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Post-Katrina Retention of Law Enforcement Officers: A Case Study of the New Orleans Police Department

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Post-Katrina Retention of Law Enforcement Officers
A Case Study of the New Orleans Police Department

A Dissertation

Submitted to the Graduate Faculty of the
University of New Orleans
in partial fulfillment of the
requirements for the degree of

Doctor of Philosophy
in
Urban Studies

by

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May 2018

This research began as a result of the impact of Hurricane Katrina on the retention of the men and women of the New Orleans Police Department. Many officers, including myself, lost our homes due to flooding, and were separated from our families who evacuated to other cities and states due to Hurricane Katrina. In spite of losing their homes and being separated from their families for extended periods of time (years for many), many officers remained with the NOPD when the future of New Orleans was uncertain. The resiliency of the men and women of the New Orleans Police Department contributed to the recovery of New Orleans.

Throughout my academic and professional careers, my wife, Kim, has been my best friend, confidant, and inspiration. She encouraged me to be me and to never give up when I thought I had nothing left in the tank. When I was weak, she helped balance me with her strength.

My children Ashley, Richard Jr. and Kristi have been patient, wonderful, and sacrificed a lot. Not only did they endure my long work hours, but also, the time I was away attending school and/or some form of training.

My mother, Julieanne Wells always encouraged my siblings and I to be the best that we could be. She pushed me to finish my education. I am very fortunate that she was my mother. And I am very sad that she passed away before I could finish. I know she is happy, proud, and smiling from up above, knowing that I finally finished.

My father, Phillip Williams played a significant role in my life, always encouraged me to pursue my goals and was a calming presence. He passed away before I could finish; however, I know he is at peace knowing that I crossed the finish line.

My grandmother, Odile Lewis. Thank you for being the rock of the family, you worked hard and sacrificed to make sure that we all had what we needed. And you took care of the kids when Kim and I were either working or attending school.

My in-laws, Rene and Anita Howard. Thank you for being so supportive throughout the years. You were the perfect back-up whenever, Kim and I needed help with the kids so that we could go to work and/or school.

There are countless others who have contributed to my family and I during this long process. Thank you from the bottom my heart.

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I thank former NOPD Superintendents Warren Riley and Ronal Serpas for giving me the greenlight to pursue this research as a case study of the New Orleans Police Department. I thank my many coworkers at the New Orleans Police Department for their encouragement and participation in this research. Their service during Hurricane Katrina, and commitment to the City of New Orleans and the New Orleans Police Department helped make this project a reality. This dissertation would not have been “birth” had it not been for the courage and resiliency of the men and women of the NOPD who remained with the department post-Hurricane Katrina. I thank Reverend Patrick Wattigny for his prayers and for taking the time to proofread and recommend edits to my dissertation.

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Finally, I thank every person who regularly asked me, “How is school coming?” “How is your dissertation coming along?” “Are you finish with that ‘paper’ yet?” There were too many to name.

Preface

I began my career with the New Orleans Police Department in 1991 and retired in 2016 after twenty-five years of service. In 2005, I served during Hurricane Katrina and was assigned to the Louisiana Superdome, which was designated as a temporary shelter of last resort. About 16,000 people were sheltered at the Louisiana Superdome. Like many of my colleagues, my residence was destroyed by Hurricane Katrina flooding and I was separated for weeks from and unable to communicate with my wife and children, who evacuated to Dallas, Texas prior to Hurricane Katrina's landfall. In spite of a lack of communication and resources, I was one of hundreds of officers who remained with the New Orleans Police Department pre-and post-Hurricane Katrina. My experiences during Hurricane Katrina prompted my interest in conducting research about the reasons officers remained employed with the New Orleans Police Department post-Hurricane Katrina. This research will help inform the New Orleans Police Department and other agencies about the variables that helped retain officers post-disaster.

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List of Abbreviations

AWOL – Absent Without Leave

EMS – Emergency Medical Services

EMAP – Emergency Management Accreditation Program

FEMA – Federal Emergency Management Agency

GOHSEP – State of Louisiana Governor’s Office of Homeland Security and Emergency Preparedness

ICS – Incident Command System

LANG – Louisiana National Guard

LSP – Louisiana State Police

MPERS – Municipal Police Employee Retirement System

NIMS – National Incident Management System

NOHSEP – City of New Orleans Office of Homeland Security and Emergency Preparedness

NOPD – New Orleans Police Department

PEP – Personal Emergency Plan

Glossary

Attrition – reduction in the number of officers employed with the New Orleans Police Department.

Communication Interoperability – the ability of emergency responders to communicate and share voice and data information with each other.

Dismissal – the act of the New Orleans Police Department discontinuing the employment of an officer for disciplinary reasons or failing to complete probationary requirements.

Involuntary Retirement – the act of an officer, who is no longer able or willing to perform the duties of a police officer, ceasing employment with the New Orleans Police Department, when he is eligible, but before the officer is ready, to retire.

Layoff – the act of the New Orleans Police Department discontinuing the employment of an officer for budgetary reasons.

Resignation – the ceasing of employment with the New Orleans Police Department before fulfilling the requirement to receive a pension from the Municipal Police Employee Retirement System (MPERS).

Retention – the act of an officer remaining employed with the New Orleans Police Department.

Retirement – the ceasing of employment with the New Orleans Police Department after fulfilling the requirements to receive a pension from the Municipal Police Employee Retirement System (MPERS).

Separation – the ceasing of employment with the New Orleans Police Department due to resignation, retirement, dismissal, layoff, or death.

Abstract

This dissertation is a case study of the New Orleans Police Department (NOPD) and identified factors that affected the retention of law enforcement officers after Hurricane Katrina. The NOPD was chosen because the agency was an extreme case and experienced the unprecedented separation of over 300 officers during and after Hurricane Katrina. The variables examined included tenure, age, salary, education, and job satisfaction, as well as, race, sex, marital status, and New Orleans residency.

This research is significant because in a time of decreasing budgets and increased cost to replace employees, where skills are scarce and knowledge is important, recruitment is costly, and it takes time to fill vacancies, turnover can be problematic (Loquercio, 2006). Hurricane Katrina was an unprecedented catastrophic disaster unlike any event experienced by a local police department. The impact accelerated the attrition of New Orleans Police Department officers at a time when the agency and community needed them the most. In addition to normal retention challenges experienced by law enforcement, post-Hurricane Katrina, the New Orleans Police Department experienced separation of almost a fourth of its agency post-Hurricane Katrina. This was very problematic and forced the department to operate severely short-staffed at a time when the department was trying to provide essential services to the community and recover from the storm's effects at the same time. This dissertation explored some of the causes of attrition, examined the attrition of the NOPD pre-and post-Hurricane Katrina, and reasons most officers stayed. It was important to identify lessons learned from an agency and officers who experienced a disaster and unprecedented attrition of officers first hand. The consequences of such significant attrition will take years to overcome, especially in light of the New Orleans Police Department's pre-and post-Hurricane Katrina recruitment and retention challenges.

Chapter 1

Introduction

Law enforcement agencies across the country, large and small, struggle with retention of police officers. When training and experience is lost due to officer turnover and vacancy, the public's safety is put at risk. The struggle to retain officers employed by the New Orleans Police Department was exacerbated post-Hurricane Katrina. On Monday, August 29, 2005, the Louisiana and Mississippi Gulf Coasts were slammed by Hurricane Katrina. The human suffering and damage was unimaginable. Hurricane Katrina has been described as the costliest and worst natural disaster in the history of the United States. Over 1,100 people lost their lives and over 200,000 people lost their homes and were displaced (Times Picayune, 2006). Police officers were no exception. The population, affected by this disaster, included police officers employed with the New Orleans Police Department.

After landfall, several levee breaches occurred inundating the city with flood water. In addition to civilians, many New Orleans Police Officers were trapped in their homes and had to be rescued from their rooftops. The members of the New Orleans Police Department began rescuing hundreds of people who had not evacuated from their residences. Many members of the department participated in heroic life-saving events. In addition to saving lives, eighty percent of New Orleans Police Officers learned that they lost their homes and were separated indefinitely from their families who had evacuated to other cities (Hustmyre, 2006; NOPD, 2005).

Problem

When considering the budgetary impact of employee turnover, agency administrators find the cost of retaining good officers is cheaper than the cost of employee turnover (McKeever and Kranda, 2000). In 2003, the New Orleans Police Department estimated that it cost

approximately \$36,000 to recruit, test, and train each new police recruit (New Orleans Police Foundation, 2003).¹

Following Hurricane Katrina, the New Orleans Police Department experienced the separation of over 300 officers due to storm related events. This number includes officers who fled the city with their families prior to landfall, officers who left the department after landfall and while the city remained flooded, and officers who stayed until the flooding receded and then resigned. Additionally, included in this number are officers who were fired for leaving the city and/or for other disciplinary reasons, and officers who retired after the storm. At a rate of \$36,000 per new police recruit (in 2003 dollars), continued loss of officers following disasters could prove costly for the New Orleans Police Department in the future. According to the Bureau of Labor Statistics, \$36,000 in 2003 dollars cost \$45,003 in 2017 dollars. This research will help the New Orleans Police Department and other agencies in the law enforcement community identify retention challenges that will help save money, and prepare officers to respond to disasters, and prevent the massive attrition of officers experienced by the New Orleans Police Department pre- and post-Hurricane Katrina.

Over eighty percent of officers lost their homes and were displaced themselves (New Orleans Police Department, 2005). Many were forced to shelter on a cruise ship docked in downtown New Orleans. The ship was acquired by the Federal Emergency Management Agency (FEMA) to provide temporary housing for all first responders who lost their homes and were displaced.

Six months after the storm, housing and services were not available; therefore, many of the officers remained separated from their families who were living in other cities in Louisiana and out-of-state. Their spouses and significant others began new employment elsewhere with good

¹ According to the Bureau of Labor Statistics CPI Inflation Calculator, \$36,000 in 2003 had the same buying power as \$44,920.57 in 2012 and \$45,003.48 in 2017.

wages unavailable in New Orleans, and their children were attending schools in the cities where they were living. The officers were left trying to decide whether to remain employed with the New Orleans Police Department or to resign and relocate with their families. For many, the frustration of losing everything, skyrocketing apartment prices, and an uncertain future in New Orleans weighed heavily in their decision.

Justification

A study released by the RAND Corporation (2005) recommended that local police agencies begin developing long-range planning strategies to help meet their future labor needs in order to attract and retain high-quality law enforcement officers. Since the terrorist attacks of September 11, 2001, local police departments have had to perform homeland security related functions, such as airport and port security, while continuing to perform traditional policing functions. At the same time, police agencies face a wave of aging baby boomers who will be retiring soon (Dohm, 2000; Hechy, 2005; Munnell, 2014; Toossi, 2005). Prior to Hurricane Katrina, law enforcement's responsibility was to provide public safety, and keep "law and order", crowd control, looting, traffic control, search and rescue, and coordination with other responding agencies. However, post-Hurricane Katrina, in addition to traditional policing duties, the law enforcement role evolved again. During a disaster, law enforcement is responsible for coordinated planning and training leading up to the event: emergency traffic plans, communication plans, staging areas, security plans, resource coordination, evacuations, search and rescue, crime prevention, security at relief distribution centers, media management, feedback and assessment, contingency planning, etc. Furthermore, during Hurricane Katrina, officers were unable to focus on their duties because of uncertainty of the safety of their families. This uncertainty resulted in officers abandoning their duties to care for their families. As a result,

officers are now required to have personal preparedness plans and kits for them and their families. This affords the officers an opportunity to get their families situated so that the officers can return and focus on their responsibilities to the agency and community.

Pre-Hurricane Katrina Recruitment of Officers

In 2003, the New Orleans Police Department began a recruitment drive in attempt to increase its department strength from 1,500 officers to 1,700 officers. The push for the increase was to address an increase in crime and anticipated retirements. At the time, the department was experiencing an attrition rate of about 131 officers per year (Appendix Q). The Department strength reached 1,643 officers prior to Hurricane Katrina.

Romzek (1990) found that the retention of quality personnel had become a serious challenge for the public sector. Due to current conditions, public managers and scholars must study factors that affect the decision of employees to leave or remain employed with the agency. The research revealed that employees with weak psychological ties to their workplaces are more likely to leave the agency than their counterparts with stronger ties. Psychological ties refer to the employee's value system matching the value system of the organization. This is especially important for the New Orleans Police Department since the agency has faced retention issues pre- and post- Hurricane Katrina. The NOPD lost an average of 131.7 officers per year in the 10 years pre-Hurricane Katrina and an average of 131.7 officers per year in the 10 years post-Hurricane Katrina (Appendix Q). This is particularly important because prior to Hurricane Katrina, the New Orleans Police Department was engaged in a recruitment campaign to increase the number of officers, reaching a strength of 1643 officers. However, in the 12 months post Hurricane Katrina, the department attrition resulted in the separation of 321 officers. Post-Hurricane Katrina the department's hiring has been unable to keep pace with attrition. As a

result, the department manpower has continued to decrease post-Katrina falling to 1132 officers in 2014 (Masher, 2016).

No one within the NOPD anticipated a disaster the magnitude of Hurricane Katrina. As a result, pre-Hurricane Katrina, the police response to a flood disaster was not clearly planned. Roles were not well defined regarding what needed to be done and who or what everyone's responsibilities were. Nor were there any preplanned evacuation and rescue directives. Additionally, the existing New Orleans Police Department emergency preparedness plan had never been rehearsed and was unfamiliar to many officers, some of who admitted they did not know a plan existed (Deflem and Sutphin, 2009). Furthermore, disasters pose a special problem for emergency responders, whose primary duty is to assist others, when they also face personal challenges as a result of the disaster (Person, 2006). This scenario manifested itself in New Orleans post-Hurricane Katrina when officers were challenged to provide life-saving rescues and other police services to the public, while the officers also experienced the extended separation from their families and damage or total loss to their residences.

During the three years after Hurricane Katrina, in effort to address the post-Katrina retention issues, the Department installed significant improvements to the Department's Hurricane Plan, as a result of lessons learned during the Department's performance before and after the storm. The changes included extensive training for all Department personnel regarding their roles during a hurricane event; predetermined staging of resources: personnel, equipment, and supplies; and setting of goals and milestones for each stage of the event including preparation, landfall, and recovery (NOPD, 2008).

The improvements to the NOPD Hurricane Plan may explain the following results: First, the experiences of officers after Hurricane Katrina may have conditioned the agency and officers

to handle future storms and disasters. Second, the NOPD enhanced their Hurricane Emergency Plan to include milestones to be achieved at certain alert levels leading up to the landfall of a storm, and established certain levels of agency readiness. The alert levels help the agency to communicate to officers, with transparency, certain events that should be accomplished within certain time frames. This may ease some of the stress associated with the event. Third, the enhanced Hurricane Emergency Plan affords the members of the NOPD opportunity to prepare and relocate their families to a safer place, so that the officer can focus on their duties once the hurricane or disaster event begins. If officers are able to secure their families and property, they are less likely to experience the associated stress and are able to focus on their jobs and mission. Prior to Hurricane Katrina, not much thought was given to long term flooding, looting, separation from family, increased stress, PTSD, depression, family domestic issues.

While preparing for Hurricane Gustav in 2008, the NOPD acknowledged that although formidable, Hurricane Gustav could not compare to Hurricane Katrina. However, lessons learned during Hurricane Katrina were reflected in the Department's enhanced hurricane emergency plan and were employed in planning for Hurricane Gustav (McCarthy, 2008). This planning may have contributed to improved retention during Hurricane Gustav.

