

Memorandum



DATE November 1, 2013

TO Members of the Budget, Finance & Audit Committee: Jerry R. Allen (Chair),
Jennifer Staubach Gates (Vice Chair), Tennell Atkins, Sheffie Kadane,
Philip T. Kingston

SUBJECT Ethics Update

The Monday, November 4, 2013, Budget, Finance and Audit Committee agenda will include an Ethics Program update.

Attached, for your review, is the complete briefing containing program progress updates, the number of employees trained to date, and the next steps related to our continued efforts to encourage a strong culture of ethics at the City of Dallas.

Please contact me if you need additional information.



Jeanne Chipperfield
Chief Financial Officer

Attachment

c: Honorable Mayor and Members of the City Council
A.C. Gonzalez, Interim City Manager
Rosa A. Rios, City Secretary
Warren M.S. Ernst, City Attorney
Daniel F. Solis, Administrative Judge
Craig D. Kinton, City Auditor
Ryan S. Evans, Interim First Assistant City Manager
Jill A. Jordan, P.E., Assistant City Manager
Forest E. Turner, Assistant City Manager
Joey Zapata, Assistant City Manager
Charles M. Cato, Interim Assistant City Manager
Theresa O'Donnell, Interim Assistant City Manager
Frank Libro, Public Information Officer
Elsa Cantu, Assistant to the City Manager

Ethics Update

Budget, Finance, & Audit Committee
November 4, 2013



Purpose

- ▶ To provide information on the progress of the citywide employee Ethics initiative including
 - Background information
 - Ethics training program development
 - Ethics training implementation
 - Ethics training session survey results
 - Next steps and continued ethics education efforts

Background

City Management and City Council Actions

- ▶ In response to the City Auditor's recommendations, management agreed to enhance the City's ethics program by assessing the existing program as well as initiating an on-going training program for City employees
- ▶ On August 6, 2012, the Budget, Finance and Audit Committee was briefed on the vendor recommendation
- ▶ On August 22, 2012, the Dallas City Council approved Resolution 12-2154 authorizing a three-year consultant contract with Navigant Consulting, Inc.

Background

Navigant Consulting, Inc. Scope of Work: Year 1 & 2

- ▶ Provide initial assessment on the City's ethics program and culture to be utilized to develop specific training for City employees
- ▶ Conduct a review of related documents
- ▶ Facilitate focus groups and provide updated ethics program
- ▶ Provide instructor led training for City employees tailored to specific employee levels
- ▶ Develop and provide materials designed for continued learning and renewed focus on ethics

Background

Navigant Consulting, Inc. Scope of Work: Year 2 & 3

- ▶ Provide post-assessment after all training is complete to evaluate the effectiveness of the program
- ▶ Provide professional training to City staff who will facilitate training going forward

Ethics Training Program Development

Pre-Program and Curriculum Development Activities & Research

- ▶ Navigant Consulting, Inc representatives
 - Reviewed numerous COD ethics related documents including Personnel Rules, Gift Policy, recent ethics audit results, and ethics related DPD and DFR documents
 - Interviewed City employees whose responsibilities include providing guidance on ethics matters including the City Manager's Office, City Auditor's Office, City Attorney's Office, and Human Resources Employee Relations Manager
 - Facilitated ten focus groups including over 100 employees
 - DFR (2 sessions, 20 employees scheduled)
 - DPD (2 sessions, 21 employees scheduled)
 - Administrative (1 session, 12 employees scheduled)
 - Field/Ops (1 session, 15 employees scheduled)
 - Professional/Technical (1 session, 14 employees scheduled)
 - Supervisors (1 session, 14 employees scheduled)
 - Managers (1 session, 15 employees scheduled)
 - Directors/Assistant Directors (1 session, 12 employees scheduled)

Ethics Training Program Development

Focus Group Findings: Strengths

- ▶ **Strong Workforce Conscience**
 - Employees expressed the need and desire to act and be perceived as behaving ethically
 - Employees understand that they are the face of the City and that their actions are the reflection of the entire organization
 - Employee Advisory Committees improve employees' perception of the City's commitment to ethical behavior

