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COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

CENTER FOR EXECUTIVE DEVELOPMENT

COMMAND COLLEGE III

INDEPENDENT STUDY PROJECT

HOW WILL THE CHANGING WORK FORCE IMPACT LAW ENFORCEMENT

HUMAN RESOURCE PRACTICES IN THE YEAR 1985?

NCJRS

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This Command College Independent Study Project is a **FUTURES** study on a particular emerging issue in law enforcement. Its purpose is **NOT** to predict the future, but rather to project a number of possible scenarios for strategic planning consideration.

Studying the future differs from studying the past because the future has not yet happened. In this project, useful alternatives have been formulated systematically so that the planner can respond to a range of possible future environments.

Managing the future means influencing the future -- creating it, constraining it, adapting to it. A futures study points the way.

## FORWARD

I have made a sincere effort to combine the knowledge and skills acquired in the Command College and apply them to an emerging law enforcement issue. I had two goals for my project. First, I wanted to explore the characteristics of the changing work force and identify the Human Resource practices that would be most beneficial in the year 1995. Secondly, I wanted to utilize the sophisticated Futures Technologies in such a manner that it could be easily understood by the reader. I feel these goals have been achieved and I hope that you find the information of value.

## EXECUTIVE SUMMARY

An emerging issue confronting the law enforcement community is the changing work force and its impact on Human Resource Management (HRM) practices. Compounding this issue is the declining availability of qualified Entry Level applicants. For the past few years there have been forecasts of severe labor shortages for American companies in the 1990's. Many of these predictions are based on data from census reports and various work force studies. These predicted labor shortages do not necessarily mean all organizations will face a problem; however, the trend for law enforcement has been a reduction in the number of qualified people choosing a law enforcement career.

The time has come for law enforcement managers to view their employees as an investment and to establish Human Resource Management (HRM) practices that will satisfy both the needs of the individual and the organizations. Not all of the past HRM practices will satisfy the needs of the new work force. Many current programs will be effective; however, new innovative approaches must be identified and established.

This study project identifies what is different about the emerging work force and its impact on future human resource practices in law enforcement. The current and future work force characteristics were identified and explored. In exploring these characteristics, it was discovered that law enforcement is in fact experiencing a new breed of officer. As the questionnaire clearly pointed out the change is slow and gaining momentum. Most police administrators felt there was a need to address human resource issues if we are to retain quality police officers.

The trends and events having the greatest impact on law enforcement HRM practices were examined and developed into future scenarios of what the year 1995 could be like. Since these scenarios are guesses into the future, the speculation is the majority of police departments will evolve into an area combining portions of both. The point here is to be aware of the potential future and make timely proactive adjustments to facilitate necessary personnel changes.

Current human resource practices were investigated and redesigned to match with the needs of the emerging work force. I do not believe that law enforcement needs to reinvent the wheel in the area of career development and work benefits. However, the study clearly describes a need to continually review and modify HRM practices as 1995 approaches.

Again, the key point here is for each individual department to establish those practices which work best for them and their personnel.

The strategy plan was designed generically so that any police department could use it as a guide with modifications. The lesson to learn here is to identify the people who can help this plan (stakeholders) and those who will oppose it (snaildarters). This simple process is essential when an organization plans a change that impacts both internal and external interest groups. In order for a strategic plan to be successful, there has to be an implementation strategy to guide it. The described implementation plan in this project can be readily transferred to other departments with modifications.

It is clear to me that the emerging work force will in fact impact the way police departments administer human resource practices. It does not imply that past practices were ineffective; it does point out the need to monitor personnel trends and practices and to make timely adjustments.

When considering the retention of quality employees it is important to remember that people will stay where they feel wanted, valued, effective, satisfied with the job, and can participate in the decisions which affect their work.

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## I. INTRODUCTION AND OVERVIEW

An emerging issue confronting the law enforcement community is the changing work force and its impact on Human Resource Management (HRM) practices. Compounding this issue is the declining availability of qualified Entry Level applicants. For the past few years there have been forecasts of severe labor shortages for American companies in the 1990's. Many of these predictions are based on data from census reports and various work force studies. These predicted labor shortages do not necessarily mean all organizations will face a problem; however, the trend for law enforcement has been a reduction in the number of qualified people choosing a law enforcement career.

Many police departments are increasing their recruitment efforts to fill vacancies but are neglecting to recognize that employee turnover has created the opening. In other words, recruitment is another term to describe job turnover. To reduce turnover, an organization needs to address the issue of retention. This raises some interesting questions. Does a police department want to retain all employees? Is some turnover healthy for the organization? Can a police agency do anything to retain valued employees?

It is my belief that there is a need for law enforcement managers to view their employees as an investment and to establish Human Resource Management (HRM) practices that will satisfy both the needs of the individual and the organizations.

Not all of the past HRM practices will satisfy the needs of the new work force. Many current programs will be effective; however, new innovative approaches must be identified and established.

There will always be job turnover and within limits it is healthy for an organization. However, it is the responsibility of management to create a work environment in which employees feel valued and that they are contributing to the accomplishment of organizational goals.

It is my aim to identify what is different about the "new work force" and to develop an HRM strategy that will create the desire in an employee to remain with his/her current organization. My belief is, a valuable resource to a police department is saved when an employee decides to stay with an organization because he is satisfied with his contributions and feeling of organizational and personal self-worth.

## PROJECT BACKGROUND

### STATEMENT OF NEED:

The declining work force coupled with job turnover will force law enforcement managers and city government officials to think of employees as assets, not expenses. An organization that views employees as resources is not one that lays off and cuts back its employees everytime business slackens.

In response to the shift in emphasis from viewing employees as expenses to viewing them as assets, many companies are establishing Human Resource Management Groups to deal with this trend. A well-known statement for those of us in the public sector has been: "The private sector is generally ten years ahead of the public sector." There are exceptions to this, such as EEOC requirements, but the fact remains that private enterprises can move faster on issues due to less political and fiscal constraints.

The public sector, and especially law enforcement, cannot delay on this issue. The changing work force with its many diverse trends, if left unchecked, will leave many police agencies with unfilled positions or force the hiring of lesser quality candidates. To address this changing view of employees, law enforcement must take the lead and identify the human resource practices that will be effective in satisfying the needs of the current younger work force in the future.

### PROJECT SCOPE

This project will address itself to the law enforcement officers who have recently started their careers and identify what is different about them and then identify and develop HRM practices that will help the organization to retain those employees in the year 1995.

The future year of 1995 was selected because the current Entry Level Officer will have reached the ten year service level and is susceptible to feeling frustrated, cynical and often bitter towards their law enforcement career. For the purposes of this study, too distant a future could create a false notion of an abundance of time to work on this emerging issue.

This project will attempt to identify the various HRM practices which make an organization sound and identify those practices which will help in the retention of future law enforcement personnel. Specific trends and events will be identified with an emphasis on interassociating them to produce viable alternative futures for the management of law enforcement human resources.

## PROJECT STRUCTURE

The structure of this project will follow a basic research methodology. Review of applicable literature, current HRM practices in both private and public sector will be studied. The following four steps will maintain the proposed structure.

### 1. Research and Fact Gathering

This will consist of searching the appropriate literature and interviewing persons inside and outside of law enforcement.

### 2. Defining the Future

This component will utilize futures technology to establish some alternative futures for what impact HRM will have on the future of law enforcement organizations.

### 3. Planning the Future

Information gathered during the first two components will be used to develop policies that will guide the development of the strategic plan.

### 4. Managing the Change

A management structure and certain support technologies will be selected to manage the transition from current Human Resources Management practices to those projected to the year 1995.

Each of the components will include a validation process to assure that the issues are addressed in terms of social, technical, economical, environmental, and political influence.

## UNIQUENESS OF PROJECT

This project is unique in that most police agencies dedicate more effort in the recruitment of personnel than in the retention and management of current human resources. Most agencies do not have an HRM Plan that is formalized, or if they have one, it is not followed. The results of this project should be of interest to all law enforcement managers, as most agencies are experiencing turnover and an inability to locate qualified employees. The uniqueness of this project lies in the identification of those HRM practices that will be most helpful in the year 1995. I am planning to develop a blueprint (action steps) that police managers can follow from now into the future.

PROJECT PAYOFF

The emerging trends that will be identified and addressed in this project are currently evolving in the law enforcement community. The recruiting, hiring, training, and loss of quality police personnel is not only costly, it weakens the soundness of the organization which directly impacts the quality of police services provided.

The concerns raised in this project should be of value to police managers seeking personnel stability within their agencies.

## II. RESEARCH AND DATA COLLECTION

### LITERATURE RESEARCH

A review of current materials which relate to the future work force and human resource management practices was conducted. A bibliography is included under supporting documents.

The literature search revealed numerous articles have been written during the past two years on managing the future work force. The greater portion of these materials were geared towards the private sector; however, the ideas, trends and projections can easily be applied to law enforcement.

### THE WORK FORCE OF TODAY

The work force of the future will be shaped by the values and consciousness of a new work force developing between now and the year 2000. During the 1960's and 1970's the baby boom generation marched through society and shook the institutions established by the prewar generations, causing many changes in the workplace. The baby boomers, now gaining influence in the workplace, will increasingly have their authority questioned and will be faced with the challenge of recognizing the needs of a new emerging work force - just as they once demanded that their needs be recognized and met.

Today's managers find a work force made up of baby boomers who believe that work is a means to gaining personal fulfillment. These workers want to be a part in the decision-making process, including the designing of their jobs and the running of the organization. The role of the manager today is matching people with jobs. The capable manager must provide workers with the opportunities to further their own personal growth and development while achieving organizational goals.

Participation, equalization of status through teamwork, horizontal organization, and relationships are the tools of today's manager. Sensitivity, respect for individual development, and the understanding of patterns of people and organizations are the personal qualities that tie it all together.

## THE WORK FORCE OF TOMORROW

From now until the early 1990's, the workplace will once again become turbulent. The entry level employee will be challenging the structures of the current established order. These entrants will challenge recently established ideas of worker involvement, participatory management, and team building in ways that only young workers can invent.

The new workers will dispute the now accepted meaning of work and the value of the way work is being done. They will offer radical alternatives to existing ways of working as they explore new possibilities. The benefits won by previous generations will most likely not be seen as benefits.

The manager of the next ten to fifteen years will have two tasks at hand - dealing with the entry problems of a new group into the work force and organizing work procedures and policies that mesh with the emerging values of the new workers.

The manager's ability to recognize individual lifestyles and preference will become even more crucial as the new wave of workers, raised on choice, sweeps into the workplace. They have been given choices from birth and bring that orientation to the job. Managers will thus need to offer a combination of benefits, work schedules, working conditions, tasks, and job sites suitable to each individual's needs and situation.

Radical changes in social and economical conditions during recent years has caused organization to address topics that were never discussed in the workplace. Employees now tend to be better educated and more independent than their predecessors. More women and members of minority groups are on the payroll. The new mix of employees requires new approaches to employee relations. An organization's survival may very well depend on how it motivates employees to be more productive and responds to their personal needs.

## IMPACT OF BABY BOOMERS ON WORK; EXPECTATIONS AND PERCEPTIONS

The first wave of baby boomers are now between 27 and 38 years old and represent 30 million workers. The second wave, producing 46 million workers, range in ages from 20 to 26. The first wave grew up in prosperous times and benefited from great change (i.e., the Women's Movement). The second wave, on the other hand, has been less fortunate. They find themselves competing for career advancements where there are few openings.

The second wave is growing up in a vocational world already too crowded for them. Education elevates human expectations. There will be significant disappointments for many workers in the second wave who want challenging jobs. A trend has developed for the workers 24 years and younger. They are overeducated for their work; they are underemployed. This has resulted in young people becoming skeptical or even cynical of having careers. They are becoming less and less strongly connected to the current work ethic.

#### WHAT IS CHANGING IN THE WORK PLACE

Values and perceptions of work are changing. Work has been and is likely to continue to be important in how we define ourselves and our role in society.

Today and in the recent past, work has been seen as employment, while other productive activities such as housekeeping or volunteer efforts were regarded as informal work.

Today, with more women working outside the home and a more equitable sharing of home chores between the sexes, the relationship between job work and informal work is being reassessed.

#### LEISURE AND THE TIME AWAY FROM WORK

The balance between work and leisure and the scheduled time of work is likely to be another area of significant change. From the advent of American industrialization to 1940, the average workweek declined from more than 60 to less than 40 hours per week.

The consensus is that this reduction resulted from a desire to trade some economic growth for leisure and the need to spread available employment among more workers.

Although the average workweek has remained relatively stable, there has been a significant reduction in the time spent on the job over a lifetime. The primary contributing factors have been a longer period of education and retirement.

Between those periods, a job has generally required 40 hours a week for about 40 consecutive years. In the future, time given to job activities will decline further and the scheduling of job and non-job time will be as important as the amount of worktime.

Flexitime, modified workweeks, sabbatical options, educational leaves, voluntary part-time work, job-sharing, and other innovations will be needed to meet the changing needs of individuals.

These arrangements are likely to complement the need for ongoing education, a better balance of household and job responsibilities in dual income families, facilitate career transitions, open opportunities for substituting home productivity for job earnings, create the freedom to start small businesses, foster sharing of employment among a larger number of persons, and meet the need for flexible retirement arrangements.

### INTERVIEWS

Two personnel managers, a police psychologist and a police chief were interviewed and asked questions regarding the new work force and their differences from past generations and what HRM practices would be beneficial in the future. The interviewees were selected for their backgrounds which include police recruitment, promotional testing, psychological testing, professional counseling, and experience with both private and public sector personnel issues.

DR. LARRY BLUM, Police Psychologist in Orange County, has observed the new police applicant is younger, more educated (attends college), less life experiences, and a "less sense of mission." This new applicant wants the job to feel safe and important. One of the traits Dr. Blum likes to see in police candidates is the motivation to suppress crime coupled with the desire to help people.

In follow-up counseling sessions, Dr. Blum says law enforcement is failing to retain qualified applicants at the entry level as many field training officers have not been able to communicate effectively the transfer of skills to the trainee.

To retain the future work force, Dr. Blum suggests the need to establish a sense of purposefulness in their work. In many cases, police work produces no product to measure and gauge a sense of accomplishment. He further suggests to get ideas from them (use as consultant) and involve workers in the decision-making process (some control over their work and how it's done. Because the new work force has less life experience Dr. Blum feels there is a need to teach the young officer when to use righteousness (the balancing of common sense in the decision-making process as it applies to enforcing violations of the law).

Police managers concerned with retention need to define areas of purposefulness and develop methods of feedback with tangible results. There is a need to involve the work force in the decision-making process, and awards for a good job need to be established. People need to know they are appreciated.

To retain officers in the future Dr. Blum believes job stress/burnout issues need to be addressed. Job stress negatively impacts officers and makes retention more difficult. Police officers must have things in balance between work, families, hobbies, exercise, work experiences, and relationships. There needs to be a balance between community oriented policing and crime suppression.



