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The evolution of law enforcement : the generational differences of the new police officer and how to attract them to your agency

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THE EVOLUTION OF LAW ENFORCEMENT:
THE GENERATIONAL DIFFERENCES OF THE NEW POLICE OFFICER
AND HOW TO ATTRACT THEM TO YOUR AGENCY

BY

MARK ANTHONY BANKS

Master's in Human Resource Management

University of Richmond

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ABSTRACT

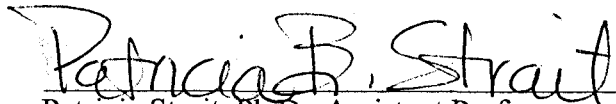
The primary purpose of this study was to enhance the knowledge of the generational differences in the law enforcement profession. With this knowledge, it is hopeful that agencies will change their current recruiting strategies and gear them towards today's new generation of law enforcement officer. The overall goal of this study was enlighten Henrico County and Chesterfield county administrators of concerns facing employee recruiting within law enforcement so proactive efforts can be taken to curb ineffective and outdated recruiting strategies and methods.

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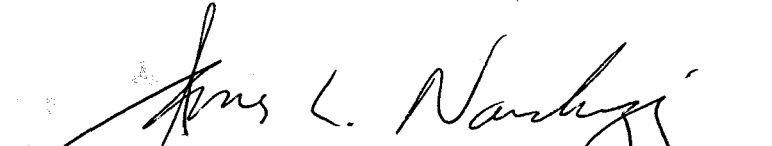
I certify that I have read this thesis and find that, in scope and quality, it satisfies the requirements for the degree of Master of Arts/Master of Science.



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THE EVOLUTION OF LAW ENFORCEMENT:
THE GENERATIONAL DIFFERENCES OF THE NEW POLICE OFFICER
AND HOW TO ATTRACT THEM TO YOUR AGENCY

By

MARK ANTHONY BANKS

B.S., Saint Leo College, 1994

A Thesis

Submitted to the Graduate Faculty

of the University of Richmond

in Candidacy

for the degree of

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I. INTRODUCTION

Rationale for Selection

Reasons for Selecting the Specific Topic

The topic selected studies the new police officer and how difficult it is for law enforcement organizations to recruit them. This difficulty is due to the differences in the career expectations of younger officers compared to current and veteran officers. This study also looks at the organizational expectations of the newer officers, factors that attract officers to their respective police departments and how this may differ by generation. Specifically, the writer's interests are in determining what an organization can do to recruit potential candidates, what to expect of a new recruit, and how this affects manning requirements for local jurisdictions. The organizational focus concentrates on law enforcement agencies. A personal interest regarding the mindset of new employees began specifically after being promoted to Sergeant in 1993. I have witnessed a difference in the performance, work ethic, and ability of new and junior officers and how they respond to the stressors of the job and to constructive criticism from both supervisors and senior officers. I have observed this since becoming a supervisor with the police department as well as my managerial and supervisory experience with younger Air Force personnel during my military career. My curiosity centers on how an officer in today's society may differ from previous generations in their upbringing and life experiences and how this affects their work ethic and expectations. Over the past ten years, I have witnessed state and local law enforcement agencies lose

massive amount of their employees for reasons other than retirement or termination. What has changed with law enforcement that would cause a shift in job perceptions by today's generations? Is it the job, agency, or a change in the mindset of the new generations? As an ethics instructor, I have the opportunity to train, question, and stimulate dialogue with today's recruits. My initial impression is that they are just as eager, and as capable of performing the job, as I was when I started my career in law enforcement. It is my belief that most police departments can formulate a strategy if they truly understand what motivates today's generations. As a student, I want to discover what motivates officers to pick a certain department over others, their recruitment expectations, and what an organization can do to recruit the best candidate. As a police supervisor, I want to help my organization recruit exemplary applicants, understand what motivates and challenges newer officers, and to positively affect my organization.

Reasons for selection of organization

The organizations selected to study are the Henrico County, Virginia Division of Police and the Chesterfield County, Virginia Police Department. The participants for my study are all sworn officers assigned to both police departments. Utilizing both departments will provide a wide cross section of opinions from various generations. All sworn officers are simply those personnel who have the authority to arrest, apprehend, and perform all police functions. These officers may be assigned to various components in either Police department, such as Investigative, Patrol Functions, Specialized positions, and various managerial positions. Some primary functions are vehicular crash

investigation, traffic and criminal laws enforcement, and the primary investigation of property crimes, robberies, or Homicides. The listed sample will provide employees who are more diverse in age, background, and race. It will also provide a broader scope of viewpoints and insight in regards to what serves as motivators for selecting a specific agency.

Significance of the Topic

Determining what factors influence the recruitment of law enforcement employees is significant for many reasons. Most agencies in the Richmond area are experiencing an enormous shortage of personnel and are looking for new ways to recruit young talent. An individual is eligible to become a police officer at 21 years of age. Competing with the private sector for this talent has always been keen and some officers bounce from one agency to another counting on “a better deal”. The loss, or turnover of an average officer is somewhat expected, but when an agency begins to lose “quality” officers to other agencies or other careers, there is a problem with that current agency and their recruiting and retention strategies. Law enforcement is a profession that relies heavily on good teamwork, sound judgment, and reliable personnel during periods of increased stress. The loss of sharp and trustworthy officers leads to low morale, and the decline of productivity of the remaining officers. (Phillips, 1987, 20). Employees are a public safety agency’s chief investment. Each time an employee leaves an agency, an investment has been lost and productivity declines. Estimated expense attributed to

turnover, including the tangible and intangible costs, ranges between 50 and 200 percent of an employee's annual salary (Gray, 2004).

Another reason why this research is significant is the fact that local government employment is one of the fastest growing sectors in the United States. In the year 2002, it was estimated that over 11 million people were employed as members of this workforce. The number of people represented an increase of over 20 percent of employees between 1992 and 2002. A continued increase of employees was suggested based on the continued transfer of federal power to state and local governments (Ellickson, 2002, 343). Since September 11, 2001, the need for a more secure environment and increased vigilance for nuclear, chemical and biological attack has increased the need for more law enforcement officials. Finding, attracting, recruiting, and hiring the right type of individual is more crucial then ever before.

The training and development of a new police officer partially occurs in a seven-month academy. The over whelming majority of the job essentials occur through on-the-job experience. The Field Training Officer, or FTO, picks up where the academy left off and exposes the new officer to the realities of the job. The lack of a qualified applicant or a subject that is below an agency's standard of qualified and productive employees hampers this training from occurring for the good of the organization. Organizations that ". . . care about their human assets induce potential and incumbent employees to come and stay" (Wagner, 2001, 63).

I believe the topic of understanding motivating factors of employees is significant to managers in any profession, and it is not limited to law enforcement supervisors. It is a logical assumption that most managers, in any profession, want their organizations to succeed. An organization's success is a manager's success. Employees are the people who get the job done. Without employees, the work is not completed and this could lead to the potential failure of the organization. People are motivated in various ways. Understanding what motivates today's employee can assist any agency in determining how to attract the right person to the right job. It is hopeful that the right candidate will join the organization and remain employed for their entire career.

Delimitations

The primary purpose of this study was to enhance the knowledge of the generational differences in the law enforcement profession. With this knowledge, it is hopeful that agencies will change their current recruiting strategies and gear them towards today's new generation of law enforcement officer. The overall goal of this study was enlighten Henrico County and Chesterfield county administrators of concerns facing employee recruiting within law enforcement so proactive efforts can be taken to curb ineffective and outdated recruiting strategies and methods.

The study will include all sworn officers from the Henrico County Division of Police and the Chesterfield County Police Department. Because both are government agencies, salaries will be compared, but other financial issues that may influence recruitment will not be covered, including recruitment bonuses and salary negotiations. Defining the

differences that exist with each generational group would help as it relates to recruiting locations, strategies, and the employer's expectations. Different generations require different recruiting strategies. One of the purposes of this thesis is to find what factors attract each particular generation to the law enforcement profession, what their key likes and dislikes are, and to develop a recruiting strategy that will bring the right talent to the job.

Clients

The Henrico County Division of Police is a professional law enforcement agency that has achieved both national and state accreditation. The Division was established in 1935 and is one of 33 county agencies which functions within a County Manager form of Government. All agency heads report to the county manager, and the county manager reports to the five members who make up the County Board of Supervisors. Division senior level management, known within the Division of Police as the Executive Command Staff, is comprised of the Chief of Police, Deputy Chief of Police and three Operational Majors. Each Operational Major is responsible for command and control of their respective sections, but the Chief of Police is the primary decision maker and maintains final authority on Division related matters.

The Division of Police is a paramilitary organization with a strong organizational culture. The Division of Police is authorized to employ 774 personnel: 544 sworn police officers, 56 sworn civilian, and 174 non-sworn civilian personnel. However, due to

retirements and a reduction in the number of qualified applicants from which to draw from, the Division currently employs 743 personnel: 540 sworn police officers, 50 sworn civilian, and 153 non-sworn civilian personnel. Division personnel are committed to maintaining the highest standards of individual and organizational integrity. The Division uses community policing and problem solving strategies to provide quality service to the estimated 271, 083 citizens of Henrico County. In order to be effective, Division employees must subscribe to the Division's mission statement, values and objectives. The Division of Police values, ethics and goals can be found in its mission statement: "Our mission, as a nationally accredited law enforcement agency, is to provide quality service to our citizens and community through honor, professionalism, commitment, compassion and accountability" (Division of Police Directives Manual, 2004). The Henrico County Division of Police is a large county government agency that is responsible for providing quality emergency and non-emergency services. The Division of Police functions under a bureaucratic structure where the degree of formalization is high. High formalization is achieved through written policies, procedures, regulations and directives.

The Chesterfield County Police Department is a professional law enforcement agency that has also achieved both national and state accreditation. The Department was established in 1924 and functions within a County Administrator form of Government. All agency heads report to the county administrator, and the county administrator reports to the five members who make up the County Board of Supervisors. Senior department

management, known within the Department as the Executive Command Staff, is comprised of the Chief of Police, two Deputy Chiefs of Police, one for operations and the other for services and four Operational Majors. Each Operational Major is responsible for command and control of their respective sections, but the Chief of Police is the primary decision maker and maintains final authority on all Department matters.

Chesterfield County is also located in Central Virginia. It is approximately 437 square miles in size and has a population of over 307,000 citizens (McAllister, 2006). The City of Richmond and the counties of Charles City, Goochland, Hanover, Henrico and New Kent border the County.

The Chesterfield County Police Department is fully accredited by the Commission for Accreditation of Law Enforcement Agencies (CALEA). There are 453 sworn law enforcement officers employed by the department. The various components of the Police Department consist of the Uniform Operations Bureau, the Investigations Bureau and the Special Investigations section. The Department's values, ethics and goals can be found in its mission statement: "The mission of the Chesterfield County Police Department is to provide a professional and unbiased response to the needs of the community. It is the Department's goal to establish a partnership with the citizens in achieving a "First Choice Community through Excellence in Public Service." The Chesterfield County Police Department is a large county government agency that is responsible for providing quality emergency and non-emergency services. It functions under a bureaucratic structure

where the degree of formalization is high. High formalization is achieved through written policies, procedures, regulations and directives.

II. RESEARCH OF THE LITERATURE

Generational Competencies

In conducting the research for my thesis, the topic of culture and branding continuously appeared in every book, article or journal that I reviewed. The importance of establishing who you are as a company, or your brand, is crucial to attracting the right potential hire. Many employers focus on their successes in the past rather than where they plan to be in the future. Instead of tradition, where is the talk of innovation? (Lancaster & Stillman, 2003, 152) To understand your new recruiting strategy you must first understand just whom you are trying to recruit. There is a mixture of generations in the workplace that has various values, expectations, and work ethics. Employers have the unavoidable task of catering to each of these groups to attract them to the job. The various generations that are in today's workplace must be defined so that positive steps towards recruitment can be addressed.

Generations Defined

The law enforcement profession is dominated by two generations of police officers: Baby Boomers and Generation X. Those individuals born between 1946 and 1964 characterize the Baby Boomer Generation. Individuals born between 1965 and 1981 are classified as Generation X. Generation X grew up during the time of globalization, MTV, AIDS, and the fall of communism (Robbins, 2001). Because they grew up during the time when computer technology heightened, Generation X is more computer literate

than their Baby Boomer counterparts are. Generation X, also commonly known as the “latchkey kids”, also grew up in families where both parents worked, the divorce rate was high, and the generation spent a lot of time alone playing video games and fending for themselves. It is for this reason why Generation X is assessed to be extremely independent, have difficulty working in teams, prefer to work alone, and maintain the “look out for number one” mentality (Rodriquez, Green, & Ree, 2003).

Unlike ten years ago, law enforcement agencies today face a big problem with recruiting suitable candidates. The problem that exists is that the new generation of candidate has different morals, values, and a work ethic that are not entirely compatible with those of the recruiting agencies. Therefore, law enforcement agencies nationwide are scrambling to search for ways to recruit qualified applicants.

Another issue that hampers recruitment of quality applicants is that by nature, law enforcement agencies are paramilitary organizations with a rigid structure. Generation X has a problem with bureaucratic structure (Foley, 2000). Whereas Baby Boomers work ethic includes a sense of duty, commitment, obedience, and the idea that they will be in their chosen profession for the long term, Generation X questions work issues, conditions, management techniques, and authority. Generation X values time off, are willing to relocate, and they view work as something that compliments their life. Shift work, which is an unpleasant fact for law enforcement officers, is problematic for Generation X. The work ethic of Generation X has come into conflict with the traditional police structure (Mineard, 2003).