Purpose

As a result of Hurricane Katrina, it is important for the local, state, and Federal law enforcement communities to identify the effects disasters have and will have on their ability to retain police officers. Post-Hurricane Katrina, the New Orleans Police Department experienced the separation of 321 officers for various reasons: suicide, termination, retirement, resignations, and abandonment. Hurricane Katrina was, at the time, the most expensive disaster in American history. Twelve hundred civilian lives were lost, comparable to that of battlefield combat action.

In addition to the separation of over 300 officers, 80% of officers lost their homes, many experienced PTSD, and two committed suicide. The purpose of this research is to identify the variables considered by New Orleans Police Department officers when making the decision to remain employed with the police department after Hurricane Katrina. This study will provide valuable data regarding the reasons officers remained with the police department post-Katrina, in light of their experiences during Hurricane Katrina. Agencies will be able to use this data to improve strategic planning for response to natural and man-made disasters. The data will help agencies improve the personnel management component of their emergency response plans pre- and post- disaster as it related to important human resource considerations such as communication, food, down-time, and recreation. The study will help agencies link the needs of police officers pre- and post-disaster and the agencies' responsibilities to keep employees motivated. Keeping the employee motivated will be instrumental to the officer remaining employed with the agency post-disaster (Romzek, 1990).

This research may confirm that improvements in retention post-Hurricane Katrina were the results of the extensive changes to the Hurricane Plan, advance planning of the event, and training of personnel. The survey data and analysis will show that post-Katrina improvements to the NOPD Hurricane Plan and other retention efforts addressed many of the concerns that were expressed by NOPD personnel. The findings will allow the New Orleans Police Department to become a model for what law enforcement agencies must do to maintain their employees during and after natural and man-made disasters. However, agencies will have to continue to study and find ways to address pre-Hurricane Katrina retention challenges.

Research Overview

I began this research as an attempt to understand the variables that contributed to the New Orleans Police Department losing over 300 officers post-hurricane Katrina. I later focused my research to officers who stayed post-Hurricane Katrina. The review of literature identified several theories and factors that affect the retention of law enforcement officers and employees in general. The theories and factors identified included organization support theory, organizational cultural values, employee tenure, employee attitude surveys, and organization theory. Additionally, other extra-organizational theories affect retention, such as attribution theory, cognitive evaluation theory, locus of control theory, gender differences, experiential differences, displacement, cognitive dissonance, and self-justification theory. Other variables affecting retention include theoretical assumptions such as communications theory, human relations theory, turnover theory, job satisfaction, alternative law enforcement and non-law enforcement opportunities, regular pay increases such as longevity pay raises, cost of living adjustments, educational incentives, promotions, and perceived ease of movement. Finally, perceived ease of movement, age, education, tenure, number of children, job availability, and physical ability and agility, mission, and posttraumatic stress disorder (PTSD) were also identified as factors affecting retention.

I interviewed several police officers to solicit the variables they considered when they made the decision to remain with the New Orleans Police Department following Hurricane Katrina, and obtained additional variables from existing literature, theories, and print media regarding retention. Additionally, a confidential online survey questionnaire was administered to police officers employed with the New Orleans Police Department to further identify the variables considered by officers when deciding to remain with the police department post-

Hurricane Katrina. Analysis of the data collected from the survey revealed several expected and unexpected findings regarding the variables that effect officer retention.

Research Questions

The problem analysis and review of the retention issues experienced by the New Orleans Police Department post-Hurricane Katrina yielded the following research questions:

1. What impact does tenure, age, salary, education, job satisfaction have on police retention post-Hurricane Katrina?
2. What impact does family issues, such as, lack of housing, separation from family, and employment opportunities for spouse or significant other, have on police retention post-Hurricane Katrina?
3. What impact do organizational factors such as organizational cultural values and organizational commitment to employee expectations have on police retention post-Hurricane Katrina?
4. What is the significant difference, if any, between retention pre-Hurricane Katrina and post-Hurricane Katrina?

Organization of Research

The organization of this research is contained in five chapters. Chapter 2 contains a review of existing research regarding what is known about retention, retention in law enforcement and retention in other professions. The review identifies and presents theories and assumptions, variables and factors that affect retention. The retention related theories, assumptions, variables, and factors contribute to the research questions listed at the end of the chapter. Chapter 3 contains an overview and discussion of the case and the design and scientific methodology employed to conduct the research. Additionally, this chapter contains information regarding the population sample used to collect the research data, as well as, information regarding the survey and data collected. This section contains a description of the survey questionnaire and research expectations. Chapter 4 provides the results of the survey and an analysis of the research findings and includes discussion, implications, research limitations, recommendations and paths for future research. This chapter also includes information regarding the population demographics, retirement eligibility of NOPD officers, hypotheses results, and analysis. Chapter 5 provides a conclusion which summarizes the research, and additional variables for future research.

Chapter 2

What we know about retention

What's different post-disaster? Literature on how agencies and organizations plan for or adjust to disasters?

Post-Hurricane Katrina Retention

Introduction

Prior to Hurricane Katrina, several theories and variables applied to and affected retention of personnel in law enforcement and other professions. This chapter provides a review of the theories and variables affecting retention including organizational support theory, organization cultural value, and employee tenure. These theories and variables are crucial to retention of law enforcement personnel. Additionally, several theoretical assumptions and extra-organizational arguments are presented that address employee attitude surveys and their usefulness for predicting job satisfaction. Understanding job satisfaction pre- and post-disaster are pivotal components for retaining law enforcement personnel post-disaster. The retention issues of the New Orleans Police Department are not new. The Department experienced challenges with retention pre-Hurricane Katrina (Appendix Q). The mean annual attrition for the New Orleans Police Department was 131.7 officers in the 10 years pre-Hurricane Katrina. In comparison, the Department experienced the separation of 321 officers within 12 months post-Hurricane Katrina. Therefore, as the Department continues to study the agency's retention challenges, it is critical for the leadership of the New Orleans Police Department to understand employee job satisfaction post-Hurricane Katrina.

Assertions of Organizational Support Theory

Supervisors, as agents of their organizations, play critical roles in an organization's success at retaining employees. Supervisors project what is important to the organization and represent the organization's values. Supervisors become the face of the organization. Organizational support theory asserts that employees develop global attitudes regarding the level to which their organization appreciates their contributions and cares about their well-being in order to meet socio-emotional desires and determine the organization's willingness to reward employees for increased output. In addition to forming global perceptions about their organizations, employees also develop perceptions regarding the level to which supervisors appreciate their contributions and care about their well-being (perceived organizational support, or POS). Since supervisors represent the organization, the employee perceives the supervisor's positive or negative position towards the employee as being representative of the organizations position (perceived supervisor support, or PSS) (Eisenberger et al., 1986; Levinson, 1965). As a result, studies show that an employee's perception of supervisor support has a positive effect on perceived organizational support and a negative effect on employee turnover. POS contributes to employees remaining with their organization (Eisenberger, et al, 2002). Malatesta (1995) posits that there is a reciprocal relationship between PSS and POS. When PSS is high, employee output and POS increases. When PSS is low, employees compensate by gravitating towards another supervisor; however, low PSS also contributes to low POS. Low POS yields low employee satisfaction and increases employee turnover. Post-hurricane Katrina, police supervisors experienced the same stress and loss as their officers.

According to Williams (2002), the relationship between structure and behavior has been the basis for several organizational theories such as assumptions of employee attitude surveys.

Additionally, the private sector has regularly employed employee attitude surveys to help facilitate organizational change and development. However, police administrators had only recently begun to realize that there is a positive relationship between employee job satisfaction and improvements in employee motivation and performance. (Rosenbaum et al, 1994). Williams (2002) conducted a study regarding the use of employee attitude surveys to measure the level of employee satisfaction. The study focused on the community policing model and the officers' acceptance of the role transition inherent in its adoption. Williams posits that the level of job satisfaction serves as a tool to measure the effectiveness of supportive structural change in the organization, especially in management style; the level of acceptance by employees of the community policing philosophy; the level of compliance with expected behavioral changes both internally and in the field; and to facilitate development and organizational change.

Assumptions of Employee Attitude Surveys

Williams (2002) examined the underlying assumption of employee attitude surveys by exploring classical theories and commentaries previously presented by police researchers. The assumptions included increased job satisfaction, participative management, and motivation of individuals as ways of improving employee commitment and performance. Williams based his research on the following assumptions:

- supervisors are the primary determinants of employees' job satisfaction;
- motivational techniques, such as rewards and positive feedback, must be used to cultivate desired behavioral changes;
- employee attitudes can be measured and are reliable indicators of compliance with performance indicators;

- and the level of reported job satisfaction is a reliable indicator of managerial effectiveness in motivating employees, the degree of employee acceptance and commitment, and the level of employee behavioral compliance with pursuing organizational goals (Williams, 2002).

Supervisors are the face of the agency; therefore, their preparation, planning, and staff development impact the performance of their personnel. Supervisors at all levels must engage their personnel and provide feedback and support to the needs of the employees. This will determine the level of employee support and commitment.

Williams (2002) examined assumptions related to the construction and analysis of employee attitude surveys and extra-organizational theories that challenged the utility of these assumptions. The assumptions included communications theory and organization theory. Similar to organizational support theory, communications theory assumes that supervisors are the primary determinants of employees' job satisfaction (Williams, 2002). However, organizational support theory links employee satisfaction with supervisors to the employee's overall view of the organization's appreciation of the employee's contributions. Although surveys indicate that employee satisfaction with supervisory personnel are reliable indicators of job satisfaction and are used as a measurement of supervisory abilities, this assumption is different than the results of communications research. Communications research conducted by Dansereau and Markham (1987) indicates that supervisor/ subordinate relationships are due to normative, subjective/affective perceptions of employees and not rational, objective/ insentient evaluations of management and leadership ability. For example, existing research suggest that females' perceptions of their supervisors may differ from males'. The employees' perceptions are based on differences related to gender and personality types of the employees (Haddad, 1982).

Boggiano, Main and Katz (1991) collected data which supported the hypothesis that when compared to boys, girls exhibited different preferences for challenge, relative to the type of adult feedback and the girls' motivation. Females respond and perform better due to extrinsic motivational factors such as feedback from supervisors compared with males who tend to be more intrinsic. Whisenand and Rush (1988) suggest that "Effective supervision plays a central role in determining employee's job satisfaction (p. 49)." However, this research is countered by Wilson and Bennett's (1994) review of officer attitudes in four different districts in Philadelphia's Community-Oriented Police Education (COPE) in which one group of officers scored high in supervisor satisfaction but lower in job satisfaction. As result, researchers caution against using surveys alone at the organizational level to capture managerial effectiveness. Rather organizations should consider other factors such as tenure, gender and other un-specified variables which may contribute to job satisfaction rather than supervisor/ subordinate relationships alone (Williams, 2002). Post-Hurricane Katrina, perceived organizational effectiveness may be impacted by variables such as marital status, single parents vs. coupled parents, homeowners vs. renters, officer vs. supervisor, patrol officer vs. detective or administrative officer.

Assumptions of Organization Theory

Organization theory assumes the following:

- motivational techniques foster desired employee performance;
- employees are self-motivated and use cost and benefit analysis as the motivational technique;
- employee behavior can be predicted by measuring employee attitude;

- and that job satisfaction can be used to measure management's ability to motivate employee commitment and compliance with performance expectations (Williams, 2002).

Williams also presents that although organization theory is heavily supported by the human relations school, several researchers have challenged the assumptions of organization theory. He cites Etzioni (1988) as arguing that the employees' use of cost and benefit analysis as a motivational technique is invalid; there is no link between attitude and behavior (McGuire, 1969; Deutcher, 1973, Fishnein and Ajzen, 1975; Zimbardo et al., 1977; Williams, 2002). Empirical studies do not support job satisfaction as a reliable indicator of managerial effectiveness. Instead, several variables other than supervision, influence job satisfaction and motivation (Jabin et al., 1987; Williams, 2002). Examples include human need for self-determination and intellectual challenge (Deci and Ryan, 1985; Williams 2002), and intrinsic motivation such as the employee's pursuit of excellence (Deci and Ryan, 1985; Bellah et al., 1988; Williams, 2002). Williams (2002) posits that the collective assumptions of organizational theory and their counterparts contribute to the myth that basic human traits guiding employee behavior can be influenced by management.

Predictions of Extra-Organizational Theories

Although differences exist among employees based on their behavioral patterns, extra-organizational theories have predicted patterns of employee behavior that demonstrate central tendencies (Jablin et al., 1987; Williams, 2002). To assure validity, the information obtained from job satisfaction surveys must improve understanding and behavior or organizational understanding must be able to be predicted and explained (Williams, 2002). Williams discussed the following extra-organizational theories: attribution theory was developed by Jones and Davis (1965) to infer cause-and-effect (Horton, 1985) to observed phenomena. Attribution theory

posits that people assign cause and effect to their perception of observed behavior. Rather than look for organizational causes, Brown and Mitchell (1986), drawing on attribution theory, found that supervisors attribute poor performance to the personality character of the employee (Williams, 2002). Post-Hurricane Katrina, officers who left the city without authority were fired for job abandonment because it was believed that they were cowards who abandoned their duties. However, cognitive evaluation theory states that the employee's behavior is affected by the psychological meaning of the event and, therefore, is dependent on the individual's perception of reality, sensitivities, background and biases, etc. (Deci and Ryan, 1985). Officers, during Hurricane Katrina, experienced helplessness, disorganization, stress, fear of the unknown, lack of food and water, detachment from home without communication, shootings, deaths, arrests, and looting. Locus of control theory refers to the employee's belief that he has certain control over outcomes (internal locus of control) or whether the outcomes are controlled by chance or by some other outside influence (external locus of control) (Rotter, 1966; Williams, 2002). Officers with internal locus of control may be more likely to believe that they are making a contribution; their contribution has value to the organization; and yields positive outcomes; therefore, increasing retention. Officers with internal locus of control are more team oriented while officers with more external locus of control view management as controlling (Lonky and Reiman, 1980; Williams, 2002). Many officers view their situation as a failure of management and the organization. It was unique in that the entire structure of the police department collapsed under the perception that there was no local, state, and federal help. Supervisors with internal locus of control tend to employ more persuasion to influence employees which is positively related to an employee's satisfaction with supervisors. Gender differences indicate that even when positive feedback meets all the criteria for being informational, females are more likely

than males to interpret praise as controlling (Haddad, 1982; Ryan, 1982; Williams, 2002). Additionally, due to different socialization factors, females may report lower dissatisfaction with supervisors even though they received equal treatment. Experiential differences relate that employees with like experiences will have a shared meaning of the concept while those with differing experiences may not present a uniform meaning. Displacement describes the manner in which supervisors disseminate information from upper management. Employees blame the organization for negative controlling characteristics and focus on the organization when supervisors use organization as a descriptor when relaying information. During Hurricane Katrina, information that was relayed from upper management through supervisors to officers working in the field was often delayed, disjointed, and inconsistent causing officers to lose confidence in the Department. First-line supervisors blamed the Department for lack of planning and execution. Cognitive dissonance theory asserts that rather than find fault with a supervisor for an unpleasant experience, employees place fault on upper management (Deci and Ryan, 1985, Williams, 2002). Self-justification theory stated that even if an officer is not satisfied with his policing role, he will report a positive response if he believes that the role cannot be changed. The officer's expression of dislike will be reduced for an inevitable event (Darley and Beschild, 1967; Williams, 2002).