Police organizations need to control the frequency of calls for service (sufficient manpower) and establish periods of time free of work during a shift (breaks, free of distraction). Feedback, including verbal/written commendations, competition, changes in work tasks, lifelong learning through special schools, and duty assignments help motivate and rejuvenate workers.

NANCY LEONARD is an Assistant to a City Manager and has been involved with police recruitment, testing and promotionals for several years. She has seen a big change in the new police applicant.

She has noted the young applicant has no military or reserve experience, lacks structure and does not understand discipline nor the importance of it. When they can't do what they want, they become frustrated. Many are living at home and going to school part-time. They are taking longer to complete school, stopping and starting over and changing majors. They lack direction and have not set goals.

In retaining officers the departments that have a variety of assignments seem to keep employees for longer periods of time. What will help in the retention of future work force will be flexible scheduling for time off and duty assignments, breaks from stressful assignments, availability of a variety of job assignments, retirement planning (i.e., Deferred Compensation where City matches contribution), pay for education and not limited to law enforcement field, and a cafeteria approach to selection of benefits that fit their individual lifestyle.

City government officials need to look at the market and set competitive salaries for police officers. There is a need to quit treating police the same as all city employees. There needs to be basic minimum staffing levels that encourage the use of time off, training and specialty assignments. City officials should be educated in all aspects of police personnel issues (i.e., job stress, recruitment, etc.).

Police managers need to understand the signs of stress in employees and have resources developed to deal with them. There needs to be places to express feelings - peer counseling, debriefing sessions, to name two. An ongoing mental health program, started in the Academy and carried on through by the police department, is a must. Good sound promotion and job rotation standards need to be established and followed. Police managers need to set the tone of the organization and should balance the individual needs with those of the organization and the community.

DUANE MUNSON has personnel experience with both the private and public sectors and has noticed a significant change in the current entry level work force. The past work force had a higher career mission over the current work force that does not know what they want and are looking for a good deal. Police applicants have less respect for law, free admission in the use of drugs, and unclear values. An example is, right and wrong is not clear anymore and the young worker expects a grace period of toleration for wrongdoings. Lifestyles are different. Commuting to work, pursuit of leisure time activities, financial concerns, and concern for self are some of the differences in the new work force that current HRM practices need to address.

In retaining the future work force, pay and benefits must be competitive. High salaries coupled with a cafeteria approach to the selection of benefits should satisfy the financial interest of the future work force. The second area of concern will be in the motivation of workers. Future officers want to be treated as individuals and have a variety of assignments that they find challenging.

Recruitment is an area that law enforcement needs to improve on. Retention is increased through the hiring of the best people suited for the position. Future police officers need to be smart, possess common sense, be a decision-maker, have concern for people, and the desire to help others.

Law enforcement needs to get away from the recruitment strategies that portray the police officer and his equipment as the ultimate urban assault weapon. A true description of the job demonstrating how a cop uses his head, social skills, and high tech equipment to solve the variety of challenging tasks confronting him on a daily basis need to be developed.

During his law enforcement career the police officer needs to participate in establishing and identifying job satisfiers and dissatisfiers. Input in his career that encourage personal growth and control will be important. Recognition and concern for the employee as an individual will have significant impact on retention in the future.

LEO E. PEART is the Director of Public Safety for the City of Irvine. He has been a Police Chief for twelve years and is known for his forward thinking and innovations in law enforcement.

He has noted several trends with the new breed of officers. They have a lesser tolerance for shift work, do not take ownership for their problems, and expect promotional opportunities to occur quicker than they do.

Chief Peart foresees increased legal constraints on police officers coupled with a demand for a higher service level. There will be a blending of ranks causing fewer promotional opportunities as computers begin to provide police administrators with the information that middle managers used too.

There will be less rank structure and increased expansion of higher paid senior line personnel and specialist.

A key issue for police managers to address will be the matching of the future police recruits with his expected role. There will be a need to redesign academy training to address the changing police role with topics such as computer science, communication skills and demographics as it relates to the aging and handicapped.

Recruitment is an area Chief Peart felt law enforcement needed to do a better job of screening to ensure that the right person is hired for the job. He suggests utilizing consultants to help define job description and the traits needed to be a successful officer. These should be reviewed every five years to adjust for changes.

## PROJECT QUESTIONNAIRE

Two questionnaires were developed as a result of the literature research and project interviews. The purpose of the questionnaires were to compare the results of the literature research with what police administrators (Captains responsible for personnel issues) and officers ages 21 to 26 think. Ages 21 to 26 was broken down to male and female. The surveys were anonymous and mailed to twenty Orange County police departments. Fifteen agencies returned the questionnaire.

For our purposes I will be synopsisizing the responses to each question. Complete responses can be found in supporting documents. Male and female responses were consistently similar and were combined together in the synopsis.

### POLICE OFFICER RESPONSES: (Age 21 to 26 Male/Female)

1. What are you looking for in a law enforcement career?

This group wants work to be challenging while providing both job and financial security. They liked flexibility in the job environment. Looking for personal growth and self-satisfaction. Like the idea of a variety of assignments and promotional opportunities.

1995: Good pay/benefits, stability, promotions and special assignments. Many have plans of becoming a supervisor by 1995. Enjoying the job and good working conditions were important.

2. List what you like about your city. Be specific.

The 21 to 26 age group liked the personal touch of their departments. Open administration with closeness of personnel was mentioned several times. Good working conditions/benefits/pay and ability to make decisions were important.

3. What changes would you make to improve your agency?

The 21 to 26 year old group would like to see police management to be open, fair and progressive. They want problem people to be dealt with and minor problems not treated as major issues. Equipment was important to this group, with several mentioning weapons, canines, helicopters, and computers.

4. What caused you to select your department?

There were no concrete responses to this question. The reason for selection included: first department to hire me; near a desirable location; grew up in the area; size of department; and thought the city was a good place to work.

5. What are the most significant aspects of your department that motivates you to continue with your career there?

Career opportunities, supportive supervisors, managers who listen and peer relationship were listed. Very little mentioning of pay and benefits. The central theme was around meaningful work and working relationships.

6. Where do you see yourself in the organization ten years from now?

Generally, the respondents saw themselves in specialty assignments with many seeing themselves as sergeants or lieutenants. A few indicated they would probably be at other agencies. Of interest here, the majority saw themselves still in law enforcement and at the same police department.

7. How would you like to be rewarded for work well done? (Example: Financial, Time Off, Recognition - Verbal and Written)

Generally, if the reward was high now, it would be the same in 1995. Verbal and written recognition were important. The younger officers felt the need for constant feedback until they established themselves within the organization. Like immediate verbal feedback from supervisor. Financial and time off rewards were important but generally thought of being more important in future years. This group added very little to the rewards list above the four examples provided.

8. Do you plan on staying at your current department for your entire police career?

The majority of respondents plan on staying with their current agency. Knowing the people, career opportunities, good pay/benefits and size of agency were the basis for their decision.

The few who indicated they planned on changing due to opportunities at other police departments or a career outside of law enforcement.

9. What would motivate you to make a job change?

Changes in administration that cause stress to the employees, increased opportunities for career growth, and financial gain were the majority reasons for leaving.

10. If you were chief, what would you do to retain quality police officers? (Consider what could be done that is not being done.)

If they were the chief, this group would like to have more input from the troops on such things as equipment and decision-making as it affects them. Rewards and rotation into specialty assignments for work well done and maintaining morale through various incentive programs were changes they would make. They felt it was important for the Chief to know what the street officer's job was like and that he sincerely was concerned for his personnel.

#### POLICE ADMINISTRATORS' RESPONSES

1. What, if any, differences do you perceive between your younger officers (21-26 years old) and older officers (35 years plus)? Please list.

Lack military and life experiences. Do not understand the need for discipline and are continually challenging authority. Lifestyles of newer officers are more social oriented as opposed to the older work ethic of past years. No long term goals, usually considering now and the near future. View the police profession as a job versus a career. Younger workers want things now and often display immaturity in their actions and comments.

2. What does your agency currently do to retain your quality employees?

Generally, very little is being done. Many agencies offer programs such as job rotations, salary increases, training opportunities, senior officer programs, etc. No one had a detailed plan to retain quality officers. More emphasis on recruitment. Many felt there was a need for retention program but felt restricted because of resources. One city offered training opportunities, specialty assignments, promotional positions along with involving them in the decision-making process whenever practical.

3. Is your department experiencing difficulty in obtaining quality Entry Level Officers?

Seventy-five percent of the respondents were experiencing difficulty in obtaining quality employees. They felt there were less applicants to choose from and that the manpower pool was shrinking.

4. Does your department place as much emphasis on retention as they do on recruitment? Explain.

Fifty percent of respondents felt their agency place as much importance on retention as recruitment. No clear comprehensive programs were mentioned; however, there seems to be a trend towards retention programs as agencies become aware of the importance of their existing human resources.

5. Please list any emerging issues/trends relative to retention of Police Officers (consider social, financial, environmental, technological, political issues/events).

Shrinking manpower pool, role of police officer changing in society, increased society demands coupled with decreasing funds and the changing work force (minorities and women) were mentioned by several respondents as emerging trends.

Lack of rapid advancement technological changes and public law enforcement not being competitive with the private sector were trends that concerned police administrators.

6. Can law enforcement managers increase retention of quality employees?

All the responses were listed as they offered numerous ideas and approaches that would be beneficial in the area of retention.

Only to the limits of their authority. Job satisfaction may not be strictly limited to salary but it does count, particularly when other adjacent agencies pay so much more.

YES. They have to flatten the structure - become less formal - include the rank and file in the decision-making - encourage team building - allow for career development and employ a host of "perks" to appeal to a variety of personalities.

YES. By planning, by looking at the future and seeing what social, financial, environmental, technical, and political issues will be affecting us. Try new things, new methods to deal with those changes. Involve the work force in planning their future.

YES. Maximize employee appreciation. Work with city to maintain competitive wage and benefit package. Work to involve employees in appropriate operating decisions.

Managers can exercise some influence by providing enlightened, responsive leadership. Many employees will stay with an organization for lesser monetary benefits if morale is good and they feel management is approachable and supportive.

YES. By keeping an open ear and being receptive to input from the employees.

YES. By making the job less stressful from the organization. Giving recognition to quality work. Allowing experienced officers to follow through on good cases.

Other than medical issues, the turnover of "quality" officers is minimal. The high turnover rate occurs with the mediocre officers.

YES. Drop military structure and reward based upon work competency and performance. Divest ourselves of menial tasks. Utilize all available technology. Reduce levels of command (flat organization). Allow for diversified work assignments. Develop meaningful reward, employee recognition and evaluation programs.

I believe so. There must be a very genuine and real effort made in this area backed by the political body of the jurisdiction. Employees can see through lip service. Commitment to retention issues is a must. Understanding the principals of people management to include issues of job satisfaction, proper supervision principals to insure success through job performance and career growth/development are critical. People will stay where they feel wanted, valued, effective, satisfied with job, and can participate in the decisions which affect their work. They must feel good about their efforts.



YES. Use of the merit system for pay increases or decreases. Liberal use of positive strokes for good performance, acquisition and maintenance of quality equipment, maintaining a personal atmosphere within the agency.

YES. Creation of incentives and provide a work environment where employee is involved in decisions that affect his career and what end product is expected.

Recruit at university level - emphasize service career and technical expertise incentives. Recruit minorities and provide incentives for languages and cultural problem resolution. We have begun recruitment at University Level Career days. Revised Cadet Program toward full career enhancement.

YES. Managers sometimes overlook the human element in an organization.

YES. By looking at reasons why Officers leave but would take commitment of not only police department but city management and Council.

YES. Providing a positive work environment in terms of handling personnel effectively. Spend time on people rather than projects or things. Develop program from date of hire to date of retirement. Provide rewards for those who perform. Management needs to reevaluate their perspectives and invest in their most costly commodity - the employee. Work to change what they didn't like when they were the employee.

### III. DEFINING THE FUTURE

Law enforcement is currently experiencing a decreasing manpower pool to draw from. It is changing in size and makeup. More women and minorities are entering the work force, creating many organizational changes in both the private and public sectors.

As a result of these personnel trends, employers are now taking an interest in the management of their human resources. Employees are being thought of as assets and a resource that needs to be developed and nurtured. The shrinking work force has generated a new interest in the retention of quality employees.

Organizations are now faced with developing retention practices that satisfy both the new and older work force. As the literature indicated there are some clear value differences between the emerging new work force and the current established work force. As John G. Stratton reflected in his book, POLICE PASSAGES, "The major events that occur in our childhood through our early twenties greatly influence how we will view the world."

People raised during the Thirties and Forties experienced the great Depression and World War II. Teamwork took precedence over individual efforts. Some of the basic tenets of the period were based on the following values:

- Country needs versus personal needs.
- Close, united family units.
- Wife remained at home raising children.
- Parents were in charge with rules to be followed.
- Families remained in one home.
- Premarital sex was looked down upon.
- Military service based on patriotic feeling.
- Schools had high standards and students were required to work hard.

- Strong religious principles which guided behavior.

People who were raised in the Sixties and Seventies faced many movements which changed the way our society views things. These events included the Civil Rights movement, Vietnam conflict, draft dodgers, drugs and the Watergate scandal. The very large influx of refugees and changes in federal law regarding discrimination in hiring were two other major factors.

People growing up during this time were likely to have developed such values as:

- Individuality and freedom.
- Might be opposed to the military and war.
- Conflicting family values.
- Questionable usefulness of marriage and family.
- Live in the same place for less than five years.
- Question authority.
- Schools today are a "transition," resulting in a high percentage of high school graduates who are functionally illiterate.
- Primarily interested in developing self-interest.

A comparison between the values of the Fifties and Sixties and Seventies clearly demonstrates a difference in basic development. These differences will have a significant impact on the way people think and respond to organizational programs and goals.

The applicant who is in his/her early twenties is more likely to challenge authority, question established procedures, has tried drugs and is more interested in individual rights. These trends in personal standards will be a challenge for police retention during the next decade.

Cursory research reveals that a large portion of the police community are experiencing difficulty in locating and hiring new officers. The largest work force to draw from is the early twenties age group. They have no military experience, live at home, have had several jobs and are more likely to have divorced parents. These applicants are generally lacking in those "life experiences" which develop maturity and sound decision-making ability. Their personal ethics dictate their work ethics. Given this trend, law enforcement needs to take proactive approaches to the retention of current police officers.

Law enforcement in past years has relied upon the recruitment of new applicants to fill vacancies. Many agencies have taken a single program approach to the retention of experienced officers (i.e., education plans, job rotation, salaries, etc.). These programs for the most part worked for the established work force. However, the emerging work force has a different value structure and is faced with many social dilemmas that are new to society (i.e., commuting to work, unaffordable housing, two working parents, to name a few).