Ethics Training Program Development

Focus Group Findings: Strengths

- ▶ **Wealth of Rules Promoting Ethical Behavior**
 - Employees are generally familiar with the policies, procedures, and standards specific to their particular departments and pertaining to their rules of conduct
 - Employees described numerous existing policies, procedures, departmental standards and rules of conduct and ethics; such as personnel rules, professional codes of conduct and the gift policy

Ethics Training Program Development

Focus Group Findings: Strengths

- ▶ Commitment to a successful ethics program
 - Employees were open, honest, and willing to share sensitive and/or controversial issues during the focus groups in order to improved the City's ethics program
 - Employees expressed that the focus groups allowed them to contribute to the development of the ethics program

Ethics Training Program Development

Focus Group Findings: Opportunities for Improvement

- ▶ Employees expressed
 - Confusion related to the multitude of governing documents.
 - That they would like to have one expert to consult for guidance related to ethics
 - That there were several definitions of ethics and were not sure what truly constituted an ethics violation
 - That they knew the Code of Ethics existed but have not read it completely or at all
 - A lack of understanding of the ethics violation reporting process

Ethics Training Program Development

Consultant Recommendations

Navigant Consulting, Inc. Recommendations	Status
Review the department/professional codes of conduct, personnel rules and other supplemental documents to ensure they are consistent with the City's COE.	Complete
Include a preamble in the supplemental documents informing readers of the importance of the COE and their obligation to abide by the COE.	Draft Complete See Appendix A
Develop and conduct an ethics training program for City employees that will further reinforce their understanding of and commitment to the COE.	Complete
At a minimum, the COE training should be available in English and Spanish. If a guide to the COE is developed, it should also be translated to Spanish.	Complete
COE training delivery should include non-computer-based methods to accommodate City employees with limited computer access or literacy levels.	Complete
Clearly stipulate in the COE that whistle-blowers will be protected from any form of retaliation.	Complete
Implement a City-wide process for checking an applicant's references and background information.	Complete
Develop and implement a training course for individuals promoted / hired to leadership positions, focusing on how to counsel employees who approach leaders regarding potential ethics violations.	Complete

Ethics Training Program Development

Consultant Recommendations

Navigant Consulting, Inc. Recommendations	Status
Appoint an Ethics Officer, or an individual with a similar role as a collateral responsibility, who has the appropriate resources and level of autonomy. This person should be at the executive level and be accountable for the City's ethics program and functions.	Funding for FTE included in the FY13/14 Budget
Simplify the reporting process and use the City's Fraud hotline for the reporting of ethics violations. Broadly communicate the independence of the hotline and advertise the hotline details through multiple means, such as posters, website, and decals on key cards.	Responsibility of the Ethics Resources General Manager
Implement a City-wide ethics campaign to further highlight and reinforce the ethics training program and on-going commitment to ethics and compliance. Consider creating and implementing a program to recognize and reward ethical conduct.	Responsibility of the Ethics Resources General Manager
Develop questions to assess a candidate's character during new hire/promotion.	Responsibility of the Ethics Resources General Manager
Develop, document and implement a method for assessing and testing the efficacy of the Ethics Program, including any resulting program modifications. The assessments should be on-going and conducted by qualified individuals.	Responsibility of the Ethics Resources General Manager
Develop and issue a guide to the City's COE that is easy to read and understand and contains hypothetical scenarios that reinforce appropriate and/or inappropriate behaviors.	Responsibility of the Ethics Resources General Manager

Though the Ethics Resources General Manager has not been hired, steps have been taken to ensure that the Code of Ethics is easily accessible to employees. A highly visible link, leading directly to the COE, was placed on the City's Intranet.

City of Dallas

Welcome to the City of Dallas Intranet

Home | Depts/Offices | Help/Training | Benefits | Contacts | Projects | Publications | Employee In

Quick Links

Code of Ethics

EMPLOYEE DISCOUNTS!

Quest
Manage Your
Network Password

Highlights...

Visit the New
HUMAN RESOURCES
Your Centralized Portal for HR

- New Pay Code for "Exception Only" Employees

WELLPOINTS

Events & Announcements

ER or Concentra?