Managers want to know: whether or not employees have bought into the agencies' philosophy; what components of organizational structure promote or impede achievement of the organization's missions and philosophies; feedback regarding the perceived adequacy of relevant training; and the employees attitude towards the organization as a whole (Williams, 2002). Due to the competing assumptions and theories regarding attitude surveys, Williams recommends a list of alternative indicators for measuring employee satisfaction: lower absenteeism (Couper and

Lobitz, 1991); fewer disciplinary problems among officers (Corner, 1991); fewer formal citizen complaints (Conder, 1991); decreased calls for service to repeat call locations (Sparrow et al, 1990); and quality control community surveys (Bayley, 1989; Trojanowicz and Bucqueroux, 1990; Alpert and Dunham, 1986; Williams, 2002). Ultimately, managers remain responsible for the performance of their subordinates and their performance remains a measure of the performance of upper management. Hurricane Katrina exposed the failure of all levels of government to include the New Orleans Police Department (Moynihan, 2009).

At a time when retaining quality employees has become a serious challenge for the public sector, public managers now have to pay closer attention to the variables that affect an employee's decision to remain employed with the agency. Research on the topic indicates strong relationships between the decision to leave and the psychological ties to the workplace (Romzek, 1990). Current public agency proposals to increase employee retention include increasing employee investments such as pay, benefits, and career opportunities. These are very important factors; however, the research indicates that they are not enough (Romzek, 1990). In addition to increasing employee investments, agencies must be concerned with the dynamics of growing employee contributions, particularly commitment, which has been described as a sense of psychological attachment based on the sharing of important organizational mission and values. The more an employee is vested (positive career track, promotions, pay raises, guaranteed retirement benefits, etc.) in the organization, the greater the likelihood the employee will stay employed with the organization. Once an employee has vested interest in the organization, in order to increase retention, the employer needs to remain competitive with the benefits of alternative employment opportunities. If agencies are unable to compete, they risk losing employees who can be lured away by other employment opportunities offering a "higher rate of

return” on employee investment such as higher salaries, bonuses, etc. (Romzek, 1990).

However, a higher rate of return may not have been the sole reason for the separations. Also, during this time, many officers were separated from their families, and had not rebuilt their homes due to uncertainty about the future of New Orleans’ recovery post- Hurricane Katrina.

Employees who are committed to the agency identify with the mission of the organization and feel a sense of loyalty to the agency. Employee commitment may be the mechanism used by individuals to increase loyalty and identify with a respected supervisor or chief executive officer. The employee cares about the goals and values of the organization and cares about the welfare of the organization. This relationship requires a reciprocal relationship between the employee and managers. Organizations and managers must exhibit the same level of commitment as their employees (Romzek, 1990). Organizational factors that affect employee commitment include (1) the culture of the agency, (2) the ability of the agency to employ effective socialization programs, and (3) the ability of the agency to meet the expectations of the employee (Romzek, 1990). In order for employee commitment to manifest itself, the organizational culture must allow it to develop, and under optimal conditions, encourage employee commitment. The employee and agency share values that are required for the organization to survive and function successfully. Since employee commitment is reciprocal, organizations and supervisors must demonstrate commitment to get commitment (Romzek, 1990). In order for employees to share in the organizational values, the organization must develop a socialization program that relays the important organizational values to the employees. This transmittal of important organizational values is an ongoing task and is exhibited in socialization programs such as the widely known armed services boot camp model. Effective socialization of officers is critical to sustaining commitment during and post-disaster.

Finally, if an agency hopes to secure employee commitment, the agency must address employee expectations regarding their work experiences. Employees are more likely to develop and continue organizational commitment if their work expectations are realized. Employees may expect supervisors and coworkers to treat them a certain way and hope for opportunities to get promoted. The employee expects supervisors to treat them with dignity and respect. Similarly, employees expect to gain valuable experience that will lead to career advancement. The expectations of employees and/or the organization may change over time necessitating a change in the expectations of the other (Romzek, 1990). When employees are valued and their needs are met, there is a feeling of gratification and fulfillment which results in job satisfaction. When employees become highly committed, they look at themselves as contributors to the organization (Araki, 2006).

According to McKeever and Kranda (2000), demonstrating department value by providing employees with the tools and support to effectively do their jobs is the most effective way to build departmental commitment and loyalty. The agency will realize increased satisfaction and reduced turnover when management attempts to transition employees into the agency effectively and stresses appreciation of the officers' work. An officer's opinion, job performance, and decision to stay, will be heavily influenced by the manner in which they are introduced into the agency. As a result, some departments have employed mentoring programs for all new officers. Mentoring programs demonstrate organizational value for the new officer and aids in reducing employee turnover.

A newly hired employee's decision to voluntarily withdraw employment from an organization is effected by an organization's cultural values (Sheridan, 1992). Kerr and Slocum (1987) and Kopelman, et al, (1990) also argue that there may be a relationship between organizational

cultural values and variation in employee retention across organizations. They posit that an organization's human resource strategies are influenced by the organization's cultural values and these strategies result in different levels of employee commitment and retention. Additionally, Kerr and Slocum (1987) further posit that the retention rates of overachieving employees and underachieving employees may also be affected by organizational culture values. Organizations that foster teamwork, security, and respect for individual members, experience employees who, regardless of job performance, show high levels of loyalty and long-term commitment to the organization, while organizations that foster personal initiative and individual reward for performance, experience employees who do not show high levels of loyalty and long-term commitment to the organization. In the latter scenario, underperforming employees will leave the organization while overachieving employees will remain with the organization until they identify greener pastures in another organization. As a result, after controlling for the exogenous effect of labor market factors, gender, and marital status, retention rates are influenced by organizational cultural values, and an employee's performance will significantly interact with an organization's cultural values in influencing retention rates (Sheridan, 1992).

Effects of Employee Tenure on Retention

Retention rates are affected by an employee's tenure with an organization. In the Sheridan studies on the effects of perceived supervisor support on perceived organizational support and employee retention, all participants in the study had been employed for more than 4 years with their organizations prior to the studies (Sheridan, 1992). A study conducted by the North Carolina Criminal Justice Analysis Center (Yearwood, 2003) surveyed 205 state and local police agencies in the State of North Carolina regarding recruiting and retaining sworn police personnel. Respondents included police chiefs or members of their staffs. The survey revealed

turnover rates ranging from zero to eighty-seven percent. The average turnover rate was fourteen and two-tenths percent. The average tenure of an officer prior to deciding to leave or resign from the department was 34 months. The average tenure reported by eighty-four percent of the agencies was less than three years. This revelation presents a critical period of between two years and ten months and three years for law enforcement agencies to employ programs to minimize attrition and retain officers beyond three years. However, the information presented in Yearwood's study did not address the retention of police personnel post-disaster nor officers who are near or eligible for retirement. Post-Katrina attrition of officers was exacerbated as a result of retirements, resignations, dismissals, and deaths (Appendix R). There have been increases in the number of disasters worldwide both man-made and natural disasters worldwide, such as Hurricane Katrina, introducing new retention challenges for law enforcement which may require additional efforts on the part of law enforcement agencies to retain personnel during disasters.

Other Variables Attributable to Attrition

In the study conducted by the North Carolina Criminal Justice Analysis Center (Yearwood, 2003) police agencies reported the top four variables attributable to attrition rates: 82.3% of respondents reported agency budget restrictions as an attrition causal factor, 81.5% of respondents reported lateral transfers as a causal factor, 70.2% of respondents reported officers who left for the private sector as a causal factor, and 57.3% of respondents reported retirements as a causal factor. There were other variables; however, 50% or fewer respondents reported the remaining variables which included agency location, agency size, cost of living, and specific job duties. It is important to note that analysis of data revealed that post-Hurricane Katrina, many of the officers who were eligible to retire, did so.

In the North Carolina study, the majority of the agencies selected annual pay increases, such as longevity and cost of living adjustments (81.5%); offering educational incentives, such as tuition reimbursement and the ability to attend classes while on duty (76.6%); and personnel promotions (69.4%) as the top three favored retention methods. The most frequently used retention techniques were annual pay increases irrespective of performance, education incentives, promotions, annual pay increase based on performance, formal awards and recognition, and assigned favorable work shifts. Survey respondents perceived the most frequently used retention techniques to also be the most effective with the exception of promotions and assigning favorable work shifts which the respondents perceived to be less effective than performance based merit pay (Yearwood, 2003).

Predictions of Theoretical Assumptions of Employee Attitude Surveys

Several theoretical assumptions exist regarding the predictability of employee commitment and performance through increased employee job satisfaction, participative management, and individual motivation (Williams, 2002): communications theory, organization theory, cognitive dissonance theory, self-justification theories, human relations theory, attribution theory, cognitive evaluation theory, locus of control theory, gender differences, experiential differences, displacement, and self-justification theory.

According to Williams, the theoretical assumptions include the following:

1. Supervisors are the primary determinants of employees' job satisfaction.
2. Desired behavioral changes must be cajoled by motivational techniques such as rewards, and positive performance feedback.
3. Employees' attitudes are measurable, and are reliable indicators of the level of compliance with performance expectations.

4. The level of reported job satisfaction is a reliable indicator of:

- Employee motivation due to managerial effectiveness;
- the degree of acceptance of, and commitment to organizational goals; and
- the degree of behavioral compliance with pursuing organizational goals.

Other variables that gauge employee satisfaction include lower absenteeism, fewer disciplinary problems among officers, and fewer formal citizen complaints about officer conduct (Cornder, 1991).

Suggestions of Turnover Theory and Job Satisfaction

The public sector and the non-profit sectors are service oriented fields. Non-profit organizations are driven by their mission and their employees join the organization because of their mission (Kim and Lee, 2006). Similarly, many police officers upon hire express that they joined the police department to help people. Police officers are required to perform human services such as counseling and helping people to resolve problems. This is evident in the emphasis of such new contemporary programs such as community policing.

Kim and Lee (2006) repeated the study by Brown and Yoshioka (2003) which asserted that a person's attachment to the organization's mission was a factor in the retention of nonprofit employees. Kim and Lee's study revealed that human service employees exhibited positive attitudes regarding the agency's mission; however, they expressed greater dissatisfaction with working conditions such as pay and career advancement. Although dissatisfaction with working conditions overshadowed positive attitudes towards mission, the study also revealed a strong correlation between nonprofit working conditions and attachment to the organization's mission. This indicates that mission may still play a role in retention by reducing dissatisfaction with the working conditions (Kim and Lee, 2006).

Kim and Lee (2006) described what they referred to as the model of turnover theory. Turnover theory posits significant events, such as an unexpected job offer or the employees spouse moving away, are responsible for more of the variance in employee turnover than satisfaction with their jobs (Lee, Mitchell, Holtom, McDaniel, & Hill, 1999). Hurricane Katrina resulted in unexpected levels of loss due to flooding and death. Hurricane Katrina also created conflict between work and family. Officers were separated from their families who were displaced living in other cities. Furthermore, Kim and Lee (2006) posit that conflict between work and family responsibilities has been revealed to be an important indicator of an employee's intent to leave the organization. Post-Hurricane Katrina, officers were not able to travel with and/or to visit and spend time with their families. This phenomenon caused officers' motivation, satisfaction, and performance to decrease potentially reducing the likelihood that the officer would remain with the Department. Spencer (1986) cites nonwork-related influences such as spouse's immobility as one of two major influences that affect the relationship between job satisfaction and an employee's decision to leave the organization. The other influence is the number of alternative employment opportunities available to the employee. Several members of the New Orleans Police Department lived apart from their families as a result of Hurricane Katrina. The officers' families began stabilizing in the cities where they relocated. Their spouses accepted new employment and worked and settled in their new jobs and new environments. Subsequently, their spouses expressed less of an interest in returning to New Orleans. These circumstances may have influenced the officers' decision to remain employed with the New Orleans Police Department. Fortunately, the more time that passes since Hurricane Katrina, the more families are returning to normalcy and returning to the New Orleans Metropolitan area.

Perceived Ease of Movement's Effect on Retention

Kim and Lee (2006) defined the perceived ease of movement as a function of various demographic and economic variables that affect an employee's decision to leave an organization. These variables include age, education, tenure, number of children, and job availability. Age and education substitute for outside job opportunities (Blankertz and Robinson, 1997; Kim and Lee, 2006). Most law enforcement jobs require that a police recruit or lateral transfer officer pass rigorous physical and agility examinations either prior to the police academy, during the police academy, or as a prerequisite for graduation from the police academy. Older police officers may not be able to meet the physical agility requirements and, as a result, are less likely to leave their current organization. Therefore, age and physical ability contribute to, or limit, the number of outside law enforcement employment opportunities for older police officers. However, older more tenured officer who are eligible to retire, will retire. On the other hand, younger officers who are able to satisfy the physical fitness requirements of other agencies may be more attracted to outside job opportunities and are more likely to resign if they perceive better opportunities. Additionally, more educated employees may have more employment opportunities outside of law enforcement than those employees with less education and training (Kim and Lee, 2006; Lee and Ashforth, 1993; Manlove & Guzell, 1997).

Tenure presents a negative relationship with turnover because tenured employees have more ties to the organization than employees who have not worked as long (Kim and Lee, 2006; Mobley, Griffeth, Hand, and Meglino, 1979). Within police work, tenure can be divided into two categories: length of service and rank or Civil Service classification. Police officers with longer lengths of service are closer to retirement and may have greater job responsibilities. Police officers who are supervisors certainly have longer lengths of service because of Civil

Service requirements for promotion, in most cases the higher the supervisory rank, the closer the police officer is to retirement. Additionally, the ranking police officer's supervision classification is not transferable to other police departments because there are very few entry level supervisory positions within police departments. Therefore, a supervisor leaving one agency would have to accept new employment as a police officer with the new police department. Leaving may be less attractive to a supervisor because it may result in less pay. Finally, perceived external availability of jobs has been said to be the most accurate stand-alone predictor of employees' decision to leave the organization (Kim and Lee, 2006; March and Simon, 1958).

Perceived Desirability of Leaving the Organization's Effect on Retention

In their study regarding agency mission attachment, Kim and Lee (2006) found that dissatisfaction with pay was chosen by a majority of employees' surveys as the most important reason they would consider leaving the organization. Additionally, the authors found frustration with pay was associated with opportunities for career advancement and heavy workloads. Pay and the ability to advance within the organization have been considered strong indicators of an employee's intention to leave the organization; however, the reasons that employees leave are not as simple as first stated (Barotome, 1989; Kim and Lee, 2006; Larson and Hewitt, 2005; Onyx and Maclean, 1996). Other research indicates that employees often resign from their jobs due to conflicts with supervisors rather than dissatisfaction with pay (Kim and Lee, 2006; Larson and Hewitt, 2005). A study involving child care workers also indicated that there was a strong negative relationship between satisfaction with supervisors and the employee's intention to leave the organization (Kim and Lee, 2006; Stremmel, 1991). In the study conducted by Kim and Lee (2006) they found that the second most important cause of employees' intention to leave the organization was related to supervision. The employees indicated that they were frustrated with

the management styles and believed that management was disrespectful, did not appreciate them and did not maintain the agency's mission.