According to Dr. David Jamieson, issues and trends about the emerging work force that law enforcement managers need to be aware of as they will have an impact on the development of future Human Resource Practices are as follows:

There are more older, more middle-aged and fewer younger workers; and the work force will continue to age.

The "Baby Boom Generation" (24-39 years old) will continue to be a dominant force due to its sheer numbers as a percentage of the work force.

There are more women in more jobs; and more women will enter new jobs.

The work force has a more diverse ethnic mix with more minorities from more diverse cultures in more jobs.

Workers are more educated and informed.

There are more knowledge and information workers than blue collar.

There are more alternative living arrangements, in greater numbers. The traditional model of a working married male, non-working wife with 2.5 children is now only a small percentage.

More people want more immediate gratification from work.

More people want to participate in decisions concerning their work.

More people want work to help meet their individual needs for self-expression and utilize their current and future capabilities.

There is an increased focus on self-fulfillment in and outside of work.

There is greater resistance to authority, control, and lack of choices.

More people are disappointed with the ability of their organizations to meet their individual needs.

As we approach the next decade, there are several questions relative to the changing law enforcement work force which need to be addressed.

- Will the current entry police officer make a twenty year career out of law enforcement?
- Will they stay at the same agency?
- Can police managers make the necessary changes that will motivate employees to stay in the future?
- Will the new work force negatively impact law enforcement's ability to effectively serve the community?
- If retention fails and turnover increases, will police personnel standards be lowered to fill vacancies?

#### TRENDS TO MONITOR

A number of emerging trends relative to the changing work force that apply to law enforcement's future retention practices were identified by a panel of law enforcement officials. Prior to meeting in their nominal group, each participant was provided with information collected in the literature, interview and questionnaire process. A list of trends was developed and the five trends having the most impact on future HRM practices in law enforcement were identified.

TRENDS

1. Employees are being viewed as an investment.
2. Work force is getting older.
3. Higher formal schooling.
4. Diverse lifestyles.
5. Increase in recruitment efforts.
6. Minimal military background and diminishing family unit.
7. Self-directed attitude.
8. More liberalized view of law and order.
9. More minorities; women and generally physically smaller recruits.
10. More workers who want to participate in decisions impacting their work.
11. Young workers want fulfillment quickly.

Many of these trends are beneficial in gauging the impact of the changing work force and retention practices on law enforcement. Five trends were evaluated from 1980 to 1995. The year 1985 was established as the baseline and set at 100%. (Refer to support documents 1.1 Trend Evaluation form.)

<u>TREND STATEMENT</u>	<u>5 YEARS AGO</u>	<u>TODAY</u>	<u>WILL BE IN 10 YRS.</u>	<u>COULD BE IN 10 YRS.</u>
Workers want to participate in the decision-making process	80	100	240	170
Diverse lifestyles.	75	100	225	150
Lack of disciplined background.	70	100	230	185
Self-directed attitude in employee.	65	100	240	160
Higher educated employee.	70	100	190	140

CRITICAL EVENTS

Several events were identified which, should they occur, would have a significant impact upon law enforcement retention practices. The critical events were identified and rated as to probability by a panel utilizing cross-impact analysis.

<u>EVENT</u>	<u>1995 PROBABILITY</u>
1. Not enough law enforcement promotional positions for tenured officers. Current baby boomers fill desirable positions with several years to go before retirement.	75%
2. More informed workers are challenging established work standards and rules. They demand and expect job opportunities now.	60%
3. Involvement in the decision-making process. Participative management and employee involvement programs are coming to norm.	85%
4. Time values continue to change. Work is seen as a means to obtain the financial rewards a worker needs to achieve personal lifestyles as opposed to a career in law enforcement.	65%
5. Integrity and commitment to duty is lessening. Newer work force work ethic is based on a value system formed under less formal structure. Commitment is to the job for eight hours as opposed to the work ethic of a police officer for twenty-four hours a day, seven days a week.	70%

CROSS-IMPACT MATRIX

<u>EVENTS</u>	1995 <u>PROBABILITY</u>	<u>EVENTS</u>					<u>TRENDS</u>				
		E1	E2	E3	E4	E5	T1	T2	T3	T4	T5
1. Less promotional positions.	75%	X	+10	+15	-	+20	-	-	-	+15	+20
2. More informed workers.	60%	+15	X	+10	-	+5	+10	-	+15	+10	+20
3. Participative decision-making.	85%	-	+10	X	-	-	+20	-	+10	-	-
4. Time values differ.	65%	+10	-	+5	X	+20	-	+20	+10	+20	-
5. Commitment to career lessens.	70%	-	-	+5	+25	X	+15	+15	+10	+15	-

T1 - Workers involved in participative decision process.

T2 - Permissiveness in society values.

T3 - Less formal structure (military/family).

T4 - Self-directed attitudes.

T5 - Higher educated employee.

SCENARIOS

Based on the information developed in defining the future section, two scenarios were designed to describe alternative futures.



1. WORKERS WANT TO PARTICIPATE IN THE DECISION-MAKING PROCESS

The newer work force wants more involvement in the workplace. In law enforcement, many officers are questioning past traditional procedures and methods which is lessening the effectiveness of paramilitary police organization. Many supervisors feel threatened while enlightened managers see the positive aspects of participation of employees in the decision-making process.

2. DIVERSE LIFESTYLES

Today's society, in general, accepts behavior patterns such as use of drugs, challenging authority, divorce, unwed mothers and rights of the individual that twenty years ago was unacceptable behavior. For law enforcement, this has developed into increased disciplinary actions and organizational conflicts. Time values and lifestyles differ causing the age old problem of the generation gap where the managers do not understand the motives of the younger worker.

3. LACK OF DISCIPLINED BACKGROUND

In today's job market very few people have a military background since there is no draft. Coupled with the diminishing family unit, the current work force of twenty year olds lack "life experience." Many of these people will have a difficult time resolving both personal and professional conflicts. This will result in poor decisions and emotional anxiety as they lack formal structures. Established rules seem an obstacle that interferes with personal interest.

4. SELF-DIRECTED ATTITUDE IN EMPLOYEE

The current prevailing attitude among the younger work force is short range versus long range interest. Pay, vacation, and sick leave, and promotions are their interests. Pensions and work beyond five years are not planned. To law enforcement, this could mean there is no long-standing desire to be a career officer. Many workers are envisioning several careers during their lifetime.

5. HIGHER EDUCATED EMPLOYEE

The emerging work force has obtained higher levels of education over previous generations. They are not necessarily brighter, but they are more informed. They know about worker's rights, career opportunities and have expectations that many times exceed the capabilities of the organizations they work for. As they invest ten years in their careers they could become frustrated with the minimum number of available promotional or advancement opportunities.

The ten year forecast for these five trends indicated a pattern of steady growth. The higher educated employees reflected a lesser concern than the other four trends. It was the feeling of the panel it was easier to work with the new work force and develop new innovative human resource practices than change personal value systems.

EVENTS

1. Increase interest and demand for improved human resource practices.
2. Not enough law enforcement career opportunities to accommodate the needs of tenured officers.
3. More informed workers.
4. Increased disciplinary action.
5. Difficult to recruit as law enforcement is not a favorable career.
6. Decrease in integrity and commitment to duty.
7. An income versus a career.
8. Selective as to what laws will be enforced.
9. Lowering of physical standards.
10. Increased challenging of police organization and demand involvement in decision-making process.
11. Value time differently (more time off).
12. Not enough positions to satisfy rapid movement and career growth.

### SCENARIO A (1995)

Police administrators first noted a change in the quality and number of applicants for entry level recruits during the latter part of the 1980's. The desire to fight crime was still there but the commitment to duty was lacking. The progressive leaders in the public safety field began to develop new programs aimed at selecting and hiring the most desirable candidates. The value of existing human resources took on a new meaning at this time.

Society in general seemed to be lacking in its commitment to the family unit. Divorces continue to occur at an alarming rate. Children are raised in single parent homes and have a more permissive background. The authority of parents, schools and judicial systems are continually challenged. Minimal military experience and the self-interest attitude in younger officers make it difficult to instill the commitment to duty that is necessary in a professional law enforcement agency.

In looking back, police administrators could see they failed to recognize the impact the changing work force with its lack of structure would have on law enforcement. The young work force continually ask, "Why" and challenge established standards. Managers, supervisors and senior officers felt threatened by these workers and found it more difficult to be patient and compassionate towards them.

The lack of promotional opportunities has caused increased personnel turnover and job hopping for opportunities. Police agency of fifty or less sworn personnel are hit the hardest. They train the officers who gain three years of experience then lateral to a larger department for higher pay and more opportunities.

The autocratic leader and supervisor has frustrated the young work force to the point that stress retirements are on the increase. The major cause is the lack of a participative style within the organization. Workers wanted a voice in their job, they wanted to belong, get involved, but instead were denied opportunities to assist. This resulted in morale and vacancy problems.

Law enforcement has gone high tech causing the field officer to go in service and do everything from his vehicle. Records check are run, reports written electronically, and communication is done through computers. The officer is isolated from the majority of positive contacts, rarely in the station and seldom sees a fellow officer. Police managers during the past years concentrated on high technology, but forgot about high touch, consequently personnel felt unappreciated, unrewarded, and saw their law enforcement career as a means to get a better job in the future.

As in past cases, law enforcement look to the private sector for direction and discovered they addressed the retention issue back in 1985. Law enforcement jumped on the bandwagon in 1995 and started developing innovative human resources management practices to address job turnover and recruitment issues.

## SCENARIO B

From the advantage of looking back from 1995, police managers could see that the emerging human resource issues identified ten years ago have in fact taken place.

The current workplace was shaped by the values and awareness of the new work force. There were many difficult years in which struggles for survival between the pre-World War II work force, post-war generation and the new emerging generation took place.

The new generation of police officers sweep through the workplace with their own set of values causing numerous organizational adjustments. Fortunately, the baby boomers who are now in influential positions recognized the new generation was doing the exact same thing the baby boomers had done during the past decade.

Police administrators realized the need for major organizational changes to address the needs of the new generation officer.

Since promotional opportunities are at a minimum, new and unique approaches to career enhancement and job rotation were developed. The involvement of all personnel in the decision-making process, where possible, was the single most important change. Employees feel involved, they are heard, and contribute to the goals of the police department. Participation created the outlet for the officer to challenge his intellectual capabilities.

The demand for leisure time had increased as predicted. Realizing this, law enforcement managers maintained available staffing levels, increasing where necessary, and made flexitime scheduling to allow flexibility in obtaining time off. Coupled with vacation and compensatory time off accruals, the new generation officer was able to live his lifestyle, choosing when to work or play within reason.

Police managers, through participation practices, were able to establish a level of commitment to the organization as well as a structure that was acceptable for both staff and line personnel.

As predicted ten years ago, the management of human resources was a trend of the future and not a passing fad. Many police organizations enjoy a reputation for being a great place to work. Unfortunately, many others failed to make changes and are experiencing job turnovers and recruitment difficulties.

## DESIRABLE FUTURE

After reviewing the two scenarios, Scenario B was selected as the most desirable alternative future. Scenario B contains many of the forecasted trends and events and depicts a police agency proactively addressing future HRM issues. Scenario A was written in a doom and gloom approach. This was done to demonstrate what the future could be if that emerging issue was not addressed by law enforcement officials.

## PERSONNEL ANALYSIS

The desirable future was analyzed in terms of the knowledge and skills which may be necessary in the management of future human resources. The formulation of this analysis was a result of the literature search, interviews and responses to the questionnaire and a discussion with Dr. David Jamieson on his article "Managing with the Changing Work Force."

David W. Jamieson and Julie O'Mara in their article, "Managing with the Changing Work Force" provided me with the vehicle to focus on what is different about the emerging work force and what HRM practices will be effective in the future.

According to the authors, the work force is different in male/female and cultural composition, in its age dispersion and aging trend, in its level of education, in many of its basic values, in its marital and parental status mix, and in its perspectives on the use of time, value of work, and motivation to achieve. The work force of the future will be described in terms of "diversity" versus the "sameness" of past work forces.

It is important to understand today's workers and personalize the management of people as they are the future work force. As we move towards the future we will need to develop new methods and management practices that recognize different needs, provide greater equality between all levels, include and inform people, offer options and self-choice, and lead and influence others rather than manage and control.

David Jamieson and Julie O'Mara outlined the following nine management policies and practices where changes and greater diversity would be more effective in the retention of the future work force.

Reward Systems are all the ways an organization pays back its employees for their service including normal, expected, extraordinary, merit, and incentive. It includes compensation and non-compensation rewards, the extras people get for good performance and the "perks" used to motivate. Rewards, however, are only "rewarding" if the receiver values them. With the new diversity of the work force, there is a greater variety of things that are rewarding. For some it might be money, for others overtime, for others time off, for others special assignments, while for others a kind word.

Selection, Placement, and Motivation involves the processes used to identify skills, interests and styles, match people and jobs, and move people among jobs. It is where we need to focus on compatibility, individual and organization needs, challenge, competence, and work style issues. Some people prefer routine while others crave variety. Some need movement while others like stability. Pace of work, amount of decision-making, hours and use of skills are all factors that vary greatly among jobs and among people's preferences.

Job and Organization Design focuses on the mix of tasks in jobs and the grouping of people into structures. It deals with issues of complexity, challenge, stability, completeness, meaningfulness of job tasks for individuals and team compatibility, work integration, bureaucracy, levels and reporting relationships for groups of people. It is important to many workers that their roles be meaningful and that the structure is not a hindrance to getting the job done.

Involvement/Participation in planning, problem-solving, and decision-making related to direction, operation, and success of the organization has become a high priority for parts of the work force wishing control over their lives and many others, wanting a say in things that affect their jobs. It is important to understand who wants to participate, what they can contribute, and all the avenues available for involvement.

Training and Development involves developing the knowledge, skills, and experiences that build current and future job competence. The focus is on individual and group skills to perform productively in current positions and planning for subsequent positions. Different people need different training and development, different methods, schedules and approaches to learning.

Awareness refers to raising the consciousness of managers concerning the diversity of the work force, their needs and differences for motivation, satisfaction, productivity. Information on the composition of an organization's work force, training in cultural differences, attitude and interest surveys all help to raise awareness. With the continual changes in the work force it is important to have awareness-raising practices as an ongoing component of managing people.

Information-Sharing involves what there is to know, who needs to know it, and how they find out. It focuses on the systems of informing employees about key aspects of the state of the organization and providing pertinent feedback on the results of the organization's efforts. People want to know what's going on, they want to work in an open, rather than secretive climate, and be kept informed of plans and changes, not manipulated or surprised. A better educated and more informed work force expects to be the same at work.

