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Commission on Peace Officer Standards and Training

Center For Executive Development

Command College 4

Independent Study Project

WHAT WILL BE THE FUTURE IMPACT OF PATROL
OFFICER RETENTION PROGRAMS BY THE
YEAR 2000

By: Dr. Gerald Lipson

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ACQUISITIONS

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WHAT WILL BE THE FUTURE IMPACT OF PATROL OFFICER RETENTION PROGRAMS BY THE YEAR 2000?

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Provides information for law enforcement agencies on the stress placed on the field officer, personnel turnover and its' unsettling element within the organization. Police administrators have always acknowledged the importance of the patrol operation and that it is a department's largest investment. Documentation provides the type of initiative police administrators need in closely examining their patrol force so officers can be better managed. Substantive improvement in the overall patrol operation will provide a better foundation for the patrol officer.

This document looks at the reasons why law enforcement personnel are staying in patrol today and long term objectives for retaining the career patrol officer. The patrol officer has the highest rate of turnover than any other department member. Predictions in the workforce of American businesses during the 1990's show severe labor shortages. Innovative approaches need to be identified and established to satisfy the needs of the career patrol officer and avoid the constant high rate of turnover.

Employee turnover should be viewed as an important barometer of the organizational climate. Most employees will eventually leave any job, no matter how pleasant or self-fulfilling if a reasonable quality of life is not sustained in the "employee's mind." Positive human resource management practices are identified that will assist in the retention of our future patrol officers, so that by the year 2000, these employees will remain productive and a credit to the organization.

Availability: California Peace Officer Standards & Training
Command College 4

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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.**

I. EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Historically, law enforcement has been reactionary in handling personnel management issues. Departments are worried more about external pressures and vested interest groups than the individual officer. The phenomenon of law enforcement officers, who are assigned to patrol duties, voluntarily leaving their profession is about ten years old. It has long been recognized that there are monetary costs associated with turnover in terms of the recruitment and selection of replacement personnel as well as the payment of separation benefits.

If the results of this project are effective, they will ultimately be reflected in ways to not only reduce the rate of turnover, but in a change in the very nature of first line supervision and management of today's patrol officer in the future. The examination of department turnover rates and racially mixed patrol officer turnover rates can bring about indicators of future planning.

This project deals with the future of law enforcement patrol officers who will not become supervisors during their career. I will identify positive human resource management techniques that will assist in the reduction of our future patrol officers so that by the Year 2000, these employees will remain productive and a credit to their organization. An emerging work force will be identified and the impact they will make in police departments. My effort is an attempt to alert the reader of the future changes that may impact his/her management style.

Three scenarios have been developed to afford law enforcement the opportunity to look through a window to the future. This provides law enforcement to facilitate changes in training and other operational procedures that will retain the career patrol officer. With the concerns brought out by critical elements of a community, strategies can be implemented to guide a patrol force into the future that can provide the emerging work force with satisfaction while in patrol. Through cross communication, flexibility among police administrators and a better understanding of the individual career patrol officer, police departments and their communities will be better served.

II. INTRODUCTION

INTRODUCTION

Law enforcement agencies have become very concerned with the stress placed on the field officer and personnel turnover. The increased rate is unsettling, especially when it has become common for law enforcement organizations to be unable to fill all available sworn personnel job slots and meet certain quotas, specifically those mandated by affirmative action policies.

The patrol function continues to represent every police department's largest investment of resources. Police administrators have always acknowledged the importance of this function to the police operation, often referring to it as the "Backbone" of the organization. Police administrators must take the initiative and closely examine how they can better manage their patrol officers. Seizing the initiative today will provide the foundation for making substantive improvements in the overall patrol operation and for the career patrol officer.

Why patrol personnel are leaving law enforcement agencies in such large numbers is somewhat unclear. What is clear is that the typical response by most organizations has been to stress recruitment, while it is argued here that the retention of patrol officers deserves more attention. The purpose of this paper is to look at the reasons law enforcement personnel are staying in patrol today, and long-term objectives for retaining the career patrol officer. It will also examine if the patrol officer has a higher rate of turnover than other department members.

Predictions in the workforce of American businesses during the 1990's show severe labor shortages. Law enforcement is already seeing a trend in the reduction of qualified people choosing law enforcement as a lifelong career. Law enforcement organizations must be made aware that these entry level patrol officer vacancies are causing departments more money in the recruitment process than retaining senior officers. Departments have to address the issue of retaining police officers to avoid a constant high rate of turnover. New innovative approaches must be identified and established to satisfy the needs of the career patrol officer. While some programs of today are effective, we must examine if the new patrol officer of today will remain a productive patrol officer in the Year 2000.

Employee turnover affects the ability of the law enforcement agency to deliver the desired level of service to its' community. The consolidation of agencies might become the rule rather than the exception because communities will begin receiving increasingly poor police service and will

become increasingly dissatisfied with what they get for their tax dollars. When a satisfactory employee resigns, department morale seems to fall with the voluntary employee turnover. The loss of a key person is almost always disruptive to an organization because that person is usually a strong informal leader. Employee turnover should be viewed as an important barometer of organizational climate. Most individuals will eventually leave any job, no matter how pleasant or self-fulfilling if a reasonable quality of life level is not sustained in the employee's mind.

Job satisfaction for the patrol officer may be able to be related to employee turnover. Retention programs for the patrol officers can have an impact on law enforcement. The use of the word "turnover" has an upsetting nature upon a department. Change, for one reason or another, is usually upsetting, but in law enforcement when a fellow officer resigns, it has a very negative specific impact on that particular shift and on the department in general. Police officers deal with change every day, since one day on patrol is never like the days before. This alone takes a lot of emotion to hold inside and handle. When one of their own leaves, it is human nature to believe that something or someone made the officer resign. The something or someone is usually the administration of the police department. Since turnover is brought about by organizational and cultural conflicts within the formal organization, other officers may feel threatened that their job is in jeopardy.

PROJECT BACKGROUND

STATEMENT OF PURPOSE:

The phenomenon of law enforcement officers who are assigned to field duties leaving their profession of their own volition affects all fields of employment in government to some degree. It has long been recognized that there are monetary costs associated with turnover in terms of the recruitment and selection of replacement personnel as well as the payment of separation benefits. If the design of this project is effective, it will ultimately be reflected in ways to not only reduce the rate of voluntary employee turnover, but in a change in the very nature of first line supervision of today's patrol officer in the future. The examination of department turnover rates and racially mixed patrol officer turnover rates can bring about indicators for future planning.

Each person has been indoctrinated into what expectations our society places on a person from the work experience. When these expectations are not realized, feelings of frustration in the individual take place and thoughts of changing jobs or alienation from co-workers begin to take place. A.H. Mazlow believes, "Humans are forever searching and seeking satisfaction. Humans are rarely totally satisfied and are often partially satisfied and partially dissatisfied in all of his/her desires." Believing this assumption gives us the opportunity to look at the specifics of the work experience and relate it to the overall needs of the individual.

The most distinguishing characteristic to patrol officers is known as "Burnout" in the police

environment. This attitude is the beginning of a total reversal that manifests, affecting the police career of individuals. Because the impact is so devastating, development of a mechanism for an individual police officer to achieve success without promotion will be studied. The burnout phenomenon, when a person loses interest in the job, brings us to the issue of how a person views his/her quality of life. Today, being a worker is a manifestation of individual identity and indication of value and self-worth as compared to years past when work was for survival.

JUSTIFICATION

The patrol officer is one of the critical facets of service we provide, if the officer is properly trained. The patrol officer is generally charged with overseeing citizen compliance to rules and regulations and greatly contribute to the community's attitudes. In order for this project to be successful, it must begin to provide a feeling that patrol officers have the understanding that there can be personal and professional respect for people, serving honorably, in any sector of the law enforcement community. The loss of this understanding can possibly be the first step which will lead the patrol officer to his eventual resignation.

In order for employees to feel valued and that they are contributing to the goals and objectives of the organization, management must have the responsibility of creating a work environment in which the patrol officer will have the desire to stay with the police department, even if it means not being promoted to a higher rank. As long as patrol officers are presented with an opportunity to use their skills, have some independence in dealing with the public and have the feeling of self-worth, officers will remain a valuable employee to the organization and the community they serve.

This project deals with the future of law enforcement patrol officers who will not become supervisors during their career. I will identify positive human resource management practices that will assist in the retention of our future patrol officers, so that by the Year 2000, these employees will remain productive and a

credit to the organization. Managers in law enforcement and other officials must begin to think of their employees as assets and not liabilities. Too many police retirements have left negative feelings with both the police officer and the employer.

PROJECT CONCENTRATION

UNIQUENESS:

Dealing with human nature is unique by itself, but dealing with a particular segment of society can provide challenging answers to a serious situation. The career patrol officer, who has seen it all, must be afforded the opportunities to alternative ways of providing important functions for the community at the patrol level. Various human resource management practices need to be presented on a timely basis, so that the officer will be a productive member of the patrol force in the future. The investment today will pay off in dividends in the future.