Other Retention Factors

Kim and Lee (2006) also revealed that the majority of the employees participating in the study indicated that the most important reason they intended to remain with the agency was their commitment to the mission and their desire to help people. During Hurricane Katrina, officers who remained with the department indicated that it was their duty. These officers were involved in numerous lifesaving rescue missions. They enjoyed the reward of making a difference in someone's life, helping people, and getting respect and appreciation from clients and upper management. The second most important reason to remain with the agency was being able to work with good staff and supervisors. The employees expressed satisfaction with working with their co-workers and with their supervisors who treated them with respect. Only a small number of respondents indicated that benefits and pay contributed to their remaining with the agency. However, during the regression analysis, the impacts of pay and career advancement on employees' intention to leave the organization was highly significant. (Kim and Lee, 2006).

Post Traumatic Stress Disorder Effects on Retention

Another factor effecting retention of police personnel is Post Traumatic Stress Disorder (PTSD). PTSD is defined as a type of stress experienced during incidents that have a perceived or realistic potential for causing death or great bodily harm. The person experiencing the stress does not have to be the victim of the life-threatening event. The stress resulting from the potential life-threatening event makes PTSD the worst type of stress that a person can encounter. The human reaction to PTSD, both psychological and physical, are extreme. During the 1992 Los Angeles riots, members of the Los Angeles Police Department experienced characteristics of a traumatic

event similar to those experienced by New Orleans Police Officers after Hurricane Katrina. LAPD officers "...experienced powerlessness and acute disruption of their lives, as well as severe discomfort in the context of a potentially life-threatening situation." (Harvey-Lint & Tidwell, 1997). Similarly, during Hurricane Katrina, many officers witnessed the pain, suffering, and death of people effected by the storm. Additionally, the officers not only witnessed the pain, suffering and death of others, but experienced the event themselves. Officers may separate from the agency due to the effects of PTSD. During Hurricane Katrina, two officers committed suicide, and over 80% of officers employed with the New Orleans Police Department lost their homes and possessions and were separated from their families who evacuated to other cities; many of whom resigned, retired, or were terminated from the department for abandoning their jobs. For months post-Hurricane Katrina, many officers were displaced and separated from their families Hustmyre (2006).

Research indicates that 20-30% of law enforcement officers, working in urban areas, will develop a reaction to acute stress disorder (Police Officers and Posttraumatic Stress Disorder, 2006). The stress experienced by law enforcement officers will surface within one or more of the following intervals: acute, chronic, accumulative, or delayed. Acute stress disorder is short-lived in those officers who are able to work through its effects. This acute experience will last less than four (4) weeks. Stress experiences that last beyond four weeks are referred to as PTSD. PTSD is revealed as stress that is chronic or experienced over a long period of time, accumulative or from a variety of sources over a period of time, or delayed or buried intentionally for a period of time, resurfacing later in life.

Factors contributing to PTSD include personal identification with the event, knowing the victim, lack of preparation, or lack of knowledge of the event ahead of time, the severity and

intensity of the event, accumulative exposures to Post Trauma Stress, chronic exposure to a traumatic incident, pre-existing Post Trauma Stress Disorder, and helplessness consistent with extrinsic motivation theory (Williams, 2002), which posits that employees feel that they have no control over employment outcomes. A study which examined 912 officers for symptoms of depression and PTSD among police officers who served during Hurricane Katrina revealed that twenty-six percent of respondents (226 officers) reported symptom consistent with depression and nineteen percent (170 officers) reported symptoms consistent with PTSD (West and Bernard, et al, 2008). PTSD is serious and effected officers physically, mentally, and emotionally. The effects of PTSD can lead to suicide, divorce, and addictions, etc. The effects have been evident with the New Orleans Police Department. Immediately after Hurricane Katrina, two officers committed suicide, a number of officers separated or divorced from their spouses, experienced alcohol addiction, and abruptly resigned from the police department. According to Williams (2002), officers who are intrinsically motivated believe that they are making a contribution and have more control over their organizational outcomes; therefore, they may not experience the level of PTSD experienced by some during Hurricane Katrina. Officers who are intrinsically motivated are less likely to feel helpless and destitute as they perform during a disaster.

In attempt to offset officer exposure to PTSD, in the weeks immediately following Hurricane Katrina, the New Orleans Police Department brought in several agencies that made themselves available to police officers who wanted and/or needed counseling or other psychological services for assistance with their experiences during or since the storm. Counseling and psychological services were not in the Department's Emergency Plan. Supervisors are now taught to look for signs of PTSD and to get help for their officers and peers (NOPD Hurricane Plan, 2008).

Prior Research Conducted on the New Orleans Police Department Regarding Retention

Recruitment and retention has been an ongoing challenge for the New Orleans Police Department. A study conducted by the Center for Society, Law and Justice at the University of New Orleans (2004) revealed that the New Orleans Police Department has experienced a decrease in manpower every year since 2000. This continuing decline in manpower weakens the department's ability to effectively reduce crime.

As a part of the study, a survey of the members of the department was conducted to gain a better understanding of why officers remain with the department. The study identified factors that effected officer satisfaction with the department and encouraged separation from the agency. These factors were recognized through a survey of the department and collected from officer exit interviews. The study identified the following variables as essential to the retention of police in New Orleans: salaries comparable to other large cities, certain promotional opportunities, ability to pursue higher education goals, and availability of quality, top-notch training (Center for Society, Law, and Justice at the University of New Orleans, 2004).

Three issues emerged from the survey of the department which paralleled the data collected from the exit interviews: pay, promotional opportunities and fairness, and the residency requirement. The report revealed that pay, promotional opportunities and fairness, and the residency requirement were factors considered by officers when considering separation from the police department. Seventy-five percent of officers expressed that pay and benefits are very likely considerations when deciding to leave the NOPD. Fifty-one percent of those officers expressing intent to separate from the NOPD acknowledged their number one consideration for leaving the department was inadequate and low salaries. Sixty-nine percent of officers

responding to the survey revealed that increasing salaries and instituting pay raises was the most important retention tool that could be employed by the NOPD. Finally, eighty-nine percent of respondents cited, to increase their own personal job satisfaction, their number one or number two goal for the NOPD was increasing pay and benefits. This finding was relevant since pay for recruits and officers after one year on the force rests near the bottom when compared to cities such as Washington, DC, Atlanta, Baltimore, Philadelphia, New York City, Chicago, Los Angeles, and Memphis (The Center for Society, Law and Justice, 2004).

Although limited data exists, when the survey was conducted, the City of New Orleans residency requirement was identified as a significant factor affecting recruitment and retention of police personnel. The domicile requirement required all employees of the City of New Orleans, including police officers, to live within Orleans Parish. Seventy-nine percent of respondents opposed the domicile requirement, seventy-two percent believed that the residency requirement was a major factor hindering retention, and eighty-two percent expressed that the residency requirement was a major factor effecting recruitment of NOPD applicants. New Orleans was not the only city with a residency requirement nationally. However, the following neighboring agencies in the metro area did not have a residency requirement: Jefferson Parish and the City of Kenner. Other neighboring cities had less restrictive residency requirements such as Baton Rouge and Lafayette. Baton Rouge required its officers to live within twenty-four miles of the geographic center of the city, and Lafayette required its officers to live within thirty miles of the Lafayette Parish Court House (The Center for Society, Law and Justice, 2004).

In 2003, the pool of candidates available to the New Orleans Police Department was reduced because those who had an interest in the Department but did not live in the city were not considered for hire (The Center for Society, Law and Justice, 2004). In 2005, after Hurricane

Katrina decimated the housing stock in New Orleans and a significant portion of the officers lost their homes to floodwaters, the New Orleans City Council rescinded the City's Domicile requirement for three years. As a result, members of the New Orleans Police Department were given the option to seek housing and live outside of the City of New Orleans (potentially increasing the applicant pool and retention for the NOPD). After 2008, the residency requirement was reinstated; however, it was rescinded again in 2014 for all first responders. In 2017, officers are still allowed to live outside of the City of New Orleans.

Additionally, due to budgetary constraints of the City of New Orleans, promotions within the police officer ranks were not consistent. Lack of regular promotions was cited in exit interviews as a main consideration for separating from the NOPD.

The findings of the study conducted by the Center for Society, Law and Justice (2004) revealed that the NOPD was seriously affected by the steady attrition rate. The attrition rate undoubtedly affected the Department's ability to protect its citizens. In 2005, after Hurricane Katrina, the Department attrition skyrocketed. The Department experienced an 18% reduction in manpower due to attrition (loss of 321 officers). The National Guard were brought in to help the New Orleans Police Department provide services throughout the City of New Orleans. Between August 2005 and October 2006, the Department manpower was reduced from 1,741 officers to 1,421 officers. The personnel loss included personnel who were separated from the Department for the following reasons: retirements, resignations, terminations, and unfortunately deaths (Rostker, Hix, and Wilson, et al, 2007).

Research Questions

The following research questions guided this study:

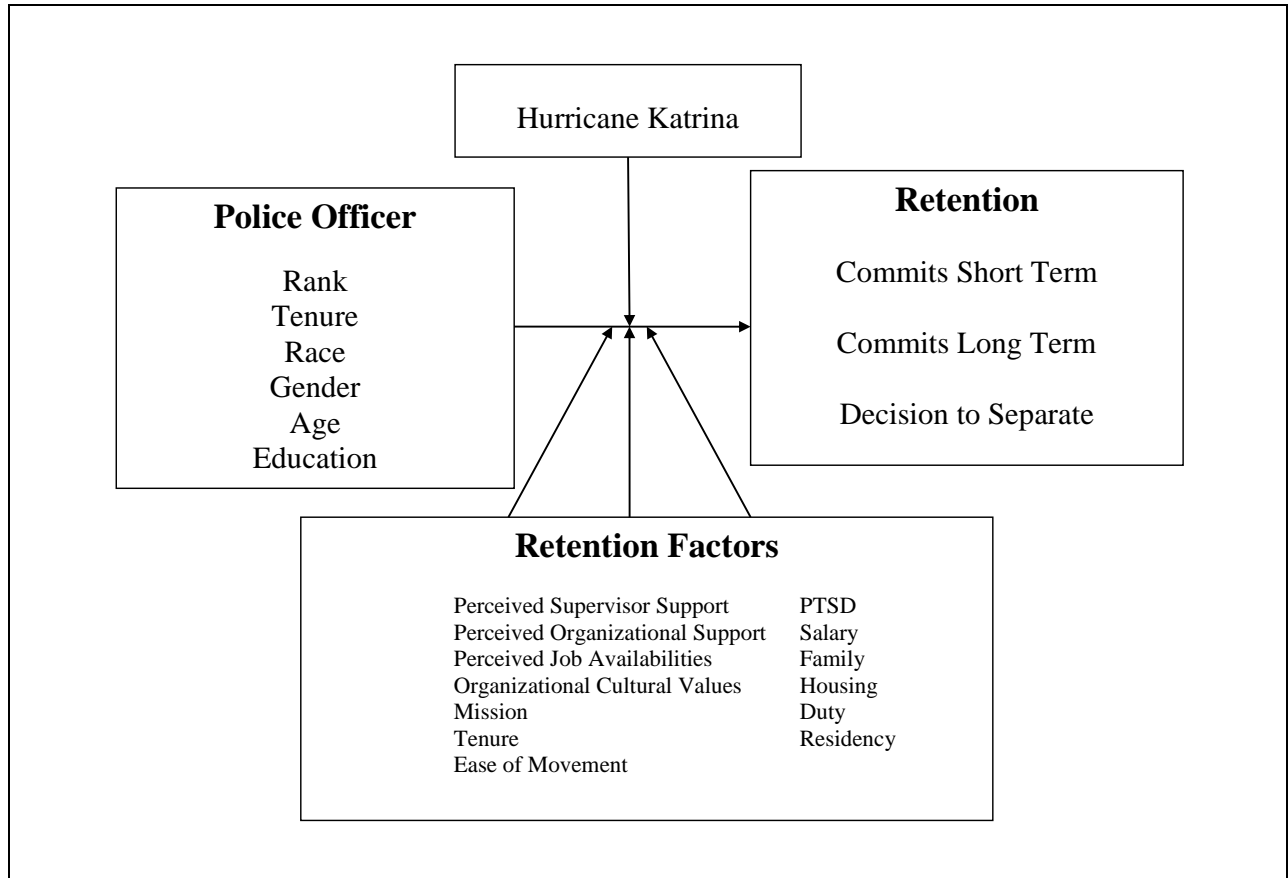
1. What impact did tenure, age, salary, education, and job satisfaction have on police retention post-Hurricane Katrina?
2. What impact did family issues have on police retention post-Hurricane Katrina?
3. What impact did organizational factors such as organizational cultural values and organizational commitment to employee expectations have on police retention post-Hurricane Katrina?
4. What is the significant difference, if any, between retention pre-Hurricane Katrina and post-Hurricane Katrina?

Conceptual Model

The following conceptual model was developed, and later modified, as a result of the literature review regarding retention, and officer feedback which identified variables that impacted employee retention post-Hurricane Katrina.

Several theories explain and point to different variables that impact employee retention. Eisenberger et al, (1986), Levinson (1965), and Sheridan (1992) posit that employee retention is determined by the employee's perception of supervisor and organizational support. Low levels of either increases employee turnover. Williams (2002) presents that employees are intrinsically and extrinsically motivated. As a result, varying levels of supervisory motivational techniques influence employee job satisfaction and retention. Romzek (1990) and Sheridan (1992) posit that employees develop psychological ties to organizational cultural values and mission, which impacts employee retention.

Figure 1 Conceptual Model



The following hypotheses guided this study:

Hypotheses

H1 - Tenure was positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

According to Yearwood (2003), there exists a critical period of between two years and ten months and three years for law enforcement agencies to employ programs to minimize attrition and retain officers beyond three years. Tenure presents a negative relationship with turnover because tenured employees have more ties to the organization than employees who have not worked as long (Kim and Lee, 2006; Mobley, Griffeth, Hand, and Meglino, 1979).

H2 - Age was positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

Kim and Lee (2006) defined the perceived ease of movement as a function of various demographic and economic variables that affect an employee's decision to leave an organization. These variables include age, education, tenure, number of children, and job availability. Age and education substitute for outside job opportunities (Blankertz and Robinson, 1997; Kim and Lee, 2006).

Most law enforcement jobs require that a police recruit or lateral transfer officer pass rigorous physical and agility examinations either prior to the police academy, during the police academy, or as a prerequisite for graduation from the police academy. Older police officers may not be able to meet the physical agility requirements and, as a result, are less likely to leave their current organization. Therefore, age and physical ability contribute to, or limit, the number of outside law enforcement employment opportunities for older police officers. On the other hand, younger

officers who are able to satisfy the physical fitness requirements of other agencies may be more attracted to outside job opportunities. Additionally, more educated employees may have more employment opportunities outside of law enforcement than those employees with less education and training (Kim and Lee, 2006; Lee and Ashforth, 1993; Manlove & Guzell, 1997).

H3 - Perceived external job availabilities were negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

Higher performing employees who are more desirable to external companies as a result of their superior performance...be more likely than lower performers to voluntarily leave. (Kim and Lee, 2006; Lee and Ashforth, 1993; Manlove & Guzell, 1997; (Nyberg, 2010).

H4 - Education was negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

More educated employees may have more employment opportunities outside of law enforcement than those employees with less education and training (Kim and Lee, 2006; Lee and Ashforth, 1993; Manlove & Guzell, 1997).

