ability to stand up for officers' actions when justifiable nor to hold many officers' accountable for policy violations (illegal tint/lifts on motor cars, apathy towards the public, poor performance, admitted force violations, insubordination, etc...). Chief Logan doesn't act decisively as a leader and hasn't shown a willingness to actually let officers know what his vision/plan is for the department.	2024
101	However random visits to line ups may be good so that leadership can get the feel of the real issues of each district. And of course, would be nice to see 100% staffing because I believe officer safety is what's most important, not money.	2024
102	No comment	2024
103	I agree, but you know, rumors. Sometimes staff say that "it's coming from the 4th floor" and we aren't really sure if that's true or not, but that's what trickles down to here.	2024
104	they worried about that things that dont matter. they dont care about making a good / positive work environment.	2024
105	No issues with upper management	2024
106	This department is crap because of upper management that refuse to retire , have gone beyond their usefulness, and have no life outside this department.	2024
107	There are to many chiefs, to many visions, to many sense of directions, and no unity amongst the leadership of upper management. The chief speaks with a political mentality which makes me wonder if he his angling for a political career after HPD. Expired contracts, outdated equipment, and the lack of support for Officers has been the memories of this administrations legacy. It appears the the leadership of upper management have prioritize their personal agendas to vie for the number one spot. It is a saga of Game of Thrones and those below are caught in the storm of personal agenda for changes to prove their worth in the eyes of the panel for their promotion.	2024
108	Let's take this survey for example, some officers are actually apprehensive about completing it due to the first two questions. Really, what brain trust decided that was a good idea?! Why don't we just put our names, ID numbers, and DOB already. Some are actually considering falsifying the first two answers as to avoid any possibility of being identified for fear of retribution. This is comical.	2024
109	Absolutely not. The 4th floor has completely forgot what it is like to be a beat Officer in any District. With all the new Policies and requirements they have effectively tied the hands of every beat officer in the department. The complete lack of communication from number 1 all the way down is broken. The who you know not what you know clicks are still a problem. I work for my beat partners and do not trust the 4th floor leadership.	2024
110	CHIEF CAME TO LINE UP AND SAID IF WE WANT CHANGE TO NOTIFY OUR LEGISLATURE FOR CHANGE. HOW ABOUT YOU GO AND TESTIFY IN MAKING COMMUNICATIONS PERSONNEL 1ST RESPONDERS. HE DOESNT RUN THE DEPARTMENT ..ITS [REDACTED] THAT DOES .. AND HE IS TERRIBLE SPEAKER. HE FIGHTS FOR NO ONE BUT HIMSELF	2024
111	Huge disconnect between rank & file. Morale is not the best! No uniform vendor, equipment committee takes too long to decide. Recent approved carrier is now 4 years old! It is obsolete and we are way behind the curve! Over promise...under delivered! However.... 3/13 Schedule is the best!! My fear is, if this schedule it taken away, it will cause many of the seasoned veterans to retire. Wishing this command all the best!!	2024
112	I don't know. I don't see them leading, I guess they are in their offices. During news conferences, they seem unprepared to speak about the topic and it does not look good. Maybe the Chief should not do the interview if he doesn't know all the facts and circumstances. Maybe the LT or Sgt should do it. Someone who was there. It seems that the public is looking to us for answers and when there is a press conference and the speaker doesn't know the	2024

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answer and gives a bad answer it makes the entire department look silly. If the Chief wants to do the talk, maybe do a recorded statement and release it on social media. This way he won't get asked tough questions. Also figuring out uniform vendors and things like speed checks should not be that difficult. Give us the tools to do our jobs. ALL BEATS SHOULD BE FILLED!!! PAY THE OT TO BE AT 100%!!!!