Cries of anguish are constant for patrol officers as they suffer the indignity from a society that stresses promotions and further specialization. I am not aware of any study that examines the patrol officer's commitment to society. Articles that I have read only served to reinforce a sense of inferiority that so many of our career patrol officers have unfortunately developed. What is so depressing is that our major spokespeople seem to consciously avoid the proposition that the career patrol officer is a real person and should be afforded all the respect given to other upward mobile police professionals. Only after our officers are proud of the important function they provide can they become valuable assets to the department and not feel the fear of being compartmentalized in a less than acceptable category.

There is a great deal of work to be done. It will not be a quick or easy process to alter the misguided path along which career patrol officers

have felt for years. Through development of these individuals, supervisors can take pride in themselves and accept the job the patrol officer does as a true professional speciality. This attitude can be passed on to future police officers in a positive manner. The uniqueness in this project not only lies in the training of a valuable human being in an ever-changing world, but it also becomes an investment for the future for new police officers. Job satisfaction is directly correlated to employee turnover.

UTILIZATION:

Whenever a person begins a career with an organization, either public or private, there is always the possibility that that person will remain as a first line employee. This project is viewed as the type of work that can be used in all organizations that see their employees as investments in the future. Specifically, this project should be able to assist all types of law enforcement agencies that need a firm foundation with the community through the work of their patrol officers.

The results of this project can be used by most law enforcement managers. Most police departments have a turnover problem and want to keep the productive young patrol officer from leaving their department after a few years. This study can also be examined in police academies when discussing the realistic job future with recruits, since there will be fewer vacant supervisory and management positions available in thirteen years. The exciting experience of knowing that there are human resource plans for career patrol officers provides the reader of this document with future alternative courses of action while remaining in patrol.

This scholarly writing, on a particular detailed aspect of the career patrol officer, will be able to be used by law enforcement in general. In reality, this subject matter can be used not only

for the patrol officer, but also for employees who have been stagnated in one job classification with no possibility for upward mobility. Service rendering organizations must be able to bring back the psychological stimuli in their employees that providing services to a community can be an exciting and challenging career.

Other agencies will all be able to use this project as a guide in developing their own effective vehicle in retaining valued employees by conducting the following:

1. Assisting their organization's need for change.
2. Develop a strategic plan for employee growth.
3. Develop and provide the organization with transitional plans.
4. Maintain a mechanism for evaluation of employee growth and retention.
5. In-service training to police officers and supervisors.
6. Human resource management personnel training.
7. Prepare police managers with a new vision of thinking.

PROJECT METHODOLOGY AND RESULTS:

The research methodology followed will be consistent with the practices studied during Command College. The following steps will be taken in order to propose a new life cycle for the retention of the career patrol officer.

1. Research Methods
Appropriate literature will be searched and interviews will take place with individuals within the law enforcement community and individuals outside of that particular environment.
2. Career Patrol Officer Defined
Through the use of futures technology, alternative futures will be developed and examined in order to ascertain their impact on human relations management issues with law enforcement organizations.

3. A Guide for the Future
Policies will be developed from the information gathered. A strategic plan will be developed.
4. Transition to the Year 2000
Projected human resources management techniques will be explored and support technologies will be selected.

The results of the project will identify emerging trends and address those trends within police organizations. It will attempt to communicate the importance of having creditability among the patrol officers with the community being served. This creditability directly impacts the respect of officers towards one another, the quality of police services, recognition by the community for future funding needs.

III. RESEARCH METHODS

RESEARCH METHODS

Literature:

Contacts were made with the libraries of the Federal Bureau of Investigation, Commission on Peace Officer Standards and Training, University of Southern California and The California State University System. Material was provided on retention programs of career patrol officers and human resource management techniques in use today. Little information was collected concerning the turnover of minority officers who intend to make their career as patrol officers. A bibliography is included under supporting documents.

During the research, numerous documents were located that have been written on patrol operations, deployment of personnel, budgets and performance measures. Today, the general interest in policing is accompanied by a persistent questioning of the effectiveness of police activities. Given the millions of dollars this country spends on police forces each year, citizens question whether or not the police are worth the investment that has been made. The issue that can be applied is the effectiveness of police patrol practices in preventing and deterring crime and in providing general public safety services has been difficult to establish. Much of the literature reviewed dealt with today's problem in law enforcement and failed to examine how the career patrol officer fits into the future.

Today Vs. The Future:

In today's workforce, seven to ten percent attrition rate is not unreasonable and may provide a certain

sense of vitality to a police organization. This helps prevent stagnation. The important thing to remember is that a high attrition rate causes increased expenses incurred by the employer during the process of recruitment, examinations, background investigation, time and training the new patrol officer. The department and the community suffers greatly due to the loss of an experienced officer. This person takes a great deal of knowledge, experiences and a wealth of community contacts that will take years for a new officer to attain.

All material points to the police administrator and supervisor with the responsibility to create and maintain an environment that provides for maximum employee motivation, effectiveness and job satisfaction. Little effort has been made to retain qualified people by reducing their dissatisfaction and increasing those job duties that satisfy patrol officers. If this single act was accomplished, it would dramatically reduce the employee's anxiety and frustration levels. Those leaving the law enforcement profession are not necessarily the least desirable patrol officers. The majority of officers leaving the police service before retirement are going into private employment where they can have more self-expression and input into the job.

Today's police manager must be able to match the person with the job, since the future work force will shape its' values and consciousness on how effective that match was developed. Many baby boomers are today the supervisors and middle managers in the workforce. They are making changes in the workplace to suit their value structure. In the Year 2000, the baby boomers will be forced to contend with the value structure of another generation, who will be emerging and challenging the establishment. In law enforcement, the first line to represent the "establishment" is the patrol officer. Today's capable manager should provide that employee with opportunities to further their own personal identity and development, while achieving organizational goals and objectives.

Management has a responsibility to work in harmony with police associations in order to create and maintain a climate which would provide the career patrol officer with self-satisfaction and the maximum amount of motivation, so that the officer can be effective on the job during his/her career. The need for senior qualified patrol officers to carry out the purpose of the organization, with a sense of understanding and maturity, will be needed more tomorrow than today. The world we live in will continue to have severe social issues that will have to be dealt with in the streets of each city.

The life styles and abilities of patrol officers will need to be examined by police managers. These patrol officers must realize that while they grew up in the time span where they had numerous alternatives to choose from to be a successful patrol officer, their alternatives must be channelled by police managers so that both the officer's needs and the organization are fulfilled. The career male patrol officer will be frequently interacting with female supervisors.

Even though the percentage of females working as patrol officers is much smaller than men, those females will not leave law enforcement for other security type jobs. The career female officer will be able to plan her workload more effectively and will adapt her interests to the job easily. Between 55 to 60 percent of the females in patrol now will be promoted to the supervisor rank by the Year 2000. Career patrol officers will find their occupation economically satisfying to the degree that they will be considered to be upper middle-class employees when salaries and benefits are projected.

EXPECTATIONS:

The career patrol officer will be more fully aware of what expectations the department will want from him/her. Descriptive strategies and department pro-

cedures will have to be developed in order to achieve a commitment from the patrol officer for a certain amount of years with renewal as an option of management. This type of employment contract is taking place today with police administration positions. This contractual agreement may diminish the amount of patrol officers leaving law enforcement for private industry. The employee sworn in as a police officer must be motivated from the beginning of his/her career and all the way through. The employer has a commitment to the employee to provide economic and non-economic incentives in order that the patrol officer remain a productive employee.

Fairness of both the employee and employer will attract police officers that will remain with an organization for longer periods of time at the same position than today. The largest majority of patrol officers to leave law enforcement has between eight and ten years on the job. With the enhancement of electronic devices, the law enforcement community will become a small network of individuals that are highly trained in the use of the most modern detection devices.

A larger percentage of qualified individuals will remain with the police organization to provide stability, cooperation and enhance the reputation of the police department. Officers will also be seen as individuals who are able to handle social and criminal situations in a professional manner.

The clear knowledge of what the organization expects from its' employee and what the employee provides in return will bring about less stress and frustration on the job. Career advancement is not the issue, maintaining the law enforcement career until normal retirement, is. In order to maintain the excitement of the job, several special units will have to be more fully developed in patrol. Officers should be systematically trained in extending their investigative abilities, specialized patrol by air, K-9 and horse, and in the use of technical monitoring electronic devices. This type

of training provides the sworn officer with an incentive for horizontal development, even though still classified as a patrol officer.

An emphasis on intrinsic rewards from the nature of the work can best enhance job performance. The system of progressively increasing a police officer's authority over greater numbers of non-sworn employees provides a reward system of status and self satisfaction. The more responsible assignments handled successfully by field officers enables them to continually broaden their police generalist skills. To the career patrol officer, status is very important and a form of insignia should be developed to be worn as part of the uniform.