Performance Management is the arena that includes task and role clarity, goalsetting, feedback, coaching, and appraisal. It focuses on the dialogue between managers and their employees—on the surfacing of expectations, the regularity and meaningfulness of feedback—the constructiveness of support and help, and the process of evaluating performance. For many more, the need for open dialogue, honest appraisal, and clear knowledge of a meaningful role is more important and often more motivating.

Benefits and Entitlements have become more complex in recent years. Many former "benefits" have become expected "entitlements" and thus lose much of their previous rewarding quality. Rules and regulations have proliferated and costs have risen greatly. In this arena, we include vacation, retirement, medical and other insurance, employee discounts and other services, other non-compensation "perks" such as cars, club, financial services, and others. With the diversity of the work force previously described, one can well imagine that some of these are more relevant to some than to others and options and mixes are critical to meeting needs and satisfying employees.

The key in developing the future law enforcement HRM practices is to involve workers in the design, continually monitor and redesign when necessary, educate managers and supervisors about the emerging diverse work force and to inform community and political governing bodies of law enforcement HRM needs. Police administrators need to understand these changes and develop policies and practices which balance the goals of the community, the department and employees.

#### RESOURCE ANALYSIS

In the preparation of this project I discovered an unlimited amount of resources. The library provided me with the necessary up-to-date literature that I needed. The key here was to look beyond the specialized field of law enforcement which opened my eyes to a variety of magazines with job related topics.

The questionnaire achieved a response of 75% and this was with a short return date. Since the questionnaire was anonymous it could have been easily disregarded. In reviewing the responses it was quite obvious the respondents gave serious consideration to their remarks.

I found the interviews to be both informative and rewarding. I found people were willing to donate their time and expertise and were genuinely interested in my topic. Their responses provided me with more insight about my topic and its importance. The issue of retention and the changing work force is generating interest in both the private and public sectors.

I discovered the key to utilizing resources is to broaden your scope and use creativity in identifying sources in both the public and private sector. A key area is to subscribe to periodicals that will provide exposure to future emerging trends that may have an impact on your organization.

It is my belief the law enforcement agencies can develop the future HRM practices that will help in the retention of quality employees. The practices that were described in the previous section can serve as a guide for each police department in developing affordable and practical programs. Future success depends on educating police administrators, managers and supervisors of the diverse needs of the emerging work force and to balance these needs with the goals of the community and the police department.

### POLICY SETTING

The following information about Human Resource Management practices should be given consideration by law enforcement in the establishment of policies prior to implementation.

1. Inform police administrators, community leaders and local governing officials of emerging HRM issues.
2. Seek employee involvement in issues that impact their jobs.
3. Seek assistance outside of our own agency to develop the big picture approach to problem identification and resolution.
4. Monitor Human Resource Management trends in both the public and private sectors.
5. Re-examine entry level requirements to hire the most qualified people.
6. Establish organizational HRM goals that are written and followed.
7. Develop cafeteria approach to benefits to accommodate the diverse lifestyles of personnel.
8. Develop an organizational culture that accepts and works with a participatory management style.



#### IV. STRATEGIC PLAN

This strategic plan is designed so that it can be utilized by small and medium size departments. It will serve as a guide for individual agencies to identify and develop those Human Resource Management practices that will be beneficial in the retention of sworn officers to the year 1995. For purposes of demonstration I will be utilizing the Cypress Police Department located in Orange County.

##### I. SITUATION:

###### A. ENVIRONMENT ANALYSIS

The City of Cypress has a population of approximately 42,346 people. Over the next ten years the daytime population could be as high as 75,000 people due to industrial growth. Its 6.5 square miles is comprised of residential, industrial, business complexes and a horse race track. The majority of the city's residential area range from middle-class anglo to lower middle-class anglo population. The northern portion of the city has a small concentration of Hispanics.

Cypress Junior College is one of the largest in the state. It draws its student population from both Los Angeles and Orange Counties. The Cypress School District has experienced a 30% decrease in enrollment and has closed several schools.

There are numerous commercial and industrial complexes spread throughout the city and maintain a positive influence on city government.

The residents as well as the business community have maintained an active, cooperative interest in the services provided by the police. Their concerns are expressed in various ways, such as direct meetings with the police, complaints to the City Council, City Manager, or Mayor. Generally, this community will try and resolve areas of concern through representatives of city government and utilize the press or courts as a last resort. The police department environment is such that it generally enjoys a low turnover rate which allows for selective recruitment. The years of 1985/1986 provided Cypress Police Department with several medical and full term retirements. The end result was eleven officers on

probation out of thirty field officers. This lowering of experience level has caused the police management some concern. Field supervisors, field training officers, citizens, and the City Council are a few that will be interested in the retention of quality police officers.

The Cypress Police Department does enjoy a management team that is supportive of each other as well as new beneficial ideas. The Chief is progressive and has developed a good liaison with the other city department heads, Council, and the community. The police department consists of 49 sworn officers, 21 full-time and 37 part-time civilian employees.

B. RESOURCE ANALYSIS

In the area of police HRM practices, the department, local government, other police agencies, and the business community must be considered as resources. Input should be obtained from these groups so that a comprehensive plan can be developed. The City of Cypress generally enjoys support from these different entities and could easily draw from them to develop an HRM program to meet the needs of the police department as it progresses to the year 1995.

The Cypress Police Department has a progressive management team that is willing to try new methods. The department functions well as a team, and morale is usually high. The City Council and the various community groups are supportive of the agency.

Areas of concern that should be considered in the resource analysis include, but not limited to, are:

- . Small agency - less resources.
- . Fewer specialized assignments.
- . Job enrichment limitations.
- . Cooperation between police association and management.
- . Fewer promotions/opportunities.

- . Local government support.

- . Community support.

C. STAKEHOLDER DEMANDS

The stakeholders (people supportive of plan) were identified by utilizing the strategic assumption surfacing and testing procedure (SAST). The stakeholders were separated into the following six categories:

- . Law enforcement agencies.

- . Local government.

- . Citizens.

- . Education.

- . Media.

- . Criminals.

Generally, the majority of stakeholders were identified as being supportive of the plan. The concept of retention of qualified personnel for law enforcement by utilizing sound HRM practices is thought of in positive terms.

The major area of concern was in the stakeholders who were identified as being mixed. Given certain conditions police officers, associations, businesses, students, media, and other law enforcement agencies could be either supportive or non-supportive.

The snaildarters (people who would oppose plan) were also identified and plotted on the certainty/uncertainty chart. It is felt that the City Council, police management team, or business

pressure groups could successfully interfere with the implementation of this plan.

Refer to support documents (1.4, 1.5, 1.6 and 1.7) for lists and charts of stakeholders and snaildarters and anticipated assumptions.

## II. MISSION:

### A. APPROPRIATE LAW ENFORCEMENT MISSION

The purpose of law enforcement is to provide for the protection of persons and property through the effective and efficient delivery of police services. Maintaining and delivering expected levels of services require staffing of quality personnel.

### B. DESIRED AGENCY MISSION

The mission of the Cypress Police Department is to apply sound HRM practices which encourages the staffing of the most qualified people for providing the delivery of expected police services.

## III. EXECUTION:

### A. ALTERNATIVE COURSES OF ACTION

1. Select a cross-section of police personnel who would act as an advisory group to the police department on Human Resource Management practices. This group would liaison with the Support Services Division Commander who in turn would develop implementation strategies.
2. A second strategy would be to meet with other law enforcement agencies to develop HRM strategies. The past successes of larger agencies could provide direction based on their past results. This would be accomplished by having a Lieutenant doing the design and research.
3. A third strategy would be the development of a career development committee of a mixed group of police personnel and the City Personnel Director that would utilize both the

public and private sector resources. The results of the findings then would be reviewed and those HRM practices identified as most desirable would be recommended for implementation. The training manager would be the project coordinator and report directly to the Support Services Commander. Police department personnel will be involved in all developmental and decision-making processes. The Commander of Support Services will be the facilitator of the group.

B. RECOMMENDED COURSE OF ACTION

All three strategies have merit and can be used depending on agency size and participatory style. For the City of Cypress, strategy number three would work the best. The department has met with success on several projects utilizing a cross-section of the organization.

What will work well with strategy number three is it capitalizes on involving police personnel who want to be involved in the decision-making process as it relates to their career development. The Personnel Director will help keep the group on focus and be a valuable resource in the area of personnel issues. The training manager would provide the group with up-to-date training information. The Support Services Commander will act as the facilitator ensuring that the group receives the support they will need.

Membership in the group would include the Support Services Commander, Personnel Director, Training Manager, and six Police Officer/Detective members. The following tasks need to be accomplished if strategy number three is to be implemented.

1. Obtain support from the Chief, police management team, and City Manager.
2. Assign Support Services Commander as the group facilitator and the responsibility of managing the final plan.
3. Assign Training Manager as Project Coordinator.
4. Invite Personnel Director to participate.
5. Selection of in-house committee comprised of representatives from Patrol and Investigations.

6. This group will identify those HRM practices which would be the most beneficial of the Cypress Police Department and sworn personnel.
7. Targeted HRM practices will be analyzed for practicality and resourcefulness, then reviewed with selected stakeholders for feasibility.
8. After the selected HRM practices are established, design and implementation plans will be formalized to project to the year 1995.
9. Yearly reviews of the plan will allow for needed adjustments and tuning of plan.

#### IV. ADMINISTRATION AND LOGISTICS:

Major equipment items will not be needed in this plan. Small office supply items such as pen, pencils, meeting rooms, chalkboard, paper folders, computer time, and telephone usage should be planned for.

The significant cost will be in human resources. Hopefully, the majority of work will be done during business hours. A cost which might develop from the committee meetings would be in the utilization of a personnel consultant.

Prior to starting this project, the police department management team should be advised of the intent of the plan. Their input should also be sought as their support is essential to the success of the strategic plan.

The Support Services Commander will be responsible for monthly status reports to the Police Chief regarding recruitment needs.

The preliminary proposal should be reviewed by the Police Association, City Personnel Office and City Council for their thoughts. This will be accomplished by individual and group meetings.

Upon acceptance of the plan, the members of this department will be informed of the proposal and its intended results. This will be accomplished through a combination of memorandums and small group meetings.

An ongoing review will continue, and changes will be made as needed.

V. PLANNING SYSTEM:

The planning system to be used was established by the Management Team. (Refer to support documents, 1.8) Periodic planning was the most appropriate; however, the plotted chart indicated that operational management and issue planning are necessary on urgent issues. Periodic planning will provide the flexibility that is necessary in adapting to trends impacting the strategic plan.

VI. IMPLEMENTATION PLAN:

This portion of the strategic plan will deal with the implementation while addressing the concerns of the stakeholders. Special interests of the stakeholders will be covered in the negotiation of the plan's acceptance.

The basic concept of retaining your qualified officers in a declining manpower pool is positive in nature. The general public wants police officers to be of the highest caliber and will speak out if police departments are not meeting their expectations. The identified stakeholders are generally supportive of this idea, unless it has a negative impact on their personal interest. The personal interest among stakeholders will be addressed at a later time.

The strategic plan as described in the execution stage was designed to meet minimum resistance from the stakeholders. The aim is to develop ongoing Human Resource Management practices which encourage quality police officers to remain at your agency.

The key points of the plan have been identified as follows:

- . Establishing and maintaining standards.
  
- . Matching the right person to the job at the time of initial hiring.

- . Involving employees in decisions which affect their jobs.
- . Creating work environment in which people want to work in.
- . Ongoing review of Human Resource Management practices.
- . Utilizing outside resources for support information.

In reviewing the key points, I find myself not willing to sacrifice standards, involving employees in the decision-making process nor a healthy work environment. I am willing to compromise on matching the right person for the job as some stakeholders will feel this might eliminate some good candidates. In presenting the plan to the various stakeholders it may be necessary to compromise in this area to achieve the ultimate goal of retaining quality employees.

The three major stakeholders have been identified as supervisors/managers of police department, City Council, and police association. All three groups have different concerns in the area that impact their special interests.

The police department management team will generally be supportive of this concept. The Chief, Captains, and Lieutenants all realize the importance of a sound HRM plan. At the Cypress Police Department they will be cooperative in their strategy. Some conflict might arise in the Sergeant ranks and at the line level as some are resistive to changes that impact them personally or that they feel will negatively impact the organization. As a result of this attitude, their strategy could be one of competition.

The City Council as a group would probably be supportive. Their concerns would center on the community acceptance and the quality of police services provided to the City of Cypress. Another concern would be directed at the additional cost of funding new HRM programs. I see the strategy of the City Council as cooperative; however, there will be some areas of compromise so that special concerns are satisfactorily resolved.

The police association would be supportive of this plan. There could be initial concerns of the motives of management; however, an honest commitment by managers will minimize this concern. The



Cypress Police Department and the police association have enjoyed a positive working relationship in the past. The association has developed and planned several projects which benefit both the employees and the organization.

My strategy to negotiate the acceptance of the plan and its implementation would be the style of cooperation. The success of the plan will require liaison and input from the major stakeholders.

Generally, the Cypress Police Department enjoys a high level of esprit de corps that fosters a team effort within the organization. By providing a management/department meeting on the Human Resource policy the desired cooperation within the department can be obtained.

Meeting with the City Council and explaining the benefits of the plan, while answering their questions, should eliminate their concerns. By compromising on those areas that do not significantly alter the plan, Council support for the HRM policy should be obtained. Normally, the City Council is supportive of the police department and its operations as long as the plans are well thought out.

As part of my implementation strategy, I would discuss with the association advantages for both the police department and the police officers in a sound HRM plan. I would resolve conflict in the cooperative mode and where possible I would compromise. By ensuring the association of their importance in the overall HRM process, I believe they will support the plan.

During a time when the quality and availability of manpower is decreasing, law enforcement must take assertive steps to retain their best people. Adjustments in approaches and attitudes are necessary and cooperation among the police department and stakeholders is essential.

## V. TRANSITION MANAGEMENT

Scenarios describing the desirable future and a strategic plan to accomplish that future has been developed. During major change the organization must manage the ongoing operations, the transition/change and develop the management future. In this case the transition needs to be managed from now to the year 1995. Identification of the CRITICAL MASS, selection of a MANAGEMENT STRUCTURE and TECHNOLOGIES necessary for the transition have been analyzed.

### A. CRITICAL MASS

The critical mass of people at the Cypress Police Department that will ensure that the change will take place are as follows:

- . Chief of Police
- . Captains
- . Lieutenants
- . Sergeants
- . Police Association
- . City Manager
- . City Council

TYPE OF COMMITMENT

ACTORS IN CRITICAL MASS	BLOCK CHANGE	LET CHANGE HAPPEN	HELP CHANGE HAPPEN	MAKE CHANGE HAPPEN
----------------------------	-----------------	----------------------	-----------------------	-----------------------

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CHIEF OF POLICE				X
CAPTAINS			X	
LIEUTENANTS		X - - - - -		
SERGEANTS		X - - - - -		
POLICE ASSOCIATION	X - - - - -			
CITY MANAGER			X	
CITY COUNCIL		X - - - - -		

Generally, the idea of maintaining sound HRM practices is a desire of all those identified in the critical mass. Problems arise when people perceive a threat towards them or their position.