H5 – Salary was positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

Current public agency proposals to increase employee retention include increasing employee investments such as pay, benefits, and career opportunities. These are very important factors; however, the research indicates that they are not enough (Romzek, 1990). Once an employee has vested interest in the organization, in order to increase retention, the employer needs to remain competitive with the benefits of alternative employment opportunities. If agencies are unable to compete, they risk losing employees who can be lured away by other employment opportunities

offering a “higher rate of return” on employee investment such as higher salaries, bonuses, etc. (Romzek, 1990).

Since Hurricane Katrina, the New Orleans Police Department has given its officers two significant regular pay raises and various incentive pay raises. Therefore, this study will show that a competitive salary will increase the likelihood that the officer will remain employed with the Department.

H6 – Satisfaction with supervisors was positively related to an officer’s decision to remain employed with the police department post-Hurricane Katrina.

As a result, studies show that an employee’s perception of supervisor support has a positive effect on perceived organizational support and a negative effect on employee turnover. POS contributes to employees remaining with their organization (Eisenberger, et al, 2002). Malatesta (1995) posits that there is a reciprocal relationship between PSS and POS. When PSS is high, employee output and POS increases. When PSS is low, employees compensate by gravitating towards another supervisor; however, low PSS also contributes to low POS. Low POS yields low employee satisfaction and increases employee turnover.

H7 – Feelings of appreciation was positively related to an officer’s decision to remain employed with the police department post-Hurricane Katrina.

According to McKeever and Kranda (2000), demonstrating department value by providing employees with the tools and support to effectively do their jobs is the most effective way to build departmental commitment and loyalty. The agency will realize increased satisfaction and reduced turnover when management attempts to transition employees into the agency effectively and stresses appreciation of the officers’ work.

Post-Hurricane Katrina, the Department had an awards ceremony in which gold “Hurricane Katrina” pin awards were given to all officers who remained in the city and performed their jobs during the storm. The officers are allowed to wear the pin on their uniform shirts to represent their commitment and service during Hurricane Katrina.

H8 – Post Traumatic Stress Disorder was negatively related to an officer’s decision to remain employed with the police department post-Hurricane Katrina.

During the 1992 Los Angeles riots, members of the Los Angeles Police Department experienced characteristics of a traumatic event similar to those experienced by New Orleans Police Officers Post-Hurricane Katrina. LAPD officers “...experienced powerlessness and acute disruption of their lives, as well as severe discomfort in the context of a potentially life-threatening situation.” (Harvey-Lint & Tidwell, 1997).

Similarly, during Hurricane Katrina, many officers witnessed the pain, suffering, and death of people affected by the storm. Additionally, the officers not only witnessed the pain, suffering and death of others, but experienced the event themselves. Over 80% of officers employed with the New Orleans Police Department lost their homes and possessions and were separated from their families who evacuated to other cities. Over a year later, many officers remain displaced and separated from their families. Research indicates that 20-30% of law enforcement officers, working in urban areas, will develop a reaction to acute stress disorder (Police Officers and Posttraumatic Stress Disorder, 2006). This was amplified due to stress associated with Hurricane Katrina.

H9 – An organization’s cultural values were positively related to an officer’s decision to remain employed with the police department post-Hurricane Katrina.

A newly hired employee’s decision to voluntarily withdraw employment with an organization is effected by an organization’s cultural values (Sheridan, 1992). Kerr and Slocum (1987) and Kopelman, et al, (1990) also argue that there may be a relationship between organizational cultural values and variation in employee retention across organizations. They posit that an organization’s human resource strategies are influenced by the organization’s cultural values and these strategies result in different levels of employee commitment and retention. Post-Hurricane Katrina, the New Orleans Police Department committed to providing leadership training for all supervisors and officers. The supervisors and officers have participated in International Association of Chiefs of Police – Leadership in Police Organizations Leadership Training, Louisiana National Guard Leadership Training, Federal Bureau of Investigations National Academy Leadership Training, and the Northwestern University School of Police Staff and Command Leadership Training.

H10 – Organizational commitment to employee expectations, such as responsiveness to employee ideas and suggestions, adequate pay and training, work recognition, fair and consistent treatment of employees, and adequate recruitment were positively related to an officer’s decision to remain employed with the police department post-Hurricane Katrina.

A newly hired employee’s decision to voluntarily withdraw employment with an organization is affected by an organization’s cultural values (Sheridan, 1992). Kerr and Slocum (1987) and Kopelman, et al, (1990) also argue that there may be a relationship between organizational cultural values and variation in employee retention across organizations. They posit that an

organization's human resource strategies are influenced by the organization's cultural values and these strategies result in different levels of employee commitment and retention.

The above listed hypotheses represent existing research on both retention of law enforcement personnel as well as other employees. The factors hypothesized are all retention related; however, they were exacerbated post-Hurricane Katrina. The factors are considered to be more important post-Hurricane Katrina because the New Orleans Police Department experienced significant unprecedented attrition after Hurricane Katrina. Almost 25% of the department separated from the agency post-Hurricane Katrina which prevented the agency from maintaining continuity of professional law enforcement services after the hurricane. The Louisiana National Guard had to be brought in to assist the Department with providing services to the public. Therefore, it is critical that the agency examine and identify the variables and factors, related to the retention of law enforcement personnel, necessary to maintain continuity of professional law enforcement services to the community post-Hurricane Katrina.

Chapter 3

Research Design and Methodology

Introduction

This research is a case study of the New Orleans Police Department. The case study method was chosen because this research focused specifically on the post-Hurricane Katrina retention issues experienced by the New Orleans Police Department. In this chapter I provided an overview of the organization of the New Orleans Police Department and provided the design and methodologies used to collect and analyze the data collected.

Overview of the New Orleans Police Department

The New Orleans Police Department is the primary law enforcement agency for the City of New Orleans. The department's primary function is the enforcement of State and Municipal laws. The department structure consists of the Superintendent's Office and six (6) bureaus: one commanded by an assistant superintendent and each of the remaining five commanded by a deputy chief. The six (6) bureaus consist of the Operations Bureau, Bureau of Investigations, Intelligence Bureau, Administration and Support Bureau, Public Integrity Bureau, and the Fiscal and Human Resource Management (HRM) Bureau. Pre-Hurricane Katrina, the Bureau of Investigation and the Intelligence Bureau were part of the Operations Bureau. At the time of the storm, the department's population consisted of 1,643 police officers and over 300 civilian personnel. Post Hurricane Katrina the department witnessed the separation of over 300 officers. These separations were due to resignation, retirement, terminations, and deaths.

The Operations Bureau consist of the eight (8) police districts, a traffic division, special operations division, investigative service division, and other small units such as the Crime

Prevention Unit. The Technical and Support Bureau consists of all of the support units such as the Crime Lab, Central Evidence and Property, Communications Division (complaint operators and dispatchers), Information Systems and Services Division, the Record Room, etc. The Public Integrity Bureau was responsible for all internal investigations both administrative and criminal. The Policy, Planning, and Training Bureau was responsible for CALEA Accreditation, Education and Training (Academy) and the Recruitment and Applicant Investigation Division. The Fiscal and Human Resource Management Bureau was responsible for the fiscal and personnel management functions of the police department.

The majority of police officers were assigned to the Operations Bureau and were responsible for the patrol and investigative functions of the department. The remaining manpower was assigned to the Technical and Support Bureau, Public Integrity Bureau, and the Office of Policy, Planning, and Training. Personnel assigned to the Fiscal and HRM Bureau was all civilian employees.

The NOPD had an emergency plan; however, the NOPD did not have an adequate robust hurricane plan to respond to an event the magnitude of Hurricane Katrina (Baum, 2006; Garrett and Tetlow, 2006). Furthermore, the emergency plan had never been rehearsed, and many officers did not know that the emergency plan existed (Deflem and Sutphin, 2009).

When Hurricane Katrina struck New Orleans, police officers assigned to the different bureaus were reassigned to different and various responsibilities and assignments. Some were assigned to stationary posts, some assigned to address looters, and some conducted rescue operations. The officers were exposed to many different experiences based on their assignments and responsibilities.

According to Patton (1990), case studies are useful when there is a need to understand some special people, particular problem, or unique situation, and where one can identify cases rich in information. The New Orleans Police Department was an extreme case because the department experienced an unusual amount of attrition post-Hurricane Katrina (loss of 321 officers). The members of the NOPD experienced Hurricane Katrina first hand. The officer faced the loss of work-related facilities, and personal losses such as the destruction of their homes and the suffering of family members (Deflem and Sutphin, 2009). They experienced the stress of the event and can provide in person accounts of why they remained employed with the NOPD post-Hurricane Katrina. Therefore, the New Orleans Police Department is the unit of analysis for this research. The study looked at officers employed by the New Orleans Police Department pre- and post-Hurricane Katrina, and the Department's post-Katrina retention challenges. The target population for the study included all commissioned members of the department who were employed by the New Orleans Police Department who were also employed pre- and/or post-Hurricane Katrina. The study employed a sequential mixed-method approach to data collection and analysis. The study utilized descriptive analysis to capture the unique characteristics of commissioned members of the police department, as well as, both qualitative and quantitative data collection methods and analysis.

Interview of Officers Regarding Considerations When Deciding to Remain with NOPD

The qualitative data collection consisted of a series of face-to-face interviews with members of the New Orleans Police Department representing various ranks and tenure regarding variables they considered when making the decision to remain employed with the Department post-Hurricane Katrina. The interview process began as casual conversations with approximately 20 officers of varying rank about their Hurricane Katrina experiences and evolved into a question

related to retention. This study used qualitative interviews to capture information from a small number of participants, who remained employed with the Department post-Hurricane Katrina, in order to explore variables associated with retention. Qualitative research is exploratory, and captures individual subjective mental processes and behavior, words, texts, images, and yields particular findings (Christensen and Johnson, et al, 2014). Five officers were selected to participate in the interviews (Appendix table A3). The participants in the interviews were selected using convenience and purposive sampling. Convenience sampling was chosen because the participants interviewed were working and available at the time. They were selected because they were present. Additionally, purposive sampling was used because the participants were selected because they possessed the experience that the researcher was seeking. They stayed post-Hurricane Katrina and were considered experts in the field. They experienced Hurricane Katrina and remained with the New Orleans Police Department. Additionally, the officers were of different ranks, ages, ethnicities, and tenure. The participants were able to provide personal firsthand knowledge of the variables they considered when making the decision to stay.

The interviews were conducted with the participants face-to-face and individually. The participants were informed that the researcher was conducting research on the effect of disasters on the retention of law enforcement personnel. The participants were willing and agreed to participate in the interviews.

The interviews were conducted in the months ranging 6 to 12 months following Hurricane Katrina. The purpose of conducting the interviews were to obtain from the officers, the factors and variables considered by the officers pre- and post-Hurricane Katrina which affected their decisions to remain with the department. The officers were asked the following open-ended

question: Since Hurricane Katrina, what are some factors that you considered when making the decision to resign or remain employed with the police department? Responses revealed the following factors: stress, duty, family, residency requirement, lack of departmental communication, expectations, tenure, ease of movement, financial reasons, commitment to the department's mission, and available housing.

Table 1. Factors Affecting Retention and Expected Relationship

Variables	Description	Relationship to Retention
Affordable Housing	Low to moderate income housing; down-payment assistance; temporary and permanent housing for First Responders	Positive
Communication	Agency relays information regarding pre and post event activities, assignments, etc.	Positive
Ease of Movement	Officer's ability to obtain other employment without restriction to age, knowledge, skill, or experience.	Negative
Education	High School Diploma, College Degrees, Specialty Training	Negative
Family	Married, Spouse, Children & immediate family living at home	Positive
Planning	Department planning for pre & post event assignments and pre & post event relocation of family	Positive
Promotion	Regular promotion for personnel to various ranks within the Department	Positive
Residency	Officer is not required to live within the City of New Orleans	Positive
Salary	Officers earn a salary comparable to other local and regional Departments with regular pay raises.	Positive
Supervisors	Lack of supervisory support and feedback	Negative
Tenure	Employed more than 2 years & 10 months; years of employment and rank status	Positive
Training	Specialized training related to job: investigations, mounted, canine, promotional training,	Positive

Survey Design

In order to examine post-Hurricane Katrina retention, this study used a survey questionnaire to capture the attitudes, behaviors, and demographics of the members of the New Orleans Police Department who were affected by Hurricane Katrina . The survey questionnaire mirrored the questions from a 2004 survey conducted by the Center for Society, Law and Justice (2004) and included new questions identified by the literature review and interviews conducted with members from different ranks within the department regarding factors they considered when deciding to remain employed with the police department.

The survey included a screening question to ensure that respondents were New Orleans Police Officers. If a respondent selected no to this question, they were automatically skipped to the end of the questionnaire using skip logic. Respondents who selected yes were asked if they were employed during Hurricane Katrina. Skip logic was again used to ask questions regarding officers' satisfaction with their job, expected career length, next career move, reasons for leaving and factors influencing their decision to leave, factors to remain employed, gauging morale and retention, residency, recruitment, importance of factors during a disaster, and demographics based on their employment during either, both, or none of the Hurricanes. The survey is attached in Appendix E.

Data Collection

The method of data collection was an electronic survey questionnaire to help ease the data collection, assure the confidentiality of the participants, and facilitate open and honest response from the officers. The questionnaire was administered electronically via departmental email to the entire population of officers. Response rates increase when using a computer based or web-based survey method (Nardi, 2006). The researcher had access to all department employees via

the department's group email address. As a result of having access to the department's group email address, the researcher did not require access to individual email addresses. During the administration of the survey, a series of emails were sent to all officers via group email introducing the research, asking for their participation in the survey, and subsequent reminders. The first email (Appendix C) was sent, on Thursday, February 23, 2012, introducing the officers to the research and contained a letter from the Superintendent of Police (Appendix D) approving the survey (Appendix E), and encouraging officers to participate. The second email (Appendix F) was sent, on Sunday, February 26, 2012, to all officers requesting their participation in the survey and contained a link to the questionnaire. Three additional emails (Appendices G, H, & I) were sent, Friday, March 2, Tuesday, March 6, and Thursday, March 8, 2012 respectively, to all employees during the administration of the survey as a reminder requesting their participation. Email number four (Appendix J) was sent to all employees extending the survey until March 16, 2012. The administration of the survey lasted three weeks from Sunday, February 26 to Friday, March 16, 2012. The study included all commissioned members of the police department and consists of police officers who were both employed by the police department pre- and post-Hurricane Katrina and/or were only employed by the police department post-Hurricane Katrina. The researcher solicited participation from all police officers who were currently employed with the department because the researcher was interested in identifying the variables that affected retention of the officers who remained employed post-Hurricane Katrina, as well as, those variables that would be important to the retention of officers hired post-Hurricane Katrina in the event of another comparable storm or disaster. Therefore, the researcher used all us responses: those respondents who were employed pre-Hurricane Katrina

and remained employed post-Hurricane Katrina and those who were hired post-Hurricane Katrina.

Retention and decision to remain employed were measured using for following two questions in the survey questionnaire: (Appendix D).

Question 2: Approximately how many more years do you expect to remain with the NOPD?"

Question 3: What do you anticipate to be your next career move?

The responses were then evaluated with retention variables to determine the relationship.

