Maximizing Police Officer Retention

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The Best Way to Reduce the Demand on Recruiting

Keep the Ones You Have!
Calculating the Cost of Turnover

- Separation Costs
- Recruitment Costs
- Selection Costs
- New Employee Costs
- Other “Soft” Costs
Factors Contributing to Turnover

• Externally
  – Economy: They Leave Because They Can!

• Internally
  – Immediate Supervisor: Greatest Influence
    “People Don’t Quit Jobs, They Quit Bosses”
Factors Contributing to Turnover:

- Salary
- Career Growth/Better Opportunity
- Unmet Job Expectation
- Inadequate Feedback
- Insufficient Recognition
- Inadequate Training
Why Employees Stay

- Stay Interviews
- Identity Factors “Pulling” Employees In
- Identity Traits in Persons Who Are Likely to Fit or Stay
- Find What Employees Want and Provide It
Core Values

• Retention Begins *Before you Hire*

• Core Values Identified
  – Goals Determine Where You’re Going, Values Determine How You Get There
  – Fail to identify Core Values and You’ll Continue to Make the Same Hiring Mistakes
Organizational Fit

- Person – Organization Fit (P/O Fit)
  Realistic Job Preview

- Person – Culture Fit (P/C Fit)
  Behaviorally Based Interviews

- Person – Person Fit (P/P Fit)
  Background Investigation
Employee Pyramid

- Meaning (Transformational) creates inspiration.
- Recognition (Success) creates loyalty.
- Money (Survival) creates base loyalty.
Increasing Retention

• Make Supervisors Accountable
• Competitive Salary/Flexible Compensation
• Enhance Recognition
• Career Development
• Career Assessment/Counseling
Increasing Retention – Cont.

- Environmental Strategies
- Work Experiences (Cross training, Shadowing)
- Caring Environment
- Create Meaningful Causes
Everything Matters!!!