Obviously, this plan will only be successful if it has the support of the Chief, which is the case at Cypress Police Department. Both Captains are supportive and will help make the change happen. The Lieutenants and Sergeants will let the change happen and many will help the change. The police association could block the change if they perceive a threat to their careers. The City of Cypress has a cooperative and supportive City Manager and Council. They will let the change happen and help it.

The approach that will be utilized to achieve the necessary commitment will be the use of a problem finding committee consisting of members from each of the groups identified in the critical mass. By clearly identifying the problem and future trends the group will work together to ensure the success of the proposed changes.

B. MANAGEMENT STRUCTURE

In selecting the management structure for this transition state several considerations were explored before a decision was made. They included the following:

- . Past Practices
- . Changing Work Force
- . Tradition and Values
- . Informal Internal Groups
- . Priority of Human Resource Practices
- . Impact on Community
- . Demands of Chief
- . Demands of City Council
- . Organization Acceptance.

The management structure selected was a PROJECT MANAGER. The individual selected to head up the project is the Support Services Division Captain. Since the Captain reports directly to the Chief, there would be direct communications and support between the two. The Captain is currently responsible for personnel matters and has a vested interest in the retention of police officers. Additionally, he has the authority to make the timely decisions that would normally take longer periods of time. The Cypress Police Department is a small agency and does not lend itself to having a separate management system during the transition state for this project; however, it can identify the project as one in the transition state and will be managed as such.

### C. TECHNOLOGIES FOR ASSISTING IN TRANSITION

Consideration was given to several intervention technologies such as responsibility charting, confrontation meeting, team development, changes in organization structure, and open systems planning.

OPEN SYSTEMS PLANNING was selected as it appeared to be best suited for the proposed change. (Support document No. 1.9) Human Resource Management is an ongoing system that makes changes very slowly. As a result, law enforcement misses the opportunities to identify and make adjustments. The changing work force, financial considerations, and traditional methods need to be analyzed on a continuous basis if timely changes are to be made in hiring practices.

Traditionally, law enforcement has concentrated more on recruitment than on Human Resource practices which encourage retention. Law enforcement employees in most cases are not involved in the decision-making process which impact their jobs. This is slowly changing towards more participation. Typically programs are implemented in a law enforcement agency and stay there unchanged for years. OPEN SYSTEMS PLANNING can provide the vehicle for developing a practical HRM program.

TEAM DEVELOPMENT is a second technology that would support the transition. Since there are several people interested in HRM practice it would be beneficial to bring them together to develop a team approach. The result would be an understanding of the overall HRM picture and a joint effort to achieve established goals.

EDUCATION AND TRAINING SESSIONS would be useful in informing the organization of the new HRM strategies. This would be accomplished through small group meetings and memorandums. This will help the transition by gaining the support and understanding of the new plan.

## VI. SUMMARY

In the preceding discussion, I have attempted to identify what is different about the emerging work force and its impact on future human resource practices in law enforcement. The current and future work force characteristics were identified and explored. No effort was made to place a value judgement on the changes. The emphasis here is to alert police managers of the changes so they can develop strategies to guide their agencies towards the year 1995.

In exploring these characteristics, it was discovered that law enforcement is in fact experiencing a new breed of officer. As the questionnaire clearly pointed out the change is slow and gaining momentum. Most police administrators felt there was a need to address human resource issues if we are to retain quality police officers.

The trends and events having the greatest impact on law enforcement HRM practices were examined and developed into future scenarios of what the year 1995 could be like. Since these scenarios are guesses into the future, my speculation is the majority of police departments will evolve into an area combining portions of both. The point here is to be aware of the potential future and make timely proactive adjustments to facilitate these personnel changes.

Current human resource practices were investigated and redesigned to match with the needs of the emerging work force. I do not believe that law enforcement needs to reinvent the wheel in the area of career development and work benefits. However, the study clearly describes a need to continually review and modify HRM practices as 1995 approaches.

Again, the key point here is for each individual department to establish those practices which work best for them and their personnel.

The strategy plan was designed generically so that any police department could use it as a guide with modifications. The lesson to learn here is to identify the people who can help this plan (stakeholders) and those who will oppose it (snaildarters). This simple process is essential when an organization plans a change that impacts both internal and external interest groups.

Finally, if a strategic plan is to be successful, there has to be an implementation strategy to guide it. The described implementation plan in this project can be readily transferred to other departments with modifications.

It is clear to me that the emerging work force will in fact impact the way police departments administer human resource practices. It does not imply that past practices were ineffective; it does point out the need to monitor personnel trends and practices and to make timely adjustments.

The police officers surveyed on this study preferred a police department that encourages participation in the decision-making process, keeps them well informed about organizational plans and changes, provides timely feedback on performance, facilitates flexibility in time-off and benefits, and shows concern for them as an individual.

When considering the retention of quality employees it is important to remember that people will stay where they feel wanted, valued, effective, satisfied with the job, and can participate in the decisions which affect their work.

Support Document 1.1

TREND EVALUATION FORM

Subgroup: \_\_\_\_\_

TREND STATEMENT	LEVEL OF THE TREND (Ratio: Today = 100)			
	5 Years Ago	Today	"Will be" in 10 Years	"Could be" in 10 Years
WORKERS WANT TO PARTICIPATE IN THE DECISION-MAKING PROCESS	80	100	240	170
DIVERSE LIFESTYLES	75	100	225	150
LACK OF DISCIPLINED BACKGROUND	70	100	230	185
SELF-DIRECTED ATTITUDE IN EMPLOYEE	65	100	220	160
HIGHER EDUCATED EMPLOYEE	70	100	190	140



SITUATION AUDIT NO. 1

STRATEGIC FOUR FACTOR ANALYSIS

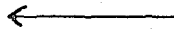
EXTERNAL ENVIRONMENT/STRATEGIC PLAN

Changing demographics of available work force  
Competition from other police departments for personnel  
Financial constraints  
Major growth in Business Park over next ten years



STRATEGIC

RESOURCE REQUIREMENTS



MANAGEMENT



ORGANIZATIONAL CONSIDERATIONS

City is financially sound,  
unusually high turnover for  
1985 has lowered experience  
level of Patrol. Good ongoing  
recruitment and hiring system.

Chief of Police favors  
innovative approaches and  
team management.  
Supportive community and  
Council. Good department  
with high morale.



INTERNAL ENVIRONMENT/STRATEGIC CONTROL

Generally low turnover in employees  
Employees speak highly of agency  
Training for experienced officers  
in working with the changing work force  
Review of current HRM practices

SITUATION AUDIT NO. 2

WOTS-UP ANALYSIS

OPPORTUNITIES

Creates new methods of recruitment  
Hiring of non-stereotype of officer  
Career enrichment programs aimed at  
keeping experienced officers

THREATS

Changing work force  
More women  
More minorities  
Lessening of experience level  
Challenging of supervision

STRENGTHS

Open-minded management  
Willingness to change  
Good department to work for  
Community support  
Local government support

WEAKNESSES

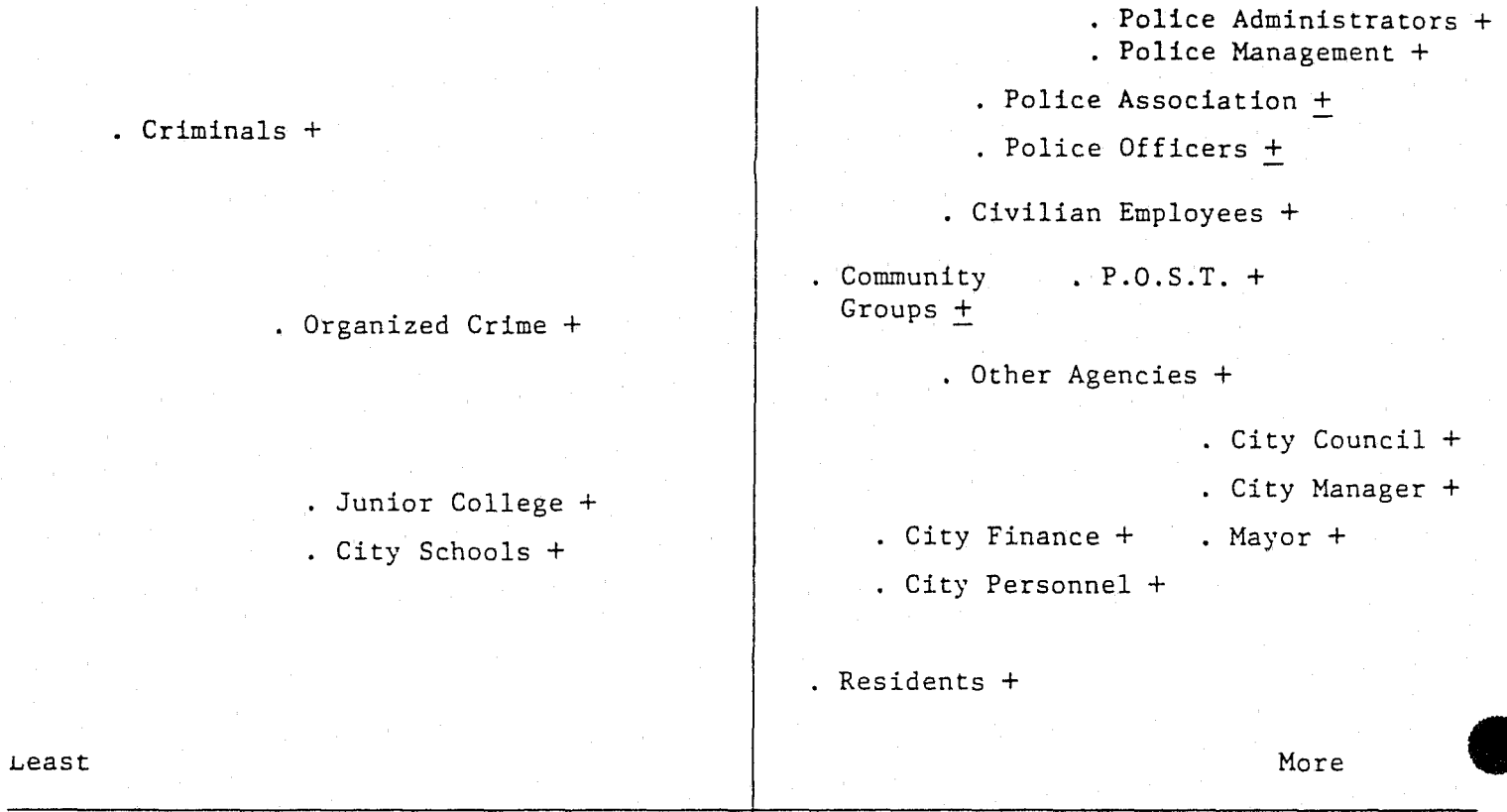
Small agency  
Fewer promotions  
Difficulty in training several  
rookies simultaneously

## STAKEHOLDERS AND ASSUMPTIONS

1. LAW ENFORCEMENT EMPLOYEES
  - a. Police Officers - mixed
  - b. Association - mixed
  - c. Police Management - support
  - d. Police Administrators - support
  - e. Civilian Employees - support
  - f. Other Police Agencies - mixed
  
2. GOVERNMENT (LOCAL)
  - a. Mayor - support
  - b. Councilmen - support
  - c. City Manager - support
  - d. City Finance Department - support
  - e. City Personnel Department - support
  
3. CITIZENS
  - a. Residents - support
  - b. Businesses - mixed
  - c. Students - mixed
  - d. Community Groups - support
  
4. EDUCATION
  - a. Junior College - support
  - b. City School District - support
  - c. P.O.S.T. - support
  - d. Training Academies - opposed
  
5. MEDIA
  - a. Printed - mixed
  - b. T.V. - mixed
  
6. CRIMINALS
  - a. Street Criminals - support
  - b. Organized Crime - support

PLOTTING OF STAKEHOLDERS

CERTAINTY



Least

More

Important

Important

UNCERTAINTY

SNAILDARTERS

1. Other Law Enforcement Agencies
2. Patrol Officers
3. Police Management
4. City Council
5. Mayor
6. City Manager
7. Businesses
8. Police Association

PLOTTING OF SNAILDARTERS

CERTAINTY

- . Police Management
- . Field Officers
- . Other Police Agency

. City  
Manager

- . City Council
- . Mayor

Least

More

Important

Important

- . Police Association

- . Businesses

UNCERTAINTY

## OPEN SYSTEMS PLANNING (cont)

### STEP FOUR

Project three or four years ahead, and using the same demand system, predict the likely demands of these various domains on the organization given normal inertia and trends. This is the second scenario -- the PROJECTED FUTURE DEMAND.

### STEP FIVE

The DESIRED or IDEAL SCENARIO: One looks at the same set of domains and answers the question "What would we like each domain to be asking of us?" at the same point in time as just predicted in the previous step (example, three years). To illustrate, one might say: "In a desired or idealized state, we would like the government to be demanding of us "Keep producing useful goods that don't pollute the environment and regulate them yourselves. We want no part of regulation."

### STEP SIX

Having defined the desired demand system, make a list of activities that would have to be developed in order to get these desired questions asked. If one asked the governmental question in the illustration above, one would have to engage in many activities including mobilization of more industry-wide quality control committees, etc.

\*\*\*\*\*

It must be emphasized that this is a process, not a panacea, but it can help managers look more realistically and more analytically at the relationship of the present set of conditions to the probable extension of those conditions and to their possible modification.

COMMAND COLLEGE

INDEPENDENT STUDY PROJECT QUESTIONNAIRE

ADMINISTRATORS

1. What, if any, differences do you perceive between your younger Officers (21-26 years old) and older Officers (35 years and up). Please list.

No military/life experience. Lack of discipline. Lack of self-sacrifice/commitment to the job. Challenging of authority - constant questioning.

The younger officers seem to be brighter but lack mature stability and dedication to the profession. To them it's just a job — not "a calling." The older officers show greater maturity and from the "act go" showed better decision-making habits. They show greater loyalty to the administration and make better team members.

Different work ethic. Younger people will perform a task but only if clearly explained and compensated. Older officers will attempt it even without instruction and are less apt to ask for compensation. The younger mentality is, "What can you do for me." The older is, "What can I do for the organization."

21-26 - Energetic, "me" oriented, "here and now," less life experience.

35+ - Steady, more traditional values, interested in security, experienced.

View career field as a job. More interested in leisure time pursuits. Tend not to view law enforcement as a "lifetime" career.

Younger officers tend to be more "union" types. They expect more from the organization. Older officers don't mind putting in extra time to do the job.