Ethics Training Implementation:

Course Structure

▶ Two-Hour Course

- One hour: Common to all employees
- ½ hour: Work group specific information
- ½ hour: Custom group exercises

▶ Course Curriculum

- Clearly define ethics
- Introduces City Code of Ethics
- Covers and reviews
 - Ethics violations reporting process
 - Investigation process
- Transitions to work group focused curriculum
- Includes a decision tree
 - Appendix B
- Encourages attendee interaction through customized exercises designed to aid in ethical decision making

Ethics Training Implementation:

Scheduling & Logistics

▶ To date

- 34 training city wide training days scheduled
 - Additional smaller trainings being held for Uniformed personnel
- Over 220 training sessions held at over 30 locations
- **9989 employees trained**
 - 5817 Civilian
 - 4172 Uniform
- Two hours of Continued Education Units (CEUs) provided to attendees for certification renewal purposes

Ethics Training Survey Results

Overall responses indicate that the training program was a success.

Survey Responses (All Respondents 8578)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	7944
	Neutral	512
	Disagree/Strongly Disagree	122
I can apply the material I learned	Strongly Agree/Agree	7232
	Neutral	1071
	Disagree/Strongly Disagree	395
The content was easy to follow	Strongly Agree/Agree	7802
	Neutral	732
	Disagree/Strongly Disagree	172
The exercises helped me understand the content	Strongly Agree/Agree	7026
	Neutral	1206
	Disagree/Strongly Disagree	405
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	6462
	Neutral	1447
	Disagree/Strongly Disagree	727
The instructor was knowledgeable	Strongly Agree/Agree	7917
	Neutral	563
	Disagree/Strongly Disagree	159
The instructor was prepared	Strongly Agree/Agree	7903
	Neutral	500
	Disagree/Strongly Disagree	168
The training goals were stated and met	Strongly Agree/Agree	7587
	Neutral	810
	Disagree/Strongly Disagree	241
The training met my expectations	Strongly Agree/Agree	6745
	Neutral	1388
	Disagree/Strongly Disagree	504
This course was worth attending	Strongly Agree/Agree	6522
	Neutral	1183
	Disagree/Strongly Disagree	903
We had enough time for training	Strongly Agree/Agree	7692
	Neutral	772
	Disagree/Strongly Disagree	271

Ethics Training Survey Results

An overwhelming majority of the Civilian employees strongly agreed or agreed that the training was a success and that useful information was relayed.

Civilian Employee Survey Responses (4797 Responses Received)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	4485
	Neutral	251
	Disagree/Strongly Disagree	61
I can apply the material I learned	Strongly Agree/Agree	4450
	Neutral	374
	Disagree/Strongly Disagree	95
The content was easy to follow	Strongly Agree/Agree	4561
	Neutral	288
	Disagree/Strongly Disagree	77
The exercises helped me understand the content	Strongly Agree/Agree	4320
	Neutral	443
	Disagree/Strongly Disagree	95
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	4596
	Neutral	216
	Disagree/Strongly Disagree	45
The instructor was knowledgeable	Strongly Agree/Agree	4568
	Neutral	234
	Disagree/Strongly Disagree	55
The instructor was prepared	Strongly Agree/Agree	4501
	Neutral	214
	Disagree/Strongly Disagree	75
The training goals were stated and met	Strongly Agree/Agree	4460
	Neutral	322
	Disagree/Strongly Disagree	75
The training met my expectations	Strongly Agree/Agree	4130
	Neutral	600
	Disagree/Strongly Disagree	127
This course was worth attending	Strongly Agree/Agree	4209
	Neutral	453
	Disagree/Strongly Disagree	165
We had enough time for training	Strongly Agree/Agree	4461
	Neutral	354
	Disagree/Strongly Disagree	142

Ethics Training Survey Results

A majority of the Uniform employees strongly agreed or agreed that the training was a success and that useful information was relayed.