Validity

This researcher used the triangulation method to increase external validity by employing sequential mixed method data collection and analysis. Sequential mixed-method design is also called a two-phase design (Creswell, 2003): Sequential mixed-method data collection and analysis. Creswell (2003) also stated that sequential mixed-methods are popular amongst graduate students and novice researchers who want to use both approaches without the challenges of using both approaches simultaneously. This researcher collected both qualitative and quantitative data. The qualitative data was collected by conducting face-to-face interviews with a convenient and purposive sample of the population. Their responses were then compared and combined with those obtained from the literature review and were used to develop questions that were added to an existing questionnaire. Quantitative data was collected using a survey questionnaire administered to the entire population of officers. The researcher used an anonymous and confidential survey questionnaire because of the large population officers and to increase response participation and honesty.

Chapter 4

Findings and Analysis

Introduction

The purpose of this study was to identify variables that affect the retention of commissioned law enforcement personnel post-Hurricane Katrina and to measure the importance of these variables to police officers post-Hurricane Katrina. In this chapter, I began with descriptive statistics of the population and presented the results of the data analysis and tests the hypotheses presented in Chapter 2.

A survey of New Orleans police officers was conducted to examine retention post-Hurricane Katrina. After collecting the data, frequencies and chi-square tests were performed using Qualtrics Survey Software. The research later used t-test and ANOVA to conduct comparison data analysis using Microsoft Excel 2016.

Three hundred thirty-six surveys were started in Qualtrics online survey software. A preliminary screening question was used to ensure that respondents were New Orleans police officers. Three hundred and two respondents (98%) indicated that they were officers while seven (2%) indicated that they were not New Orleans Police Officers. At the time of the survey, the NOPD had 1327 police officers which resulted in a 22.7% response rate. All three hundred-two surveys resulted in useable data. The response rate was calculated by dividing the 302 useable questionnaires by the total population of 1327 New Orleans Police Officers (Christensen and Johnson, et al, 2014).

Demographics

The following demographics were used to describe the officers employed at the time of the administration of the questionnaire: There were one thousand three hundred twenty-seven officers: one superintendent, four deputy chiefs, two majors, twenty-four captains, sixty-nine lieutenants, two hundred twenty-eight sergeants, nine hundred seventy officers and twenty-nine recruits (See table 2).

Table 2 – NOPD Population by Rank

NOPD Population by Rank		
Position	# of Officers	%
Superintendent	1	0.1%
Deputy Chief	4	0.3%
Major	2	0.2%
Captain	24	1.8%
Lieutenant	69	5.2%
Sergeant	228	17.2%
Officers	970	73.1%
Recruit	29	2.2%
Total	1327	100.0%

Source: NOPD Personnel Division

The population of NOPD personnel in terms of years employed revealed the following: the largest segment of the NOPD, 297 officers, had 11-15 years of experience, 235 officers had 6-10 years of experience, 202 Officers had 4-5 years of experience. More than half, 55%, of the NOPD had between 4-20 years of experience. There were 146 officers, 11%, with 3 years of experience or less. Those approaching retirement eligibility consisted of 192 officers with 21-25 years of experience. While the most senior group, those with 26 years or more consisted of 162 officers (See table 3).

Table 3 – NOPD Population by Tenure (Years Employed)

NOPD Population by Tenure (Years Employed)			
Tenure	Year Hired	# of Officers	%
0-3 years	2009-2012	146	11.0%
4-5 years	2007-2008	202	15.2%
6-10 years	2002-2006	235	17.7%
11-15 years	1997-2001	297	22.4%
16-20 years	1992-1996	93	7.0%
21-25 years	1987-1991	192	14.5%
26+ years	<1986	162	12.2%
Total	N/A	1327	100.0%

Source: NOPD Personnel Division

Table 4 shows the majority, fifty-seven percent, 761, NOPD officers were black, thirty-nine percent, 521, white and three percent, 45 were Hispanic, Asian, or Indian. In 2013, the national average for an agency with a population of 250,000-499,999 is 67.4% white, 18.6% black, and 14% other (Hispanic/Latino, Asian, Indian, mixed)(Reaves, 2015).

Table 4 – NOPD Population by Race

NOPD Population by Race			
Race	# of NOPD Officers	% of NOPD Officers	National %
Black	761	57.3%	18.6%
White	521	39.3%	67.4%
Hispanics	30	2.3%	11.0%
Asian	12	0.9%	2.1%
Indian	3	0.2%	0.6%
Total	1327	100.0%	100%

Source: NOPD Personnel Division

Table 5 shows that the majority, eighty-one percent, 1071, of NOPD officers were male compared with almost one-fifth, 19 percent, 256 females. Research revealed that nationally in agencies with more than 500 officers, females represented 12.1% of officers in agencies that targeted female applicants compared with 10.6% in agencies that did not (Reaves, 2012). The

NOPD population of 19% females is above the national average; however, there is no evidence that the NOPD specifically recruits females.

Table 5 - NOPD Population by Sex

NOPD Population By Sex		
Sex	# of Officers	%
Male	1071	80.7%
Female	256	19.3%
Total	1327	100.0%

Source: NOPD Personnel Division

Table 6 shows that the largest segment of officers, 70%, consisted of 888 officers between the ages of 31-50 years of age. Two hundred thirty-one officers, 17%, were ages 21-30, and two hundred eight officers, 16%, were over age 51 and over. Sixteen percent of NOPD officers are considered members of the baby boomer generation, those persons born between 1946 and 1964. This is important because research indicates that baby boomers are in the process of transitioning out of the workforce (Reilly, 2013; McEvoy and Henderson, 2012; Munnell, 2014; Redlitz, 2013; Shah and Gregar; 2013). Agencies like the NOPD should plan for this exodus. Redlitz (2013) reported that in a 2007 study, a little over a third of employers had not analyzed retirement projections for their employees and even fewer, 9.7% had conducted any major retirement analysis.

Table 6 - NOPD Population by Age

NOPD Population by Age		
Age	# of Officers	%
21-30	231	17.4%
31-40	441	33.2%
41-50	447	33.7%
51+	208	15.7%
Total	1327	100.0%

Source: NOPD Personnel Division

Table 7 shows fifty-five percent, 737 officers, live in Orleans Parish, while the remaining forty-five percent, 590 officers, lived in surrounding parishes. This is important because prior to Hurricane Katrina the City of New Orleans had a residency requirement that all officers reside within Orleans Parish. The residency requirement was rescinded post-Hurricane Katrina due to limited housing in Orleans Parish because of Hurricane Katrina and it was believed that the residency requirement was a barrier to recruitment and retention of officers badly needed by the New Orleans Police Department.

Table 7 - NOPD Population by N.O. Residency

NOPD Population by Residency		
Parish	# of Officers	%
Orleans	737	55.5%
Other	590	44.5%
Total	1327	100.0%

Source: NOPD Personnel Division

Table 8 contains the demographic characteristics for the NOPD population compared to the survey respondents.

The three hundred and two respondents were compared to the entire NOPD population to determine if the respondents were representative of the NOPD population. Rank, race, age, sex, New Orleans residency and tenure were used to compare the sample to the population in Table 2 since these items were obtainable from the NOPD.

Table 8 - Police Officer Total Population Demographic Characteristics

Item	NOPD Demographics (N)			Survey Respondent Demographics (n)			Significance
	Category	N	%	Category	n	%	
Rank	Recruits	29	2	*Did not participate	0	0	Non-significant
	Police Officers	970	73	Police Officers	115	53	
	Sergeants	228	17	Sergeants	63	29	
	Lieutenants & Above	100	7	Lieutenants & Above	37	17	
	Total	1327	100	Total	215	100	
Race	White	521	39	White	106	53	Non-significant
	African American	761	57	African American	82	41	
	Other	45	4	Other	13	6	
	Total	1327	100	Total	201	100	
Age	21-30	231	17	21-30	18	9	Non-significant
	31-40	441	33	31-40	55	27	
	41-50	447	34	41-50	75	37	
	50+	208	16	50+	56	27	
	Total	1327	100	Total	204	100	
Sex	Male	1071	81	Male	172	82	Non-significant
	Female	256	19	Female	37	18	
	Total	1327	100	Total	209	100	
N.O. Residency	Yes	737	56	Yes	116	54	Non-significant
	No	590	44	No	97	46	
	Total	1327	100	Total	213	100	
Tenure (Years Employed)	0-3	146	11	0-3	7	3	Non-significant
	4-5	202	15	4-5	12	6	
	6-10	235	18	6-10	29	13	
	11-15	297	22	11-15	46	21	
	16-20	93	7	16-20	30	14	
	21-25	192	15	21-25	43	20	
	26+	162	12	26+	49	23	
	Total	1327	100	Total	216	100	

Note: The survey respondents were representative of the NOPD population in the areas of rank, tenure (years employed), residency, race, sex, and age. There was no significant difference between the demographics of the NOPD population and the survey respondents.

A larger percentage of ranking officers participated in the survey than the police officers in the total population. Those with higher rank and tenure may have been less likely to fear retribution for their participation and responses. Additionally, officers with more years of employment participated in the survey than those with fewer years of employment. This may have been attributable to police officers with fewer years of employment who did not experience Hurricane

Katrina and felt that their participation was not essential. More often those in higher ranking positions have more years on the job. Those with more time on the job and in higher ranking positions were probably more inclined to participate in the survey since they experienced Hurricane Katrina. This may have minimally impacted the results of this study since those with less time on the job did not experience the hurricane and could not answer questions regarding their feelings about retention after disasters.

The current rank of the respondents included 115 police officers (53%), 63 sergeants (29%), and 37 lieutenants or above (17%). The race or ethnicity of respondents included 106 White officers (53%), 82 African American officers (41%), and 13 other (6.0%). The gender of the officers reported was 172 male (82%) and 37 females (18%). Most police officers were married (64%) while other officers were single (21%), divorced or widowed (14%). Regarding residency, 116 officers lived in Orleans Parish (54%) while 97 lived outside Orleans Parish (46%). The age of the respondents are reported in Table 2. The largest percentage of respondents was 41-50 followed by equal percentages of 31-40 to 50 and over. The largest percentage of respondents had more than 26 years of employment (23%) with the department followed by 11-15 years (21%), and 21-25 years (20%). More than half of the respondents had a minimum of 16 years of employment. Fewer than 10% had less than 5 years of employment with the department. Two hundred twenty-five respondents indicated their rank during Hurricane Katrina. More than half of the respondents were of the rank of police officer. Almost one quarter of respondents was of the rank of sergeant, while slightly fewer than ten percent of respondents were of the rank of lieutenant or above. Approximately ten percent of respondents indicated that they were not employed with the NOPD at the time of Hurricane Katrina.

Additionally, Table 2 shows that over twenty-seven percent of the department is currently or will be eligible to retire within the next four years. NOPD officers participate in the Municipal Police Employees Retirement System (MPERS). MPERS allows its members to retire according to the requirements in Table 3. Twenty-seven percent of the department has been employed for twenty-one years or more, which will make them eligible to retire after 25 years of service at any age. A total of one hundred sixty-two officers (12.21%) are eligible for regular retirement, and an additional one hundred ninety-two officers (14.47%) will be eligible for regular retirement within the next four years.

One-way ANOVA's were conducted using Excel 2016 to determine if there were any significant differences between the NOPD population demographics and the survey respondent demographics. The demographics tested were rank, tenure (years employed), residency, race, sex, and age.

Differences between the NOPD Population Demographics and the Survey Respondents demographics.

A One-way ANOVA was conducted to compare the demographic differences. The demographics included rank, tenure (years employed), residency, race, sex, and age. This researcher was unable to test marriage status and education because information was self-reported by respondents; however, the information for the total population was not available from the police department. An analysis of variance showed that the differences between the NOPD Population Demographics and the Survey Respondent Demographics was non-significant. The results of each category are in the tables below:

Table 9 contains a One Way ANOVA comparing NOPD Population with Survey Respondents by - Rank

An analysis of variance between the rank of NOPD population and the rank of the survey respondents was non-significant, $F(2, 3) = 1.02$, $p > .05$.

Table 9 - One Way ANOVA Comparing NOPD Population with Survey Respondents by - Rank

SUMMARY						
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
Police Officers	2	1085	542.5	365512.5		
Sergeants	2	291	145.5	13612.5		
Lieutenants & Above	2	137	68.5	1984.5		
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	258809.3	2	129404.7	1.018642	0.459608	9.552094
Within Groups	381109.5	3	127036.5			
Total	639918.8	5				

Table 10 contains a One Way ANOVA comparing NOPD Population with Survey Respondents by – Tenure (Years Employed). An analysis of variance between tenure of NOPD population and the tenure of the survey respondents was non-significant, $F(6,7) = 0.18$, $p > .05$.

Table 10 - One Way ANOVA Comparing NOPD Population with Survey Respondents by - Tenure

SUMMARY						
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
0-3 years	2	153	76.5	9660.5		
4-5 years	2	214	107	18050		
6-10 years	2	264	132	21218		
11-15 years	2	343	171.5	31500.5		
16-20 years	2	123	61.5	1984.5		
21-25 years	2	235	117.5	11100.5		
26+ years	2	211	105.5	6384.5		
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	15651.86	6	2608.643	0.182791	0.972505	3.865969
Within Groups	99898.5	7	14271.21			
Total	115550.4	13				

Table 11 contains a One Way ANOVA comparing NOPD Population with Survey Respondents by – Residency. An analysis of variance between the residency of the NOPD population and the residency of the survey respondents was non-significant, $F(1, 2) = 0.04$, $p > .05$.

Table 11 - One Way ANOVA Comparing NOPD Population with Survey Respondents by - Residency

SUMMARY						
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
Orleans Parish	2	853	426.5	192820.5		
Other Parish	2	687	343.5	121524.5		
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	6889	1	6889	0.043831	0.853557	18.51282
Within Groups	314345	2	157172.5			
Total	321234	3				

Table 12 contains a One-Way ANOVA comparing NOPD Population with Survey Respondents by – Race

An analysis of variance between race of the NOPD population and the race of the survey respondents was non-significant, $F(2, 3) = 0.78$, $p > .05$.

Table 12 - One Way ANOVA Comparing NOPD Population with Survey Respondents by - Race

SUMMARY						
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
White	2	627	313.5	86112.5		
Black	2	843	421.5	230520.5		
Other	2	58	29	512		
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	164440.3	2	82220.17	0.777753	0.534413	9.552094
Within Groups	317145	3	105715			
Total	481585.3	5				

Table 13 contains a One-Way ANOVA comparing NOPD Population with Survey Respondents by – Sex. An analysis of variance between sex of the NOPD population and the sex of the survey respondents was non-significant, $F(1,2) = 1.05$, $p > .05$.

Table 13 - One Way ANOVA Comparing NOPD Population with Survey Respondents by - Sex

SUMMARY						
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
Male	2	1243	621.5	404100.5		
Female	2	293	146.5	23980.5		
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	225625	1	225625	1.054123	0.412507	18.51282
Within Groups	428081	2	214040.5			
Total	653706	3				

Table 14 contains a One Way ANOVA comparing NOPD Population with Survey Respondents by – Age. An analysis of variance between the age of the NOPD population and the age of the survey respondents was non-significant, $F(3,4) = 0.24$, $p > .05$.

Table 14 - One Way ANOVA Comparing NOPD Population with Survey Respondents by - Age

SUMMARY						
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
21-30	2	249	124.5	22684.5		
31-40	2	496	248	74498		
41-50	2	522	261	69192		
50+	2	264	132	11552		
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	32103.38	3	10701.13	0.240574	0.864304	6.591382
Within Groups	177926.5	4	44481.63			
Total	210029.9	7				

Table 15 shows NOPD officers eligibility for regular retirement in the Municipal Police Employees Retirement System.