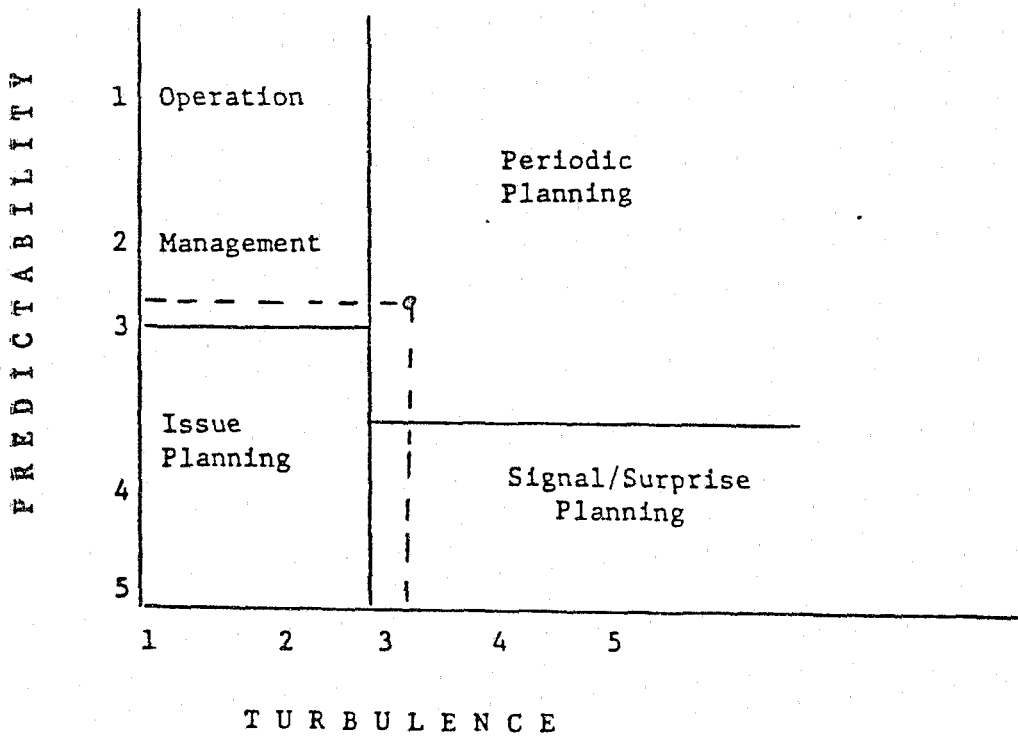


PLANNING SYSTEM

In deciding which planning system is best suited for the department, the Management Team was asked to evaluate the two dimensions.

<u>TURBULENCE</u> <u># OF CHANGES</u>		<u>PREDICTABILITY</u> <u>OF FUTURE</u>	
No changes	1	Recurring	1
A few/occasional changes	2	Forecast by extrapolation (trends)	2
Changes on a regular basis	3	Predictable threats and opportunities	3
Many changes	4	Partially predictable weak signals	4
Almost continuous change	5	Unpredictable surprises	5

Evaluation of the two dimensions by the Management Team resulted in identifying the best planning system to use as



PREDICTABILITY 3.3

TURBULENCE 3.3

# OPEN SYSTEMS PLANNING

In planning organizational growth, development, and operations, in the ever-changing environment, it is increasingly important for managers to be aware and explicit about the demands being made on them today, their typical responses, the trends and demands for the short-term and the desired state.

One process that has been developed for helping managers in this area is called "open systems planning". It involves the following steps:

## STEP ONE

Definition of the CORE MISSION (organization's purpose or "raison d'etre"). For example, is the core mission to:

- maximize profits?
- produce socially useful products at a profit?
- provide an environment for people to produce socially useful products at a profit?
- maximize return to stockholders?

## STEP TWO

Having defined the core mission, the next step is to write a "scenario" about the present state of things. To do this, one first identifies a series of domains that are making demands on the present system such as:

- economic and social values
- competition
- employees
- stockholders
- international governments
- public image
- media

Then identify what you feel each of these domains is demanding of the organization at this moment by responding to the statement "We want you (the organization) to ....." This step is called DEMAND ANALYSIS.

## STEP THREE

Having defined the demand system, the PRESENT RESPONSE SYSTEM must be defined. To each of the demands identified in the previous step, what is the present pattern or mode of response?

OPEN SYSTEMS PLANNING  
HANDOUT NO. 5

The younger officers want everything now, i.e., money, time off, promotions, etc.

The older officers are more content to work for the opportunities and accept them when they become available.

Less commitment to career among younger officers. More value placed upon their off-duty time. Older officers see their work as a "mission." Younger officers tend to view it as "just a job." Less identity with younger officers to the department and greater identity with family and other social institutions.

Military experience, value differences, educational levels at entry, work ethic differences, attitude differences toward leadership (administration).

1. Younger officers consider police work an eight hour job.
2. Younger officers are more apt to question orders.
3. Older officers are more difficult to train - set in their ways.

Different perceptions of "life" values. Younger officers display immaturity, lack of life experiences, dependency on parents and reflect on products of affluence. Older officers need job/identify with profession, maintain families, are responsible, come from different value system - still recognizes dedication - loyalty. One negative factor (older officers) civil liability, i.e., "Do your job and you get sued."

To younger officers police work is a job, as opposed to older officers who consider police work as an occupation. Younger officers think of what can this job do for me and quick progression up the ranks.

A different standard of loyalty to the organization, i.e, will not work overtime unless compensated. Less "friendly and compassionate" to community. Values are more individual and less team oriented.

21-26 - "Now" generation - want more money for less productivity; like their time off - short term goals; less life experience - maturity.

35+ - More life experience; more mature - set long and short range goals - receive satisfaction from doing good job - require more positive strokes.

2. What does your agency currently do to retain your quality employees?

Incentive pay for exceptional performance. Low cost loans for purchase of homes in city. Involvement in decision-making. Small department - "family" environment.

Quite frankly, nothing. Incentive pay is almost nil, and lateral mobility is fixed due to seniority. Upward mobility for the past few years has been almost non-existent.

I think one key is versatility. The more opportunities people have to try new job functions, the less time for boredom. Another is to involve all people in a suggestion program. If what people want to do is listen to, it makes them feel important. Rewards is another. Chamber officer of the month. Different name badges for length of service, i.e., F.T.O., Senior Officer, Master Officer.

Work for competitive salaries. Rotation policy for specialty positions. Provide a variety of assignments.

Provide numerous monetary incentives and a strong benefit package. Lots of future opportunities for those interested in promotion. An enlightened "career development/job rotation program."

We attempt to maintain salary near the top for police agencies in Orange County. We also attempt to provide good equipment and benefits.

Patrol has 10 plan and rotation in and out of special assignments and task force participation. Experienced officer may obtain senior officer status for more pay and responsibility.

Officer training opportunities, specialty assignments, promotional positions, etc. We also involve them in the decision-making process whenever practical. This is usually through a committee assignment.

Enhanced PERS Retirement Program. "10-4" work assignment. Diversified work assignments. Tuition reimbursement. Lateral rotation. I.C.M.A. Management Courses.

Attempts to I.D. strong points, skills, etc. and tap them as a resource. Seek input, ideas, etc. Adjunct secondary responsibilities in areas of interest - where possible. Fit person to assignment. Provide an atmosphere of respect for and value of employee.

Good pay and benefits, personal dealings with officers by C.O.P. on a daily basis. Encourage ideas and changes from all employees.

Developed Senior Officer Programs with pay. Allow personnel selection of training (based on career development). High probability of diversification.

Other than salaries, training, special assignments, nothing.

Recent major overhaul of pay/benefit package. Department will not see results of this for two to three years. Also, major change within organization's administrators. Again, unknown results for two to three years.

No current programs.

3. Is your department experiencing difficulty in obtaining quality Entry Level Officers?

YES. Lots of applicants but few qualified. Most have a Basic POST Academy but can't get hired at the "big" departments with high pay. Many come here for a few years and go elsewhere.

NO. Not recently. Since we have recruited straight from police academies we have been fortunate to get some fairly good candidates. Much better than hiring off the street.

YES. We have been fortunate recently but usually out of 100 applicants we might get two qualified people. Even with the final two there are problems with life experiences, drug usage, etc.

YES. Job pool of qualified applicants is shrinking.

NO, HOWEVER. Not generally; however, the overall quality of the applicant pool does seem to have declined. Applicants are more representative of today's mores, which in many cases disqualifies them for our line of work.

NO. We recruit aggressively but are fortunate that we have few vacancies at this time.

YES. The large pool of a few years ago has dried up. Difficult to get them past the background due to past narcotics use or lack of life experience.

YES. Approximately 4% to 5% of the applicants get through the process. Another concern is the widespread narcotic usage in applicants.

YES. Increasingly difficult to find anyone who meets our standards. Experiments in recruitment strategy have not been particularly successful.

NO. Small size and very active recruitment for good "WANTABE" types to our Reserve Program provides a ready pool of qualified folks. Efforts to make these Reserves feel wanted and an integral part of the department is an important objective to the overall goal of "pool" development.

YES. Very little ability in written communications skills. Very little life experience to draw from when dealing with the public. Drugs often show up in background checks.

YES. Again, lack of life experience - still in home - immature. Contributing result - cannot pass psychological testing. Nearly all candidates involved in drug usage and fail polygraph. I have a feeling some entry level candidates turn to other departments due to H.B.P.D. reputation that "we hire laterals."

YES. We are all fighting for the few good candidates. My experience in the last two years has been that drug usage and lack of life experience has eliminated most candidates.

YES. Department hires only about 4% of total number of applicants. Majority of loss is at polygraph (due to drug usage, theft) and psychological (immaturity, etc.). It's applicants that make it through process are not of high quality.

YES. Primary problem - failure in background due to: narcotics use, arrest history, maturity, inability to communicate orally or in writing. These kids just don't know how to write, analyze situations, lack basic ethics, etc.

4. Does your department place as much emphasis on retention as they do not on recruitment? Explain.

YES. Maybe more. We want our good people to stay and encourage our poor workers to correct their behavior or leave. We reward good performance with job assignments and incentive pay.

NO. Question 3 explains why.

YES. As difficult as it is to find qualified people, retention is extremely important.

YES. We are currently working with the Association on developing a senior officer plan to provide recognition and incentives for more experienced officers.

Retention has not been a problem. Our attrition rate is very low. We attribute this to our strong compensation package and to the growth (present and future) of our community.

YES. We attempt to maintain a career ladder and encourage varied assignments to aid in future promotions. We also have some benefits that increase with longevity.

Not in my opinion, but it's the city that does little to help retention. City attitude seems to be, "They are overpaid; if they don't like it, let them go elsewhere."

YES. We try to remain competitive as far as pay and benefits, but offer more training and promotional opportunities.

Recruitment is always a high pressure and activity intensive area. Needs are felt more urgently. Consequently, more visible effort is on recruitment. Overall, retention would be considered more important, however.



YES. But encourage exit for career development. Departmental goals and philosophy in this area may, at times, not jibe or receive the same priority as the city's.

YES. Even when an employee appears to be failing to meet standards, a personal improvement plan is initiated to help the employee to succeed.

NO. Retention and/or turnover has not been a big problem as yet due to growth, recent promotions, ability to diversify, attractive city environment and clientele. Many positions filled with lateral candidates. (Obviously retention will become a problem.) Main turnover problem is medical retirements (stress related) and most orthopedic claims.

NO. Our focus is on recruitment and very little attention is paid to retention. The only improvement, as far as retention, has been higher salaries.

In past year, "YES." This topic was the major theme of department audit by department personnel. This resulted in a substantial increase in pay/benefit package.

NO. We expend approximately 30+ man-hours to recruit one officer not considering man-hours cost on washouts. We may give an exiting employee an interview (maximum 30 minutes) or we may feel if he doesn't want to work here then he sure needs to be somewhere else.

5. Please list any emerging issues/trends relative to retention of Police Officers. (Does not have to be limited to the law enforcement field. Consider social, financial, environmental, technological, political issues/events.)

Society demands more but rewards less. Standards of selection continue to decrease while standards of performance increase. There will always be applicants for the job but not enough qualified ones.

Currently, Proposition 61 and any subsequent legislation of the sort will be counter productive to retention. Little by little civilians and automation are taking over some of the tasks (mundane) that were done by the officers, and if it does not go too far, this is good for retention. But if it continues, the turn of the century will show cops to be nothing more than a public service officer who will seldom be allowed to make arrests and probably won't even carry a gun. This "cop" would be much different than our present ones and those with a current police profile mind-set would not be interested in such employment.

Change in ethnic (community makeup). We need more Oriental, Hispanic, Black Officers. People who don't have female officers (%) WILL be subject to Affirmative Action. Female supervision on the increase. As Orange County grows, the more experienced older (35-50) Police Officers will be more apt to move where they don't have to work too hard.

All the ones we've got in our notes!! Budget, shrinking manpower pool, etc.

For Irvine retention in the next 10-15 years will probably not be a problem. The greatest concern we will have is in recruiting quality applicants.

The concern of the shrinking number of qualified candidates to apply and then keeping the working conditions good to encourage a continuing career with the department.

Other departments in area have more to offer in both money and assignments. A possible trend could be regionalization for economic reasons (like Net 6).

Medical retirements, particularly stress related ailments.

Lack of rapid advancement. Lack of money. Technical changes not being used in law enforcement. Social image of law enforcement as a profession declining. Role of police in society becoming more confused due to environmental changes. Public law enforcement not competitive with the private sector.

The problems here may be different based on several geographic or sociological concerns as well as some economic concerns, i.e., choice of work - local versus locale of residence, travel time, etc., housing costs. Size of an agency is not a critical issue to all potential employees. Being able to fit is.

Often young officers are still living at home with parents, therefore, there is no imperative to retain a job. As they look at the price of housing locally the officers realize that they will have a difficult time purchasing a home.

Career development. Senior recognition with additional responsibility and pay. Rewards through extra vacation or compensatory time accumulated. Flextime on some assignments.

Increased drug use in culture, high cost of living/housing in Orange County, competitive nature of recruitment between departments to seek most qualified applicants.

Minimize the Worker's Compensation claims - focus on the prevention rather than repair/pay. Development of programs to appropriately assess recruit's potential and assist him in setting goals that are compatible to police department and employee. Keep current with salaries and benefits. Develop positive relationships between employees, management - "We care" - "I feel good" about what I am doing. Keep abreast of technological developments to increase efficiency and minimize costs.

COMMAND COLLEGE

INDEPENDENT STUDY PROJECT QUESTIONNAIRE

AGE 21 TO 26	FEMALE	120 SWORN
AGE 21 TO 26	FEMALE	150 SWORN
AGE 21 TO 26	FEMALE	175 SWORN
AGE 21 TO 26	FEMALE	135 SWORN
AGE 21 TO 26	FEMALE	63 SWORN
AGE 21 TO 26	FEMALE	150 SWORN
AGE 27 TO 32	FEMALE	200 SWORN
AGE 27 TO 32	FEMALE	64 SWORN
AGE 27 TO 32	FEMALE	87 SWORN

1. What are you looking for in a law enforcement career?

AGE 21 TO 26

NOW: Versatility, challenge and job security.