Uniform Employee Survey Responses (3781 Responses Received)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	3459
	Neutral	261
	Disagree/Strongly Disagree	61
I can apply the material I learned	Strongly Agree/Agree	2782
	Neutral	697
	Disagree/Strongly Disagree	300
The content was easy to follow	Strongly Agree/Agree	3241
	Neutral	444
	Disagree/Strongly Disagree	95
The exercises helped me understand the content	Strongly Agree/Agree	2706
	Neutral	763
	Disagree/Strongly Disagree	310
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	3166
	Neutral	814
	Disagree/Strongly Disagree	593
The instructor was knowledgeable	Strongly Agree/Agree	3349
	Neutral	328
	Disagree/Strongly Disagree	104
The instructor was prepared	Strongly Agree/Agree	3402
	Neutral	286
	Disagree/Strongly Disagree	93
The training goals were stated and met	Strongly Agree/Agree	3127
	Neutral	488
	Disagree/Strongly Disagree	166
The training met my expectations	Strongly Agree/Agree	2615
	Neutral	788
	Disagree/Strongly Disagree	376
This course was worth attending	Strongly Agree/Agree	2313
	Neutral	730
	Disagree/Strongly Disagree	738
We had enough time for training	Strongly Agree/Agree	3231
	Neutral	418
	Disagree/Strongly Disagree	132

Next Steps

▶ Navigant will

- Conduct an analysis of the training survey results and develop a post-training assessment plan
- Develop and provide materials designed for continued learning and renewed focus on ethics
 - Produce 5 videos for utilization on the intranet and during department meetings/trainings
 - Craft messages and training refreshers to be used as city-wide email blasts

Next Steps

▶ COD Staff will

- Ensure that the Ethics Resources General Manager position specifications are completed and the position is filled by February 1, 2014
- Work to ensure that all consultant recommendations are implemented
- Continue providing *Choosing The Ethical Path* training for new employees on a quarterly basis and as department wide trainings as requested

Appendix A

The *Code of Ethics Preamble* was drafted at the direction of Navigant Consulting, Inc. representatives. This document remains in draft form.

DRAFT – NOT FOR DISTRIBUTION

City of Dallas Code of Ethics
PREAMBLE

A MESSAGE THE MAYOR AND CITY MANAGER

Reputation is a priceless asset. At the City of Dallas, we have worked hard to earn our reputation as a responsible and ethical municipality. We are extremely proud of this reputation and believe that all City officials and employees share this pride as well.

Our actions are the foundation of our reputation. Reaching our goals is critical to our success, but how we achieve them is just as important. The residents of Dallas trust us to deliver results with the expectation that we do so in an ethical manner. Every decision and action you take on behalf of the City must be assessed in light of what is right, legal, and fair. Ethical lapses at any level quickly destroy the public's trust and confidence and lead to significant consequences.

The City's Code of Ethics serves as a roadmap for how we can meet the City's strong commitment to the highest standards of integrity, professionalism and fairness. These standards shape our thinking, guide our work and drive our results. The Code applies to every City official and employee and serves as a written record of not only the expectations, but also the ethical culture. All those working on behalf of the City must conduct themselves according to the language and spirit of the Code and seek to avoid even the appearance of improper behavior.

We encourage you to read the Code of Ethics carefully, refer to it often and be guided by it in your day-to-day work. If you have any questions or concerns about any aspect of the Code, please consult your manager or contact the Human Resources Call Center at 214-671-MYHR (6947).

We are eager for all of us to join together and collectively commit to strengthening the City's culture of integrity, honesty, and accountability. Thank you for your ongoing efforts and contributions on behalf of the City of Dallas. Our reputation is created and maintained on the basis of the good decisions you make for us every day.

Mike Rawlings, Mayor
City of Dallas

A.C. Gonzalez, Interim City Manager
City of Dallas

Appendix B

Ethics:

- The discipline dealing with what is **good** and **bad** and with moral duty and obligation
- A set of moral **principles**; a theory or system of **moral values**

Dallas' Code of Ethics demands that **city officials** and **employees** be **independent** and **impartial** and **responsible only** to the people of the City of Dallas.