A third generation of officer that has recently entered the profession of law enforcement is Generation Y, or sometimes referred to as the Millennial or Net Generation. Individuals in this generation are between 18 and 23 years of age. Many individuals in this generation grew up in single-family households or in blended families, which consequently may be the reason why this generation embraces cultural diversity more so than their Boomer and Generation X counterparts. Like Generation X, Generation Y spent a lot of time alone and therefore had to learn to fend for themselves. Generation Y developed a sense of independence at an early age, and it is for this reason that it is assessed that Generation Y is resistant to rules, procedures and structure. Generation Y also views loyalty to their employers as a thing of the past; an attitude developed as a result of seeing their parents laid off during corporate downsizing during the 1980's and early 1990's. Other characteristics of Generation Y include interest and proficiency in technology, a high degree of confidence, and sometimes an overblown sense of entitlement (Izzo & Withers, 2001). In order to recruit, retain and keep this generation engaged employers must provide the mentorship, training, and management attention that this generation longs for and demands.

It should be noted that a few members of the Veteran generation still exist in the law enforcement workplace. People born between 1922 and 1943 represent the Veterans, or Traditionalists, group. Sometimes referred to as "the greatest generation" (Brokaw, 1998, 2), this group grew up in the Depression and World War II eras. Some of the core values that are associated with this group include dedication and sacrifice, hard work, conformity, law and order, respect for authority, duty before pleasure, discipline, loyalty

and conformity (Zemke et al, 2000). To Veterans, being labeled a company man is considered the highest compliment. For this generation of workers, the job and the company came first in their “one company, one career philosophy” (Harris, 1996, 7). Motivators for the group are stability, respect, sincerity and traditional job-related benefits. “Older employees often are very customer-oriented. What has been discovered with this age group is that they excel in interaction with the customer. You're not going to have happy customers if you don't have motivated associates” (Berta, 2004, 5). Veterans are positively known for their dedication and hard work. They are detail oriented and take pride in their work. Liabilities associated with them include their resistance to change (i.e. technology) and avoidance of bucking the system. Veterans are respectful in their view of authority. If these members seem to be tight with a dollar and avoid risk, it is due to the feeling that banks are untrustworthy and that it is not wise to spend money frivolously (Zemke et al, 2000, 34). The Veterans group is considered composed of two halves. Those born before 1930 are the pace setters for the generation, the younger members have had to live in the shadows of their older brethren. The Sandwich group, for which the younger Veterans are known, are called this because of their positions, both historically and demographically, between both the older Veterans and the Baby Boomers (Zemke et al, 2000, 35). This group has grown up with no real sense of generational place, feeling unworthy of Veteran status and unwilling to call themselves Boomers (Zemke et al, 2000, 35).

Determinants Affecting Recruiting

A key factor that is undeniable in its affect on recruiting is the shrinking labor pool. There are currently 76 million Baby Boomers in the workforce today and that number is shrinking drastically due to retirements. (Robbins, 2003) Departments had the luxury of selecting from a large pool of applicants with minimal recruiting efforts and without concern of low turn out. As the massive retirements by Baby Boomers loom, so too does the rapid reduction of eligible applicants. There are fewer then 10 million Gen Xers to replace the Baby Boomers in the job market. This presents a glaring contrast from previous applicant pools. Baby Boomer's started retiring as of 2006 and the numbers continue to climb. (Robbins, 2003) The workforce, both public and private, has become stagnant in its regard to recruitment tactics and strategies and is now paying the price for failing to adapt to the ever-changing workforce. As discussed above, Generations X and Y are known to question authority and have different views of loyalty than previous generations. How do departments recruit personnel from these generations who are vastly different then their predecessors?

The Police Hiring Process

If there is one thing that most police departments across the country have in common, it is their drawn out hiring process. To ensure that they are hiring honest, law-abiding citizens, departments must put new applicants through a rigorous entry process. The process begins with a written test that challenges an applicant's memory, perception,

decision making, and test taking ability. After the initial cut is taken from this process, a physical agility process is then given to the applicants. The agility test will challenge a person's ability to manipulate a weapon, carry another human being to safety, assess their current physical abilities (i.e. pushups, sit-ups, running, climbing etc), and their ability to follow directions. Afterwards, a new applicant is scheduled to be interviewed by a panel of police personnel, civilians, and psychiatrist. The applicant is asked a series of questions about their past, present, financial situations, and resume. A polygraph or lie detector test is given to ensure that the applicant is being truthful. Next, a background check is conducted. In this phase of the process, detectives will go to the person's current or previous place of employment, residence, family, and friends to ask them questions about the aspiring police officer. A driving history, credit history, employment history, and criminal history is gathered on the individual to ensure that there are no lingering judgments, charges, or negative information that would preclude anyone from continuing through the process. After this entire process, which last approximately six months to a year, the person participates in a final oral interview with the Chief of Police. If the Chief likes what he or she sees, the person will be given a conditional letter of employment. The timeframe of the academy and expectation letter will be given to the applicant. One can imagine that a person who is in need of employment quickly will not have the time or patience to wait through this process. Others tend to drop out at the beginning of the academy due to the added pressure of a military style setting, and conflicting expectations. A drawn out process increases the likelihood that an applicant will search elsewhere for employment, including the private sector. A suggestion would be to offer

conditional employment while awaiting the background results. Put the applicant to work filing away papers, or some mundane task that will keep them at the agency instead of searching elsewhere due to the uncertainty of gaining employment.

Employee Value Proposition

Employee value proposition is defined as “ a persuasive statement of what you have to offer aimed at appealing to a particular generation of recruits that is focused on the audience, not on the organization” (Lancaster et al, 2002, 164). Unfortunately, most employers focus on what they can do to attract customers rather than potential employees. In the public safety sector, the customers consist of the citizens of that jurisdiction and the local government. Some of the recruiting methods (i.e. newspaper ads, recruiting in local colleges, etc) that were utilized in the past are outdated and geared towards previous generations. With the prevalence of technology, the web, text messaging and Ipods, employers should look to utilize the things that interest today’s talent. One example of this is the U. S. Army’s recruiting strategy after the Vietnam War. Vietnam was unpopular and when the Generation Xers came along, a completely new approach had to be formulated. The Army realized that this new generation was more independent (latchkey kids) and had no heroes that they could call their own. In 1981, the slogan “Be all that you can be” was created to entice Xers to join. This concentrated on the individualism of this new generation and was a tremendous success for the military (Lancaster, et al, 2002, 165). The Army again adapted when it was faced with dismal

recruiting numbers for three out of five years between 1995 and 2000. The Millennials (Generation Y) had arrived and did not feel that had to join the military to “Be all that they could be”. The Army studied the values of this new generation and came up with the slogan “The power of one”. This also proved to be successful. (Lancaster et al, 2002, 165). Law enforcement must shift its focus and strategy from a one-size-fits all approach and send the message that caters to the values of each generation. While this approach is not an easy one, these are not easy times in regards to recruiting.

Police Recruiting Methods

Due to the lack of applicants or those interested in law enforcement, police agencies have changed their previous recruiting methods. Some police departments are hiring marketing companies, using the Internet or going to shopping malls to find recruits. In Seattle, the State Patrol is buying adds on Metro buses and billboards at Qwest and Safeco fields. Des Moines, Iowa Police Department began offering \$2,000 signing bonuses for officers with previous law enforcement experience and \$1,000 bonuses for entry-level officers. The bonuses are necessary to compete with the private sector for new talent (Green, 2006, 1-3).

In Las Vegas, the Las Vegas Metropolitan Police Department hired an advertising and marketing agency firm to revamp its recruitment, especially of Generation Y age candidates. Currently, 75 percent to 80 percent of the department’s candidates are in its target age group, which are 18 to 25 year olds. The department found that traditional recruitment ads, racially diverse men and women in front of a patrol car with a message

communicating “Join Us” was not working. The department found that Generation Y needed quick gratification and recognition. R&R Partners developed a profile of Gen Y job seekers and examined their motivations. This research led to “Protect the City’s design and message (Zimmerman, 2007, 1-3). The site, www.protectthecity.com, consist of black and white “Cartoon Like” ads that depict officers performing various police duties. The message reads “If you’re here, its because you believe you have what it takes to stand up for a community and keep it safe” (Zimmerman, 2007, 1-3). The site drove the number of applicants, from May to October of 2006, up 101 percent and has had more than 48,000 visitors. The ad agency is also focusing on advertising in places like gyms, cinemas and gas stations. The message is very similar to the Army’s focus on the individual and what they can do to make “their” world a better place.

The International Association of Chiefs of Police (IACP) has suggested that smaller law enforcement agencies commit to a self-assessment to design a more effective recruitment and selection process. The assessment is composed of three components: 1. Exploring what you think are the advantages of working in you department, 2. Explore staff responses to the value of working in the department, and 3. Hold a focus group with staff to develop your department’s hiring priorities. Some of the questions in step one are: “Why would I want to work for this department?” “What does my department have to offer?”, and “How do I seek the most qualified individuals?”. These questions require absolute honesty in order to be effective. Once the perceptions of the hiring strengths of your agency are reviewed, staff members should be polled to see if they agree. A focus meeting to discuss the answers to the questions should be created. This meeting should

involve employees, both civilian and sworn personnel, to discuss the findings and to set up new hiring goals (Haynes, 2000, 1-6). Once these results are tabulated, a focus group should develop the department's hiring priorities. Regarding the salary of police personnel, IACP states, "A community with a positive image of its public safety is more likely to provide financial support to police programs and services" (Haynes, 2000, 14). Things such as employee incentives for successful recruitment, auxiliary officer programs, and Open House tours are things that educate the public about their local agency and will create more interest in law enforcement as a career. This reinforces the importance of the community and police partnership.

Organizational Culture

Culture is "the combination of the values and characteristics that define an organization...it drives behaviors and unites employees around a shared set of values". (Losey et al, 2005, 155-156). Culture consists of an employee's ability to fit with an organization, their fit with the job and the values associated and exhibited by the organization. Employees are not remaining with organizations due to loyalty or because of a particular supervisor. Employees are looking for an organization that has a "set of values they believe in and find satisfying" (Harris, 1996, 11). To recruit and retain Gen-X employees, it is said, employers need to offer variety, stimulation, and constant change to maintain their interest; there is a generally defined link between what the employer offers in terms of culture and what they get from Gen-Xers in return (Jurkiewicz, 2000, 57).

Based on this observation by Jurkiewicz , it would appear the members of Generation X would be a good fit for the law enforcement environment due to the variety, stimulation and change the profession has to offer. Several authors reference the expression, the right fit. They state the key to retention starts with proper recruiting. Most people know the right fit when they see it. For study and explanation purposes, it is the person whose skills, interests and core values are consistent with the needs and practices of the organization (Kaye and Jordan-Evans, 1999, 57).

One aspect of culture that appears to transcend the generations and correlates with recruiting is caring for and valuing the employees. Sources regarding law enforcement tenure show smaller agencies lose two-thirds and larger agencies lose one-third of police officers with five or fewer years of service (Koper, Maquire and Moore, 2001, 47). People want to be appreciated, respected and valued. If they cannot find this at one organization, they will leave and seek it elsewhere (Herman, 1999, S11). It is suggested employers re-recruit their employees. Research shows the importance to re-recruit employees during their first three years with an organization. This is the time when they are most easily enticed away (Kaye and Jordan-Evans, 1999, 67).

Suggested practices include the re-evaluation of recruiting effectiveness to determine ways to make an organization more attractive. Re-recruiting can do this. The definition of re-recruiting is employers looking towards their current employees as a source of future needs. They may have the solution to future problems that is grounded by their organizational training and insight. Re-recruit to enhance job satisfaction by job role changing, improving career development, changing residency requirements and

creating incentives for retirement-eligible officers to remain with the agency is encouraged (Koper, 2004, 5) These solutions may never be realized if the employees are lost to another organization.

Recruiting as a Continuous Strategy

As stated above, many law enforcement agencies were lulled into a false sense of security due to the large applicant pool that was available during the early 1990s. As applicants became scarce, agencies attempted to step up their recruiting efforts and made it a key component. Unfortunately, it was done entirely too late to be effective. Recruiting should be treated as a continuing strategy. The recruiting staff should look at trends, favorable recruiting locations, and new tactics to increase their applicant. One key mistake that most agencies make is concentrating on recruiting college graduates and ignoring older applicants or their own personnel. Recruitment and retention are inter-related when it involves a company's success both currently and in the future. Those workers who feel that they are being neglected will cease to promote their agency to possible hires. Younger generations may dislike some aspects of their older counterparts, but they respect their opinions and advice when it concerns a career.

Another key component to an organization is ensuring that it avoids misrepresenting itself simply to increase its applicant pool. Falsely representing an organization to a new hire creates false impressions and expectations (O'Conner & Fiol, 2004, 40). The employees hired under this misrepresentation may become "misfits" in the organization. O'Conner & Fiol stated, "Not telling the truth about who you are as a leader and the way

things will be done in your organization is another sure recipe for generating additional employee mismatches, dissatisfaction, and desertion” (ibid., 40).

The Harvard Business Essentials found that a clearly written job description shapes the beginning of the employee, employer relationship. This is crucial because it helps a new hire understand the mission, culture, needs, and goals of the organization (Harvard Business Essentials, 2002, 5-7). Half (1993, 41), writing in *Finding, Hiring, and Keeping the Best Employees*, wrote, “A good job description begins with honesty. To fudge a job description in order to attract candidates, who otherwise would not be interested, is to court disaster.” Half stated that after the reality of the job sets in, turnover would occur. Half also notes that job descriptions should be updated regularly (ibid., 43). When discussing the importance of updating job descriptions, Harvey (1996, 18) stated, “Law enforcement agencies must involve line-level employees, who will have firsthand information on how their jobs are evolving.”

