

Avoiding the High Cost of Turnover



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Merle Switzer
Management Fellow
Switzer Associates...Leadership Solutions

Project Overview



- Establish R & R Advisory Council
- Survey of Literature
- Survey of Academy Recruits
- Survey of Recruiters
- Survey of Symposium 2001 Attendees
- Focus Groups – Subject Matter Experts
- National Conferences & Training
- 2005 Recruitment and Retention Symposium
- 2006 Recruiter Seminar

Satisfied Expectations = Retention
Unmet Expectations = Attrition

Agency Switching

- **22.4** % of CA peace officers have changed agencies at least once
- Since 2000, 3-4% of all peace officers change agencies each year
- 1st agency change:
 - 25% within 1.5 years
 - 50% by 3.2 years
 - 75% by 8.5 years



Officers Who Leave Profession

- All officers in POST database in 1979 or later
- Left employment as an officer
 - 5,140 less than 1 year
 - 4,788 left between 1 and 3 years – 1,626
 - 4,715 left between 4-6 years – 1,572
 - 6,325 left between 7-10 years – 1,581
 - 7,244 left between 11-15 years – 1,449



Sources of Officer Attrition*

Agency Size	Retirement	Disability/Medical	Dismissal	Other
Small	20%	6%	15%	59%
Large	49%	5%	9%	36%

*U.S. Department of Justice, Office of Justice Programs, Hiring and Keeping Police Officers, <http://www.ncjrs.org/pdffiles1/nij/202289.pdf>, (Last viewed, 31 January 2006) 47.

Reasons Employees Leave

- Poor or ineffective supervision or management
- Unmet job expectations
- Employees not feeling valued
- Lack of coaching and feedback on performance
- No opportunity for advancement...upward or laterally
- Stress due to job demands/work-life balance
- Compensation

Growing Trend of Workforce Planning

Considers:

- Full employment cycle
- Recruitment
- Hiring
- Training
- Retention
- Succession Planning

1 - Develop Effective Supervisors & Managers

- MBWA
- Use coaching model of interaction
- Recognize good performance
- Treat people with dignity & respect
- Avoid micro-managing
- Help others see their value to org.
- Use good listening skills

2 – Develop an Employee Friendly Culture and Policies

- Provide flexibility
- Allow input & keep employees informed
- Developing a sense of camaraderie/team building
- Clear performance expectations (especially for new employees)
- Provide performance feedback
- Equal access to promotional processes
- Casual dress



3 – Develop a Retention Plan

- Assigning responsibility for developing the plan
- Include executive level support
- Conduct research
 - What do employees appreciate?
 - What causes them to think about leaving?
 - What would cause them to delay retiring
- Prepare people for promotion
- Military Retention Specialist

4 – Engage Employees

- Ask for meaningful input
- Listen to their input and act when appropriate
- Encourage ownership
- See them as key stakeholder
- Involve them in problem-solving
- People support what they help to create!



5 – Improve Communication

- Communicate often
- Communicate in different ways
- Be accessible
- Listen...don't just talk
- Be proactive with negative issues
- Admit mistakes
- Increase information during times of change



- Look for ways lateral and upward growth
- Help them see the “BIG” picture
- Allow learning opportunities



6 – Develop Staff

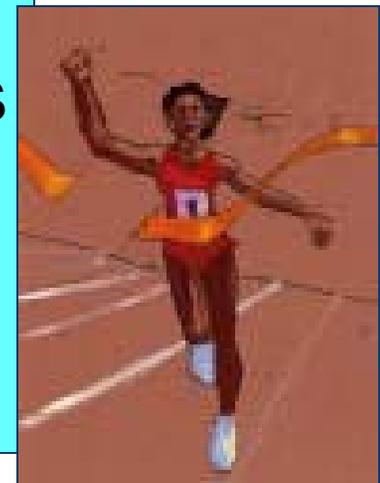
- Employees want challenging work & a rational/enriched environment
- Allow them to fill-in behind supervisors and others



6 – Develop Staff

7 – Improve Operations

- Challenge tradition
- Improved operations can lift morale
- Develop a sense of pride
- Benchmark best practices
- Use a peer review of selected areas
- Organizational Improvement Committee
- Close the gap



8 – Address Cost of Housing Issues

- Strive to keep officers in jurisdiction
- Coastal Housing Partnership
- Creative financing
 - City paid down payment
 - Low interest rates
- Bunk Rooms in Stations



Avoiding the High Cost of Turnover - Switzer

Contact Information



Merlin E. Switzer

(916) 788-1094

www.SwitzerOnLeadership.com

NOTE: Replication of this material must include reference that this material was based on work funded by the California Commission on Peace Officer Standards and Training.