Access: Code of Ethics
Dallas City Code, Chapter 12A

www.DallasCityhall.com
OR
Intranet/Publications/Ethics Code

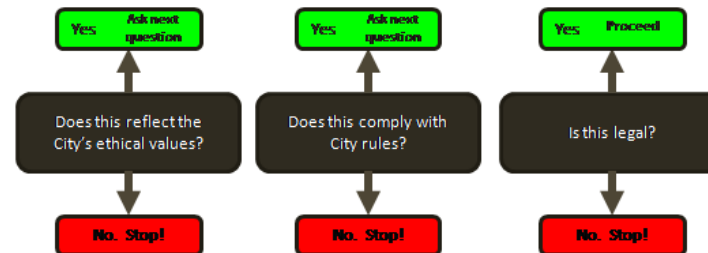


General Ethics Code Guidance

- Shun improper economic benefit
- Avoid unfair advancement of private interest
- Decline influential gifts
- Protect confidential information
- Reject representation of private interests to City colleagues
- Avoid conflicting outside employment
- Use public property and resources for City business
- Support political activity as an individual, not a City employee
- Refrain from inducing or coercing others to violate ethics code
- Report any form of discrimination, mistreatment, harassment or retaliation

The *Quick Guide: Choosing the Ethical Path* handout provided to each session participant. This informational document is meant to be a resource for employees when faced with ethics related decisions.

Decision Tree to Respond to Ethical Dilemmas



Not Sure? Ask.

Whether you have a question about your own conduct or whether to report another's conduct, these sources can help you determine whether something is unethical.

- Supervisor/Manager
- Ethics Coordinator or Ask HR | 214.671.MYHR (6947)
- Fraud Waste & Abuse Hotline | 877.860.1061 (reporting only)
- City Auditor's Office | 214.670.3223
- City Attorney's Office | 214.670.3519
- Procurement Office | 214.670.3326

Investigation Process



Appendix C



Ethics Training Survey

Results by Work Group: Executive

Survey Responses: Executives Only (135 Respondents)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	135
	Neutral	0
	Disagree/Strongly Disagree	0
I can apply the material I learned	Strongly Agree/Agree	131
	Neutral	3
	Disagree/Strongly Disagree	1
The content was easy to follow	Strongly Agree/Agree	135
	Neutral	0
	Disagree/Strongly Disagree	0
The exercises helped me understand the content	Strongly Agree/Agree	127
	Neutral	6
	Disagree/Strongly Disagree	2
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	113
	Neutral	17
	Disagree/Strongly Disagree	5
The instructor was knowledgeable	Strongly Agree/Agree	129
	Neutral	6
	Disagree/Strongly Disagree	0
The instructor was prepared	Strongly Agree/Agree	135
	Neutral	0
	Disagree/Strongly Disagree	0
The training goals were stated and met	Strongly Agree/Agree	132
	Neutral	3
	Disagree/Strongly Disagree	0
The training met my expectations	Strongly Agree/Agree	120
	Neutral	12
	Disagree/Strongly Disagree	3
This course was worth attending	Strongly Agree/Agree	128
	Neutral	6
	Disagree/Strongly Disagree	1
We had enough time for training	Strongly Agree/Agree	132
	Neutral	0
	Disagree/Strongly Disagree	3

Ethics Training Survey

Results by Work Group: Manager/Supervisor

Survey Responses: Managers/Supervisors Only (659 Respondents)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	633
	Neutral	22
	Disagree/Strongly Disagree	4
I can apply the material I learned	Strongly Agree/Agree	597
	Neutral	54
	Disagree/Strongly Disagree	8
The content was easy to follow	Strongly Agree/Agree	612
	Neutral	38
	Disagree/Strongly Disagree	9
The exercises helped me understand the content	Strongly Agree/Agree	574
	Neutral	75
	Disagree/Strongly Disagree	10
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	536
	Neutral	103
	Disagree/Strongly Disagree	20
The instructor was knowledgeable	Strongly Agree/Agree	630
	Neutral	23
	Disagree/Strongly Disagree	6
The instructor was prepared	Strongly Agree/Agree	635
	Neutral	17
	Disagree/Strongly Disagree	7
The training goals were stated and met	Strongly Agree/Agree	599
	Neutral	50
	Disagree/Strongly Disagree	10
The training met my expectations	Strongly Agree/Agree	564
	Neutral	82
	Disagree/Strongly Disagree	13
This course was worth attending	Strongly Agree/Agree	571
	Neutral	69
	Disagree/Strongly Disagree	19
We had enough time for training	Strongly Agree/Agree	605
	Neutral	35
	Disagree/Strongly Disagree	19