1995: Personal growth and promotions. Advance equipment to make the job easier and safer. Support from upline management.

NOW: Lots of movement into many details to experience all types of law enforcement. Also, promotability is a big factor so each officer can proceed through the ranks at a reasonable pace.

1995: Same.

NOW: I'm looking to promote within the department.

1995: I would hope to see more uniformity on the supervisory level.

NOW: Good pay/benefits, excitement/challenge, promotional opportunities.

1995: Good pay/benefits, stability, promotional opportunities, special assignment.

NOW: Personal fulfillment - with six years of service I still enjoy helping others. Taking bad guys to jail is the icing on the cake. Financial stability for my family. Good retirement program.

1995: Financial stability, promotability either into a supervisory or management position.

NOW: A well paying job with good benefits and stability for the future. A "career" other than a "job" that makes me feel like I'm making a dent in society. Makes me feel like I'm doing well. Variety and stability are most important.

1995: I still am going to need stability, but at that point I'll have a family that will be just as important as my job. I'll want to be in a division where I can work 9 to 5 hours so I can have a normal family life for my children, but still an important and exciting career.

AGE 27 TO 32

NOW: I'm looking to gain the respect of others in law enforcement and the court system through hard, honest work to develop a good reputation. I'm also looking to work various jobs to gain as much experience as possible.

1995: By this time I will be in a management position of (probably) a Lieutenant. I will continue to work hard, be effective, and maintain realistic thoughts about what the "street cop" faces every day. I believe morale is very important and can only be maintained if management is flexible to the needs of the officers.

NOW: Presently working Investigations. Will test for Sergeant during next oral.

1995: Preparing for retirement.

NOW: I enjoy the freedom of making my own work, many of my own decisions. Right now Patrol is where I want to be. I enjoy being around people.

1995: I would hope to be inside, working Detectives in ten years. By then I will have a good foundation.

NOW: Good money in a fulfilling, yet sometimes frustrating, profession.

1995: I probably will not be in law enforcement then in all probability, at least I have not planned that far ahead.

2. List what you like about your city. Be specific. (Could include benefits, work opportunities, management style of Chief, Captains, etc., social aspects).

AGE 21 TO 26

Wide variety of different lifestyles. Benefits could be better (i.e., retirement).

The thing that attracted me to the city I work in is the closeness of all personnel. Everyone knows each other's names and personalities. The department is currently undergoing many changes with new people being promoted to administrative positions. The department is becoming modern in technology and ideas and throwing away a lot of the old, outdated ways.

Newer Captains are not afraid to initiate changes. Benefits are fair. Work opportunities in Patrol are available but we have a hard time implementing them due to manpower.

The city I work for pays well and has good benefits. The city is clean and the growth potential is phenomenal. As the city grows so will the department which would allow for promotional opportunities. Chief is innovative and seems up front on issues/fair.

General working conditions - ability to get time off on short notice. Four month shift rotation. Supervisors had confidence in the Patrol Officer (no need for approval prior to arrest, etc.).

My city has several divisions I can rotate into. Being a female, I like the fact that I have been accepted and liked by the males on the department. I like the city itself, the geographics, the way the people vary from barrio to the high class. The city has also been good in giving us up-to-date equipment.

AGE 27 TO 32

The department is very supportive of all its employees. The pay is comparable to large agencies and the benefits are excellent. The opportunities for movement at the Officer level are more apparent as retirements become more frequent all the time. The promotions are also increasing at a rapid rate.

Benefits, salary, size, reputation, crime rate, job security.

Our department is very relaxed. There are not a lot of nit-picky rules. I believe our Chief has a lot to do with it. He really sticks up for the troops and very personal with the Officers, talking to us on a first name basis.

Diversity and the fact we are competitive in pay with other agencies.



3. What changes would you make to improve your agency? (Possibly think of what you like in other agencies.)

AGE 21 TO 26

Updated equipment (radios, units, etc. ...); more respect from City Council.

Even though I've never seen it in another agency, I'd like to see less politics within the department. Promotional tests turn into personality contests and supervisors don't speak candidly to the officers who inquire with low departmental evaluation scores. More CONSTRUCTIVE criticism is needed so the officer can improve himself which would also benefit the department.

The 4/10 or even the 5/9 plan! To wear dark blue uniforms. To drive a black and white unit. To have a helicopter, a bigger weight room. More officers. A continuous list of available training schools.

Helicopter program. Buy a cross-trained, service/dope dog with narcotic seizure funds. Black and white units.

Start a "one striper" program similar to Costa Mesa Police Department. Larger Traffic Division, including motors (enforcement). Larger Detective Division with 2 burglary and 2 sex crime investigators and a 3-man narcotic division to start. More schooling for the field officer. A D.U.I. Enforcement Team and Accident Investigator (minimum 2). Two additional Community Service Officers for field work.

I think one most important aspect is the weapon we carry. I, myself, do not feel real safe carrying a revolver when criminals carry auto - high powered - weapons. I think we should be at least given an opportunity to carry a weapon which may save our lives some day.

AGE 27 TO 32

I would make Communications responsible to the Patrol Division, decrease the number of Traffic Officers and increase the Detective Division. Put Patrol and Detectives on the same floor (requires reconstruction), increase the pay of transcribers to keep them employed longer and maintain a higher quality of work (since police reports are extremely important). Go back to squad integrity, using the old system of 26 squad, 37 squad, etc., and eliminate the individual area responsibility. Eliminate arbitrary discipline and set a bail schedule.

We need more space! Apparently we are expanding the department within the next 3-5 years. We are currently working in 7,000 and need a minimum of 12,000 ft.

Well, for starters, our pay stinks. We have to buy every bit of our own equipment from guns and ammo to the patches we wear on our uniforms. I wish we had an educational incentive program. I wish we would go to some computerization or possibly just the ability to transcribe reports, allow overtime to be given out on a more equal basis.

More tactical training. More progressive in contemporary police equipment (i.e., PR24, computer in car, etc.), and maybe some new blood and/or ideas in the administrative level.

4. What caused you to select your current place of employment?

AGE 21 TO 26

Growth of the city.

I worked with the department as a non-sworn for three years prior to going to the academy. Knowing the personnel and being familiar with the city and procedures made my probational period bearable.

They selected me. I learned about the department through word of mouth. They were the first ones to hire me.

The city is clean and in the Orange County area. The city's growth potential is phenomenal which in turn requires department expansion, thus providing promotional opportunities.

La Habra was the only department that would hire me at 20 years old. I chose to stay because of the good working conditions.

I liked the idea of going to a medium size department in Orange County. I wanted to be near the water so the temperature stays cooler. I liked the idea of going to a city that has money and good equipment. I had also heard several good things about this city from other officers.

AGE 27 TO 32

Department is progressive as well as aggressive in its attitude toward police work. It has very good equipment, good pay, is a good area in Orange County and offers a variety of types of calls. It has helicopters, dogs, motors, A.I., C.S.I., etc., etc. Has a good reputation, employees are very nice, and I like it.

I was a Reserve with Tustin; prior to that I was an M.P. stationed at LTA and worked closely with Tustin Police Department and applied there upon termination of the contract.

The city has a great deal of variety from Knott's to gang areas to million dollar homes. I was impressed by the supervisors that I had come in contact with prior to starting the hiring process.

Thought a small department would be better than a large one. The common perception is that one gets lost in the numbers at a large agency, but as it turns out, both have pros and cons.

5. What are the most significant aspects of your department that motivates you to continue with your career there?

AGE 21 TO 26

More career opportunities in a growing department.

Right now I have several supervisors (who will be promoted soon to higher ranks) who keep me going. These supervisors LISTEN to what you have to say and give you feedback instead of just ignoring you. Once these people get into administrative positions, I have high hopes internal stress will be reduced and morale will be up.

Working special assignments; being commended when you do a good job; being able to promote.

Growth/innovative; promotional opportunities.

4-10 plan; my family; good supervisors (for the most part); future promotions.

My city has the potential of being one of the richest cities in the state. I feel that it has been easy to fit in with the men here. We have a fairly young department and use mostly up-to-date means in everything we do. I also like the idea that here, most citizens respect the officers, unlike in other areas.

AGE 27 TO 32

Variety of types of jobs and experience, good pay, aggressive work, and excellent benefits. I know that movement is inevitable, unlike years ago. I like the philosophy of the management and this is a very stable place to work. Good security.

I'm content with the way it's being managed and have no reason to look elsewhere. It offers what I look for in a department (see Q. #2).

Mainly, it is the people. The supervisors are very easy to work for. The 4-day work week is a big factor. There should be a lot of movement coming up as some of the older officers retire. The chance for advancements should be pretty good.

Youthful department, security, money, close to home, and a wide variety of police work to do. We have a city with upper white class and also a barrio section.

6. Where do you see yourself in the organization ten years from now?

AGE 21 TO 26

Hopefully a Sergeant at the least.

Hopefully at least Sergeant status. I'd like to be in patrol training.

Vice and narcotics.

Specialty assignment/Sergeant's level.

In a supervisory or management position.

I see myself in a Detective Division, working behind a desk. I see myself being able to have the two most important things in my life, a family and a career. I also see myself as having a lot of knowledge about this job and being a well-respected officer on the force.

AGE 27 TO 32

As part of management, probably at the upper seniority of Sergeant - or the lower level of Lieutenant. I believe my input and ideas will play a part of the changes or development of the future of this department.

In a middle management position if not an upper management position.

It's hard to say. This is my first year and I enjoy Patrol very much. If the opportunity is there, I would probably like to be in Detectives.

If I am still here, I would hope to be at least a Sergeant.

7. How would you like to be rewarded for work well done? Please add your comments to the list and make a determination of the importance (HIGH, MEDIUM or LOW) for both now and in 1995. (Use H, M, or L to indicate ranking for both periods.) Examples: Financial, Time Off, Recognition (Verbal), Recognition (Written).

AGE 21 TO 26

<u>REWARDS</u>	<u>NOW</u>	<u>1995</u>
Financial	M	H
Time Off	M	M
Recognition (Verbal)	L	M
Recognition (Written)	L	L
Verbal Recognition	H	H

This shows supervisors are paying attention to the troops and do appreciate hard work. Written recognition is nice for the packet, but there is nothing more rewarding than someone you hold high respect for to personally commend you face-to-face. Keeps you going with a feeling there is someone who recognizes the effort you put out and CARES.

Financial	H	H
Time Off	H	H
Verbal Recognition	M	L
Written Recognition	H	H
Financial (Reviews)	H	H
Time Off	L	M
Recognition (Verbal)	L	L
Recognition (Written)	M	M
Specialty assignment	H	H

I feel it is not a reward but a necessity for supervisors to offer verbal recognition when it is deserved.



Written Recognition	H	H
Verbal Recognition	H	H

I think a rotation for six months into Investigations would be good. Have a floating position and rotate one Field Officer back every four to six months. This would add to the experience to the Patrol Division and the Officer. NOW: H. 1995: H

Written Recognition	H	M
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I feel this is most important in an officer's younger years so that his packet can be full of good things and when a promotion opportunity arises, these will be kept in mind.

Pins of Valor	H	H
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For outstanding work or lifesaving events, I feel pins should be given and worn on uniform. This shows other officers and citizens what you've done and it gives you a feeling of pride. It makes you stand out.

AGE 27 TO 32

Verbal Recognition	H	M
Written Recognition	H	H
Financial	L	M
Time Off	L	H

Verbal and written comments are extremely important to younger officers because acceptance or respect is a difficult thing to maintain until a well developed reputation is built. Younger officers are also eager to work and demand less time off (if any). After they reach top step in pay, financial compensation is not really a factor because most are still single or are without family responsibility. As time goes on though, I believe priorities and needs change. Although written recognition is still needed very much, verbal recognition is not as critical because your police personality and role is well established. Obviously, financial recognition and time off will play an important role later.

Financial	H	H
Written Recognition	H	H
Verbal Recognition	H	H
Time Off	M	M
Formal Presentation (plaque)	L	L
Posting on bulletin board outstanding evaluation	L	L
Verbal and Written Recognition (This is most important to me at this time)	H	H
Financial (Would be nice, but not likely to happen.)	H	H
Time Off	M	M
Written/Verbal* Recognition	H	H
Work a special detail	M	M
Promotion	H	H

\*Most importantly from immediate supervisors.

8. Do you plan on staying at your current department for your police career?

AGE 21 TO 26

NO. Advance my course studies in hopes of becoming an attorney.

YES. This department is the perfect size for me. Large enough for interesting activity, but yet personable. The department is on the right track with progressive thinking and ideas and can easily be a fun, enjoyable place to work.

YES. Pay and benefit increase appropriately.

YES. I feel I am fortunate to be at the department I am currently employed. In my opinion the city has retained a higher educated officer and offers good pay, benefits, special assignments, and promotional opportunities.

YES. Financial and job stability; vacation time; the people I work with.

YES. I would stay because there are many opportunities here. I would stay because of the financial aspects, the city takes in a good amount of money and at this point there is no chance of bankruptcy (as cities like Westminster, La Habra, etc.).

AGE 27 TO 32

UNKNOWN. If I stayed, it will be because of security, stability and outside (social) influences, not to mention that Orange County is a good place to live and as far as I'm concerned there isn't a police department in Orange County that I would rather work for. If I left, it would be to a federal agency for the purpose of experience, travel, and greater boundaries than a small city or department.

YES - UNKNOWN. I don't have any plans on leaving before retirement but circumstances can change. If I do leave before retirement, it may be to change careers (leave to go to private enterprise).

YES. I enjoy my job and have had a lot of opportunities since I have been here due to my work performance. The only thing that I could foresee causing me to leave is if we get too low in pay compared to other agencies.

UNKNOWN. I'm not sure if I will stay or go or if I will even make law enforcement my career. I am happy now and enjoy what I do now. I make no plans for the future as wrong as that may be.

9. What would motivate you to make a job change?

AGE 21 TO 26

Advancement in a different career.

More internal political nonsense. If I ever had a "jacket" like I've seen other officers try to work off, I'd leave in a second. Even after an officer has corrected unpopular behavior and attitudes, the "jacket" stays with them forever. Why stay in a place where, no matter what you do, it will never be right.

Taking away individual patrol time that I would find time to produce my own field initiated arrests. Directed patrol is good if not abused. It is at the point where Officers must be in a particular area if not responding to calls. They must show results.

Career/financial enhancement; Proposition 61 passing!

Nothing - I like where I am.

The biggest motivator would be if I began to have personality problems with supervisors and personnel on my department. I would also change if I felt I was being discriminated against. I would also change if I felt there would be a problem with maternity leave when I decide to have children.