For the patrol officer who has self-confidence and has taken advantage of the other avenues within the patrol function, the turbulent 1990's will be a challenge and not a frustration. The veteran officer will face a new generation of people that will dispute the value of work and attempt to disrupt society. It is the career officer that will be able to observe what is to come and be able to develop alternatives, commonly called "sidewalk justice." A police organization will depend on their patrol officers for survival when conditions cause emotions to run high, tempers to flair and economic pressures are at the riotous level. This skeptical and even cynical expectation of society, prior to the twenty-first century will bring the patrol officer to realize the benefits of the training and trust the administration has in the work the street officer is accomplishing.

IV. PROJECTIONS FOR THE FUTURE

FORMULATION AND DESIGN

Satisfaction with co-workers is a reflection of the very important social aspect of employment. The presence or absence of positive peer relationships has a direct effect on job satisfaction. There is a direct relationship between the size of a work unit and the rate of employee turnover, which gives an indication of the importance of the ability to form effective peer relationships. The importance of the interpersonal effectiveness of the work unit transcends the normal parameters of job satisfaction.

Interviews with eight individuals were held to provide some insight as to patrol officers having a higher rate of turnover than other department members and if the turnover rate between racially mixed officers is higher in patrol. Interviews were held with a vice president of personnel operations, an attorney, two career patrol officers, middle managers and two chiefs of police.

The past Director of Personnel for MGM Studios and currently the Vice President for Personnel Operations in the California State University System, stated due to technology, fewer patrol officers will be needed in the Year 2000. He has observed that a larger percentage of female officers will take advantage of newly created specialist ranking positions within the patrol division than men. He estimates that the majority of police officers on patrol will be between nineteen and twenty-seven years of age because he believes the minimum age to join a police department will be lowered to eighteen.

He sees high school students able to become police officers upon graduation from a high school police

academy. This individual will know that in order to be promoted to a supervisory rank, a college education will be needed. He sees that most officers joining the police department from high schools will not pursue a college education and will be satisfied with the working conditions within the patrol force. These high school officers will probably be the individuals that will be desk officers and public information officers before going into the field as patrol officers.

Due to the socialization of many benefits that police officers will have by the Year 2000, a majority will stay in patrol. He does not feel that minority individuals are leaving law enforcement at a higher rate than other officers. In fact, he sees a greater need for minority officers by the Year 2000. Since most police departments will have the same benefit package to offer their employees, there will not be as much police department changing as there is today.

Today's training programs have to provide the officer with more flexibility in the job environment. Police Officers are frustrated today because they do not believe the administration knows what is going on in the streets and that the administration is not supporting of their efforts. In order to properly train the patrol officer of today so that he/she will still be productive in thirteen years, a closeness has to develop between the rank in file and the administration.

An attorney was interviewed who has dealt with various police departments in California. He stated he does not believe supervisors, in general, understand the signs of stress in their officers. Police Departments would not have such a high turnover rate today if officers were counselled more on personel feelings and

how to handle those disappointments in living. He sees a serious problem in law enforcement organizations getting worse as time goes on. Every organization has their own rules and regulations in proper conduct and how to discipline an employee, but when does the supervisor praise the employee? More policies should be positive and not negative toward employee relations.

The properly trained police officer, who is contented to remain a patrol officer, will perform at a level his/her resources have been developed. Once standards are established, they should be observed by all members of the organization. When special treatment is showed to an individual officer, the department's image will be tarnished from within by the organization's own employees.

He does not believe departments set realistic goals and objectives each year. He believes unless the officer knows and understands what the goals and objectives mean at his/her level, all the statistics in the world will not be able to prove to the employee that the work being done is for the betterment of the community, the department, the shift or the officer. He believes police departments play a numbers game and that the street officer is fully aware that the minimum amount of work has to be done in order to get by. Again, there is no positive approach by management to preserve the employee as a career patrol officer.

A career officer was interviewed, since he recently retired as a patrol officer with the same organization for many years. Most of the comments received set the tone for needing more individuals that are contented in staying as patrol officers. Police Officers on the streets demonstrate how they do their job by

the way they use their heads and certain skills they have been taught during the years of service. These individuals are a certain breed of people who challenge each day of work with the kind of enthusiasm and dedication to the badge they wear that is hard to find in other occupations.

Field police officers can make their own work by observing suspicious activity or by driving past it. Patrol officers need encouragement in controlling their environment. At the shift level, officers need to participate in establishing and identifying job improvements that satisfy their needs. This will eliminate the activities that are negative and bring about low morale within a shift. Managers must not show favoritism to particular officers because that will hurt that officer's career in the patrol ranks.

Because the laws are changing so fast, officers have to be continually updated and sent to professional training schools. Officers do not get as much training as they should receive. Sending a supervisor to a school in hopes that he will convey the information has not worked. All the career officer sees is that he is on the streets each day and someone else is going to school and having it easier. He stressed more training at the patrol level to hold on to the individuals that will stay at the patrol level during their law enforcement career.

A female officer was interviewed because she is the newest police officer in a department and is assigned to the patrol division. With just a month in patrol, she discussed the high demand for service the community needs and the constraints on her by the department. Even though the role of a patrol officer was fully explained to her, the officer did not believe it would

be so demanding. The officer stated that she likes and wants to stay in patrol, but also realizes that she can make more money if she specializes in a certain segment of patrol.

She believes the best skill she brings to the department is being an effective communicator. She discusses issues and the law with people on the street at their level so that they are not confused and do what she is asking them to do. The officer does not put formal training as a high priority, as yet. She feels satisfaction in the work being done while on patrol, and believes that society understands the need for patrol officers as the first line of defense.

The officer believes women have already proven themselves as effective patrol officers. The future for women is to prove themselves as effective police managers of field units. She sees more single family female parents in law enforcement. These women are making their mark in police organizations and they are not going to leave after a few years. The officer believes women have opened the door for other minorities to enter the police ranks, which used to be a closed society for middle class caucasian males.

In summary, it appears that management is beginning to take notice of a new type of patrol officer. An officer who thinks for him/herself in developing techniques in handling problems on the streets and personnel problems within the organization. It does not appear that filing of law suits will continue at such a high rate as today because of a smaller patrol and better trained force in the laws of arrest and individual constitutional rights. There seems to be a growing willingness by managers to better motivate their employees and as soon as managers are paid on a merit system rather than seniority, many more productive years can be achieved by the patrol officers they supervise. Today's turnover rate is not going to disappear overnight. As long as police managers maintain the same attitude of the generation before

them in handling personnel, patrol officers will continue to look for better working conditions with other police or a growing number of modern sophisticated private security departments.

Security departments will take over many duties of today's law enforcement organizations. Security personnel are less costly, perform specific tasks that police officers will not perform and have already received extensive training in human relations and making a positive impression on the public.

Police Administrators view the problem of keeping patrol officers at the middle management and supervisory level. They are losing sight that they must be involved. It seems that when an officer begins his career with a police department, that officer is self-motivated and ready to protect and serve. Police Administrators must find a way to keep that motivation and desire ever present each day that officer comes to work.

I believe self-satisfaction in one's abilities to perform through training and proper equipment is very important to that officer's ego and self esteem. Sending an officer to an effective training course should send the officer a message that he is a vital member of the department and that the administration cares about his safety first while on patrol.

The two Law Enforcement Middle Managers stated more people today need a degree of constancy in their lives. Patrol officers are tending to abandon their previous pursuit of materialism and a great deal of our rationalizations to achieve an objective of a more constant world or peaceful personal life. Officers do not want to work the overtime assignments as much as years past. They value their personal time much more and are again believing in a strong family commitment.

There will be fewer officers applying for the manage-

ment positions in the future because patrol officers do not need the added stress and frustrations that go along with promotions. We must keep in mind that we are human and our simple mission in life is to try and improve the conditions which we find in our personal lives or in our work. Patrol officers do not see themselves changing the world significantly or with a dramatic flair, but they do see changing their own personal needs and the small world around them.

The two police administrators believe in taking a firm stand when it comes to holding patrol officers to a higher level than those of the general public. They look for officers with integrity who can protect the standards of the department. They believe if managers of law enforcement organizations are trained to anticipate potential crises associated with personnel actions, less patrol officers would be resigning from police departments and would feel more satisfied remaining in patrol. Our supervisors and managers must be better trained in handling the human factor and releasing tension within a small work force.

If department administrators would encourage employee excellence within the organization, more of a commitment to the organization would take place by the rank in file. The supervisor who observes an officer with the talent of an innovative thinker and creative mind must not stifle that police officer, but owes it to the officer to make the administration aware of such an individual. If this type of thinking is shared, it can bring about a team effort to plan economic strategies, technological equipment advancements and innovative services and programs can be prepared for the community.

The two chiefs of police state, it takes lots of time, effort and support to achieve a good team work force. It is a selling job to the officers, by management, to get them to take an interest in such a project and make the patrol officer a vital part in futuristic thinking. It is hoped that this investment today will

keep the patrol officer in the future performing above an average level during his career. The career patrol officer usually has an interest in other things, but while on the job, the officer can be viewed as an unofficial leader on a work shift that can assist in voicing his views for certain programs.