Ethics Training Survey

Results by Work Group: Professional/Technical

Survey Responses: Professional /Technical Only (1046 Respondents)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	1017
	Neutral	25
	Disagree/Strongly Disagree	4
I can apply the material I learned	Strongly Agree/Agree	1067
	Neutral	80
	Disagree/Strongly Disagree	21
The content was easy to follow	Strongly Agree/Agree	1056
	Neutral	45
	Disagree/Strongly Disagree	6
The exercises helped me understand the content	Strongly Agree/Agree	970
	Neutral	114
	Disagree/Strongly Disagree	23
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	917
	Neutral	159
	Disagree/Strongly Disagree	31
The instructor was knowledgeable	Strongly Agree/Agree	1061
	Neutral	41
	Disagree/Strongly Disagree	5
The instructor was prepared	Strongly Agree/Agree	1076
	Neutral	26
	Disagree/Strongly Disagree	5
The training goals were stated and met	Strongly Agree/Agree	1046
	Neutral	50
	Disagree/Strongly Disagree	11
The training met my expectations	Strongly Agree/Agree	942
	Neutral	139
	Disagree/Strongly Disagree	26
This course was worth attending	Strongly Agree/Agree	953
	Neutral	109
	Disagree/Strongly Disagree	45
We had enough time for training	Strongly Agree/Agree	1050
	Neutral	50
	Disagree/Strongly Disagree	7

Ethics Training Survey

Results by Work Group: Administrative

Survey Responses: Administrative Only (787 Respondents)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	745
	Neutral	33
	Disagree/Strongly Disagree	9
I can apply the material I learned	Strongly Agree/Agree	724
	Neutral	48
	Disagree/Strongly Disagree	15
The content was easy to follow	Strongly Agree/Agree	738
	Neutral	36
	Disagree/Strongly Disagree	13
The exercises helped me understand the content	Strongly Agree/Agree	715
	Neutral	54
	Disagree/Strongly Disagree	18
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	689
	Neutral	81
	Disagree/Strongly Disagree	17
The instructor was knowledgeable	Strongly Agree/Agree	755
	Neutral	26
	Disagree/Strongly Disagree	6
The instructor was prepared	Strongly Agree/Agree	747
	Neutral	26
	Disagree/Strongly Disagree	14
The training goals were stated and met	Strongly Agree/Agree	739
	Neutral	38
	Disagree/Strongly Disagree	10
The training met my expectations	Strongly Agree/Agree	683
	Neutral	85
	Disagree/Strongly Disagree	19
This course was worth attending	Strongly Agree/Agree	698
	Neutral	67
	Disagree/Strongly Disagree	22
We had enough time for training	Strongly Agree/Agree	715
	Neutral	50
	Disagree/Strongly Disagree	22

Ethics Training Survey

Results by Work Group: Field/Operations

Survey Responses: Field/Operations Only (2170 Respondents)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	1955
	Neutral	171
	Disagree/Strongly Disagree	44
I can apply the material I learned	Strongly Agree/Agree	1931
	Neutral	189
	Disagree/Strongly Disagree	50
The content was easy to follow	Strongly Agree/Agree	2020
	Neutral	169
	Disagree/Strongly Disagree	49
The exercises helped me understand the content	Strongly Agree/Agree	1934
	Neutral	194
	Disagree/Strongly Disagree	42
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	1836
	Neutral	273
	Disagree/Strongly Disagree	61
The instructor was knowledgeable	Strongly Agree/Agree	1993
	Neutral	139
	Disagree/Strongly Disagree	38
The instructor was prepared	Strongly Agree/Agree	1908
	Neutral	145
	Disagree/Strongly Disagree	49
The training goals were stated and met	Strongly Agree/Agree	1944
	Neutral	181
	Disagree/Strongly Disagree	45
The training met my expectations	Strongly Agree/Agree	1821
	Neutral	282
	Disagree/Strongly Disagree	67
This course was worth attending	Strongly Agree/Agree	1859
	Neutral	202
	Disagree/Strongly Disagree	78
We had enough time for training	Strongly Agree/Agree	1959
	Neutral	219
	Disagree/Strongly Disagree	88