AGE 27 TO 32

Experience, travel and a greater opportunity for advancement as a supervisor. I'm not sure how small agencies feel about promoting females or what the chances of promotion are.

Equal salary, benefits and security in a private enterprise.

If I thought I could no longer do the job properly (physical or mental burnout).

More gratifying job, and probably more money with equal benefits.

10. If you were the Chief, what would you do to retain quality Police Officers? (Consider what could be done that is not being done.)

AGE 21 TO 26

Upgrade equipment; push for better retirement and other benefits; not to let City Council intimidate me.

Talk to the troops and LISTEN to what they have to say. When an employee is happy, they will produce quality work. Once the chief knows what will make the employees happy, DO EVERYTHING REASONABLE. A big problem with our department is the chief solicits ideas, but nothing is every heard back once the suggestion has been made. The current response is why suggest something since nothing will be changed.

Make them feel needed. Let the Patrol Officer work a special detail (if only for a short period). Officers feel special if they are given the opportunity to do these things.

Greater educational incentives.

In my department the key to keeping Officers is mobility within the department. Maybe having a floating investigator position that field officers can rotate in and out of every 6 months. One must choose officers that have done good work in the field. Using it as a reward for "work well done." More selective enforcement details, i.e., a D.U.I. and Traffic Team. A department needs more than a Patrol Division and a 9 man Detective Unit. One can become very stagnant with such limited movement.

I would make sure that all the important needs were fulfilled (weapons, equipment, etc.). I would want input from sworn officers as to what they felt they wanted and needed. I would try to be a good example for them and ride along with them so that I wouldn't forget what working the street was like, and I would be able to understand their needs.

AGE 27 TO 32

Maintain control of all bureaus and not let the Captain's personal feelings or wishes affect the operation of work, thus creating a more unified department. This would allow for more confidence in administration and a higher morale by the officers. I would also back the officers, if needed, and support high pay and benefits. Continue to get good equipment for all employees. I would be more visible to personnel and solicit more input from Sergeants (who see both the officer and management side) and Lieutenants. I would be more responsive to needs and yet let my views be known to create a better understanding of why some needs are not met. I would also try to limit (somewhat) the power of Lieutenant in the uniform division and make them more answerable; presently a Patrol Lieutenant virtually runs the department more than 50% of the time due to the 4 day management work week and evening hours.

Keep the high standards presently employed. Offer financial benefit incentives through high pay. Offer/give good training/schools.

Offer educational incentives - financial.

Better communication between management and line level personnel. Some sort of incentive program that would allow more rotation among various assignments within the police department and more variety of special assignments. Everybody likes to work something special - not always feasible in Patrol.



COMMAND COLLEGE

INDEPENDENT STUDY PROJECT QUESTIONNAIRE

AGE 21 TO 26	MALE	45 SWORN
AGE 21 TO 26	MALE	150 SWORN
AGE 21 TO 26	MALE	
AGE 21 TO 26	MALE	330 SWORN
AGE 21 TO 26	MALE	63 SWORN
AGE 21 TO 26	MALE	52 SWORN
AGE 21 TO 26	MALE	156 SWORN
AGE 21 TO 26	MALE	150 SWORN
AGE 21 TO 26	MALE	22 SWORN
AGE 21 TO 26	MALE	157 SWORN
AGE 27 TO 32	MALE	202 SWORN

1. What are you looking for in a law enforcement career?

NOW: Steady income, job advancement, different challenges.

1995: Reaching towards my highest advancement, preparing for retirement.

NOW: A good foundation to expand a career.

1995: Sergeant or above position - better pay.

NOW: A job that can give me excitement as well as job security.

1995: By then, I would like to have made some upward mobility in my department and make a decent living also.

NOW: Job security, promotional opportunities and self-satisfaction that comes from doing a good job.

1995: Continued job security and educational opportunities in the law enforcement field available through my department. Continued growth of my department.

NOW: Financial and job security. Flexibility in job environment. Career expansion/advancement. Personal growth and education.

1995: Job security, flexibility within division (diversity in work).

NOW: Variety of position (i.e., Patrol, Traffic Division, Investigations, C.S.I. specialty, more P.O.S.T. schooling).

1995: To be no more than a Sergeant.

NOW: Job security, movement, benefits, challenges, middle class lifestyle (pay).

1995: Job security, movement, benefits, challenges, middle class lifestyle.

NOW: Short term: special assignment (e.g., K-9, Detectives, Special Enforcement details).

1995: Master Police Officer/Sergeant, while continuing with higher education (B.S., M.S.).

NOW: Experience, job knowledge, a base for career change.

1995: Benefits.

NOW: Salary, job security, the non-routine day associated with being a Police Officer.

1995: Salary, job security, advancement, rank, high technology.

NOW: Security, job I enjoy, good working conditions, promotions, financial security.

1995: Security, financial security, still enjoying the job, promotions.

2. List what you like about your city. Be specific. (Could include benefits, work opportunities, management style of Chief, Captains, etc., social aspects).

Being left alone while working (boss not breathing down my neck). The pay is good, my work hours are very good, my current position is good, most of my supervisors are good.

Complexion of city. Open atmosphere within department. Dependable colleagues. Competitive pay. Good equipment.

The administration is excellent. They are willing to go out of their way to welcome you to their department. I also like the way our patrol system is put together.

I like the resources available to me, such as canines, helicopters, Traffic Bureau, etc. These resources make my job easier and SAFER. I also like the social and sporting events which are held. These events allow our families to interact with each other.

Presently familiarity with co-workers. ("Personal Touch") In an expanding department career advancement opportunities are greater in a shorter time.

- a. Ten hour work day, four days a week.
- b. Close working relationship with most officers. I know better the S.O.P. of co-workers.
- c. Educational benefits, court time, comp./floating holidays (8) per year/new PERS health benefits (choose from numerous plans).

Size of city (not too small, not too large). Chief and Captains are easy to talk with. High morale.

Growing city, compatible employees, spirit of competition while motivating other officers on shift, pro-patrol administration.

Benefits - freedom from over-supervision.

The ability management gives field personnel to make decisions on their own.

Working the "4-10" plan, physical fitness incentive programs, good equipment, overall good working conditions.

3. What changes would you make to improve your agency? (Possibly think of what you like in other agencies.)

Get rid of the deadweight including patrolmen upwards. Have the administration quit picking on lightweight problems. Have the administration follow the same guidelines, not do it your own way routine.

A little more progressive management. Stabilization of suits against city; proactive management versus reactive; positive reinforcement.

I think that more younger officers should be employed. I feel like a kid around all the older officers.

Due to the size of my department, communication and exchange of information is sometimes difficult. I would like to improve my department in this area.

More morale oriented incentives for personnel. Open lines of communication between all levels of department, i.e., Administration - Patrol - Investigations - Services.

- a. Motor Traffic Units.
- b. Ability to carry backup weapons and .45 caliber semiautomatic as duty weapons (S&W).
- c. Bid for shifts.
- d. Better C.S.O. Program (similar to Cypress Police Department's C.S.O. Program).
- e. Cadets to work in each division within the department.
- f. Computer system in each patrol unit. for 10-28, 10-29, 968's, etc.
- g. Compensatory time off for physical fitness abilities and shooting scores.

Air support. Computers in the vehicles. Carry a larger range of on and off duty weapons.

Higher pay (including benefits). We're one of the lower overall paid cities in the State.

More movement between divisions. More training schools.

Strengthen morale. The work output as well as the image the officer would relate back to the public would be astonishing. It would take so little. 4/10 or 5/9 work week. Dark blue uniforms. Black and white patrol units, and the department as well as the citizens would benefit greatly.

That supervisors would try more at individual discipline rather than making a group policy because of a "few bad apples." Recognition of good work by Chief and Captains, communication within all bureaus of department.

4. What caused you to select your current place of employment?

I lived in the city most of my life and was the first place I applied.

Hometown. Tremendous respect for the agency and personnel.  
Competitive in most areas.

I really felt that this department was for me. I like the atmosphere and felt right at home when I was first there.

The size of the city and department, resources available, career opportunity, level of professionalism, and benefits.

Friends currently employed; resident of area.

At the time of hire, I lived nearby. The city was small and could be learned more easily (geographically). The offer to send me through the academy with pay. The personnel within the department were friendly.

They showed a great interest in me when I first started testing with the department.

I grew up with many of the officers, knew city had a professional reputation.

Ease of getting hired.

The fact I grew up in and around the city of Garden Grove.

Looking around I found it to be the best department; still feel that way.



5. What are the most significant aspects of your department that motivates you to continue with your career there?

I like my current position and the people that I work with. I make good money and look forward to payday.

Atmosphere and personnel.

I think that starting a career in law enforcement at 21 years of age should give me plenty of experience so that I may go into several bureaus in our department, i.e., traffic/detectives.

The training and education available and the career opportunities available.

Our department is still expanding so career advancement is extremely high.

My relationship with other officers; the working hours; the benefits.

Staff (Chief and Captains) tend to listen to what the "troops" have to say.

Advancements based on ability, productivity, and eagerness.

It's my career, and if I am not motivated, no one will do it for me.

Salary; the very high activity at the patrol level.

The present administration is good, but the future administration looks even better. The department tries overall to make the job enjoyable.

6. Where do you see yourself in the organization ten years from now?

I see myself as either a Sergeant or Lieutenant.

Sergeant or management.

Hopefully, I will have traveled around the department and I will be knowledgeable and experienced in police work.

I would like to be assigned to a Detective detail where I could specialize in a specific field of law enforcement.

Either Senior Officer or Sergeant (Patrol/Detectives).

I don't. I am seeking a lateral transfer to a larger and more progressive department closer to my home. However, if I did stay with my current department, I believe I would reach to a position of a Training Officer (two striper) and possibly be in Investigations.

Somewhere in the Investigations Bureau or if I continue my education, Sergeant.

Master Police Officer, Sergeant or +.

Working for a different department.

Ideally, as a Sergeant preparing for a Lieutenant's position.

A Sergeant.

7. How would you like to be rewarded for work well done? Please add your comments to the list and make a determination of the importance (HIGH, MEDIUM or LOW) for both now and in 1995. (Use H, M, or L to indicate ranking for both periods.) Examples: Financial, Time Off, Recognition (Verbal), Recognition (Written).

<u>REWARDS</u>	<u>NOW</u>	<u>1995</u>
Verbal or Written Recognition	H	L
Time Off	H	H
Money	L	H

An interesting question? With moral questions, it's difficult to determine equitable rewards.

Recognition H

It is important to be commended for good work. It feels great to get notes from Sergeants, Lieutenants, etc. stating that you are really doing good.

Financial H

I would like to be commended by promotion. It would be nice to see myself a Sergeant by then.

Written Recognition	H	M
Verbal Recognition	M	H
Promotional Opportunities	M	H

Financial	M	M
Time Off	H	H
Recognition (Verbal)	M	M
Recognition (Written)	M	M

Financial	H	H
Time Off with Pay	H	H
Verbal Recognition	H	H
Written Recognition	H	H

Financial	L	H
Time Off	M	M
Verbal Recognition	H	H
Written Recognition	H	H
Special Duties	H	H
Promotions	M	M

MOST IMPORTANT: Positive work should be documented as well as less than desirable work (positive feedback for a job well done motivates officers to do MORE good work).

Written Recognition	H	M
Time Off	L	H
Financial	H	H

Written Recognition	H	M
Time Off	H	H
Financial	H	H
Special Assignments	H	M
Promotions	H	H

Promotions	H	H
Being Trusted	M	M
Verbal Recognition	H	H
Written Recognition	H	H

8. Do you plan on staying at your current department for your entire police career?

YES. I feel comfortable at my police department. I know a lot of people. I know the city and I like my current position which I can keep as long as I want it. I have good seniority and have great days off and work hours.

YES. I believe, today. The city will offer me enough opportunity and challenges to stay.

YES. I feel my department has a lot to offer and I plan on taking advantage of these opportunities.

YES. I would stay primarily because of the time and energy I have already committed to the department. Also, I would be hesitant to give up any seniority status for another department where I would have to re-establish myself. NO. To work closer to home (Irvine area), saving gas and time. To work in a larger department that is more progressive - more lateral movement within - better opportunity to work more divisions. Better pay along with comparable health benefits.

UNKNOWN. More money at another department or go to another department like F.B.I., D.E.A.

YES. High growth potential for city; high advancement; potential for aggressive, eager employees.

NO. My wife will have her Ph.d. in three years and she will start her own career. I will change my career to assist.

UNKNOWN. I don't know if this one will apply to your survey. However, my career goal is aviation in law enforcement, therefore, if my agency does not soon go to an air support program, I will consider leaving.

YES. I think that in spite of the little problems it is the best department in California.

9. What would motivate you to make a job change?

Being unhappy with my city, i.e., stress from administration, no pay raises, continual poor days off/work hours, higher pay plus good work hours somewhere else; health programs; family problems.

An enjoyable career with increased pay.

Increased levels of responsibilities and better challenges.

Financial gain, provided it was substantial and with a quality department or for personal advancement beyond my present occupation.

See No. 8

A sudden large pay increase, i.e., Irvine Police Department, at another department.

Nothing.

Family.

If the department failed to see the reality of what's happening. The administration needs to re-evaluate its priorities instead of making issues out of nothing. They could channel this energy to places where it could be very beneficial.

A change in the department's current methods and the way the employee is treated.

10. If you were the Chief, what would you do to retain quality Police Officers? (Consider what could be done that is not being done.)

Try to keep them happy. Give them things they want within reason. Don't nag them. Praise them when they need it. Try to give them current equipment within reason. Dump the deadweights. Have an open door policy.

Mandatory rotation. Excepting rehires, i.e., officers that previously left to explore other careers. Although I understand, in many ways, the reasoning for such policy.

Assure my officers had the best possible equipment to work with, proper financial rewards and maintain a "we care" attitude towards my officers.

Maintain open communication - showing interest in officers. Keep morale high - incentive programs, career advancement. Meeting the needs or wants of officers where practical.

Consider the patrolman's requests (as a whole) more thoroughly (i.e., duty weapon as 45 S&W semiautomatic, backup weapon, motor traffic division that will more than pay for itself, bidding for shifts). Better support personnel (C.S.O. Program like Cypress Police Department).

Good officers don't need to be over-supervised. A lot of times good officers are offered and take positions they don't really want. Officers feel that if they don't take a position they are offered, they will never be offered anything else. This could cause a good officer to burn out.

Let officers have more say in equipment that is utilized by street officers; expansion of specialty assignments, rather than constriction.

Offer a variety of jobs to officers such as getting them work Vice, Narcotics, Patrol, Traffic, Range, S.W.A.T., Burglary Teams, Robbery, etc.

Turn everything around. Obtain input from field personnel to assist in making decisions which steer the agency. Give a little and in turn he would get a lot back, much more than he ever thought.

Reward those who do good, encourage them, support them, be sympathetic. Just the opposite for those who do not do good work.



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