113	If there is an agenda, be honest about it and tell us. Our command says one thing and does another. If this is at the direction of the 4th floor then that is disappointing.	2024
114	Working with the Legislature on the 63 hour ruling and repealing the public disclosure of disciplinary action. Planning major operations to perform arrest sweeps. Creating a multi-agency, multi-government task force for illegal activity at properties such as illegal game rooms, illegal narcotics, etc. Increasing Patrol Staffing. Creating new positions, beats and District 9. Encouraging Supervisors to recognize the efforts of the Officers (What happened to giving 384 accommodations in HPD?) Increasing MFUD and CID Staffing so they have the ability to investigate cases instead of PFD'ing a majority of them if patrol doesn't provide them with a lead. Increasing communication with the Prosecutors Office by having them list in the CRS notes why they are accepting or declining a case. This would particularly help MFUD since they don't have Conferral type communication. There has been a decrease in Penal Summons being sent back from the Prosecutors Office from Referred Cases and no communication as to why. I have not seen any in District 2 in over a year. Creating a working environment that stops Officers from retiring or resigning from HPD out of frustration, which has been a long term problem since I joined the police department. Throughout my career, I have heard Officers counting down to retirement because they feel the police department continues to decline in regards to the working environment. I would like to be optimistic and hope that the HPD can change that. It would be nice to see Officers wanting to stay employed with the HPD because they enjoy the job and don't want to leave. Again, that's my optimism.	2024
115	Assistant chief [REDACTED] is the reason we're in this position. He needs to go.	2024
116	I don't really know what the upper management is doing. I am assuming that they are really busy and actually holding themselves as accountable as they are holding lower level echelon officers. Perception wise... 1. the lack of uniform vendor 2. the loss of parking for officers from a willing owner of a private parking lot 3. the lack of transparency of the uniform/equipment process 4. the knee jerk reaction to bad news articles 5. the lack of holding other stake holders outside the police department accountable 6. The lack of effective tools to solve the homeless issues 7. The lack of effectively controlling the news narrative 8. Relying on SHOPO to take the lead and address hard issues Just a few things that causes a poor perception on the leadership of upper management. The Rick Hamada Show with the Chief is a positive way to be more approachable with the public. I appreciate how Chief Logan tries to do a very hard job and communicates via video presentation. Thank you Chief for your efforts.	2024
117	Patrol is always left to the back burner. Equipment that is needed for effective patrolling is neglected ie: Uniforms	2024
118	I would have chosen "Neutral" but that's not a choice. I cannot agree or disagree on this, so I chose to disagree. I cannot say if upper management has been effective in leadership throughout the department.	2024
119	The term, "Lead by example" would accurately describe this. As a department, I feel that we are so fortunate to have Chief Logan to be the chief. This I say because of years of experience working for the chief in different organizations and in different capacities. I look forward to coming to work every day because I am fortunate to be employed here and to work under leaders so great. [REDACTED]	2024
120	The message sent by some upper management is very authoritarian and parental. The general sentiment felt is "We know best, do what we say or you'll be punished." This is a supervisory approach that creates employees who will produce the bare minimum output to remain employed. It also stifles pride in professionalism, creative thinking, and personal ownership. This is not an effective leadership style for adults and is perhaps a reflection of a lack of organizational leadership training.	2024
121	Sorry I'm not sure how much input upper management has here, however I do see Chiefs consistently checking in on Recruits and Staff to ensure an open line.	2024
122	Although there is a strategic plan, progress feels slow, and decisions to move things along are not made or get delayed.	2024

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123	Absolutely not. There is a lack of personal accountability and performance from the Deputy Chiefs down through the ARB. If the Chief of Police does not hold his executive staff accountable for irreverent behavior, misconduct, incompetency, or lackluster performance how then can commanders and rank-and-file personnel be expected to be held accountable for their deeds and actions? There is no discipline in this Department because there are no consequences. In order for leadership to be effective it has to start from the top.	2024