The law enforcement supervisors that were interviewed, believed patrol officers are opinionated and are more critical of decisions that are being made. The supervisors felt that the officers do not have to become more involved in the operational decisions that are being made; all they have to do is follow the directions given to them.

The supervisors felt that providing an inanimate amount of information to the officers, they will feel buried and unable to see the full scope of their job. The supervisors want their patrol to be more aware of the many races and cultural backgrounds of people they must deal with daily and learn conversational foreign languages. This type of training will reduce the stress placed on officers when dealing with someone who is not familiar with the area customs.

The supervisors complained about the computer age and having to be trained to do clerical work. They want to spend more time supervising the officers in the field than constantly having to provide data to management on aspects of the shift. The supervisors realize that the job in the field will be made easier with the use of information that can be obtained from computers. (Support Documentation 1.1)

TREND AND EVENT PROJECTIONS

The nominal group met to discuss what would be the future trends and events for a patrol officer entering law enforcement and wanting to make a career as a street cop.

Today's generation of police officers joining law enforcement organizations come from parents that were involved in the Viet Nam Era. They either protested the war, took part in the war or observed it every day on the television. Along with this, they also saw what action police departments were involved in which, for the most part, television showed the American people that a battle was being conducted in the streets of our largest cities.

Today, the police officer candidate usually comes from a middle class family with some college education. Most police officer candidates make up their mind early in life to set certain goals for themselves. They see in the position of a police officer responsibility, prestige, challenge and the opportunity for accomplishment of good within a community. They also see that being a police officer today is not like it was a generation ago. There are few civil rights battles in the streets and more problems within the judicial system. Television has brought about a perception that police work is exciting and of great importance in maintaining civil liberties.

The goal of self-esteem is easily realized as a police officer and much recognition goes along with the job. The responsibility and authority that is conveyed by society is usually greater than the officer has previously experienced. The declining manpower pool makes the patrol officer more needed by society. Due to a declining birth rate of males, more females are entering law enforcement. This is changing the makeup of patrol divisions and creating organizational changes in both patrol operations and administrative thinking.

The goal of esteem may be reduced in patrol officers

to some degree after the first few years. This mostly occurs in the internal relationship among officers themselves and with public's high expectations of them. The organization must now take over the operation to build up some lost esteem in order to retain and satisfy the needs of this older officer in patrol. Society believes that the experienced officer should be promoted, so for the officer who wants only to be a career patrol officer, there is a dilemma. Each time promotions go to younger officers, the older officer's self-worth is slightly damaged and doubt begins to enter their minds. It is about that time that patrol officers begin to see more negative sides of the job than positives.

Officers raised twenty years ago have a different style of living than their parents before them and the generation after them. They have seen the resignation of a President and Vice President of the United States, political demonstrations, assassinations of political leaders and space disasters. The eight individuals who were mentioned earlier in this paper and I developed issues that we believe are important for the new patrol officer to succeed today.

1. Least amount of frustration and stress in daily living
2. More time for relaxation
3. Conflicting family values and pressures
4. Higher college requirements for degrees
5. Trustworthy governments
6. Personnel needs met before anything else
7. Military

The officer of today seems to be more involved with his own self than what society may think of the person. This brings about a significant difference

in the way the patrol officer may think today and what organizational changes have to be made in planning for the future. The personal standard of the patrol officer will challenge police departments to provide an environment of contentment in order to retain the career patrol officer by the Year 2000.

By the Year 2000, the officer in his career has found that the things that he did which were so exciting to him have now become routine. He has lost interest in the attractiveness of dealing with people, their problems, their conflicts and misery. The officer is more concerned with his own problems than with the problems of others. The pride that he has taken in the image of being a career patrol officer and the respect that he once enjoyed in that role now begins to wane. Today, he is the officer confident of his ability to do the job and be successful at it, but ten years from now, he may be the officer beginning to doubt his own capabilities. This doubt, if not professionally dealt with, is not limited only to his career but encompasses all aspects of his life style.

In not having found what he feels is success in the patrol officer career, the police officer begins to look elsewhere. This is when the department should be able to direct the officer to other opportunities within the patrol area, once an evaluation of his education and work experiences can be made to determine his qualifications to another segment of patrol and to further the officer's career.

If the officer is not helped by his department, the dissatisfaction which the police officer feels during this career crisis begins to manifest itself in a variety of symptoms. First, the officer becomes very sensitive to salary and other compensation issues. He sees wages as an indication of his worth. The officer becomes very critical of his organization and particularly, his supervisors and administrators. He sees his role as the most

important role in the organization but sees himself receiving little credit for the accomplishments of the agency. A common complaint is that supervisors and administrators do not do anything and do not understand the real issues. Because the patrol officer is on the street where the action is, he really understands his role and his place in life.

Even though the officer's personal life is of primary importance, the feeling of self-doubt in his career also creates a dilemma in other aspects of his life. The home life is one of the first to suffer. He finds that his family does not understand and often seeks such understanding among other contacts that he has occasion to make in his work. The family crisis makes the officer's frustrations greater and makes his problems worse. His performance on the job begins to slip, and he finds his supervisors becoming concerned and taking issue with his activities. The officer becomes less productive and less effective. His tolerance level and ability to effectively deal with people are severely inhibited.

By the tenth year, a large number of police officers make the decision that patrol work is not for them and they decide to leave the police career. This is precipitated by their own feelings of dissatisfaction, failure at home and a searching for other opportunities. The career patrol officer finds that the sparkle is gone. The excitement, the importance, and the challenge are no longer there. To save this person from himself, there must be enough people to develop a support group for proceeding through the entirety of the career at the patrol officer level into the twenty-first century.

Once the career patrol officer has made an adjustment of his mind-set, he begins to realize his original challenge in life mandates. The officer is one of the lucky persons in life that

has found his niche. By this time, the officer is reaching thirty-five years of age and has a great deal of investment in the organization. The officer begins to focus on the other opportunities that the organization offers him. A mellowing effect takes place where this senior patrol officer sees himself as an instructor to the younger officers in patrol. Specialized assignments begin to interest him in the patrol area in order to make the patrol division more effective in the work that is performed.

MONITORING OF TRENDS

The following trends were identified by the nominal group as those needing monitoring. The trends were identified by reviewing literature and interviews with police managers. A group was selected to review the trends and come to a decision as to what prominent trends do they see for the future. A cross impact analysis was developed from the panel's conclusions.

TRENDS

1. Recognition for patrol officers
2. Lifestyles are different
3. Patrol officers want more input in decisions pertaining to patrol operations
4. Self-centered attitude of officers
5. Employees viewed as an investment by management
6. More recruitment of females and other minorities
7. Lower amount of years in formal education
8. Fulfillment of job expectations needed
9. Breakup of family units continue
10. Parents working full-time to remain at cost of living level
11. Lack of discipline in the schools
12. Less dedication to the community and religion
13. Pressures placed on law enforcement from outside the department

In order to examine the changing workplace and to retain the patrol officer, five trends were selected and evaluated for future planning. The Year 2000 was established as the baseline and set at 100%. (Refer to Trend Statement.)

<u>TREND STATEMENT</u>	<u>5 YEARS</u>		<u>WILL BE</u>	<u>COULD</u>
	<u>AGO</u>	<u>TODAY</u>	<u>IN 13 YRS.</u>	<u>IN 13 YRS.</u>
More recognition for patrol officers	60	100	220	150
Patrol officer input on decisions	55	100	215	130
Self-centered attitude	50	100	210	165
More females and other minorities	45	100	230	150
Employees viewed as investments	60	100	180	130

1. More Recognition for Patrol Officers

The most effective way to motivate employees is by structuring their jobs so they generate a sense of achievement that they can be recognized for. The recognition to patrol officers can be in the form of salary or further training in selective patrol skills. For optimum motivation, the job should be structured not only to minimize dissatisfaction but to maximize satisfaction.

2. Patrol Officer Input on Decisions

Officers of today are questioning past traditional procedures and practices which have not maximized the effectiveness of the patrol division. This new way of thinking has surprised management and has fostered the idea that management is out of touch with the patrol officers needs. Officers are seeking more input into the patrol operations through their strong associations.

3. Self-Centered Attitude

Although we live in times of what seems to be perpetual crises, one observes that the social fabric displays an ever-increasing dominant thread. The thread is the patrol officer accurately using the human mind to solve people problems. This has given the officer the feeling that he is the most important resource on the streets he patrols and

in this gradually emerging new world of ideas. The officer believes he creates an atmosphere which fosters the growth of people he contacts on the street by fully applying his mental talents to the problems at hand.

4. More Females and Other Minorities

Societies, organizations and individuals need a degree of constancy. It seems that social rules and values offered shelter to the police officer. The rules are changing for new police recruits in testing procedures and their obscene pursuit of materialism. Their rationalizations to achieve an objective of a more constant environment and peaceful personal life differs drastically from the veteran patrol officer.