When a person accepts a position based on the job description, they engage in a “psychological contract” with the organization. Although this is not binding and can be changed, this establishes what the new hire expects to give and receive from the organization. An accurate psychological contract helps the socialization periods and builds trust; a poor contract begins the period of mistrust and possible turnover (Branham, 2001, 99-100).

According to Boomer (2004, 22), to attract quality people, a company must have a clear and well-communicated vision. The new hire should clearly understand the company’s culture. To accomplish this, an organization should utilize a concise and

well-written plan. It should also ensure that he or she understands the strategic plan. A potential new hire should also state any personal goals based on the overall plan. When this is done, the new employee will already feel connected to the organization (ibid.).

Brahnam (2001, 54-55) believed that talented people wanted to be a part of something that they believe in. Recruiters have a difficult time recruiting employees that believe they are making a difference at their current job. To win these employees, employers must make them feel they will make more of an impact, and be challenged with the new organization. People want more than financial rewards. Police officers, like other public service employees, are motivated by factors other than money. Houston (2000), who in his research of motivation, found that public service employees are motivated by a sense of service, not reward. Public service employees generally have a feeling of a “call for duty.” Houston wrote, “Government employees generally have been found to rate intrinsic rewards more highly than private sector workers” (ibid., 713-714). They want to believe in something. A clearly stated vision and objective allows a company to give the recruits something to believe in (ibid.). This is key to the culture and reputation of any organization.

III. METHODOLOGY

Research Questions

There were three questions asked in this thesis “Are work values for police officers in different generations different than their generational cohorts (as reported in the previous literature)?” “Are there different work values across generations in the Chesterfield and Henrico police departments?” “How much of an impact does salary and benefits have on one’s decision to become a police officer?”. Do older generation police officers place less emphasis on salary and benefits than younger generation officers in their decisions to become police officers?”

After reviewing both departments and various literature concerning generations, and recruiting methodology, three hypotheses were established:

H₁ – The values of police officers will differ from those of their generational peers in the private sector.

H₂ – Each generation will have different work values and work ethics.

H₃ – Younger generations will expect more financial incentives than their older counterparts who will place more emphasis on benefits.

Research Methods

The key aspect of the research process consisted of developing and administering a survey to sworn police officers and police recruits in both Henrico County and Chesterfield County. The survey was developed and administered in conjunction with Scott Edwards. Church's and Waclawski's (1998) book, *Designing and Using*

Organizational Surveys: A Seven-Step Process, was utilized to provide the model for developing the survey with their seven-step approach, which includes pooling resources, designing and developing the survey, communicating objectives, administering and improving the survey, analyzing and interpreting, delivering results, and transferring and action planning.

Step 1: Pooling Resources. The first step of survey design involved developing objectives for the survey and gathering organizational support. The objective forms the foundation for the survey and starts the process for developing support within the organization. The survey sample included 955 sworn police officers and police recruits in both the Henrico County Division of Police and the Chesterfield County Police Department, which is a neighboring jurisdiction that is very similar to Henrico County. Administering the survey to both jurisdictions provided a larger sample of police officers and increased the researcher's chances of being able to generalize data to prove or disprove the second hypothesis. Sworn police officers include all individuals who are sworn to enforce the laws of the Commonwealth, to include those of varying ranks (Police Officer, Detective, Sergeant, Lieutenant, Captain, Major, Lieutenant Colonel, and Colonel) and assignments (Administration, Uniform Operations Bureau, Investigations Bureau, and Operational Support Bureau). Police recruits are individuals who have been hired by one of the two departments, but are still in training to become police officers and have not been sworn in by the courts. The purpose of this survey was to identify characteristics of different generations within law enforcement and to determine whether generational differences play a role in the recruitment and retention process. The survey

asked a variety of questions to assess the generational perceptions of the different organizations and to assess individual opinions and attitudes on generational issues, recruitment, and retention within the two departments. The survey was administered in both an online and written format. The online component utilized eListen software that had web based options to allow for survey delivery both internally on Chesterfield County's Intranet and externally on the Internet. Although electronic delivery was the preferred method, a paper-based survey was also used. There were several rationales for using the two formats. First, the dual approach provided the most flexibility in administering the survey, which should have increased participation in the survey. Having the survey on Chesterfield County's Intranet allowed Chesterfield's patrol officers in the opportunity to respond to the survey from their patrol vehicles and allowed for greater access to the survey. The Internet option allowed officers from both Chesterfield County and Henrico County to respond to the survey from any computer with access to the Internet, either at work, home, or any place in between. The Intranet and Internet options gave survey access to a minimum of 75% of both departments. The paper-based format was intended to give those without immediate access to the Chesterfield County Intranet, Henrico County Intranet, or Internet a viable option for participating in the survey. This group primarily consisted of Henrico County's patrol officers who, like Chesterfield County's patrol officers, had computer access in their cars, but did not have access to either the Chesterfield County Intranet or Internet while in their patrol vehicles. Having both electronic and paper-based options gave the entire sample the opportunity to complete the survey. The second reason for using both options

was to account for individuals who were uncomfortable with online delivery for one reason or another. These individuals could print out the survey and mail it back through departmental mail to one of the two researchers after completing the survey. The third reason for the different options dealt with confidentiality concerns. Having multiple modes to respond to the survey provided greater anonymity for the respondents. The Internet provides a degree of anonymity for users, so those comfortable with that medium were able respond feeling relatively certain that their responses could not be tracked back to them. And, even though internal networks are routinely monitored, this researcher received assurances from both the Chesterfield County Human Resource Department and the Police Department's Information Technology Section that these responses would not be tracked at any point during the survey process. For those individuals concerned about privacy on the Internet or Intranet, the paper-based option provided complete anonymity. After receiving paper-based surveys, those results were manually entered into the survey database by the researcher who received the survey.

Participation in the survey was voluntary. An informed consent statement preceded the survey. Respondents were advised that they were free to withdraw consent and discontinue participation at any time without penalty. To insure confidentiality, neither the respondent's name nor their e-mail address was connected in anyway to their responses to this survey. The informed consent statement stressed that the researchers would not know if respondents chose to participate or not. The informed consent statement, coupled with assurances received from Chesterfield County, insured that responses were confidential and anonymous.

Several measures were taken to build organizational support for the survey. This researcher personally met with the Henrico County Deputy Chief of Police, Colonel Doug Middleton and discussed the reasons and intent for the survey. Permission was granted to proceed with the survey. Scott Edwards conducted the same process with the chain of command with the Chesterfield Police Department. Permission was also granted to proceed. Both researchers agreed prior to initiating the research that results for both the recruitment and retention efforts would be disseminated together in open presentations in both jurisdictions. Each of these measures was taken to build organizational support for this research.

Step 2: Designing and Developing the Survey. After completing a review of the predominant literature on generational differences and retention, designing and developing the survey was an easier task. This researcher worked with Scott Edwards to compile the instrument. There were four basic components that needed to be measured by the survey which consisted of sample demographics and organizational and individual opinions on generational competence, recruiting, and retention within the two departments. The survey consisted of a total of seventy-six questions, with nine demographic questions, twenty organizational questions, twenty individual questions, ten recruitment questions, and seventeen retention questions.

The independent variables were contained in the demographic questions. The independent variables consisted of generational grouping, department, race, rank, current assignment, time employed with current department, level of education, and family status. Of the nine demographic questions, only two questions required a response to be

able to continue with the survey in eListen. Those questions dealt with the respondent's police department and their year of birth. Department affiliation was a mandatory question because it allowed the researchers to focus on results for the specific agency being studied. This researcher would not have been able to test hypotheses three or four without having the ability to separate results between the two departments. Year of birth was a mandatory question because this research focused on generational differences, and, without knowing the birth range of the respondent, conclusions could not be drawn without this information. Paper-based surveys that did not answer these two questions were not processed by either researcher. Birth ranges were used to identify with which generational cohort the respondent most likely associated. The ranges used included those born prior to 1945 (Veterans), 1946 to 1955 (Early Boomers), 1956 to 1964 (Late Boomers), 1965 to 1976 (Generation X), and those born after 1977 (Generation Y). Other demographic questions were included in the survey so that variables other than generation could be examined as causative factors for any differences that might have been observed. To limit the likelihood that a respondent could be identified based on their responses to the demographic questions, responses were grouped to reduce the total number of possibilities. For example, five choices were used to describe race (White or Caucasian, Black or African American, Asian, Hispanic or Latino, and Other) and rank (Police Recruit, Patrol Officer/Detective, Sergeant, Lieutenant, and Captain or above); four choices were used to describe current assignment (Administration, Uniform Operations, Investigations, and Operations Support Bureau), time employed with current department (0 to 5 years, 6 to 15 years, 16 to 25 years, and over 26 years), level of

education (Completed H.S. or equivalent, Associate's Degree, Bachelor's Degree, and Master's Degree or higher), and family status (Single With No Children, Single With Children, Married With No Children, and Married with Children).

The dependent variables consisted of police officers perceptions on the generational competence of their organization, individual attitudes on generational values and beliefs, and their opinions on recruiting and retention within the two departments. The questions used to measure the dependent variables came from a variety of sources. Zemke et al. (2000) published an inventory of twenty questions in their book that attempted to measure the level of generational competence in an organization which provide a foundation for all of the organizational questions and five retention questions that were included in the survey. Several of these questions were double and triple barreled, so the questions were changed and adapted for use in the current survey instrument. For example, one question was "we take the time to talk openly about what different cohorts – and the individuals within them – are looking for on the job . . . what makes work rewarding . . . which environment is most productive . . . what types of work load, schedule, and policies work best" (Zemke et al., 2000, p. 254). This question was adapted to become: (1) The department takes time to talk openly about what you are looking for on the job and (2) The department takes time to talk openly about what types of work load, schedule, and policies work best for you. Other questions were developed through the readings of literature on the generations and turnover, while the researcher's personal observations led to other questions. One of the goals of the survey effort was to validate whether the values identified and associated with the different generations in the

predominant literature resonated with the different generations working in the police departments. The predominant research identified twenty-five values associated with the different generations:

Veteran Values:

- a. Dedication/Sacrifice
- b. Hard work
- c. Conformity
- d. Respect for Authority/Order
- e. Adherence to the Rules/Policies
- f. Delayed Rewards

Generation X Values:

- a. Technologically Literate
- b. Eager to Learn/Continuous Learning
- c. Comfortable with Change
- d. Flexibility/Informal Work Life
- e. Work-life Balance
- f. Autonomy On the Job

Baby Boomer Values:

- a. Optimism
- b. Prosperity/Personal Gratification
- c. Work Ethic
- d. Team Orientation
- e. Consensus
- f. Personal Growth

Generation Y Values:

- a. Morality
- b. Honesty and Respect
- c. Diversity
- d. Civic Duty
- e. Achievement
- f. Synergy
- g. Integrity of Leadership

A ranking question was developed using these values in which the respondents were asked to rank the top five values that related to themselves in their lives and at work. The different values were arranged in a random order so that groupings were not apparent. Additional questions were developed based on the research on the different generations. These questions covered a variety of topics to include employee loyalty, work/life issues, and technology

A variety of different question types were used in the survey to elicit responses. The majority of the questions asked were close-ended questions. Church and Waclawski (1998) define close-ended questions as those questions that are answered with “a limited number of options from which respondents must make one or more choices” (p. 67). A 5-point Likert scale, using both a frequency type scale and an evaluation type scale, provided the standard for responses on the close-ended questions. The frequency scale consisted of responses ranging from Never to Always, while the evaluation scale used both Completely False to Completely True and Not Important to Very Important response ranges. For simplicity, questions within the same category on the survey and with similar responses were grouped together in the final survey. Responses in the Likert scale ran negative to positive throughout the survey with the exception of one question (I am currently looking for another job with a different organization or organizations), which was an oversight that was not caught until after the survey was deployed. There were four open-ended questions, two in the recruitment section and two in the retention section. The open-ended questions were intended to elicit a more in-depth, thoughtful response to these specific questions. Although not counted as a question, respondents

were also allowed to add additional comments in a text box inserted at the end of the survey.

The survey was reviewed by a number of peers and colleagues as a quality control effort. Survey reviewers assisted by reviewing questions to insure they were relevant and unbiased, focused on only one idea at a time (double-barreling), and were clear and concise. The survey went through a minimum of eight significant revisions from start to finish. After going through the quality control effort, the next step involved piloting the survey to the twelve members of the researchers Public Safety University cohort. The piloting group was asked to complete the survey and to evaluate whether questions and instructions were clear, relevant, and specific. On average, individuals piloting the survey took approximately ten minutes to complete the instrument. Upon completion, these individuals were asked to return the survey with feedback, positive or negative. Feedback from the piloting led to the final revision of the survey that was entered and eventually deployed using the eListen software.

While the survey was tested and improved, it was also submitted to the University of Richmond Institutional Review Board (IRB) as part of the university mandated approval process for conducting research studies. The survey was originally submitted on September 4, 2006, for expedited review. On September 12, 2006, Dr. Kathy Hoke, IRB Chair, provided conditional approval for the survey. After initial concerns with the survey were addressed, the IRB granted full approval for the survey phase of the research on September 20, 2006. No changes were made to the survey after final approval was obtained from the IRB (See Appendix C for Survey in Final Form).

Before being officially deployed in October 2006, the survey was tested on both the Chesterfield County Intranet and the Internet by the researchers. This researcher successfully tested the survey from a home computer, an in-car computer at several different locations in Henrico County, and from several work computers. Scott Edwards conducted similar tests in Chesterfield County. After verifying that the survey worked and collected data, the test data was purged and the survey was officially deployed.