124	In the past 10-15 years, I believe there has been significant changes in the community's expectation of how police officers carry out their daily duties. I believe there is a vast police generation gap. All generations had their issues to deal with. However I think we are failing to evolve and get stuck in the belief that, "we" had it tougher than others. Every era in policing has its challenges. We the line officers need to have a better understanding of the bureaucracy and politics that you all have to endure on a daily basis. The executive command staff needs to better understand the challenges the line officers of today face.	2024
125	I feel that the upper management of the department is too top heavy with a lot of redundancy or duplicate work being completed. I also feel that upper management is out of touch with the realities of applying the law effectively, and more worried about public perception.	2024
126	Agree and disagree. Don't think they are neutral enough in regard to the friendships they have within the department. Easily to sway in direction/favor of a friend versus seeing situation(s) as a leader; limiting not only their own accountability but holding their lower management accountable for themselves. As upper management, the expectation of neutrality and accountability should be at its highest. Upper management could improve how they hold lower management accountable for themselves regardless of who they are.	2024
127	I can't imagine a more approachable Fourth Floor. Seem like genuinely good people who are very easy to talk to.	2024
128	Our AC is good, but I don't know what is happening with 1, 2, & 3. The decision making within the past year has been terrible. Promotions and movements of certain people doesn't make sense and the department as a whole is falling apart and there is no support of the 4th floor. I'm a civilian and I can see the descension/rebellion of sworn officers. We need a strong leader who promotes positivity and can win back the confidence and compliance of his employees.	2024
129	I am impressed that the department is now going with new ideas, such as firearms, uniforms, and even attempts at vehicle changes. There was a time when there was almost no variation from what we had and what we were doing.	2024
130	I do not feel the leadership of the upper management is effective currently and feel like that is the generally consensus of most of the subordinates or at least the ones I have spoken with about this matter. I would be curious to see how this survey turns out with regards to this question based on this feeling. The upper management needs to do more with regards to their leadership of this department which is currently in a state of unrest (my opinion) and restore hope and reassure employees that the HPD is going in the right direction for the future. I would like to see more support for the Majors and Captains from the upper management. We all need to work together to do better. We should all hold ourselves accountable.	2024
131	Great seeing AC [redacted] taking an active role in mentoring the recruits.	2024
132	There's obvious problems within the department, morale amongst other things, but the appearance is instead of addressing the problem, let's continue the PR campaign and make videos that definitely do not paint the department or our Officers in a good light.	2024
133	It took us over a year to even get a vendor for our uniforms, knowing ahead of time that Pacific woolen was going out of business.	2024
134	Assistant Chief [redacted] provides tremendous support to the Central districts and doesn't micro-manage the commanders, who in-turn do not micro-manage the districts, which allow us to get the job done effectively!!	2024
135	The impression as a lowly foot officer, is that our upper management each have their own personal agendas that they push, as opposed to doing what is best for the department and the community. Commanders seem hyper focused on issues that, realistically, they are too far removed from to fully understand (like deciding specifically what a unit's "quota" should be). Instead, the broader issues, such as uniforms, equipment, facilities, etc. seem to get overlooked or ignored.	2024

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136	If there is a sound foundation, there is little room for interpretation. Interpretation leads to inconsistencies. Inconsistencies lead to confusion. "A smooth sea never made a skilled sailor." Franklin D. Roosevelt	2024
137	The upper management is deplorable. Nothing good at all. Nothing positive I have experienced in the past 3 plus years for sure. All the upper AC's DC's do is take away and punish punish and punish. Take way to long to conclude investigations and the investigations that need to be done are sidelined until? Exactly; no one knows. There was a Lt. who is in double digits with complaints and nothing was ever done while he was employed. This Lt. admitted to lying and has never been charged at all. He is protected by an AC?? Guess who?? This type of actions and lack of actions erode the foundation that we had all been working at and for. Instead, favoritism, BULLYING, unprofessionalism, and unwise choices have lead us to a declining department. Look at how many people want to leave? and are leaving once they hit 25years of service. They need to look at themselves. Supervisors are there to promote and support the rank and file. It seems like it is an Us VS THEM mentality and since