5. Employees Viewed as an Investment

Employees have a current attitude of planning for long range results. In order for the employee to envision himself with the same agency during his lifetime, the employee needs feedback, growth opportunity, personal development and goal accomplishment. Managers have to realize that this is the life's blood of an organization. The employee's view of the world may be different than the department's managers, but managers have to remember that the officer is the future of the department.

During today's generation of patrol officer, departments will grow in strength from within, as managers discover everyone must work together to reach the goals and objectives of the organization. The panel believes that because of their formal training, managers will be able to motivate the officer on patrol until his normal retirement. Innovative practices will change the thinking of officers so that their full potential can be achieved and at the same time be satisfied with the work that has to be done on the streets.

EVENTS

1. Fewer supervisory and management positions in law enforcement
2. Officers will want more time off
3. Officers will be more vocal and demanding within the department
4. Discipline measures and grievances will increase
5. Incentives for achievements diminished due to budget constraints
6. Selective laws will be enforced due to a smaller patrol unit
7. Increased difficulty in recruiting individuals for patrol
8. Commitment to the organization diminishes
9. Frustration with the judicial and administrative system
10. Society with different values
11. Retirement age made older and years of service made longer
12. Minority becomes the majority of officers in a department
13. Redesign of the job description for patrol officers
14. Team participation between all units within the police department

CRITICAL EVENTS

After reviewing the above events, the group identified the most critical events that may cause an impact in patrol operations in the future. Factors in our changing mores, the abolition of traditional philosophies, a tremendous surge in criminal activity and increased awareness by the public have an effect on the following listed events.

EVENT

PROBABILITY IN THE
YEAR 2000

1. Officers will be more vocal and demanding in challenging established work standards and past value systems. 80%
2. Increased difficulty in recruitment for career patrol officers will take place because society will have the impression that a person has to be upward mobile to be successful. 65%
3. Commitment to the organization will diminish as the career patrol officer will value his time off the job more than working extra hours for the department. The officer's life style will make it very difficult to contact the officer once he is off duty. 60%
4. Society will have different values by the time the recruit of today reaches the Year 2000. The officer will have to adapt his way of thinking to conform to society's needs. 70%
5. Redesigning the job description for patrol officers is going to happen in order for the operation to be efficient and productive. Officers will have to be closely monitored to rate their productivity for monetary incentives. 85%

CROSS-IMPACT MATRIX

<u>EVENTS</u>	<u>2000 PROBABILITY</u>	<u>EVENTS</u>					<u>TRENDS</u>				
		E1	E2	E3	E4	E5	T1	T2	T3	T4	T5
1. Demanding Officers	80%	X	+10	-	-	+20	+10	+15	-	-	-
2. Recruitment Difficulties	65%	+10	X	+20	-	+10	-	+20	+10	-	+15
3. Organization Commitment	60%	-	-	X	-	+20	+10	-	-	+10	+20
4. Society's Values	70%	-	-	+5	X	+10	-	-	+1	+15	-
5. Redesign of the Job	85%	+20	-	-	+10	X	+20	+5	-	-	+15

TRENDS

- T1 More recognition for patrol officers
- T2 Patrol officer input on decisions
- T3 Self-centered attitude of officers
- T4 More females and other minorities
- T5 Employees viewed as investments

SCENARIOS

The above mentioned trends and events have brought about the following scenarios. The three attached scenarios describe alternative future developments that could take place involving the patrol division.

SCENARIO 1

During the 1980's, police managers began to notice a change in the commitment to the organization by its' officers. In particular, the senior patrol officers rate of performance began to decline and the rate of transfer requests began to increase. The police managers were aware that this problem was serious and could effect other officers in the patrol division.

A review of the current problems encountered in retaining career patrol officers was the first step in developing a progressive line of action to combat this high rate of turnover by senior patrol officers. After several surveys, it was determined that the officers felt once they had reached to top salary step, they were still earning less than most blue collar workers. Union plumbers, disposal transporters, telephone repair persons, etc., all earn as much, if not more, than a senior patrol officer.

In review, police management has placed most of its emphasis on providing the best safety equipment and training available for their officers. The central theme at the collective bargaining table for the past few years has been better retirement plans and health care, with management only giving a cost of living raise to the patrol officers. The self-interest attitude of the career patrol officer as to his current way of living daily made it difficult to instill the commitment to the organization that is needed in a professional law enforcement department.

Police administrators began to look at the five step salary pay range. A group of experts in the field of Human Resource Management wrote the testing procedure which the state commission on training certified. Certain areas of expertise were examined that a police department would need on a daily basis. Once the areas were determined and the examinations given to the senior patrol officers (officers at the fifth step salary range) then officers scoring with the highest interests in that particular field began receiving further training and also a higher incentive merit pay percentage.

The merit salary range was dictated by a select group of administrators, supervisors and senior patrol officers that would yearly review the work produced by each officer assigned to a specialized field. This would provide the junior patrol officers with the knowledge that when they reach the highest pay step, they can be further trained as an expert in a certain law enforcement field with a higher salary. The expert merit salary range could go as high as a lieutenants pay rate.

With this plan in operation, the police department could reduce its rate of turnover by career patrol officers and provide an in-house expert pool.

SCENARIO 2

In the Year 2000, several developments have left major cities in a state of civil disorder, due in part to the failure of law enforcement to maintain security in the streets and peace within communities. Major cities are refusing to meet the demands of police associations for better benefits. Due to the numerous strikes by police officer associations, management personnel not fully trained on field tactics, have been ordered out on patrol. Many senior patrol officers have left their departments throughout the state in order to join major private security corporations.

Since the depression of 1993, a two class population now exists in California, the rich and the poor. Governor James Fonda's liberal independent party has proposed to do away with the current penal code and have his party re-write an up to date penal code. The governor has been discussing the use of The National Guard Cloning Act of 1996 to replace patrol officers that have left their departments.

Because of their economic strength, the cities of San Francisco, Los Angeles and San Diego now control the entire coastline of California. The three cities combine their efforts to apply pressure to the governor's office and provide incentives to the police officers that have left. The main issue, lack of mobility within law enforcement organizations, was solved through the efforts of innovative police administrators. This effort provided the career patrol officer the opportunity to find a police department where he "fits" and remain there until retirement.

The governor was persuaded not to destroy the current penal code, but to update the information within and provide leadership in preserving peace in the state. With this turn of events, patrol officers began returning to their organizations, where extensive testing was performed to determine if that particular officer "fits" the agency he is returning to. If not, the career patrol officer is given an alternative department to join at the same level that most closely matches his skills, interests and human relation demeanor.

Once this project was completed, peaceful streets became a reality and the career patrol officer was a higher productive employee. The officer had a positive outlook on the duties he performs, knowledge that the street work being done is seen as "valued" by the administration and his family life became less stressful.

SCENARIO 3

Police administrators have come to realize that the Year 2000 is definitely the "Me or I" generation. In generations past, individuals demonstrated their feelings on issues that affected a certain class of society. In the Year 2000, the individual only cares about himself with a self-centered attitude. Police administrators were among the "Pepsi Generation." They stood for causes with thousands of other people to fight hunger, segregation, farm aid and against animal experimentations.

The current values and awareness of the new work force is completely different from twenty years ago. The Code of Ethics does not appear as a vital framework to the patrol officer and his job responsibilities. The dedication to the department, the community it protects and the badge the officer wears does not exist. The difficulty managers have in dealing with this type of self-centered officer is stressful on both the officer and the supervisor. As time goes on, there are fewer contacts between the supervisor and the officer on this matter. With the lack of motivation, the patrol officer believes the job being performed is not appreciated and begins looking at other police departments.

Finally, police administrators begin thinking in the same terms as the "Me or I" generation with new and unique approaches to career enhancement and the development of patrol job rotation. If the officer only thinks of himself, then managers should plan the work schedule so that the officer's demands are met and so are the organization's. Through intense training of managers, they will begin to realize and understand what motivates police officers by the Year 2000.

By the department realizing the need to furnish supervisors more training in stress recognition and reduction, the career patrol officer will believe the supervisor will be able to observe and assist him when problems arise. The officer will believe the department has his best interest at heart. The officer can now be motivated in a direction which will benefit the department.

By the department bringing in more competent professionals during mandatory training sessions on human resources management, the officer's interpersonal feelings will be satisfied, frustration in the work place should be limited, motivation to perform job duties should be increased and the employee will be satisfied remaining a patrol officer.

A DESIRABLE FUTURE

Scenario 3 was selected as the most desirable alternative future. Scenario 3 deals with the human relation management issues that are reflective in this report and addresses the future patrol officer's attitude of management. Scenario 2 was written to reflect the worst time period when the executive branch of government and law enforcement had wide differences in the way the laws of this state should be written and enforced.