Step 3: Communicating Objectives. This researcher notified fellow supervisors throughout the Henrico County Division of Police to act as point of contacts for answering questions and promoting the survey. When the web link to the survey was sent out to the officers in both Chesterfield County and Henrico County, an introductory letter explaining the purpose of the study, methods for taking the survey, and how final results would be disseminated were provided so that the officers in the sample would buy-in to the effort (See Appendix D for a copy of this letter). Additionally, reminder e-mails were sent out weekly to all officers in the survey sample encouraging participation in the research effort.

Step 4: Administering Survey. The survey was launched in Chesterfield County on October 2, 2006, and in Henrico County on October 3, 2006. Since every member of the sample group had e-mail access through their respective departments, all communications with the group took place via e-mails from the researchers. A month later on November 3, 2006, the survey was closed. A grace period of one and a half weeks was added after the survey closed to receive any additional paper surveys that might have been sent through departmental mail to the researchers. No surveys were

received after this grace period. By the week of November 27th, all of the paper-based surveys had been entered into the web based program, so the survey was officially closed.

Steps 5 through 7 involve analyzing and delivering the survey results and forming an action plan for dealing with the issue, or issues, covered in the survey. These steps are covered in subsequent chapters in this thesis through the analysis of the data and the application of the research in the organization.

Threats to Internal Validity

Instrumentation is a threat to internal validity. The online version versus the written format provides two different formats for responding to the survey. While this increases the likelihood of getting responses, the two different formats may impact the results. The written format also had to be manually entered by both this researcher and Scott Edwards , which may lead to data entry mistakes that might impact the overall data.

Sample selection is also a threat to internal validity. Since individuals are volunteering to take the survey, the possibility exists that only disgruntled employees may respond to the survey. With the 38% response rate, it seems highly unlikely that all of those respondents are disgruntled, but the chance still exists.

IV. FINDINGS

Limitations

The data utilized in this survey is anecdotal by nature and the conclusions are the expressed opinion of the author. It should be noted that not all members of Henrico Police and Chesterfield Police responded to the survey. There are currently 453 sworn officers assigned to Chesterfield Police and 540 with Henrico leaving 993 officers. Only 362 officers responded to the survey leaving 631 non-respondents. There is no way of knowing how the other 631 officers would have responded and this could skew the data utilized in the current survey.

Research Question Findings

The predicted answers to the specific research questions were both correct and incorrect. Each research question will be discussed case by case.

Hypothesis One

Research question one asked “Are work values for police officers in different generations similar to those generations in the private sector”? The hypothesis (H1) related to question one suggested that the values of a police officer will be different than their generational peers. The survey suggests that officers tend to fall more in line with one another’s values than they do with their own generations. Looking at the top and bottom five values of Generation Y, they practically mirror the Baby Boomers and Generation X. The difference is Generation Y includes “Hard Work” and excludes

“Integrity and Leadership”. This can be attributed to the “loner” mentality that Generation is stereotypically identified. They would prefer to have respect and ethical environment but do not necessarily need the leader to be involved in the process. A suggestion why the values of police officers are not in line with their generational peers in the private sector is that police officers identify more with their role as a police officer then they do as members of a specific generation. The prediction that the values of a police officer will be different then their private sector generational cohorts was correct regarding this specific research question.

Hypothesis Two

Research question two dealt with the question “Are there different work values across generations in the Chesterfield and Henrico police departments”? The hypothesis was in line with the literature of research that suggested that each generation should have a different work value, or work ethic. The prediction was that Baby Boomers would have a “Work first” mentality, Generation X would tend to be loners, hate to work with teams, and question authority, while Generation Y would have a more “Me first” attitude. When observing the question “Which are you more loyal to, employer, profession/career, both equally, or neither” 46.59% (41) of the Baby Boomers stated that they where loyal to the profession and 44.32% (39) stated that they were loyal to both the profession and the employer. Generation X answered 49.74% (94) “Profession/Career” and 37.04% (70) stated “Both Equally”. Considering that Baby Boomers are known to be more loyal to their professions, why would Generation X have more loyalty to the profession the Baby

Boomers? Could it be that Baby Boomers are nearing retirement and now are concentrating on their lives after the career (families, vacations, etc.)? Generation Y answered very similar: 53.33% (32) answered “Both equally” and 36.67% (22) answered “Profession/Career”. The difference is not as staggering as the research would suggest. Another example is the question “ How important is work/life balance to you?” One would think that the Baby Boomers would be low in this category considering that they usually put work first and leave when the job is done. According to the study, 84.09% (74 of 88 respondents) of the Baby Boomers state that work/life balance is “Very important”, as compared to 76.72% (145 of 189 respondents) of Generation X and 68.33% (41 of 60 respondents). Can this again be attributed to the older age of Baby Boomers who are now focusing on their families or have they shifted their way of thinking due to the exposure of the other generations? The hypothesis of research question two was predicted incorrectly. All generations have very similar values and are not that dissimilar in work value or work ethic.

Hypothesis Three

Research question three dealt with the question “How much of an impact does salary and benefits have on ones decision to become a police officer?” Would this be less of a topic as with previous generations or would it gain importance in the minds of current generations?” The hypothesis (H3) was that the “younger” generations would expect more money while those who are older, with families would place more emphasis on benefits. The prediction, Baby Boomers expect better benefits due to growing families with more needs, and younger members of Generations X and Y expect better salaries as

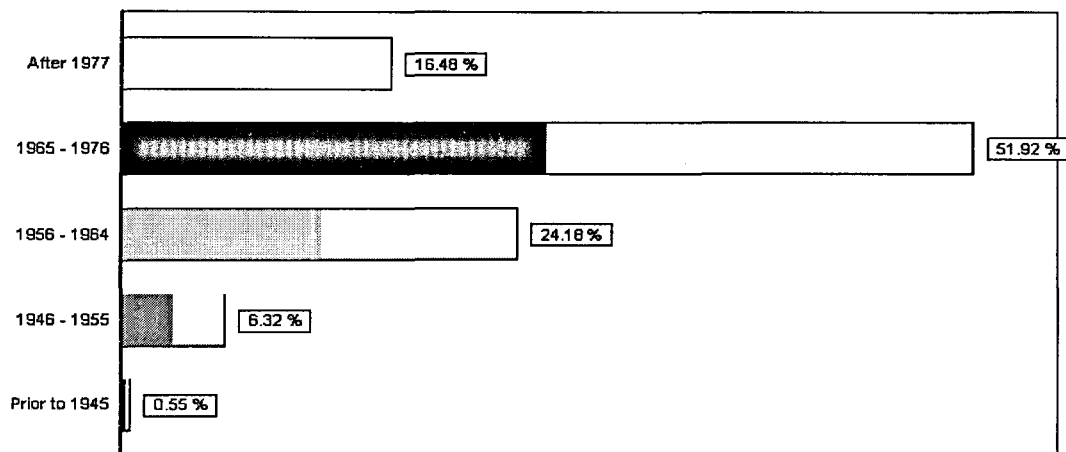
they are less concerned about benefits (being young, in decent health, and the majority being single without kids) and more focused on how much they are being paid. The results would seem to suggest that salary is just as important to the Baby Boomers as they are to the other generations. Regarding benefits, 79.55% (70 of 88 respondents) stated “Very Important” compared to 75.66% (143 of 189 respondents) of Generation X and 73.33% (44 of 60 respondents) of Generation Y. The results concerning salary were very similar, 65.91% (58 of 88) of the Baby Boomers rated salary as “Very Important” compared to 57.67% (109 of 189) of Generation X and 56.57% (34 of 60) of Generation Y. The Baby Boomers placed more of an emphasis on salary and benefits than both Generations X and Y. The surprise is consist of Generation Y thinking less of salary and benefits than either of their aging co-workers. Again, could it be an indicator of retirement looming and Baby Boomers wanting to ensure that their families are taken care of after retirement or is it due to exposure to the expectations of their younger co-workers? The hypothesis that “younger” generations would expect more money than their “older” counterparts is incorrect. All generations expect a decent salary with good benefits.

Demographics

Of all the police personnel surveyed, 0.55 percent, or two individuals, could be classified as members of the Veteran Generation (Prior to 1945). The majority of the people, 51.92 percent, or 119 members with Henrico and 70 with Chesterfield, were classified as Generation X members (1965 – 1976). Baby Boomers (1956 – 1964) at 24.18 percent, 33 members with Henrico and 55 with Chesterfield, have the next highest

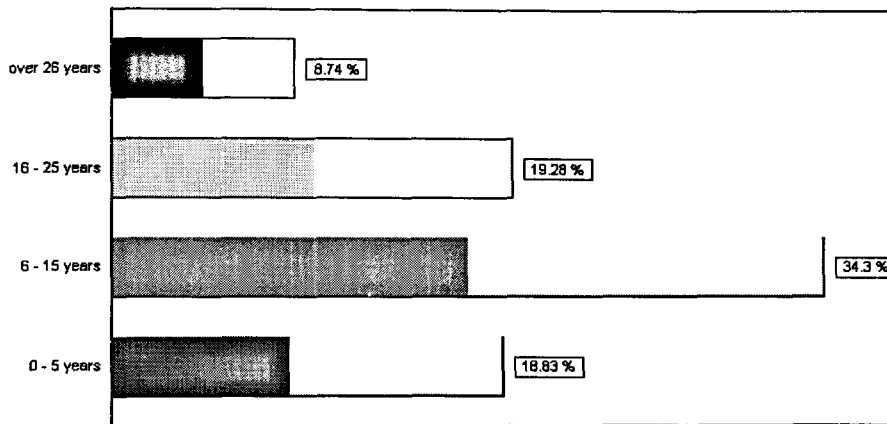
representation, however it is significantly lower than Generation X is. The least represented was Generation Y (After 1977) at 16.48 percent or 23 members with Henrico and 37 with Chesterfield. This low number can be attributed to the fact this group has only been eligible to become a member of the law enforcement workforce for less than nine years (citizens are not eligible to become police officers until the age of 21).

Chart 1-Generational Composite of Police Respondents



Henrico and Chesterfield can be classified as young departments (See Charts 1 and 2). This is not based simply on age, but the average amount of years of experience of an officer. The data revealed that 34.3 percent, or 153 members, have 6 to 15 years of experience with their respective agencies (See Chart 2). The point that should be a concern to both agencies is the number of members who are eligible for retirement. Nearly 9 percent of the officers surveyed have been with their agency for over 26 years. Both agencies have a 25-year service retirement requirement. The 16 to 25 year length of employment consists of officers who are nearing retirement. This affects both recruiting and retention efforts.

Chart 2-Length of Employment with current department



The majority of the officers surveyed were White or Caucasian (324 or 89.5%), followed by Black or African American (21 or 5.80%), Hispanic or Latino (8 or 2.21%), and Asian (3 or .83%). Four personnel chose the “Other “ category in regards to race (1.10%). A thought as to why this occurred could be the lack of a correct category (Russian, Croatian, Puerto Rican, etc) or the assumption that this would increase the chances of anonymity. The same can be said for those who chose not to answer the question (2 or .55%). Regarding gender, over 91 percent (331 personnel) of the respondents were male and 8 percent (29 personnel) were female (See Chart 4). Two chose not to answer the question. Anonymity can be a reason for this selection as well (See Chart 3).