they out rank all of us, they just do and say as they please. Who really wants to stay and work for bosses like this? And yet you ask us to tell people to work for HPD? once before, but never more. Where can you go to work and get punished, put in jail not supported and not even have RIGHTS that CRIMINALS have more of? They get 48hours to get charged, us...It is unlimited it seems. The leadership needs to be changed to a more positive reinforcement and not to reward those whom make the mistakes and make the loudest noise just because they know the system and how it works. LEADERSHIP FAIRNESS EQUALITY PROFESSIONALISM DO NOT EXIST FOR THOSE WHO CONSISTANTLY DO THE RIGHT THINGS. If we had such great leaders, why have so many decided to retire as soon as they reach 25years? Look at the evidence and the stats. Enough said.	2024
138	My Assistant Chief is effective and active in division activities. I do not have much interaction with the Deputy Chief or above.	2024
139	As for the most part higher command are efficient. Unfortunately, bottled water and meals have been a difficult issue for the Specialized Services Division (SSD). Bottled water is needed for the SSD operators (who are out for 4+ hours at minimal) while on island wide Callouts; Manhunts; Search Warrants; Extensive Training; and Assistance to various agencies to include Patrol, NVD, IEU, and other various Federal agencies. RPB AC approves because he understands the countless hours while out in any given situation, but AB AC who has never been out on a 4+ hour callout denies providing especially bottled water. SSD constantly goes back and forth each time to either purchase bottled water using SSD funds, to the department supplying through Finance Supply. There's no clear direction to what should be done. Each request has a different outcome.	2024
140	Upper management needs to step in and find a solution for weekend lockups for CID. They need to have the command step up and create a 2nd watch detail or permanent crew. This will benefit CID greatly by creating a efficient system where we don't get interrupted by none related investigations and moral would increase hopefully decreasing the amount of transfer request. We lost many detectives recently who expressed that they'd stay if weekend lockups were gone, but nothing will probably get done; our management needs to make this his priority. How is it right that a queue can be in the 30's and because of an attempted murder investigation stemming from weekend lockups takes up so much of your time in the following weeks/months that your queue uncontrollable increasing to the 50 to 60 cases because it (your queue) must get pushed aside for liability reasons? There is zero efficiency when we are settling with our currently weekend lockup system and allowing this to happen. Again...many detectives have stated that if weekend lockups didn't exist we would stay here our entire careers, but it always falls on deaf ears.	2024
141	I don't know. Nothing in CID has changed to try and make it better or to retain detectives. In CID, we have to change days off when we work the weekends. All District Zone detectives get paid standby and then overtime if they get a case on the weekends. How is that fair? On weekends, no matter what detail you are assigned to, you take any case other than homicide or a sex crime, including any scenes. Zone detectives only do zone type of case arrests and nothing else? Are those detectives inferior to CID detectives that they can't handle a case other than a theft or a non-violent UEMV/Burglary? Are all CID detectives smarter than all Zone detectives and more qualified? Just this past weekend, there were no Zone detectives on the weekend schedule. How does that even happen?	2024
142	AC [redacted] is friends with [redacted] and giving direct instructions to [redacted] for D3 to make all efforts to penalize and stress out officers of D3 But AC [redacted]	2024

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██████████ was at a watch party drinking alcohol and observed another officer drinking that night and is now all over the news as an investigation is ongoing But yet to avoid his friend being caught up in an investigation told ██████████ District 3 former lieutenant to retire before this investigation starts to which ██████████ did retire in good standing and dodged the investigation All because ██████████ watches and baby sits AC ██████████'s ██████████ Also ██████████ had a personal vendetta to fire this officer being investigated at this time on the news

143	I believe that upper management should visit the outer district more then just once a year to say Hi and share their concerns.	██████████ 2024 ██████████
144	Morale is still low among line employees.	██████████ 2024 ██████████
145	Love to reward friends by giving S/A position to specialized units so that their friends can hide from patrol assignments.	██████████ 2024 ██████████
146	The vision of the top rank leadership is inline with majority of the other departments in the US. This does not make the Department stand out. The "upper management" has plenty of leadership experience and they need to let Division Commanders figure out how to best guide their divisions. A big issue is when changes are made, the affected units are not privy to the proposed changes until rumors circulate or the changes are made.	██████████ 2024 ██████████