Table 15

NOPD Officers - MPERS Eligibility for Regular Retirement	
Age	Required years of service
Any age	25 years or more of service
Age 50 or thereafter	20 years or more of service
Age 55 or thereafter	12 years or more of service

Table 16 shows the marital status as reported by officers who participated in the survey. Most officers are married (64%) while 21% reported being single. The researcher was unable to compare the respondent population with the total population because the data regarding marital status was not available.

Table 16

Marital Status of Respondent NOPD Officers			
Item	Category	N	%
Marital Status	Single	44	21
	Married	135	64
	Divorced	30	14
	Widowed	1	1
	Total	210	100

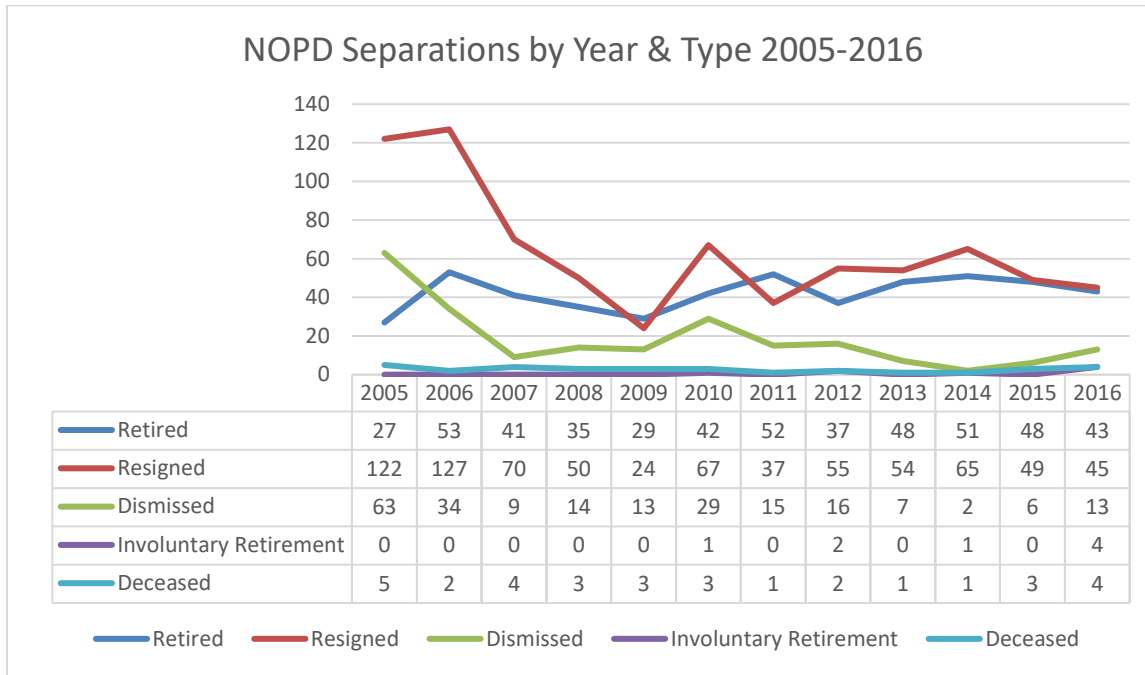
Table 17

Education Level of Respondent NOPD Officers				
Item	Category	N	%	% Orleans Parish
Education	High School	7	3	37.2
	Some College	93	43	22.0
	Associate	23	11	4.6
	Bachelor Degree	75	35	20.7
	Graduate Degree	18	8	15.5
	Total	216	100	100

Comparison of NOPD Separations Y2005-2016

This research conducted a comparison of NOPD officer separations from 2005-2016 to help visualize NOPD post-Hurricane Katrina retention challenges. From 2005-2016, the NOPD has continued to lose officers due to attrition for different reasons: retirements, resignations, dismissals, involuntary retirements and deaths. Figure 2 contains a timeline of the number of separations by category: retired, resigned, dismissed, involuntary retirement, and deceased. The largest category of separation occurred in 2005 and 2006. More than fifty percent of the separations in 2005 and 2006 were resignations: 122 and 127 respectively. The least number of officers, twenty-seven, retired in 2005, while the largest number of officers, fifty-three, retired in 2006. The largest number of officers, sixty-three, were dismissed in 2005, while the second largest number of officers, thirty-four, were dismissed in 2006. Additionally, five officers died in 2005.

Figure 2 – NOPD Separations by Year and Type 2005-2016



The largest attrition occurred in 2005 and 2006. Figure 3 contains the percentage of separations from NOPD between 2005-2010. More than half, 53%, of separations during this period were resignations. A quarter, 26%, of the separations were retirements, while 19%, were dismissals. Resignations out-paced retirements in every year between 2005-2016 except for 2009 and 2011. In 2009 there were 29 retirements compared to 24 resignations, and in 2011 there were 52 retirements compared to 37 resignations.

Figure 3 – Percentage of Separations by Year and Type 2005-2010

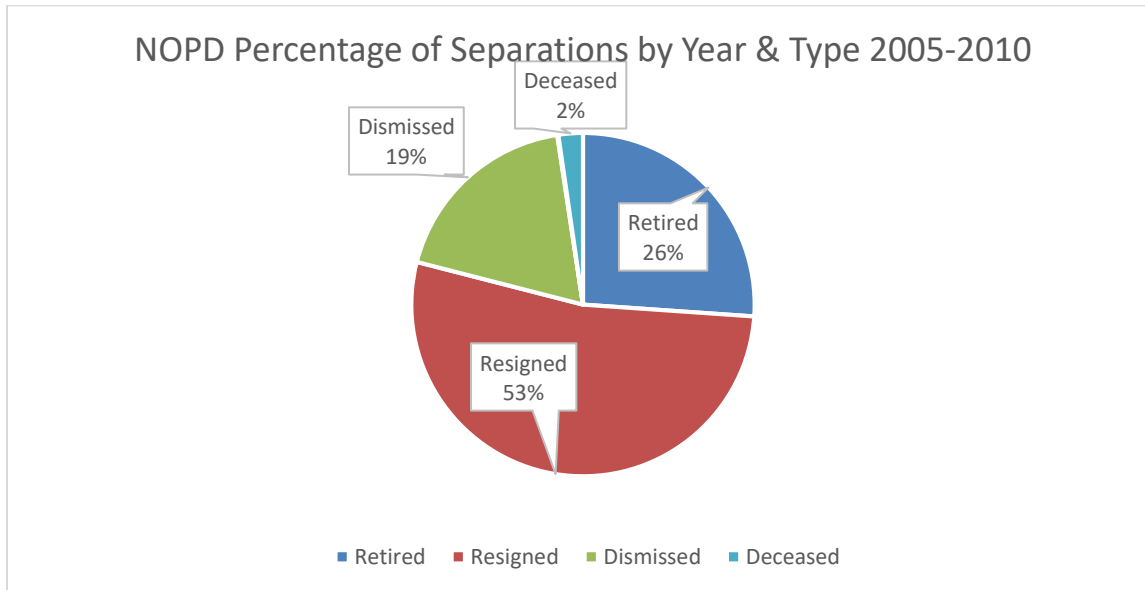


Table 18 - Separation of officers by year and type 2005-2010

Police Officer Separations by Year & Type Y2005-2010						
Year	Retired	Resigned	Dismissed	Involuntary Retirement	Deceased	Total
2005	27	122	63	0	5	217
2006	53	127	34	0	2	216
2007	41	70	9	0	4	124
2008	35	50	14	0	3	102
2009	29	24	13	0	3	69
2010	42	67	29	1	3	142
sub-Total	227	460	162	1	20	870
%	26.1%	52.9%	18.6%	0.1%	2.3%	100.0%

Source: NOPD Personnel Division

Table 19 shows National attrition of officers compared with NOPD attrition of officers. A comparison of the 2008 separation data for state and local law enforcement agencies nationwide, with 500 or more officers, with NOPD separations for 2008 revealed the following: 38% of separations in local police departments nationwide were resignations, compared with 49% resignations for the NOPD. 41% of separations nationally were retirements compared with 34% for NOPD, and 6% of nationwide separations were dismissals compared with 14% for NOPD. Other nationwide separations accounted for 14% compared with 2% for NOPD. NOPD

resignations and dismissals in 2008 were above the national rate while NOPD retirements were below the national rate. The report for Hiring and Retention of State and Local Law Enforcement Officers 2008 - Statistical Tables was the most recent report published by the Bureau of Justice Statistics (Reaves, 2012).

Table 19 - National Attrition vs. NOPD Attrition 2008

National Attrition vs. NOPD Attrition - 2008		
Type of Separation	National	NOPD
Resignation	38%	49%
Retirement	41%	34%
Dismissal	6%	14%
Other	14%	2%

Source: Bureau of Justice Statistics & NOPD Personnel Division

Figure 4 contains the percentage of separations from NOPD between 2011-2016. Almost half, 46%, of separations during this period were resignations, followed by 42% retirements, and 9% dismissals. As stated previously, from 2011-2016, resignations out-paced retirements for every year except 2011. In 2011, there were 52 retirements compared to 37 resignations.

Figure 4 – NOPD Percentage of Separations by Year and Type 2011-2016

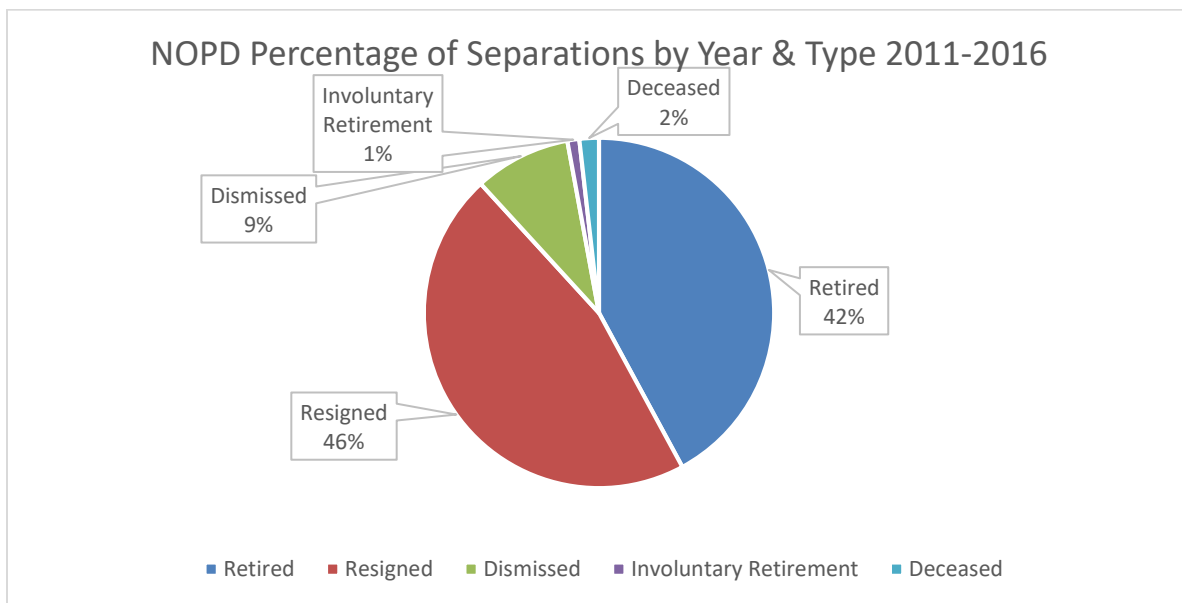


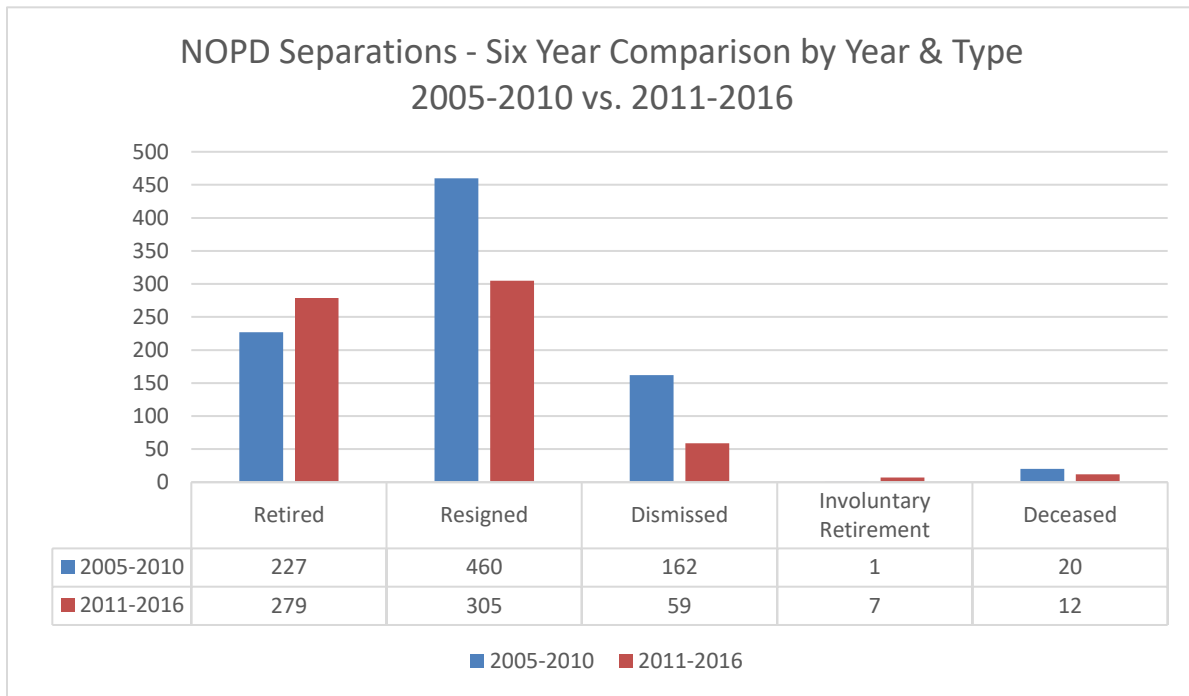
Table 20 – Separations by Year and Type 2011-2016

Separations by Year & Type Y2011-2016						
Year	Retired	Resigned	Dismissed	Involuntary Retirement	Deceased	Total
2011	52	37	15	0	1	105
2012	37	55	16	2	2	112
2013	48	54	7	0	1	110
2014	51	65	2	1	1	120
2015	48	49	6	0	3	106
2016	43	45	13	4	4	109
sub-Total	279	305	59	7	12	662
%	42.1%	46.1%	8.9%	1.1%	1.8%	100.0%

Source: NOPD Personnel Division

Figure 5 contains a six-year comparison of separations - 2005-2010 vs. 2011-2016. There were more resignations, dismissals, and death during the period 2005-2010 while there were more retirements in the period 2011-2016. Retirees represented 26% of separations during the period 2005-2010 compared with 42% during the period 2011-2016. During the period 2005-2014, 149 officers became eligible to retire. However, a total of 415 officers actually retired during the same period. 88 officers became eligible to retire in 2015-2016; however, 91 officers retired during this period.