Chart 3- Race of Respondents

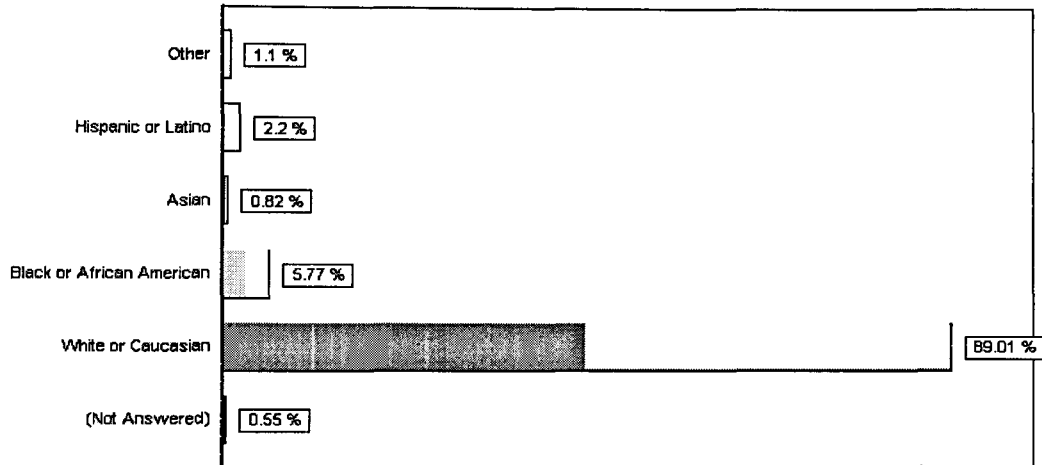
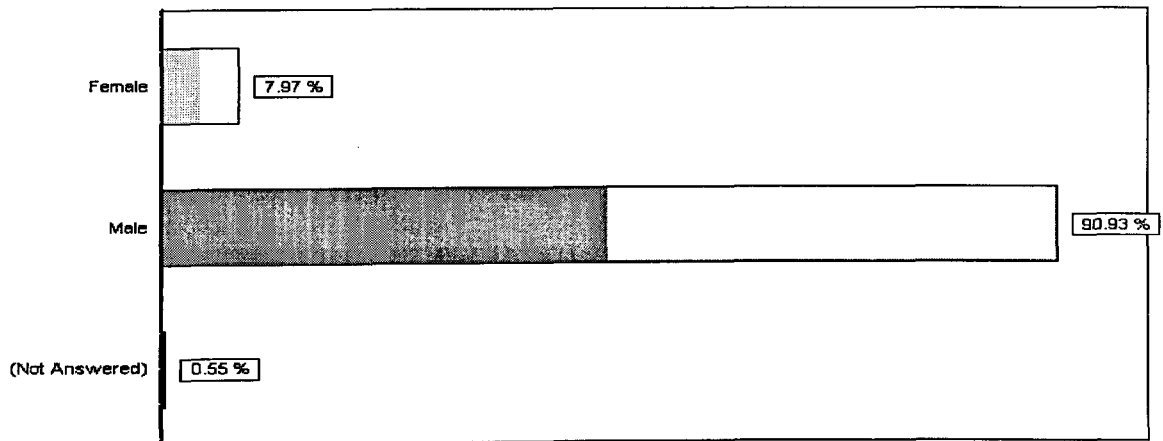
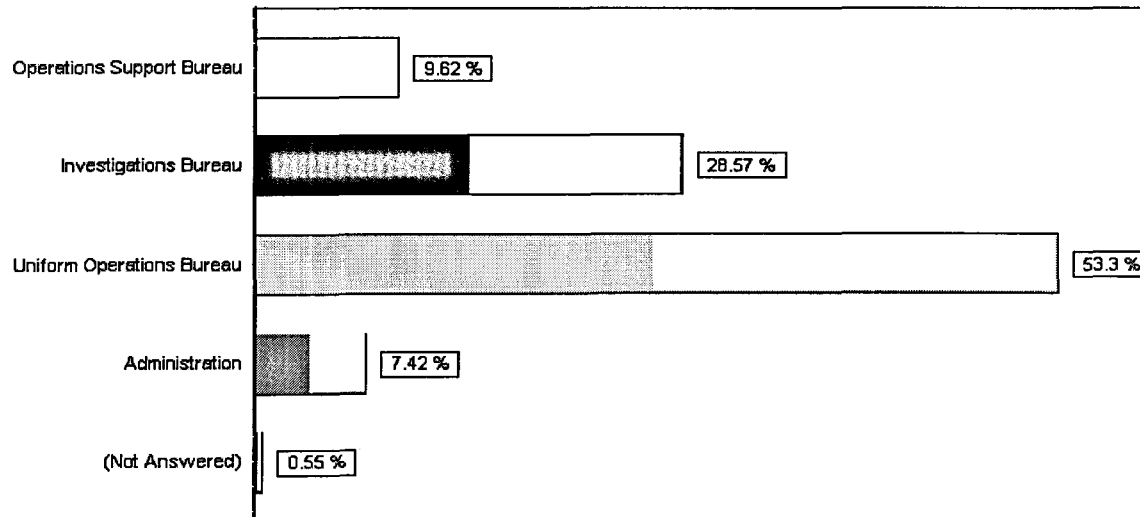


Chart 4- Gender of Respondents



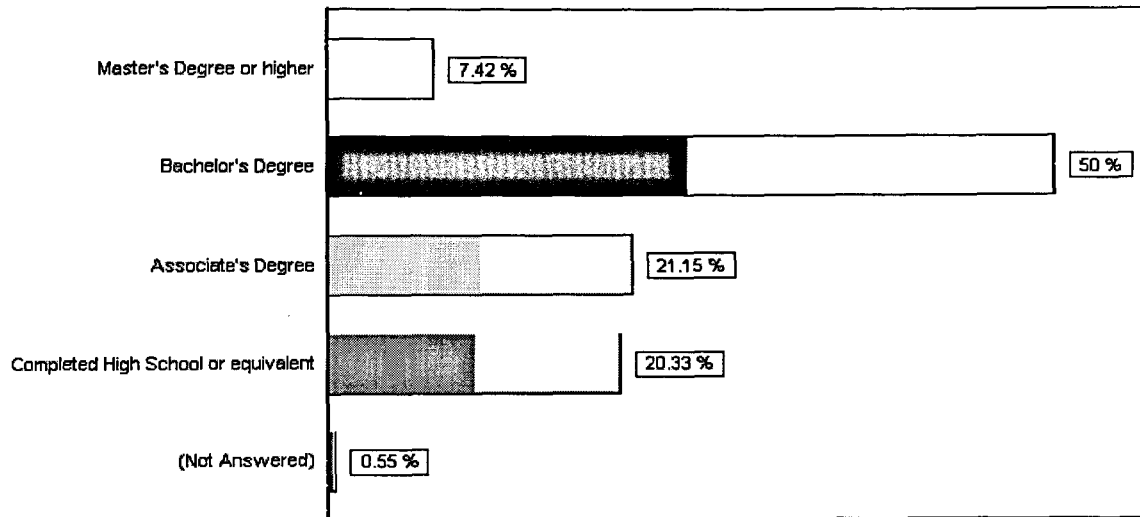
The majority of the officers who completed the survey were assigned to the Uniform Operations Bureau, or patrol duty, and the Investigations Bureau. Over 194 of the respondents were assigned to Uniform Operations, 104 were currently with Investigations. The subsequent assignments were Operations support (35 personnel or 9.62%), or Administration (27 personnel or 7.42%). Two respondents did not answer this specific question (See Chart 5).

Chart 5- Current Assignment



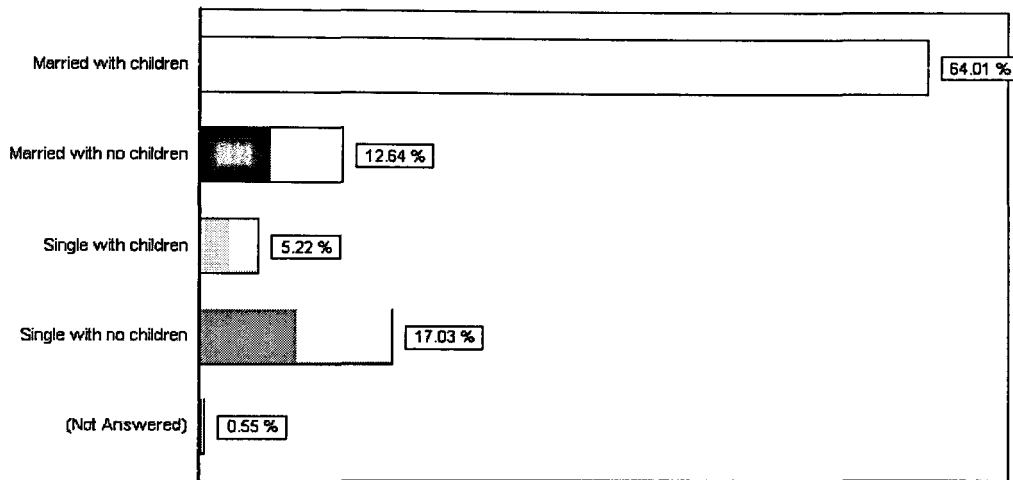
It is easy to say that the majority of officers with both agencies have continued their education after high school. Twenty-one percent of the officers have obtained their Associates Degrees (See Chart 6). Over 50 percent (182) of the officers surveyed have obtained a Bachelor's Degree. Twenty-seven officers (7.42%) have completed their requirements for their Master's Degree or higher.

Chart 6- Level of Education



The majority of the officers surveyed are married with children (See Chart 7). Over 230 officers (64 percent) have spouses and have children. Next are the single individuals with no children at 17 percent (62 officers). Over twelve percent (46 officers) of the respondents are married with out children. The rest of the respondents are single with children (19 officers or 5.22 percent) and those who chose not to answer the question (2 or .55 percent).

Chart 7- Family Status



Values

The surprising results of the study suggest that there are very minute differences in values amongst the various generations. The tables below will show the results are very similar and many are exactly the same. What does this propose regarding recruiting strategies for each generation? Could it be that different strategies are unnecessary and that each should focus on recruiting methods that concentrate on finding the right person for the job? The top and bottom values for each generation are presented in the tables below.

Table 1. Top Five Values in Life and Work: Combined Generations

Top Five Values	RANK	Bottom Five Values	RANK
Honesty & Respect	1	Conformity	1
Work Life Balance	2	Delayed Rewards	2
Work Ethic	3	Consensus	3
Morality	4	Synergy	4
Hard work	5	Technologically Literate	5

Tabulating the responses for each value and obtaining the total number for the top five, ranking responses achieved the ranking for the overall generational input. The responses for survey ranks one through five were added together to obtain a score. The total numbers obtained were then ranked in order from highest (1) to lowest (5). A breakdown of each specific generation's ranking of life and work values are provided below:

Table 2. Top/Bottom Five Values in Life and Work: Baby Boomers

Top Five Values Baby Boomers	RANK	Bottom Five Values Baby Boomers	RANK
Honesty & Respect	1	Delayed Rewards	1
Work Life Balance	2	Synergy	2
Work Ethic	3	Consensus	3
Integrity and Leadership	4	Comfortable with Change	4
Morality	5	Technologically Literate	5

Table 3. Top/Bottom Five Values in Life and Work: Generation X

Top Five Values Generation X	RANK	Bottom Five Values Generation X	RANK
Honesty & Respect	1	Conformity	1
Work Ethic	2	Consensus	2
Work Life Balance	3	Technologically Literate	3
Morality	4	Delayed Rewards	4
Integrity and Leadership	5	Synergy	5

Table 4. Top/Bottom Five Values in Life and Work: Generation Y

Top Five Values Generation Y	RANK	Bottom Five Values Generation Y	RANK
Honesty & Respect	1	Optimism	1
Hard Work	2	Conformity	2
Work- Life Balance	3	Synergy	3
Work Ethic	4	Technologically Literate	4
Morality	5	Comfortable w/ Change	5

The values of each generation are a key concern because this allows employers to focus on what potential employees desire in their work environments and from their fellow employees. Honesty and Respect was the number one value for every generation. This was surprising considering the perceived “ME” mentality of Generation Y. The top five values of each generation from two to five varied depending upon generation. Each generation had the same values, but each group ranked them differently. The values: Honesty and Respect, Work Life Balance Work Ethic Integrity and Leadership, and Morality were each ranked somewhere in the Top Five of most generations. Hard work seemed to be the only difference involving Generation Y. Gen-Y placed “Hard Work” at number two for the Top Five values and excluded “Integrity and Leadership”. Does this reinforce the perceived selfish characteristics of Generation Y or bolster the fact that this generation prefers to be left alone and simply paid to do the job? Another surprising factor is the work life balance value category. According to Zemke, Baby Boomers are known to be “workaholics” and “working too much” by the other generations (Zemke et al, pg 89). Yet, Baby Boomers rated “Work Life Balance” as number two in their top five values in life and work category. Is this a shift in the way of thinking for most Boomers or are they starting to mirror the younger generations? Considering the career of law enforcement and what the job entails (long hours, shifts, emergencies, overtime, etc), have the Boomers allowed their Generation Y counterparts to effect their expectations of the work place or is this change related to the retirement age and wanting to give back to

the family for years of sacrifice? Reviewing the question “I believe this organization promotes a good work/life balance?” over 25 percent of the Baby Boomers stated “Completely False”. Again, this seems to be a change in the perception of the work ethic and stereotype of the Baby Boomers. When respondent’s belonging to Generation Y category were asked the same question they stated that The data seems to suggest that most generations place high emphasis on good work/life balance.

Table 5- Good Work/Life Balance

Good Work/Life Balance	I believe this organization promotes a good work/life balance.						Total
	Completely False	Somewhat False	Somewhat True/False	Somewhat True	Completely True	Not Answered	
1956-1964	22 (25%)	18 (20.45%)	24 (27.27%)	21 (23.86%)	2 (2.27%)	1 (1.14%)	88
Year Born 1965-1976	36 (19.05%)	66 (34.92%)	52 (27.51%)	30 (15.87%)	4 (2.12%)	1 (0.53%)	189
After 1977	11 (18.33%)	11 (18.33%)	13 (21.67%)	19 (31.67%)	6 (10.00%)	0	60
Total	69	95	89	70	12	2	337

Salaries and Benefits

Previously it was mentioned that law enforcement officers were not strictly motivated by money. They require a career that involves honor, discipline and other moral factors. This is not to say that police officers do not think that salaries and benefits are not important. When asked, “How Important is salary/benefits to you?” 59.39 percent (215) of the respondents thought that salary was “Very Important” and 77.07 percent (279) thought that benefits were the most important. Over 41 percent (149) of the

officers felt that their benefits were unsatisfactory. Fourteen officers (a little over 3 percent) were satisfied with their benefits. The respondents were asked if their benefits were comparable with other local law enforcement agencies of similar size and over 27 percent stated that was “Completely False” and over 25 percent stated that it was “Somewhat False.” This was across the board for every generation (See table 6). The numbers concerning salaries were a bit more positive for both agencies. When asked if their salaries were comparable to other local law enforcement organizations of similar size over 27 percent stated that this was “Somewhat True”. The answer does vary between each generation: 28.41 percent of the Baby Boomers feel that this question was “Completely False”, 25.40 percent of Generation X feel that this is “Somewhat True,” and 31.67 percent of Generation Y feel that this is “Somewhat True”. These results are not aligned with known generational stereotypes or hypotheses. One would expect that Baby Boomers, who have been with their respective departments for some time, to be satisfied with their pay due to their sense of duty, commitment, obedience, and the idea that they will be in their chosen profession for the long term (Zemke et al, pp. 68-73). Generation X tends to be particularly critical of the benefits and salaries of both departments. The hypothesis is that most of Generation X has witnessed or experienced pay adjustments before or after employment. Competing jurisdictions tend to concentrate more on recruiting than retention; this increases the starting salaries for new recruits to remain competitive but excludes the veteran and experienced officer. The result is veteran make a small amount more than their rookie counterparts, creating a work environment and culture that leaves the older officers feeling under appreciated and less inclined to do more than is absolutely necessary on the job.