147	I assume that they are doing what they are supposed to be doing.	██████████ 2024 ██████████
148	I don't believe there is any unity between most of the ACs and the DCs and Chief. From my level, it often appears that certain ACs go out of their way to undermine the departments mission. On a positive note, there are certain ACs that are excellent at their position. I very much respect ██████████ I believe he is a strong leader who genuinely cares about the future of this department and the men and women he represents. Not to say there aren't others in upper management that display these characteristics, but I place far more trust in AC ██████████ than many of the others. Most of the upper management has lost the trust of the lower ranks. When we see things like meals being denied because overtime is "voluntary" it seems like a personal attack. Especially when your own overtime policy states officers shall not work on a voluntary basis. When we see lack of rest getting denied and are told it's because of the 13-hour schedule agreement we feel lied to. We are not stupid people. We all read that agreement. There is no mention of lack of rest being denied. Its actions like these that make the rank and file feel attacked. Upper management should be helping us to be the best we can be but all we get is tom down. The actions of some of the ACs reflects poorly on the chief. We look to you, Chief Logan, for direction. We see your ACs doing things that are wrong and you don't intervene. The leaves us no choice but to believe you are complacent with their actions. There needs to be serious and immediate changes in this department. Our staffing is at a crisis. The current recruitment initiatives won't solve the problems today. That process takes time and action has to happen now. The department needs to skim the wants and redirect personnel back to the needs. We are spread too thin right now and it isn't getting better.	██████████ 2024 ██████████
149	Generally speaking, I believe the leadership of upper management is effective. This is especially evidenced by the helpful changes to uniform and equipment as of late. This increases morale and lets the officers know that they are supported via evolving equipment policies as it shows that the command has a keen interest in maintaining officer safety and overall health. Surveys such as these also show that they are interested in feedback from lower levels of operation, but the effectiveness of these surveys remain to be seen.	██████████ 2024 ██████████
150	I am available to speak to the upper management. FYI, my current SA to TSS is a very positive work environment.	██████████ 2024 ██████████
151	Communications Division feels like the "bottom feeders" of the Department. Those who speak it might think that by saying "they are the backbone of our division" makes us feel good, well guess what, it doesn't. Words with no actions are just words. It's been very disappointing listening to our Chief speak at the Police Commission hearings and/or news coverages. He never sounds sure of himself. Being a dispatcher and knowing what we deal with on a dally basis in regards to crime, and to hear him say "crime is down in waikiki" is dis-heartening	██████████ 2024 ██████████
152	I feel that the command so address the district to see what is going on for themselves but this survey is a start. Department seems to be more concerned about how it perceived in the public's eye than about the officer's in the department. The command knows that patrol is short staffed and nothing is done to alleviate the problem other than adjusting the numbers on paper.	██████████ 2024 ██████████

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153	They can be effective if they know what's going on from our supervisors. But our current management in our section, don't hear or want to know what's going on.	2024
154	They render decisions contrary to factual data supporting the opposite of what they decide to go with. Hypocrisy reigns, especially concerning the budget and officer accountability/misconduct. There is a HUGE lack of communication why decisions are made, leaving officers guessing and thereby coming up with their own theories. This is a obviously a slippery slope. Ex: Why would the Dept. spend money on transitioning to the Sig when there have been documented incidents of the pistol discharging on its own? Why even take a chance of someone getting hurt or killed, opening the Dept. up to llability? Worse yet, there has been no assurances to officers that the Sig is safe/that SIG said they fixed the problem. Why wouldnt the Dept. explain why Its a better choice over the Glock, whose nomenclature we are already familiar with. Everyone I know thinks it doesn't make sense. Keeping the officers uninformed is a HUGE problem for morale. No one believes in the system anymore because there is no explanation for decisions that dont make sense to the average officer. What's so hard about sharing information? We need more leaders like Major	2024
155	This is truly evident by the way divisional commanders carry themselves. Commanders always make sure all employees have the proper tools needed, and are in good physical/mental health to do their job properly.	2024