As we work toward the future, management must develop innovative methods and practices that recognize individual as well as group needs, provide greater equality between each level in the department, provide input from the rank in file managing the operation of the patrol division. The knowledge and skills in managing independently thinking human beings will bring about a more efficient and cohesive patrol unit. Learned skills are then harnessed to meet the potential in individuals. Old habits and attitudes are cut through for greater employee achievement.

It is costly to the organization to ignore the vital missing ingredient, the power of people working in an atmosphere of esprit de corps, in terms of profitability, production, learned skills and capital investment in the employee. Developed programs must steer the career patrol officer from their entry level through retirement with goalsetting that sustains energy and creativity far beyond the usual management by objectives programs. The individual patrol officer deals with "truth" as he perceives it, as he thinks of it and believes it to be. It's not a matter of the officer thinking harder in his job performance, it's a matter of thinking differently.

We know that police officers have to be creative in controlling demonstrations, negotiating during a hostage situation, physically rescuing people, working with reduced budgets and dealing with people suspected of committing a crime. What is needed by management is training in other demands such as discipline, routine police work, caution and teamwork, all of which can get in the way of creativity and innovation if the working environment is not correct. The problem departments face is how to preserve and encourage creative capacity at all levels in an organization, while still getting routine operations performed professionally.

If our police administrators have been promoted for their logical, unemotional decisions and judgemental type personality, then training is needed to show them that these

types of thought processes tend to deprive a police department of the reflective, intuitive, feeling and perceptive people needed if departments are to recognize special opportunities for original solutions to future problems. If the creative capacity is scarce at the patrol level, we must learn how to maximize the use of what we have and develop the innate potential of our career patrol officers to their maximum degree.

Unless this type of training is fully accepted by all police supervisors and there is a personal commitment by the administration to innovation, there is a good chance that the creativity training will produce frustration, increasingly negative behavior and more suppression of original thinking by the people taking part in the program. Officers need, when facing a critical situation, to be able to invoke their creative abilities to produce original options and answers and be able to evaluate answers before selecting and implementing the best one. This type of effort provides the patrol officer with a feeling of pride in his own thought process, satisfaction in a job well done and an investment that can pay off handsomely for a police department for many years.

CONCLUSION

It is important to understand that each patrol officer has his own individual needs that must be addressed. In looking at the future, police management needs to develop new work methods that will satisfy the need of the employee and the organization. The best prospect attained would be the employee placing the organization's needs ahead of his individual needs.

Patrol officers normally feel out of touch with the organizational goals because they are not informed what those long range goals are of the organization. Patrol officers are not even informed on the organization's short ranged goals. They are ordered to perform certain functions, not knowing why they are being performed. Patrol officers are not asked if there is a better way to perform certain tasks.

In order to have the commitment and loyalty needed from patrol officers, certain rewards must be provided by the organization. The reward is not the issue, but the manner in which it is given is of main concern. Does the person receiving the reward deserve it? This seems to be the main issue from senior patrol officers. The most prominent reward system mentioned during my interviews was a fair system that could be just a letter of commendation.

The key to reducing patrol officer turnover is to have them involved in the planning of work related assignments, having officers discuss issues with supervisors and managers that are operational and for the police administrators to respond, in person, to speak to the patrol officers on a regular basis. Cross communication of ideas brings a department together as long as all the principals know where each other stand.

The patrol officers that participate in problem solving and decision making concerning patrol operations provide an added element of success for a program. Through this type of involvement, knowledge is obtained by both rank in file and the administration on what will work and procedures and policies that have to be developed. The patrol officers need to know the program is developing their competence and productivity which will take time. Each person is different,

so teaching methods must vary, but the direction people work toward meet the goals of the organization.

During my research, I found that interviewing the people involved in the nominal group brought about two groups. The civilians and newly sworn officers' remarks seemed to be consistent. The police supervisors that were interviewed felt as though they were being attacked and that the orders given to police officers should not be questioned. The group attempted to negotiate when officers should question their supervisors, but the supervisors would not compromise their stand.

The central theme for providing retention programs today for the career patrol officer by the Year 2000 is for greater interest and involvement by police administrations. As stated by Brian Hall, in his book The Genesis Effect, "most groups, especially group administrations, are so overwhelmed by their tasks that they never get below the tasks to view the values that motivate them." Police administrators must stop avoiding or ignoring the underlying motivating factors of their patrol officers. Problems within the patrol unit cannot be dealt with tomorrow, since today was, at one time, thought of as tomorrow.

The final decision for the retention of patrol officers is in the hands of the Chief of Police in each department. If the chief only deals with short term expectations, the police department will continue to have officer retention problems. The futuristic police chief assesses the values of the patrol unit, has a commitment toward the values of each patrol officer and dynamically demonstrates the importance of providing patrol officers with a feeling that each career patrol officer can identify with. This common bond between the Chief of Police and the individual patrol officer affects the potential of the patrol division and the individual's feeling of success within an organization.

This paper is written for small and medium sized police departments. This issue has to be a priority with the Chief of Police for a retention program to be effective.

POLICY CONSIDERATIONS

Prior to implementation, police administrations should consider the below listed Human Resource Management practices:

1. Informing key City Administrators and Community Leaders on Human Resource Management issues.
2. Request assistance from outside the police department for ideas and issues that concern the community.
3. Request assistance from within the police department on ideas, issues and resolutions of organizational problems.
4. Monitor both segments working together in order to identify trends and events in both the public and private sectors.
5. Develop personnel achievement specialities for patrol officers at different levels of years in service within patrol operations.
6. Write goals and objectives for the organization establishing Human Resource Management Plans for patrol officers to follow.
7. Monitor program on a yearly basis to insure its' effectiveness.
8. Develop an organizational culture that accepts the training of patrol officers by all members of the department as an investment in the future.

V. STRATEGIC PLAN

STRATEGIC PLAN

This strategic plan is being designed so it can be used by a small or medium sized police department. Since ninety percent of the departments in California meet that criteria, the plan can be an effective tool to give direction for future programs relating to the retention of career patrol officers. After spending almost ten years with the Beverly Hills Police Department, I believe I can accurately depict the department and what Human Resources Management Programs can be identified and developed.

A. DESCRIPTION

The City of Beverly Hills is 3.2 square miles with a resident population of 39,000. The daytime population averages 500,000 people, due to numerous banking, insurance, medical and other corporations that have located along a three mile length of Wilshire Blvd. The majority of residents that live below Santa Monica Blvd., are of upper-class income. The residents that live above Santa Monica Blvd., are either millionaires or close to it.

The city has one four year high school, four elementary schools and three private schools. The city has experienced a 15% drop in student enrollment at the elementary school level, due to the population getting older and families having fewer children. The city is surrounded on three sides by the City of Los Angeles and one side by the County of Los Angeles.

The residents have a lot of pride in the city and have been very involved in city government, school and religious boards, planning associations for all permits requested and services that are needed by its' citizens. The residents and the business community have a positive relationship and work together to keep the image of Beverly Hills at the highest level. Residents meet with the Chief of Police to resolve issues and complain directly to the City Council Members or City Manager if they are not resolved in a timely manner.

The police department environment is such that it generally has a high rate of turnover. Their recruitment procedure is as selective as any city in Southern California. The

result of a high turnover in the patrol ranks, leave the department with twelve to fifteen vacant positions during the year. It is estimated that the need for more and more services by the patrol officers has driven officers to seek employment with other law enforcement agencies that are actively involved in crime suppression.

The City of Beverly Hills has recently hired a new Chief of Police from outside the department for the first time in its' history. The chief seems to be a progressive thinker and is developing the command officers to act as a management team. The chief has good liaison with other city department heads, the city council and the community. The department consists of one hundred and thirty sworn officers and sixty-five civilians.

B. HUMAN RESOURCES MANAGEMENT

The police department and business community have had a good relationship for many years. The residential community has had a drastic change in the last five years. The newly "rich" young families are demanding more resources from the police department be directed toward their security. In the past, the middle income families received most of the attention because most of the calls for service were taking place in that area. The families living in the large estates provided their own security personnel who worked with the police department.

Many of the large corporations have their own security within their buildings. The management team works well with the managers of the various private security services. Community groups are supportive of the police department and its' efforts throughout the years. The following are some human resources management concerns from a patrol officer's viewpoint.

1. Few opportunities for specialization.
2. Cooperation improvement needed between private security agencies and city police department officers.
3. Community support at the rank in file level.
4. Confining jurisdiction.
5. Confining job duties of patrol officers.
6. Management to convey the type of police functions that are performed by patrol officers to recruits.

This can be done by a competent professional that has had past experiences in working with police personnel. This should bring about an interpersonal feeling of satisfaction within the officer. Important factors to be stressed are:

1. Maintaining quality patrol officers.
2. Officers working as a team with a firm commitment to professionalism.
3. Involving patrol officers in decisions pertaining to their job functions.
4. Creating a better work environment.
5. Ongoing review of Human Resource Management practices within police operations.