Table 6- Benefits Satisfaction

Benefits	I am satisfied with my benefits.						Total
	Completely False	Somewhat False	Somewhat True/False	Somewhat True	Completely True	Not Answered	
Year Born 1956-1964	25 (28.41%)	21 (23.86%)	22 (25.00%)	20 (22.73%)	N/A	0	88
1965-1976	93 (49.21%)	47 (24.87%)	19 (10.05%)	24 (12.79%)	6 (3.17%)	0	189
After 1977	22 (36.67%)	13 (21.67%)	8 (13.33%)	11 (18.33%)	6 (10.00%)	0	65
Total	145	89	35	52	14	0	335

Table 7- Salary Satisfaction

Salaries	I am satisfied with my salary.						Total
	Completely False	Somewhat False	Somewhat True/False	Somewhat True	Completely True	Not Answered	
Year Born 1956-1964	30 (34.09%)	29 (32.95%)	8 (9.09%)	17 (19.32%)	4 (4.55%)	0	88
1965-1976	77 (40.74%)	46 (24.34%)	30 (15.87%)	29 (15.34%)	6 (3.17%)	1 (0.53%)	189
After 1977	21 (35.00%)	12 (20.00%)	12 (20.00%)	12 (20.00%)	3 (5.00%)	0	60
Total	128	87	50	58	13	1	337

Technology

Technology is considered to be a major divide between generations. Generation Y grew up with computers, cell phones, instant messaging and various types of technology. Generation X learned how to utilize these items as they were created to stay competitive and current. Baby Boomers are on the tail end of any advancements in technology. Most remember that typewriter and the VCR as the latest mechanical

creations (Lancaster et al, pg 8). According to the survey, all generations feel that technology (i.e. computers, Internet, etc.) is an important tool in fighting crime. 64.92 percent feel that this statement is completely true. Fifty-one percent of the respondents are comfortable using the computer. Looking at each generational viewpoint, 62.50 percent feel comfortable with this statement, 67.72 percent of the Generation X population state that technology is an important tool, and 60 percent of the Generation Y respondents feel that this is an accurate statement (See Table 8)

Table 8- The Importance of Technology

Technology	I believe that technology are important tools in fighting crime.						Total
	Completely False	Somewhat False	Somewhat True/False	Somewhat True	Completely True	Not Answered	
1956-1964	0	1 (1.14%)	12 (13.64%)	20 (22.73%)	55 (62.50%)	0	88
Year Born 1965-1976	0	3 (1.59%)	14 (7.41%)	44 (23.28%)	128 (67.72%)	0	189
After 1977	0	0	4 (6.67%)	19 (31.67%)	36 (60.00%)	1 (1.67%)	60
Total	0	4	30	83	219	1	336

Current Department Recruiting

The perceptions of current officers regarding recruiting efforts at their respective departments have a direct impact on the culture of the organization. Feelings regarding younger generations are directly linked to current recruiting methods. According to the survey, when asked if their department was currently recruiting quality candidates, 39.5 percent (143) of the respondents answered "Somewhat True/Somewhat False". Twenty five percent of the officers felt that this was a true statement. Looking at the different generations, Baby Boomers felt that current recruiting was marginal (48.86% or 43

respondents). One third (33.33% or 20 respondents) of Generation Y and more than one third (38.62% or 73 respondents) of Generation X felt the same as the Baby Boomers. All of the generations feel that the primary area that their departments can improve to recruit good candidates is salary (Boomers-52.27%, Gen X- 52.91%, and Gen Y – 60%). See tables 9 and 10 for specific generational breakdowns. Most respondents seem comfortable with the current recruits, though there are a few who disagree.

Table-9-Current Recruiting

Current Recruiting	The department is currently recruiting quality candidates						Total
	Completely False	Somewhat False	Somewhat True/False	Somewhat True	Completely True	Not Answered	
1956-1964	5 (5.68%)	18 (20.45%)	43 (48.86%)	20 (22.73%)	2 (2.27%)	0	88
Year Born 1965-1976	17 (8.99%)	53 (28.04%)	73 (38.62%)	43 (22.75%)	3 (1.59%)	0	189
After 1977	2 (3.33%)	9 (15.00%)	20 (33.33%)	19 (31.67%)	10 (16.67%)	0	60
Total	24	80	136	82	15	0	337

Table-10- Primary Area to Improve to Recruit Good Candidates

Area to Improve	I feel the primary area the department can improve to recruit good candidates is:						Total
	Salary	Equip/ Technology	Where we recruit	Recruiting Methods	Other	Not Answered	
1956-1964	46 (52.27%)	0	17 (19.32%)	13 (14.77%)	12 (13.64%)	0	88
Year Born 1965-1976	100 (52.91%)	3 (1.59%)	27 (14.29%)	14 (7.41%)	44 (23.28%)	1 (0.53%)	188
After 1977	36 (60.00%)	2 (3.33%)	5 (8.33%)	8 (13.33%)	9 (15.00%)	0	60
Total	182	5	49	35	65	1	337

Competition

One factor that has a definite impact on recruiting efforts in the Richmond – Metropolitan area is the competition by various agencies for sharp recruits. Most starting salaries in the area are similar, with variances by two to three thousand dollars. Richmond Police leads the way with a \$36,500 starting salary and an increase to \$38,000 after graduation from the police academy. Henrico County Police has a starting salary of \$36,717, followed by Chesterfield County (\$36,000), Hanover County (\$35,085), and Virginia State Police (\$34,814) (see Appendix E). These agencies are considered Henrico's competition in the recruiting market. Some recruits hop from one agency to another, hoping to get the best pay and benefits. Each agency closely monitors the starting salaries, benefits, recruiting methods, and special incentives that the other agencies utilize to enhance recruiting. It is not unusual to see multiple salary increases by each agency.

Federal Law Enforcement Agencies provide competition when it comes to retaining local and state level law enforcement officers. On average, federal agencies require a Bachelors Degree and 1-3 years of experience after college. Most federal agencies generally hire applicants with five to ten years of experience. This would most often be an individual in their late 20's or early 30's—currently members of Generation X. Federal positions pay quite well and have rapid advancement through the GS Pay Scale. For example, some of the best-paid positions are within the FBI. Agents currently start

the FBI Academy at \$42,548. Upon graduation, their locality and availability pay begins. If assigned to the Richmond, VA field office, Special Agents will earn \$46,545 upon graduation (Appendix V). The moniker of Special Agent within the Federal System connotes a prestigious position within the criminal justice community. For this reason, moving from the local and state level to the federal level can be regarded as a “step up.”

Retention

Retention has a substantial impact on recruiting methods. The best recruiters for any agency are its employees. If a company’s employees were not happy with their current work environment, they would be less inclined to tell friends and family members about applying to work there. One of the questions asked in the survey is “ I would recommend this department to my friends as a place to work”. The full report shows that most respondents answered “Somewhat True/Somewhat False” (26.24% or 95). Looking at each generation’s response to the question: the majority of Baby Boomers (30.68% or 27) answered “Somewhat True”, 31.75 percent of Generation X answered “Somewhat True/Somewhat False”, and an equal amount of Generation Y (28.33% or 17) answered “Somewhat True” and “Somewhat True/Somewhat False” (see Table 11). Other questions that have a direct correlation with Retention and Recruitment are: “I enjoy working for this department”, and “I am satisfied with my job”. Over 31 percent of the respondents stated that they “Somewhat True or Somewhat False” enjoyed working for their departments. Over 33 percent of the respondents state that it was “Somewhat True” that they were satisfied with their jobs (See Tables 12 and 13). Each generation answered the question similarly to the combined report. While this may seem to be a positive factor

for both departments, the numbers are state that many are right in the middle regarding their feelings about their agencies.

Table 11- Recommending the department to friends

Retention	I would recommend this department to my friends as a place to work:						Total
	Completely False	Somewhat False	Somewhat True/False	Somewhat True	Completely True	Not Answered	
1956-1964	15 (17.05%)	12 (13.64%)	15 (17.05%)	27 (30.68%)	17 (19.32%)	0	86
Year Born 1965-1976	23 (12.17%)	37 (19.58%)	60 (31.75%)	42 (22.22%)	25 (13.23%)	2 (1.06%)	189
After 1977	5 (8.33%)	6 (10.00%)	17 (28.33%)	17 (28.33%)	15 (25.00%)	0	60
Total	43	55	62	86	57	2	335

Table 12- I Enjoy Working for This Department

Retention	I enjoy working for this department:						Total
	Not Answered	Completely False	Somewhat False	Somewhat True/ False	Somewhat True	Completely True	
1956-1964	1 (1.14%)	4 (4.55%)	6 (6.82%)	27 (30.68%)	27 (30.68%)	23 (26.14%)	88
Year Born 1965-1976	2 (1.06%)	5 (2.65%)	17 (8.99%)	67 (35.45%)	61 (32.28%)	37 (19.58%)	189
After 1977	0	0	8 (13.33%)	17 (28.33%)	18 (30.00%)	17 (28.33%)	60
Total	3	9	31	111	106	77	337

Table 13- I am satisfied with my job

Retention	I am satisfied with my job:						Total
	Not Answered	Completely False	Somewhat False	Somewhat True/ False	Somewhat True	Completely True	
Year Born 1956-1964	1 (1.14%)	4 (4.55%)	9 (10.23%)	25 (28.41%)	32 (36.36%)	17 (19.32%)	88
1965-1976	2 (1.06%)	11 (5.82%)	18 (9.52%)	50 (26.46%)	67 (35.45%)	41 (21.69%)	189
After 1977	0	1 (1.67%)	9 (15.00%)	18 (30.00%)	17 (28.33%)	15 (25.00%)	60
Total	3	16	36	93	116	73	337

Overall, the process of collecting data for the study was successful. Additionally, information gleaned during the data analysis process of the study was enlightening. The data provided insight to the perceptions and concerns of both the Henrico County Division of Police and the Chesterfield County Police Department. The perceptions and concerns corresponded with the study's focus on recruiting determinants for police officers. Insight regarding generational impact on these factors was also gained. Summary specifics are discussed within the Application and Conclusions sections of this study.

V. APPLICATION

Implementation: Tactics and Strategies

Are there Generational Differences?

This research would suggest that the values of each generation are not that different. Organizations should certainly study the habits of each generation to formulate what they bring to the organization but each generation identified the same concerns and values that they expect in their work environment. All generations want a place that pays them well, offers decent benefits, and where their opinions are heard and they are respected. Salary is less of an issue for the “younger” generations than they are for the Baby Boomers. It is possible that Baby Boomers, as they see their older generation peers retire, shift their focus on pay for 401K and investment purposes and benefits regarding their personal care as they get older. The possibility exist that Baby Boomers are also picking up habits from their younger co-workers and wanting to enjoy life more and have less stress due to their careers being the focal point. Below are some changes that each agency has made to confront their recruiting struggles. It also suggested that generations continue to be studied and recruiting strategies be consistently updated to stay current with today’s society and private sector competition.

Both agencies have been proactive in their recruiting efforts. Chesterfield has increased its recruiting contingent and has traveled to various locations to expand their-recruiting pool. Henrico has also increased its recruiting section by three (one Lieutenant and two recruiters), and traveled to the northern states to increase its potential candidate

pool. Henrico has recently accomplished a recruiting pool of over 800 applicants. Previous candidate pools numbered from 30-40 applicants. Henrico has also completed a color brochure that is targeted towards Generation Y. A professional marketing firm was hired to take photos of officers in very relaxed and friendly poses. Some of the captions on the brochure read “Lose the job, find a career” and “Do something meaningful with your life”. Both agencies have also developed television ads that are aimed at younger potential candidates. In 1999, an initiative to motivate and retain Generation X employees was started. Conducted by the Henrico County Department of Human Resources’ Employee Development and Training division, the structure of the training was to educate management on generational differences. A new focus on career growth and development began.

The Henrico County Police Department realized its need to better educate its supervisors regarding generational differences. One way this education took place was mandatory attendance of new sergeants to a supervisor’s school. One block of instruction was titled, “Motivating across the Generations.” This class is provided through the Robins School of Business at the University of Richmond.

One suggestion is to make this training available to each department member of both agencies. The information shared during this particular class is pertinent to every member, not just new supervisors. Hopefully, officers would be able to utilize the information to better understand fellow officers, supervisors and citizens they encounter on a daily basis. Veteran supervisors and administrators could also gain new insight to

their employees. The goal in this training would be to ensure each generation is covered, not just the majority generations represented by both agencies.

To avoid costly expenses, this information can be incorporated into the Training Academy's current Cultural Diversity class it provides to recruit officers and/or annual Training provided to veteran officers. Curriculum can be developed and taught to each member. The material would be a mixture of PowerPoint and video clips. The lesson plan would: define the birth years for each generation; discuss the historical events, trends and heroes which influenced the culture; discuss the core values, motivators, work ethic, assets, liabilities and sociological perspective of each generation; and discuss strategies which would be effective in interacting with each generation. To incorporate a period of Q & A discussion, approximately 90 minutes would be needed to complete the instruction.