156	"The Game of Thrones" is very Obvious all the way down the chain, it was apparent during Kealoha's tenure, on display during Ballard's tenure and continues on.	2024
157	As we recently had our chief's review, it would have been inspiring to hear from AC Also, I am sure leadership is aware of the entire department staffing levels and that every division is short. However, leadership should also be cognizant of staffing levels within their respective scope of command. Again, staffing in the division is highly unbalanced and makes for a dissatisfying workplace and a lack of motivation for those putting in the work while shorthanded. The command should also be aware of the large amount of people who put in to leave the division. A large exodus of personnel should be a clue that something is not right within the division.	2024
158	From everything I work with, they seem to be very efficient . . . and seem to hold others accountable for professionalism, which I really like to hear about . . .	2024
159	From my time in District 6, the Assistant Chief for Central Patrol had came in regards of a gun call situation and expressed his thanks. The Chief of Police had done so as well. When there were cases that had the media involved, the Chief again had showed support via HPC meeting and in person. Chief Logan is a busy person, so it should be expected from the Assistant to show his gratitude and thanks more often. I heard the Assistant Chief of Central Patrol when one was getting punished more than words of encouragement. Yes the Assistant Chief puts time in with Tip a Cop, but it seems that it's to show face with the public. Officers wants a leader, not a boss. Come in and motivate us.	2024
160	They cant even get a uniform approved in years-still cant figure it out-You allowed 1 person to block EVERY idea officers had-which lead to this/took 4 years to get equipment after Tiff and KK died-still 1/2 of the equipment missing in ERV's/We have last century equipment or expired-dumb excuses-Sheriffs/Harbors/DLNR wearing it...but too officious for HPD /we cannot get awards/recognition to our officers/Officers still stayed ROPA'd for years/No one puts their foot down with prosecutors and allows them to interpret laws any way they want (like habituals)..and now tag Abuse/DUI's???? HPD is expected to do every ones job and take lead with RCP's with NO RESOURCES and no one else held accountable. Same with patrol-No support units-Farmed out for everything else (SA/Special projects) so patrol has to do their jobs. The station looks absolutely horrible. First impression: Mop bucket been there for 9 years with a tube in it, ceilings with water stains, filthy walls, no baseboards for how many years, black fur coming out of vents, people so lazy cannot even put pictures in frames...just tape it to bottom of board now. That's the start of our day....Flith, then broken xerox machines, no staplers, no tape, no white cars. So we are really not sure what anyone is really doing up there. But we will be sure to get stats, and label body cams, clear streets without white cars and officers and supervisors. You are not listening-Thats why we are leaving	2024
161	Chief Logan's recent statement on the media that was posted on Instagram was so refreshing. If you look at who "liked" that post, I have never seen so many other officers liking a single post. We feel as if the Chief bends over backwards for the public and HPC and while we understand appeasing them is part of his job, the main objective of his job is to lead us. We want a leader who stands up for us against others. We are a law enforcement agency. While I	2024

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understand customer service fits in there, we should not be bending and conforming to appease the public when our job is to protect them, not do whatever is convenient for them. A perfect example of this is allowing callers to decline ACS services and we accommodate them by sending a patrol officer. It is so incredibly difficult to know we are about to deal with an entitled member of the public who was too good to use our established means of investigation and is able to circumvent that process. Please. Stand up for us and don't stress over making decisions solely for the reason to avoid blowback from the public or the HPC. Give us a venue to do it and officers will stand up for you against the HPC if that is a concern. The department's morale is the lowest it has been not only in my opinion, but in the eyes of my supervisors. Yes, officers mess up BADLY sometimes and discipline is necessary. However, when officers have many instances of use of force because of dealing with the mentally ill in Waikiki, their supervisors should not be given orders to scrutinize their work and get on them and trying to get the number lowered SIMPLY due to outside pressure. Allow us to do our job, STAND UP for us when we do it, discipline us when necessary and do not bend to external pressure. We will support you if you support us. If not, you will see more and more officers like myself who have made the final decision to leave this department and your vacancies will continue to skyrocket.