Ethics Training Survey

Results by Work Group:
DPD

Survey Responses: DPD Only (2428 Respondents)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	2180
	Neutral	199
	Disagree/Strongly Disagree	49
I can apply the material I learned	Strongly Agree/Agree	1612
	Neutral	558
	Disagree/Strongly Disagree	257
The content was easy to follow	Strongly Agree/Agree	2012
	Neutral	341
	Disagree/Strongly Disagree	74
The exercises helped me understand the content	Strongly Agree/Agree	1578
	Neutral	580
	Disagree/Strongly Disagree	268
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	1312
	Neutral	598
	Disagree/Strongly Disagree	516
The instructor was knowledgeable	Strongly Agree/Agree	2098
	Neutral	245
	Disagree/Strongly Disagree	85
The instructor was prepared	Strongly Agree/Agree	2149
	Neutral	208
	Disagree/Strongly Disagree	71
The training goals were stated and met	Strongly Agree/Agree	1890
	Neutral	390
	Disagree/Strongly Disagree	147
The training met my expectations	Strongly Agree/Agree	1496
	Neutral	606
	Disagree/Strongly Disagree	325
This course was worth attending	Strongly Agree/Agree	1229
	Neutral	548
	Disagree/Strongly Disagree	650
We had enough time for training	Strongly Agree/Agree	1996
	Neutral	324
	Disagree/Strongly Disagree	108

Ethics Training Survey

Results by Work Group: DFR

Survey Responses: DFR Only (1051 Respondents)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	987
	Neutral	55
	Disagree/Strongly Disagree	9
I can apply the material I learned	Strongly Agree/Agree	894
	Neutral	121
	Disagree/Strongly Disagree	36
The content was easy to follow	Strongly Agree/Agree	939
	Neutral	94
	Disagree/Strongly Disagree	18
The exercises helped me understand the content	Strongly Agree/Agree	857
	Neutral	158
	Disagree/Strongly Disagree	36
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	795
	Neutral	192
	Disagree/Strongly Disagree	64
The instructor was knowledgeable	Strongly Agree/Agree	959
	Neutral	76
	Disagree/Strongly Disagree	16
The instructor was prepared	Strongly Agree/Agree	960
	Neutral	72
	Disagree/Strongly Disagree	19
The training goals were stated and met	Strongly Agree/Agree	947
	Neutral	88
	Disagree/Strongly Disagree	16
The training met my expectations	Strongly Agree/Agree	845
	Neutral	161
	Disagree/Strongly Disagree	45
This course was worth attending	Strongly Agree/Agree	824
	Neutral	157
	Disagree/Strongly Disagree	70
We had enough time for training	Strongly Agree/Agree	950
	Neutral	82
	Disagree/Strongly Disagree	19

Ethics Training Survey

Results by Work Group:
Uniform (Both DPD & DFR)

Some survey results were provided by Uniform personnel who attended sessions facilitated by COD trained staff but did not specify which uniform group they belonged to.

Survey Responses: Uniform (Sessions Facilitated by COD Instructors) (302 Respondents)		
Survey Question	Response	
Class participation was encouraged	Strongly Agree/Agree	292
	Neutral	7
	Disagree/Strongly Disagree	3
I can apply the material I learned	Strongly Agree/Agree	276
	Neutral	18
	Disagree/Strongly Disagree	7
The content was easy to follow	Strongly Agree/Agree	290
	Neutral	9
	Disagree/Strongly Disagree	3
The exercises helped me understand the content	Strongly Agree/Agree	271
	Neutral	25
	Disagree/Strongly Disagree	6
The handout, Choosing the Ethical Path, will be useful in my work	Strongly Agree/Agree	264
	Neutral	24
	Disagree/Strongly Disagree	13
The instructor was knowledgeable	Strongly Agree/Agree	291
	Neutral	7
	Disagree/Strongly Disagree	3
The instructor was prepared	Strongly Agree/Agree	293
	Neutral	6
	Disagree/Strongly Disagree	3
The training goals were stated and met	Strongly Agree/Agree	290
	Neutral	10
	Disagree/Strongly Disagree	2
The training met my expectations	Strongly Agree/Agree	274
	Neutral	21
	Disagree/Strongly Disagree	6
This course was worth attending	Strongly Agree/Agree	160
	Neutral	25
	Disagree/Strongly Disagree	18
We had enough time for training	Strongly Agree/Agree	285
	Neutral	12
	Disagree/Strongly Disagree	5