Cost associated with this training is associated with the number of man-hours needed to conduct the training. Because of the research I have already done, preparation time would be limited to approximately ten hours. Using my current on-duty hourly pay of \$24.00, the curriculum preparation would cost \$240.00. Instruction time and cost is dependant on the number of training dates requested by the Academy. Three hours can be attributed to at least two Basic Academies per year. In-Service dates may be as high as 20 sessions, the equivalent of 30 instructing hours, per year. Total cost of instruction time is projected at \$792.00, with a total of only \$1032.00 projected for the entire implementation. I would recommend the Cultural Diversity class to be scheduled for a Monday, Wednesday or Friday to allow greater instruction and class participation.

Now that Generation Y is establishing itself in the workforce, it is necessary to develop an initiative similar to the previous Generation X initiative conducted in Henrico. In order to realize this endeavor, a few items need to be completed. The first step is further research on Generation Y. Because they are so new to the workforce, additional research will ensure a more complete understanding of the group. Inquiries regarding time and costs associated with such an initiative need to be conducted. This is due to the fact both Chesterfield's and Henrico's HR Departments have already conducted the research, which would be necessary to complete the project.

The second step is the development and implementation of a workshop to focus on understanding the differences of each generation. This second step can be presented as an expansion of the Generation X workshop utilized in 1999. Growing from a half-day workshop to a full-day, the Department of Human Resources would address the following objectives: exploring generational cohort effects; identifying Generation Y characteristics so as to better understand them; raising awareness of conflict issues amongst the generations and applying a strategy that motivates Generation Y at work.

The third step of the initiative would be the continued development and implementation of workshops that focus on primary needs—work conditions, salary and personal development. Henrico County currently conducts several workshops and informational sessions, which can contribute to these needs. Programs include: Career Enrichment; Leadership Development; Succession Management and Customer Service. Workshops include: “Managing Diversity”; “It's Not What You Said, Its How You Said

It”; “Lead Worker: In Charge but Not the Boss”; as well as numerous courses on computer skills and presentation skills.

Recruitment Motivators

All generations acknowledge salary as a motivator for them. The limitation which public safety agencies face regarding this item comes from budgetary constraints associated with their non-profit status. Large salary increases are not practical, but a better developed pay system that will allow more or an increase in pay as officers go through each career development step make a difference. Both agencies should remain competitive by increasing their salaries to remain competitive and should continuously monitor other jurisdictions’ recruiting strategies.

Closely related to salary issues are benefits issues. The Data results show that the respondents were concerned most about benefits. As the majority of participating members have families, it is logical that this would be a priority. An employee benefits package can have a direct impact on the employee’s salary. Some benefits are unappreciated, while others are coveted. A suggestion directed towards the Human Resources Department is to conduct a survey on benefits satisfaction. Upon review of the data, the department can make the determination as to whether a better benefits package should be researched or obtained. It would be beneficial to share the information obtained from the survey, so employees can see what the climates are concerning both counties and that the administration takes its employees concerns seriously.

Dissemination

The immediate dissemination of my research will begin with my partnership with Sergeant Scott Edwards to present our findings to both agencies. The survey we created has a ton of data that will help Chesterfield and Henrico determine their current and future problems regarding recruitment and retention. The plan is to address both Chief Stanley, with Henrico, and Chief Baker, with Chesterfield, and their executive staff members. Specifically we want to address the executive officers that are responsible for training and development and recruitment with their respective agencies. They will be allotted the opportunity to ask questions during the presentation. The presentation will consist of a PowerPoint and the actual survey results. Bound copies of our research will be provided to members of both Chiefs and their Staff.

During the survey distribution phase of the research, I had the opportunity to speak with several of the officers after the completion of their questionnaires. Many were genuinely interested in learning the research results. In order to disseminate the results, I believe utilizing the both county Intranet web pages would allow the interested parties the easiest access. Due to the large amount of material covered, it would be necessary for Scott and I to collaborate on an abstract of our research material. A generational breakdown of responses would be included, along with our suggestions with the approval of both Chiefs. It would be a great idea if both Chiefs would discuss the information with their officers. Open dialogue and candidness about salaries, morale, benefits, retention,

recruiting, and other areas would be very beneficial to both agencies and to their employees.

In addition to the police department, we will also contact the Henrico County and Chesterfield County Human Resource Departments. We will share with them the data collected to incorporate with data they may have collected from other agencies in the County. It would be beneficial to collaborate with members of the HR Department to assist with the continued development of classes geared towards enlightening supervisors regarding generational differences and workplace motivation.

VI. CONCLUSION

Summary

The primary purpose of this study was to enhance the knowledge of the generational differences in the law enforcement profession. With this knowledge, it is hopeful that agencies will change their current recruiting strategies and gear them towards today's new generation of law enforcement officer. Secondary purposes sought to define recruiting motivators for the cohort and determine the generational impact of these influences. Are there specific items that influence an employee's decision to start a career with an organization? Yes, a place where they are respected, where the starting salary, benefits, and career progression are reasonable and competitive with other agencies. Are these motivators the same for all employees or are they affected by generational differentiation? The differences are not as vast as most respondents think. Each generation identified the same problems with both agencies: a better salary, a competitive benefits package, leadership that listens to their concerns, and a forward thinking recruiting section that constantly reevaluates its strategy. The overall goal of this study was enlighten Henrico County and Chesterfield county administrators of concerns facing employee recruiting within law enforcement so proactive efforts can be taken to curb bad recruiting strategies and methods.

Personal Learning

The results of the survey were very surprising in some aspects and expected in others. I fully expected that most officers feel under appreciated and under paid. What I didn't expect was the resemblance in values of each generation.

Recruiting is a process that continuously evolves in accordance to the work environment, the culture of business, and the life teachings of newer generations. Organizations must strive to continuously improve their recruitment mechanisms to get the right person for the right job. Retention is a huge aspect of recruiting that, unfortunately, is largely ignored in many organizations. The key concept, in my opinion, is to take care of your employees who have been loyal and productive in your organization. An employee who feels appreciated will prove to be your fiercest cheerleader and bring only outstanding applicants to the business.

The research needed to conduct this thesis was very enlightening and a valuable tool regarding my learning process. While painful at times, it taught me the significance of thorough examination of the subject matter. The things I have learned while formulating this accomplishment are appreciated and are a definite culmination of various topics covered by my professors and the teachings at the University of Richmond.

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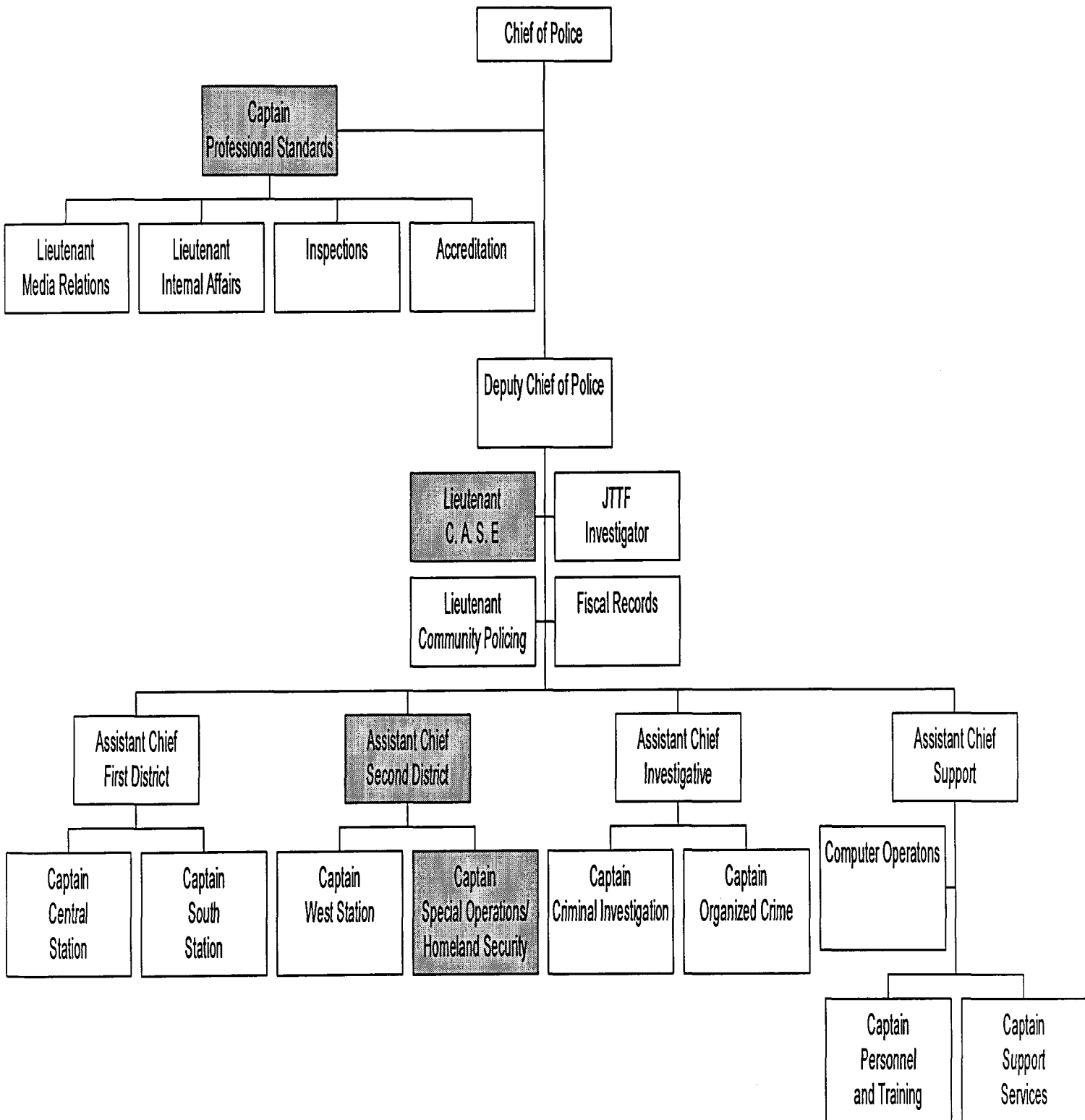
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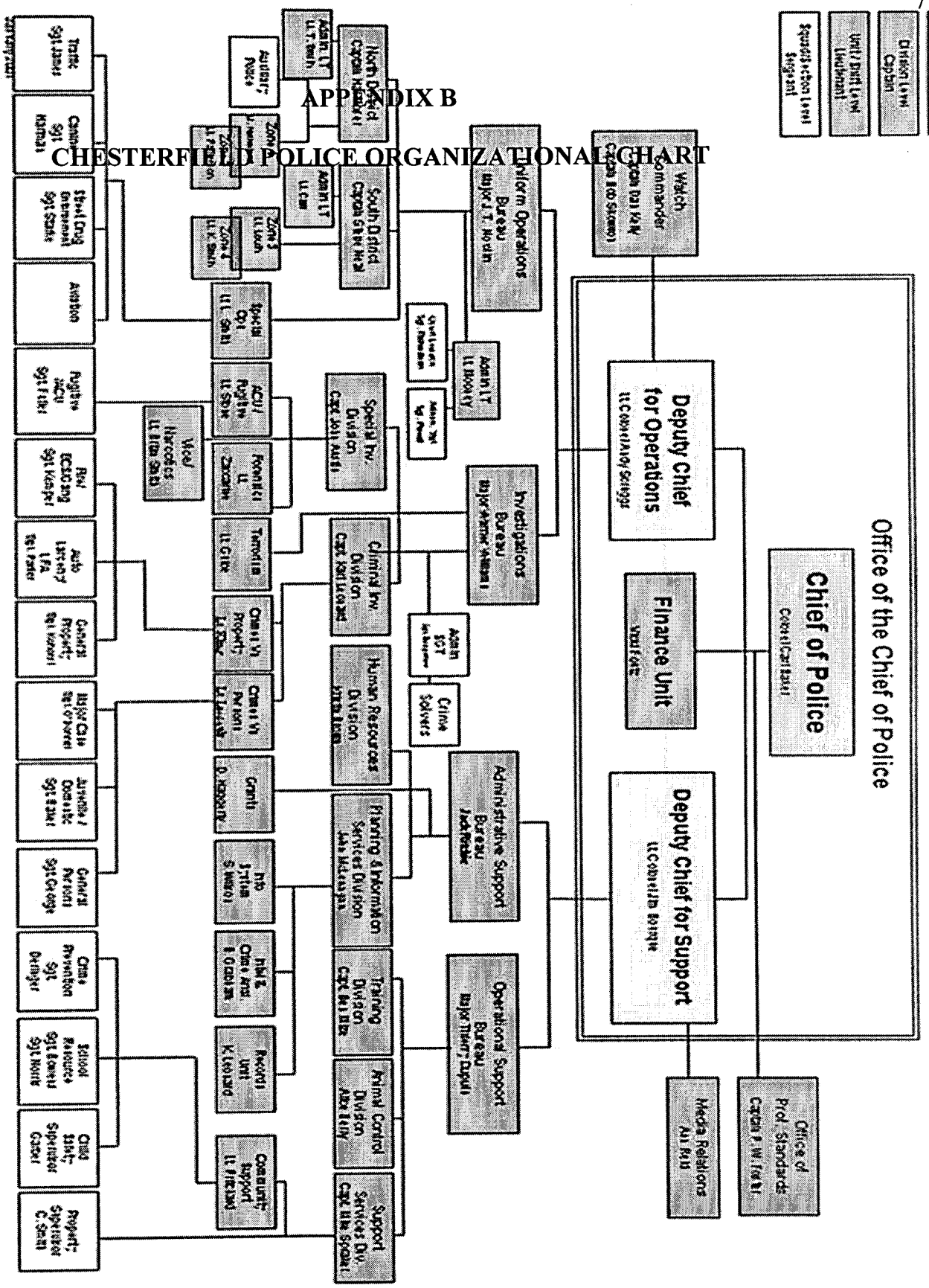
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APPENDIX A

HENRICO POLICE ORGANIZATIONAL CHART



Chesterfield County Police Department Organizational Chart



APPENDIX B

CHESTERFIELD POLICE ORGANIZATIONAL CHART

APPENDIX C: GENERATIONAL SURVEY

Generational Survey Informed Consent

[NOTE: Since this is an online survey, it is recommended that the respondent print this page so that he/she will have the contact information after completing the survey.]