162	They keep promoting the worst abusive dictators that have a long documented history of being petty, spiteful, and micro managers. Look at [REDACTED] and [REDACTED]. This is a cycle and culture of HPD that will never change. If command wonders why everyone is retiring at 25 years this is why. There is no hope of a better future. Better to leave while you still have your sanity.	[REDACTED] 2024 [REDACTED]
163	I see little issue with the current upper management, aside from the possible neglect of the civilian personnel of the department. I only say this because there has been a clear oversight to who is appointed to leadership positions in the Scientific Investigation Section. Additionally, I believe it would benefit the department if the goals and objectives of SIS were clear, and aligned with other units within the department. We all serve the same community and have the same mission, so it only makes sense to align SIS with the sworn units. Oftentimes it feels as if we are an outside agency, only providing services to HPD officers and detectives, rather than working under the same agency. There is a disconnect between civilian and sworn personnel.	[REDACTED] 2024 [REDACTED]
164	One thing that appears to be with the Assistant Chiefs and above is an appearance of sometimes micro management of the District Commanders.	[REDACTED] 2024 [REDACTED]
165	NO.. because as an officer we look up to the 4th floor (chiefs and above) for leadership and to come up with new programs to help lead or inspire us to improve on what we do. All you hear and notice is they focus on disciplining of officers other than building them up to be the future of the department. sample a 384 is for good and bad. You should take a count of all the districts of how many is used for Bad and how many was for officers doing good.	[REDACTED] 2024 [REDACTED]
166	Totally believe there is no inspirational leader that I want to follow as a soldier. So many "cover ups" and "under investigation" when there is clear and obvious missteps by employees. There is also no clear and concise praise when confronted by the press. They always try to adhere to politically correct answers and vague statements that give the department or employee a negative feeling and no pride in the leadership. Hint: Be like Maui PD Chief and Say It Proud and Loud!!!	[REDACTED] 2024 [REDACTED]
167	When it comes to staffing and manning, even though upper management has met with community members and leaders, there seems to be no support as requested. The number of Officers assigned to the District is not enough to cover the type of cases, the geographical requirements as well as the number of calls for service to safely and effectively address the concerns of the community. This has occurred over the past few years of movements into the district. Too many Officers are SA'd to other units or on military leave, leaving the district short handed. I feel that Officers that are SA should not be counted for in the districts manning, as well as those on military leave. Reassign those on extended military leave so that the district can properly report how many Officers they have or assign a different position number so that it can be filled adequately.	[REDACTED] 2024 [REDACTED]
168	Since the new Chief has taken over, I have not seen a change in the department. It seems that the Chief is a middle man for the AC and DC's to run the department. No change in the department morale. Same "O", same "O".	[REDACTED] 2024 [REDACTED]
169	I have the upmost respect for HPD's upper management. What they do is difficult and always under public (and private) scrutiny. Unless you actually "sit" in those chairs, you really don't know what it's like to be in command and make those hard decisions.	[REDACTED] 2024 [REDACTED]

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170	I consider myself fortunate and blessed to be a member of the CID Team. Thank you for listening.	2024
171	I am neutral on this prompt because I do not have a gauge on how the assistant chiefs and above manage their respective divisions.	2024
172	.	2024
173	It appears that the upper command is all about the department first and the officers last. The officers are the out there working hard sacrificing sleep, sacrificing family time, putting their body on the line (on the job injuries) and all the upper command cares about, is the image and/or reputation of the department. This department is so quick to appeal to the public and not willing to stand up for its officers. This department puts officer's needs, wants and health on the back burner. Morale is down, officers don't want to come to work and to top it off the younger generation doesn't want to be a Police Officer. I don't know what, if anything can be done. I apologize for this, however this is my honest opinion.	2024
174	and have been great in supporting the needs of both the shop and the employees.	2024
175	I personally feel that in regards to investigations, that the Review Boards do not make the effort to weigh out the actions/reactions of officers and just rubber stamp whatever the investigator (whether it be a good investigation or bad) says.	2024
176	This is hard, since everyone on the fourth floor has different agendas, therefore, I can't give a rating at this time.	2024
177	I have never met out AC or heard from him concerning the goals for the department. I know that our AC is telling you (Chief) everything is well and probably praising violence crime side for all their hard work. I don't hear anything about the property side. Anyway, Chief you have great ideas and goals but if certain AC don't relay that information downward all that work is for nothing. Thank you for your time in this matter. Take care and be safe. Aloha	2024
178	They need to stop playing favorites.	2024
179	I think there is some disconnect between institutional leadership and the average patrol officer, but I am happy and grateful to see that our department is shifting towards modernizing our equipment (reflecting our mainland counterparts) and tactics. Additionally, I feel our leadership hasn't adequately addressed recruitment and retention, and while I don't fault that entirely on leadership, it continues to degrade our ability to effectively police this island. Overall, I am satisfied with the leadership of our department, but would like to suggest that they explore decentralized command concepts (within reason) for District supervisors based on communities and challenges unique to their area.	2024