C. STAKEHOLDERS - SNAILDARTERS

1. Law Enforcement Personnel
2. Local Government Officials
3. Citizens of the Jurisdiction
4. Businesses
5. Surrounding Law Enforcement Agencies
6. Public Relations

The concept of retaining career patrol officers and providing more resources in this area seemed to be accepted by the persons interviewed. The above listed stakeholders were prioritized as the most important from a group of nineteen. The interviewed group felt that if the officer believed that management was looking after their best interests, morale would be greatly improved in police organizations. Even the young officers would observe the caring aspect of the department as they look ten years down the line. (Support Document 1.2 & 1.3)

The snaildarters, who had negative remarks about a human relations approach to the loss of valuable patrol officers, identified emerging issues that would make a significant impact in priority order. (Support Document 1.4 & 1.5)

1. Lack of involvement by patrol officers.
2. Potential for failure by officers.
3. Demand for more junior officers to fill less desired shifts and vacation time periods.
4. Inconsistent programs presented by management.
5. A change in attitude by rank-in-file and management.
6. Cost effectiveness of the program.

A middle manager would facilitate the program with the support of respected supervisors and some senior patrol officers. The Chief of Police will keep the focus of the instructors on the valuable resource patrol officers are and what important personnel issues should be dealt with. The Personnel Director will meet with the Police Chief regularly to be updated on the training being reviewed by the patrol officers.

In order for a successful program, management must present a value structure that the patrol officer can see as a vital ingredient to his job responsibilities. Not only does the officer protect a particular community, but his attitude must reflect how proud he is to wear the badge. The senior officer must begin to think of himself less, and more about the group he is a member of. By having this close working relationship, certain members are needed to provide training guidance.

1. Director of Personnel, Chief of Police, City Manager and Training Manager for the police department.
2. Project Coordinator (Management) with supervisors (2).
3. In-House selected Detective/Patrol Officers (3).

D. ADMINISTRATION OF PLAN

The significant cost to the plan will be in time spent by police personnel. Most of the planning will be completed during regular work hours, but there will be overtime costs, except where shifts can be changed. Through the proper planning, career patrol officers can be motivated to move in the direction which will benefit the total department. The intent of the

plan is for the officer to think as a member of a team and not just of an individual. Positive recognition must support the actions taken by officers throughout the training.

Through the preliminary planning, the Police Chief and Personnel Director must achieve cooperation by the Police Association, City Council and other interested parties. Department members will be informed about the specific training for patrol officers that will take place and the intended goal from the training. (Support Document 1.6)

VI. TRANSITIONAL ANALYSIS

TRANSITIONAL ANALYSIS

The rate of turnover of sworn officers in a police department is not the main issue. The key issue is the causes of turnover and how it affects the entire department. In examining Scenario 3, which describes a desirable future, a person's feelings are of main interest and dedication to the police department. The transitional change must begin with the chief administrator. This change in thinking will be necessary as more and more racially mixed officers will be joining police departments.

Identification of the critical element, management structure and improved technologies need to be looked at and analyzed.

Police Administrators

Police Middle Managers

Police Supervisors

Police Association

City Manager

City Council

Citizen Involvement

TRANSITIONAL ANALYSIS COMMITMENT

Critical Elements	Block Change	Let Change Happen	Help Change Happen	Make Change Happen
Police Administrators				X.....
Police Middle Managers			X	
Police Supervisors		X.....		
Police Association		X		
City Manager			X	
City Council	X			
Citizen Involvement	X.....			

The commitment of establishing and maintaining such a strategic plan will be the responsibility of top management. Because the people on the city council have been in office for a long time, they constantly attempt to maintain the same status quo of the police department as it was ten years ago. The Human Resource Management practices proposed is desired by all members of the police department. Even the City Manager, a past Chief of Police, would support a program as described as long as it will eliminate a major employee turnover complaint.

The department does suffer from some stagnation within the ranks, as there has not been a promotion in over five years. The City of Beverly Hills recently selected a Chief of Police who wants to work closely with all aspects of the department. The captains support a human relations program. The middle managers and supervisors have many years with the department and look forward to a change in better Human Resource Management techniques. The police association wants to be an effective unit and work with management in solving personnel issues. The City Manager was the Chief of Police of Beverly Hills eight years ago. He has maintained a strong force in how the police department will operate. He believes a change is needed if current issues are to be addressed. The City Council would block change. They are very concerned about citizen involvement in city operational affairs. If this program had strong support from the community, the City Council's stand would change.

In an attempt to obtain full commitment from all critical

elements, carefully selected members known as the Human Resource Management Committee will be formed. This committee should identify personnel problems in retaining officers and decide what steps to recommend in keeping patrol officers during their years of service until retirement. The committee should examine future trends of their police department and nearby police departments in order that their recommendations be met with approval. To ensure success of the proposed changes, the committee observations must not be narrow in scope.

MANAGEMENT STRUCTURE

After the committee makes its' recommendations, which normally are broad in nature, a police administrator should be selected by the Chief of Police to plan further procedural steps. The chief should select preferably the captain in charge of personnel, who has a strong background in dealing fairly with people issues. Issues that should be considered are:

Trust by the Work Force

Department Values

Demands of a new Police Administrator

Organizational Acceptance

Demands by the City Council

Acceptance by the Community

Future Trends

Internal Pressures

The captain should be given the authority to make minor changes in the operation within a short period of time. The chief has to be kept informed of the progress and what steps are being taken. The captain has a responsibility to the two other captains and seven lieutenants to keep them informed in a timely manner. A major concern would be the 128 police rank in file members knowing about changes to take place and middle managers and above hearing about the changes from the subordinate officers.

IMPROVED TECHNOLOGIES

Considerations must be given to improving technologies that will reduce the amount of career patrol officers from voluntarily resigning their positions. A method of charting an officer's work activities and frustration points that are detected must be regularly discussed with the officer. Certain turning points of dissatisfaction should be concentrated on more than recruitment efforts. Retention should be strongly encouraged throughout the department.

Traditionally, law enforcement officers have taken orders, followed procedures and have not been involved in policy setting decisions. In order to promote greater organizational stability cross communication devices must be established to address critical issues of the patrol officer. Officers must be appraised of the fact that comparatively few personnel are needed in supervisory positions relative to the total number of personnel in a police department. Providing a new patrol officer with such cogent information could possibly diminish future dissatisfaction and lower the rate of turnover. The patrol officer, knowing that his career will, for the most part, always be in patrol, will re-arrange his priorities and begin specializing in different aspects within patrol.

With the use of effective training tools, Human Resource Management techniques can provide guidance for the career patrol officer. Groups of patrol officers that have different interests can be developed into an effective patrol team. This type of understanding by the patrol officer will enable him to continue in the profession with pride and a fuller understanding about the position he fulfills in the department. The personal achievement will bring about organizational commitment and job security.