The purpose of this study is to identify characteristics of different generations within law enforcement and to determine whether generational differences play a role in recruitment and retention. This study is being completed as part of research to satisfy a thesis requirement as part of the University of Richmond Public Safety University graduate program. Your participation involves completing the following online survey. The survey should take you approximately 15 to 20 minutes to complete and will ask a variety of questions to assess the generational competence of your organization and to assess individual opinions and attitudes on generational issues, recruitment, and retention within your organization.

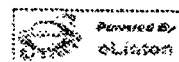
The principal investigators are Mark Banks, Henrico County Police Department (501-4835, e-mail - ban15@co.henrico.va.us), and Scott Edwards, Chesterfield County Police Department (543-3760, e-mail - gary.edwards@richmond.edu). We are being supervised by Dr. Russell Leonard, University of Richmond School of Continuing Studies. Should you have any questions or concerns, please contact him at 897-7134 or Leonard@alongside.com. If you have any questions concerning your rights as a research subject, you may contact Dr. Kathy Hoke, Chair of the University of Richmond's Institutional Review Board for the Protection of Research Participants at 289-8417 or khoke@richmond.edu.

Your participation in this project is voluntary and you are free to withdraw your consent and discontinue participation at any time without penalty. Neither your name nor your email address is connected in anyway to your responses to this survey and the researchers will not know if you chose to participate. Please skip any questions that you do not wish to answer or if they do not pertain to you. Survey results will be made available to the respective departments involved in the study and to anybody requesting the data at the conclusion of the research.

The complete body of research will be presented to members from each department and recommendations will be made based on our findings.

In order to ensure confidentiality, we will not ask you to sign a document indicating that you agree to participate. However, by completing this survey you give consent to participate in the study. If you have questions or concerns please contact Mark Banks (501-4835, e-mail - ban15@co.henrico.va.us), Scott Edwards (543-3760 or gary.edwards@richmond.edu), or Dr. Russ Leonard (897-7134 or Leonard@alongside.com).

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Screen 1

I. Demographics

What department do you work for?

Henrico County Police Chesterfield County Police

What is your year of birth?

Prior to 1945 1948 - 1955 1956 - 1964 1965 - 1975 After 1977

What is your gender?

Male Female

What is your race?


White or Caucasian Black or African American Asian Hispanic or Latino Other

What is your rank?

Police Recruit Patrol Officer/Detective Sergeant Lieutenant Captain or above

What is your current assignment?

Administration Uniform Operations Bureau Investigations Bureau Operations Support Bureau



Screen 2

How long have you been employed with your current department?


0 - 5 years 6 - 15 years 16 - 25 years over 26 years

What is your level of education?

Completed High School or equivalent Associate's Degree Bachelor's Degree Master's Degree or higher

What is your family status?

Single with no children Single with children Married with no children Married with children



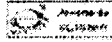
Screen 3

II. Generational Competence

Organizational Questions

	Completely False	Somewhat False	Somewhat True/Somewhat False	Somewhat True	Completely True
There is no one successful "type" in this organization: Supervisors, leaders and those in the most desirable jobs are a mix of ages, sexes, and ethnicities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department's atmosphere and policies are based on the work being done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department's atmosphere and policies are based on the customers being served.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department's atmosphere and policies are based on the preferences of the people who work here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a minimum of bureaucracy and "red tape" here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work atmosphere could be described as relaxed and informal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There's an element of fun and playfulness about most endeavors here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisors here are a bit more "polished" or professional than in most organizations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


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Screen 4


	Never	Rarely	Occasionally	Usually	Always
When a project team is put together in this organization, employees with different backgrounds, experiences, skills, and viewpoints are purposely included.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees within the department are treated like customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Officers with differing viewpoints and perspectives are taken seriously within the department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department takes time to talk openly about what you are looking for on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department takes time to talk openly about what types of work load, schedule, and policies work best for you.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is behind-the-back complaining among groups of officers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is open hostility among groups of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Screen 5

	Never	Rarely	Occasionally	Usually	Always
Supervisors adjust policies and procedures to fit the needs of individuals and the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisors here are known for being straightforward.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisors give those who report to them the big picture along with specific goals and measures, then turn their people loose.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department assumes the best of and from its people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department treats everyone - from the newest recruit to the most seasoned employee - as if they have great things to offer and are motivated to do their best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Screen 6


Individual Questions

Please rank the following values, in your life and work, to which you relate the most. Enter 1 for highest, 2 for second highest, 3 for third highest, etc. until you rank your top 5 values.

<input type="checkbox"/> Dedication/Sacrifice	<input type="checkbox"/> Work Ethic	<input type="checkbox"/> Work-life Balance
<input type="checkbox"/> Optimism	<input type="checkbox"/> Comfortable with change	<input type="checkbox"/> Achievement
<input type="checkbox"/> Technologically Literate	<input type="checkbox"/> Diversity	<input type="checkbox"/> Delayed Rewards
<input type="checkbox"/> Morality	<input type="checkbox"/> Respect for Authority/Order	<input type="checkbox"/> Personal Growth
<input type="checkbox"/> Hard work	<input type="checkbox"/> Team Orientation	<input type="checkbox"/> Autonomy on the job
<input type="checkbox"/> Prosperity/Personal Gratification	<input type="checkbox"/> Flexibility/Informal Work Life	<input type="checkbox"/> Synergy
<input type="checkbox"/> Eager to learn	<input type="checkbox"/> Civic duty	<input type="checkbox"/> Integrity of Leadership
<input type="checkbox"/> Honesty & Respect	<input type="checkbox"/> Adherence to the rules/policies	
<input type="checkbox"/> Conformity	<input type="checkbox"/> Consensus	

Which are you more loyal to:


Employer
 Profession/Career
 Both Equally
 Neither Employer nor Profession



Screen 7

	Completely False	Somewhat False	Somewhat True/Somewhat False	Somewhat True	Completely True
This department is an employer of choice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe my salary is comparable to other local law enforcement organizations of similar size.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my salary.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe my benefits are comparable to other local law enforcement organizations of similar size.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe this organization promotes a good work/life balance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This organization allows flexible work schedules when possible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that technology (i.e. computers, Internet, etc.) are important tools in fighting crime.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel comfortable using computers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel comfortable using the Internet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe those who lead this organization are honest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I will not stay with organizations whose values do not align with my own.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Screen 8

Rate the importance of the following factors:

	Not important	Of Little Importance	Neutral	Somewhat Important	Very Important
How important is salary to you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How important are benefits to you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How important is work/life balance to you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How important is a flexible work schedule to you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important to me that this department possesses the best available technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How important is honest leadership to you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Screen 9

III. Recruitment

The department is currently recruiting quality candidates.

Completely False
 Somewhat False
 Somewhat True/Somewhat False
 Somewhat True
 Completely True

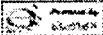
I feel the primary area the department can improve to recruit good candidates is:

Salary
 Equipment/Technology
 Where we recruit
 Recruiting Methods
 Other: _____

I was attracted to this specific department because of:

Salary
 Equipment/Technology
 Location
 Reputation
 Other: _____

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Screen 10

The hiring process was what I expected.

Completely False
 Somewhat False
 Somewhat True/Somewhat False
 Somewhat True
 Completely True
 I do not remember my hiring process

I feel I have a responsibility to help the department recruit quality candidates.

Completely False
 Somewhat False
 Somewhat True/Somewhat False
 Somewhat True
 Completely True

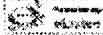
I currently attempt to recruit others to join my police department:

True
 False

I have personally recruited/referred approximately _____ people to join this department.

None
 1-5
 6-10
 11-20
 20 or more

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Screen 11

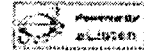
If previous Law Enforcement, I came to this agency because of (Skip this question if this is your first Law Enforcement position):

- Salary
- Equipment/Technology
- Location
- Reputation
- Other _____

What should this organization do to recruit more personnel?

What should this organization do to recruit more female and/or minority personnel?

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Screen 12

IV. Retention

The department is concerned and focused, on a daily basis, with retention.

Never Rarely Occasionally Usually Always

	Completely False	Somewhat False	Somewhat True/Somewhat False	Somewhat True	Completely True
The department offers enough training to keep me stimulated on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training is important to me as an officer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department offers training in a variety of formats (i.e. classroom lecture, computer-based, practical exercises, etc.) that appeals to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having training in a variety of different formats (i.e. classroom lecture, computer-based, practical exercises, etc.) is important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department encourages regular lateral movement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend this department to my friends as a place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy working for this department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe this organization is taking steps to retain me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Screen 13

	Never	Rarely	Occasionally	Usually	Always
Work assignments here are broad, allowing each employee to develop a range of skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work assignments here provide variety and challenge, allowing each employee to develop a range of skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department markets internally, "selling" this organization to employees and continually looking for ways to be the employer of choice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


I am currently looking for another job with a different organization or organizations.

Completely True Somewhat True Somewhat True/Somewhat False Somewhat False Completely False

I am looking for a new job because I am eligible to retire soon.

Yes No

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Screen 14


What is this organization doing to retain you?

What should this organization do to retain you?

Additional Comments:

Thank you very much for taking the time to fill out this survey. Survey results will be made available to the respective departments involved in the study and to anybody requesting the data at the conclusion of the research.

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APPENDIX D: SURVEY INTRODUCTION LETTER

Fellow sworn police officers,

In order to conduct research on generational effects on recruiting and retention of police officers, Sergeant Mark Banks, Henrico County Police Department, and Sergeant Scott Edwards, Chesterfield County Police Department, have teamed up to develop a recruitment and retention survey to be administered in both agencies. The purpose of this study is to identify characteristics of different generations within law enforcement and to determine whether generational differences play a role in the recruitment and retention process. This study is being completed as part of research to satisfy a thesis requirement with the University of Richmond Public Safety University graduate program. Your participation involves completing the following online survey. The survey should take you approximately 15 to 20 minutes to complete and will ask a variety of questions to assess the generational competence of your organization and to assess individual opinions and attitudes on generational issues, recruitment, and retention within your organization.

For this survey to be meaningful, we need as much participation as possible. The survey gives you the ability to voice your opinion on how these two departments recruit and retain police officers. Both Col. Stanley and Col. Baker have approved the research effort. The data collected will be presented to both departments when the research is completed.

Officers from both departments can take the survey from any computer with Internet access by clicking on the following link:

<http://www.chesterfield.gov/eListen/Policegenerationalsurvey/policegenerationalsurvey.html>

Chesterfield County Police Officers will also be able to take the survey from any computer that has Intranet access or from their PMDCs in a hotspot. For officers in Henrico and Chesterfield that either do not have Internet access or are uncomfortable answering the questions on a computer, a written copy of the survey has been attached to this e-mail. If you elect to fill out the written survey, as opposed to filling out the survey online, print a copy, complete the survey, and forwarded it through departmental mail to Sergeant Mark Banks, Henrico County Police Department, or Sergeant Scott Edwards, Chesterfield County Police Department North District Station.

The survey is completely anonymous and participation is voluntary. The survey will be available online until Friday, November 3, 2006. Periodic e-mail reminders will follow this e-mail to encourage participation.

Thanks in advance for your assistance.

APPENDIX E:**Starting Salary Comparison*****Recruitment Competition*****Henrico County Division of Police****Starting Salary:** \$36,717**Source:** www.co.henrico.va.us/police/polofficer.htm**Hanover County Sheriff's Office****Starting Salary:** \$35,085**Source:** www.co.hanover.va.us/sheriff/lateral.htm**Richmond City Police Department****Starting Salary:** \$36,500**Source:** www.ci.richmond.va.us/police/Personnel/Police_Recruit.aspx**Virginia State Police****Starting Salary:** \$32,500**Source:** www.vsp.state.va.us/jobtrooper.html**Chesterfield County Police Department****Starting Salary:** \$36,000**Source:** www.co.chesterfield.va.us/publicsafety/police/recruit.asp

Federal Law Enforcement Agency (General)

Starting Salary: \$48,143 (GS Grade 10/Step 2/Richmond, VA)

Source: www.opm.gov/oca/05tables/html/rch.asp

Federal Bureau of Investigation (Academy)

Starting Salary: \$42,548

Source: www.fbijobs.gov/jobdesc.asp

United States Secret Service (Academy)

Starting Salary: \$43,691

Source: www.secretservice.gov/opportunities_ud.shtml

Biography

Mark A. Banks was born in Williamsburg, Virginia on April 4, 1968. At the age of eighteen, he joined the United States Air Force and traveled the world. After ten years of active duty, he joined the Henrico County Division of Police in Richmond, Virginia. He is currently a Sergeant with the school services section. Mark is currently a reservist with the United States Air Force and has been a military member for over 20 years. He is currently stationed at Dover Air Force Base, Delaware, where he has achieved the rank of Chief Master Sergeant (E-9). He is married to Tracy Banks and has a 6-year-old daughter Erica and an 11-month-old son, Evan.

Pledge

On my honor, I hereby affirm that this work was created by me, the writings and conclusions are entirely my own, I actually completed the research (surveys, interviews, etc.) noted in this thesis, and all ideas from others are properly cited and referenced.

Signed:  _____

Mark A. Banks