VII. SUPPORT DOCUMENTATION

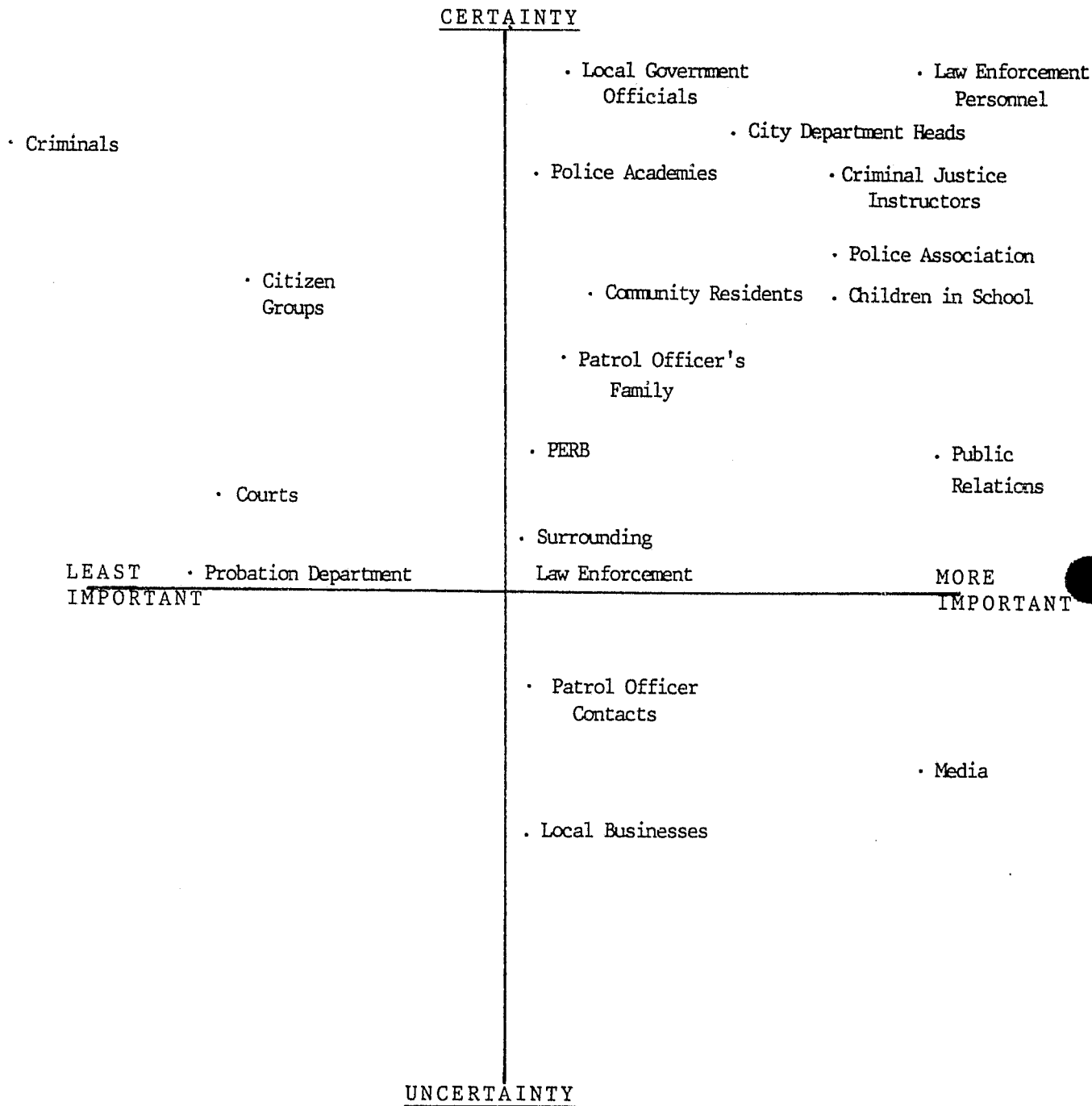
NOMINAL GROUP MEMBERS

1. Alex Carter, Vice President for Operations/
Human Resource Management Director
2. William Davenport, Police Officer
3. Ann Hardwick, Police Officer
4. Gary Kamm, Police Lieutenant
5. Fred Koch, Police Captain
6. Michael Kolb, Police Lieutenant
7. Michael Lordanich, Chief of Police
8. Brian Mulherin, Attorney

STAKEHOLDERS

Law Enforcement Personnel
City Department Heads
Local Government Officials
Community Residents
Local Businesses
Police Academies
Criminal Justice Instructors
Public Relations
Surrounding Law Enforcement Agencies
Patrol Officer's Family
Personnel Employee Retirement Board
Criminals
Courts
Probation Department
Police Association
Media
Citizen Groups
Patrol Officer Contacts
Children in School

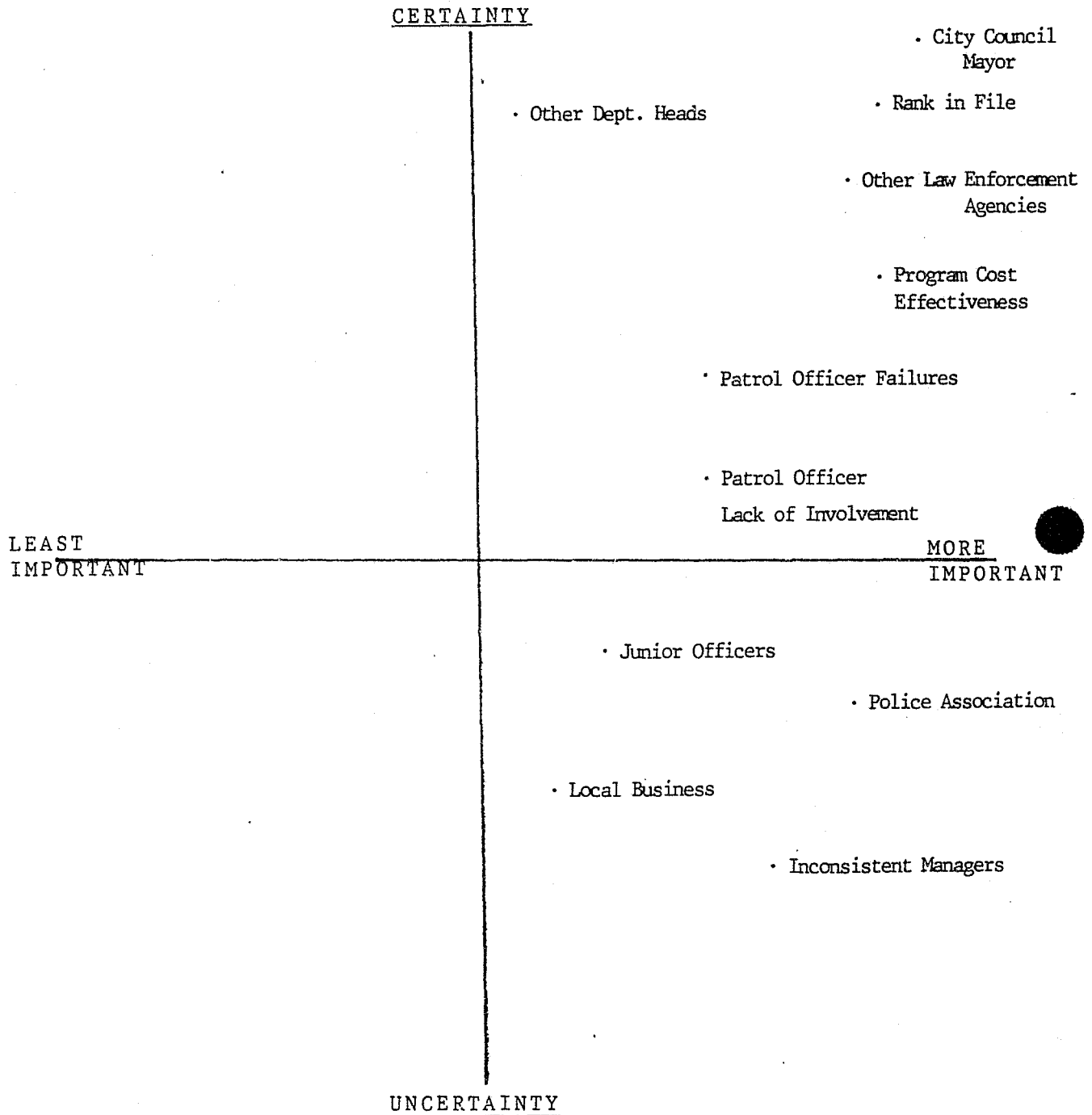
PLOTTING STAKEHOLDERS



SNAILDARTERS

Other Law Enforcement Agencies
Patrol Officer Lack of Involvement
Patrol Officer Failures
Junior Officers Filling Less Desired Shifts
City Council - Mayor
City Manager
Police Association
Local Businesses
Management Being Inconsistent
Rank In File Attitude
Other City Department Heads
Program Cost Effectiveness

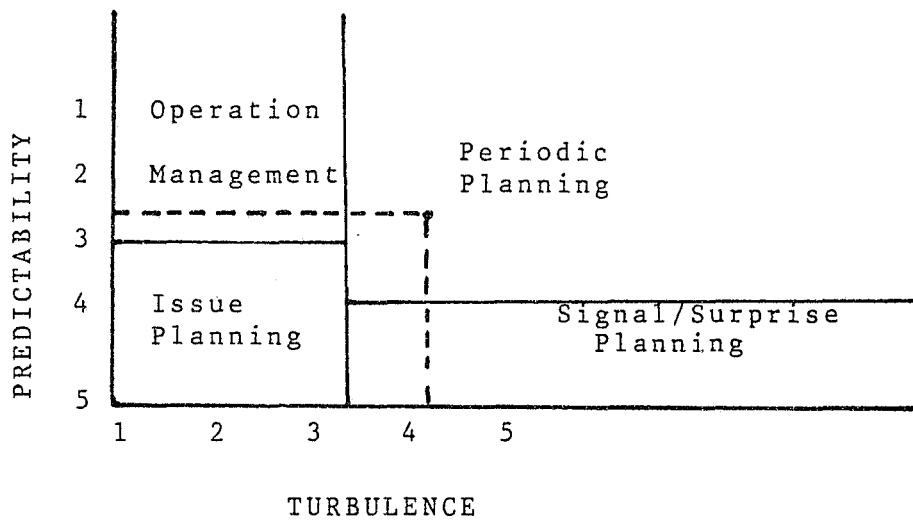
PLOTTING SNAILDARTERS



PLANNING SYSTEM

The examining group looked at two dimensions of a planning system.

<u>TURBULENCE</u> <u>NUMBER OF CHANGES</u>		<u>PREDICTABILITY OF FUTURE</u>	
No changes	1	Occurring Regularly	1
Few Changes	2	Forecasted by Trends	2
Regular Changes	3	Predictable Threats	3
Many Changes	4	Predictable Indications	4
Continuous Changes	5	Unpredictable Surprises	5



PREDICTABILITY 3.3

TURBULENCE 4.3

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