Figure 5 – NOPD Separations – Six Year Comparison by Year & Type



T-Tests

To determine what significant difference, if any, existed between the two timespans, T-test were conducted to test for the differences in means of retirements, resignations, and dismissals between 2005-2010 and 2011-2016. If the p-value associated with the t-test was less than .05 ($p < 0.05$), then there exists evidence to reject the null hypothesis in favor of the alternative. Thus, the mean is significantly different than the hypothesized value. If the p-value associated with the t-test is larger than .05 ($p > 0.05$) then there lacks enough evidence to reject the null hypothesis.

Table 21 contains the number of retirements, resignations, and dismissals between 2005-2010 (Group 1) and 2011-2016 (Group 2).

Table 21 - Number of Police Who Retired, Resigned, and were Dismissed

	Year	Retired	Resigned	Dismissed
GROUP 1 2005-2010	2005	27	122	63
	2006	53	127	34
	2007	41	70	9
	2008	35	50	14
	2009	29	24	13
	2010	42	67	29
GROUP 2 2011-2016	2011	52	37	15
	2012	37	55	16
	2013	48	54	7
	2014	51	65	2
	2015	48	49	6
	2016	43	45	13

Note:

The difference in the retirement numbers of officers in Group 1 and Group 2 was non-significant.

The difference in the resignation by officers in Group 1 and Group 2 was significant.

The difference in the dismissals of officers in Group 1 and Group 2 was non-significant.

T-tests Comparing 2005-2010 vs. 2011-2016 Officer Retirements, Resignations, and Dismissals

Retirements

T-tests were conducted to compare 2005-2010 retirement figures to 2011-2016 retirement figures, in order, to determine what significant difference, if any, exist between the two groups.

The difference in the retirement numbers of officers in Group 1 (2005-2010) (M=37.83, SD=9.60) and Group 2 (2011-2016) (M=46.50, SD=5.61) was non-significant: $t(10) = -1.91, p = 0.09$.

Resignations

T-tests were conducted to compare 2005-2010 officer's resignations to 2011-2016 resignation figures, in order, to determine what significant difference, if any, exist between the two groups. The difference in the resignations by officers in Group 1 (2005-2010) (M=76.67, SD=40.52) and Group 2 (2011-2016) (M=50.83, SD=9.56) was significant: $t(10) = 2.23, p = 0.04$.

Dismissals

T-tests were conducted to compare 2005-2010 officer dismissals to 2011-2016 dismissal figures in order, to determine what significant difference, if any, exist between the two groups. The difference in dismissals of officers in Group 1 (2005-2010) (M=27, SD=20.19) and Group 2 (2011-2016) (M=9.83, SD=5.64) was non-significant: $t(10) = 2.22, p = 0.07$.

Analysis of Variance

After conducting the t-test to test for significant differences in attrition between 2005-2010 and 2011-2016, significant results were also examined using a one-way ANOVA. One-way ANOVA's were conducted using Excel 2016 to determine if there were any significant differences in attrition between 2005 and 2016. Attrition was measured using the categories retirements, resignations, and dismissals.

Attrition between 2005 and 2016

A One-way ANOVA was conducted to compare the effect of attrition between 2005 and 2016. The categories of attrition included retirements, resignations, and dismissals. An analysis of variance showed that the effect of attrition between 2005 and 2016 was significant, $F(2, 33) = 13.95, p = .000$ (See Table 22).

Table 22 - One Way ANOVA Comparing Attrition between 2005 and 2016

SUMMARY						
<i>Attrition</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
Resigned	12	765	63.75	970.0227		
Dismissed	12	221	18.41667	280.0833		
Retired	12	506	42.16667	76.69697		

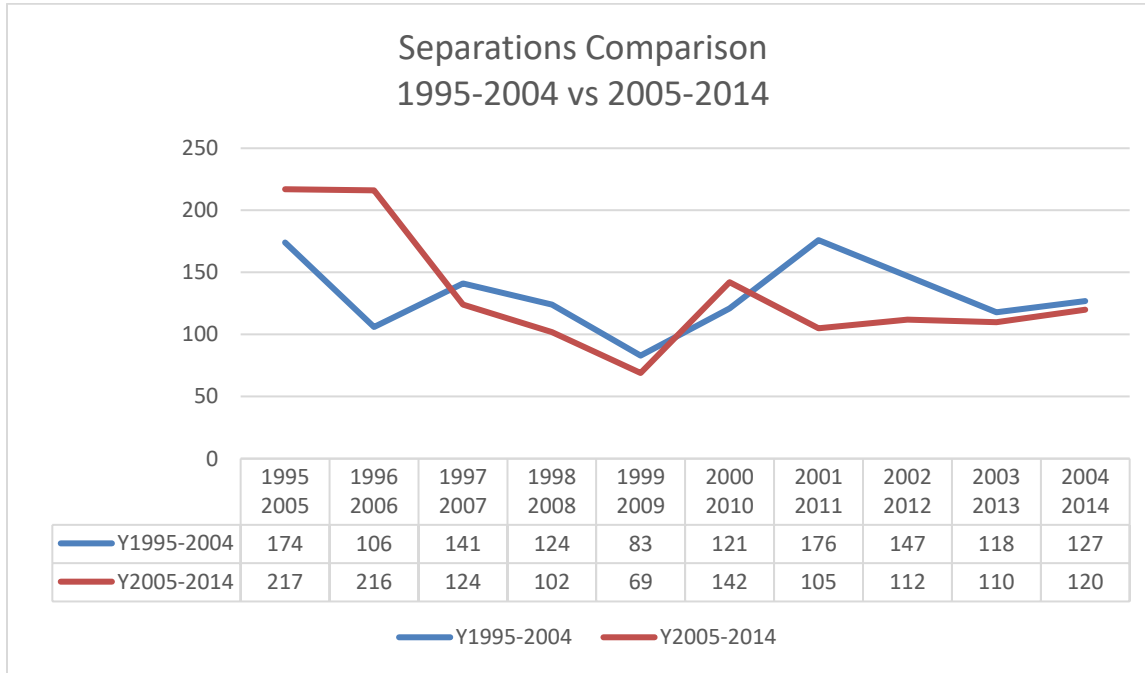
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	12340.0556	2	6170.028	13.95089	4.07E-05	3.284918
Within Groups	14594.8333	33	442.2677			
Total	26934.8889	35				

Attrition Comparison Ten Years pre- and post-Hurricane Katrina 1995-2004 vs 2005-2014

This research examined data which revealed that the New Orleans Police Department experienced retention challenges pre- and post-Hurricane Katrina. Therefore, this research compared NOPD attrition ten years pre- and post-Hurricane Katrina from 1995-2004 vs 2005-2014 to determine if there was a significant difference in attrition pre- and post-Hurricane Katrina. It was important to identify the mean attrition over the two timespans in order to understand and set short and long-term goals. During each timespan, 1317 separated from the Department. The mean separation per year was 131.7 officers. However, between 1995-2004, the median separation was 125.5 compared to a median separation of 116 between 2005-2014. The fewest number of separations, 83 and 69, were in the years 1999 and 2009 respectively. The largest number of separations were 217 and 216, in the years 2005 and 2006 respectively. The years 2005 and 2006 account for the first and second largest attrition period during the twenty years examined. These numbers were the result of attrition associated with Hurricane Katrina. The third largest attrition year was 2010 when 142 personnel separated from the department. This number included police recruits who

were laid-off due to post-Hurricane Katrina related budget constraints. Figure 6 contains a graph showing comparison of separations 1995-2004 vs 2005-2014.

Figure 6 – Separations Comparison 1995-2004 vs 2005-2014



T-test Comparing 1995-2004 vs. 2005-2014 Officer Separations

A T-test was conducted to compare 1995-2004 separation figures to 2005-2014 separation figures in order to compare the average rates in which officers separated from the NOPD during the two periods. There was not a significant difference in the separation numbers of officers in Group 1 (1995-2004) (M=131.70, SD=28.84) and Group 2 (2005-2014) (M=131.70, SD=48.38); $t(18)=-1.73, p = 0.50$. However, the magnitude of the loss, indicate that NOPD will have to recruit and hire an average of more than 131 officers per year, in order, to outpace attrition over a ten-year period.

Table 23 contains the number of separations between 1995-2004 (Group 1) and 2005-2014 (Group 2).

Table 23 - Number of Police Officers Who Separated from NOPD

Y1995-2004	Separations	Y2005-2014	Separations
1995	174	2005	217
1996	106	2006	216
1997	141	2007	124
1998	124	2008	102
1999	83	2009	69
2000	121	2010	142
2001	176	2011	105
2002	147	2012	112
2003	118	2013	110
2004	127	2014	120
Total	1317	Total	1317

Statistical Analysis

Table 24 contains a summary of the dissertation hypotheses and findings.

Table 24 – Summary of Dissertation Hypotheses and Findings

H#	Hypotheses	Findings
H1	Tenure is positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.	Significant
H2	Age is positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.	Significant
H3	Perceived job availabilities are negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.	Non-Significant
H4	Education is negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.	Non-Significant
H5	Salary is positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina	Non-Significant
H6	Satisfaction with supervisors is positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina .	Non-Significant
H7	Perceived appreciation was positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.	Significant
H8	Local employment opportunities for the officer's significant other is positively related to an officer's decision to remain employed with the police post-Hurricane Katrina.	Non-Significant
H9	Pressure from the officer's significant other to relocate away from New Orleans is negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.	Non-Significant
H10	Posttraumatic Stress Disorder is negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.	Significant
H11	An officer's perception of the organization's cultural values are positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.	Non-Significant

Statistical Analysis

H1 Tenure is positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

A chi-square test of independence was performed to examine the relationship between tenure and decision to remain employed post-Hurricane Katrina. Tenure was combined into the following new categories: 0-10 years; 11-20 years; 21 or more years. The relationship between these variables was significant, ($\chi^2(6, N=213) = 34.64, p = .00$).

According to Yearwood (2003), there exists a critical period of between two years and ten months and three years for law enforcement agencies to employ programs to minimize attrition and retain officers beyond three years.

Tenure presents a negative relationship with turnover because tenured employees have more ties to the organization than employees who have not worked as long (Kim and Lee, 2006; Mobley, Griffeth, Hand, and Meglino, 1979).

I expected that the longer an officer is employed with the police department, the more likely the officer is to remain with the department. However, the results of the survey indicated that the closer an officer is to retirement eligibility, the more likely he is to retire when he is eligible. This is consistent with Reilly (2013) who posits that all employees will retire when their non-social security benefits first allow. This includes private sector, public sector, and non-social security employees. However, according to a study conducted by Hayes (2015), length of tenure is not a predictor of intent to leave the organization. Collinson (2017), conducted a national survey of workers regarding their attitudes towards retirement. The survey revealed four generations in the workforce (those born before 1946, baby boomers born 1946-1964,

generation X born 1965-1978, and millennials borne 1979-2000). The survey revealed that commonalities and differences exist among the members of the different generations regarding the definition of retirement and intent to retire. However, intent to retire was determined by individual circumstances such as age, finances, health, and location.

In the NOPD case study, frequency analysis of the demographics revealed that fifty-seven percent of the respondents were veteran and ranking officers with sixteen or more years of service compared with forty-three percent less tenured respondents with less than 16 years of service. Police department demographics revealed the corresponding group of veterans and ranking officers represented thirty-four percent of the department compared with sixty-six percent with less than 16 years of service. Thirty-one percent of respondents who indicated that they would leave the department, indicated that their number one reason for leaving would be retirement. NOPD officers are members of the Municipal Police Employee's Retirement System (MPERS)

H2 Age is positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

A chi-square test of independence was performed to examine the relationship between ages and the officer decision to remain employed with the police department post-Hurricane Katrina. Responses were combined to eliminate small cell frequencies. The expected number of years to remain employed was combined into two new categories: 0-10 years and 10 or more years. The relationship between these variables was significant, $X^2(3, N=202) p = 9.518$) between age and the number of years expected to remain with NOPD. The officers age and expected tenure offers insight into whether or not the officer plans to retire or resign from the department.

Kim and Lee (2006) defined the perceived ease of movement as a function of various demographic and economic variables that affect an employee's decision to leave an organization. These variables included age, education, tenure, number of children, and job availability. Age and education substitute for outside job opportunities (Blankertz and Robinson, 1997; Kim and Lee, 2006). For example, the younger an officer is and the more education possessed may yield more outside employment opportunities. Additionally, most law enforcement jobs require that a police recruit or lateral transfer officer pass rigorous physical and agility examinations either prior to the police academy, during the police academy, or as a prerequisite for graduation from the police academy. Older police officers may not be able to meet the physical agility requirements and, as a result, are less likely to leave their current organization. Therefore, age and physical ability contribute to, or limit, the number of outside law enforcement employment opportunities for older police officers. On the other hand, younger officers who are able to satisfy the physical fitness requirements of other agencies may be more attracted to outside job opportunities. Additionally, more educated employees may have more employment opportunities outside of law enforcement than those employees with less education and training (Kim and Lee, 2006; Lee and Ashforth, 1993; Manlove & Guzell, 1997). Additionally, Hayes (2015) posits that there is a significant relationship between age and turnover intention. As a person gets older in age, the person is less likely to leave the organization.

The older an officer was, the less likely they were to perceive ease of movement and pursue other employment. The officer's age normally corresponds with time on the job. The officer's age and time on the job increased the likelihood that the officer would remain with the department short term or long term.

This research revealed that sixty four percent of respondents were forty-one years of age or older compared with fifty percent of the total population. Similar to tenure, the nearer an officer is to retirement age, the more likely he is to retire when he reaches retirement eligibility. Tenure and age normally parallel each other. This is consistent with Reilly (2013) who posits that all employees will retire when their non-social security benefits first allow. This includes private sector, public sector, and nonsocial security employees. However, according to a study conducted by Hayes (2015), length of tenure is not a predictor of intent to leave the organization. Yet, Lambert et al. (2012) argues that reductions in turnover for older employees is related to the amount of tenure with the organization. Collinson (2017) revealed that commonalities and differences exist among the members of the different generations in the workforce regarding the definition of retirement and intent to retire. However, intent to retire was determined by individual circumstances such as age, finances, health, and location.

H3 Perceived job availabilities are negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

A chi-square test of independence was performed to examine the relationship between perceived job availabilities and an officer's decision to remain employed with the police department post-Hurricane Katrina. The relationship between these variables was non-significant, $X^2(1, N = 156) = 0.46, p = .50$. An officer's perception that he can be hired with other agencies outside of the city increases the likelihood that the officer will separate from the police department.

Collinson (2017), conducted a national survey of workers regarding their attitudes towards retirement. The survey revealed four generations in the workforce (those born before 1946, baby boomers born 1946-1964, generation X born 1965-1978, and millennials borne 1979-2000). The survey revealed that commonalities and differences exist among the members of the different

generations regarding the definition of retirement and intent to retire. However, intent to retire was determined by individual circumstances such as age, finances, health, and location.

The NOPD case study survey showed that twenty-three percent of officers expressed that they would leave the department for another law enforcement or criminal justice agency, while thirty-nine percent of officers that indicated they would leave for another non-law enforcement career to include retirement.

An officer's perception that he can be hired with other agencies outside of the city increases the likelihood that the officer will separate from the police department. The respondents were officers who remained with the NOPD post-Hurricane Katrina. This may explain the non-significant result.

H4 Education is negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

A chi-square test of independence was performed to examine the relationship between education and an officer's decision to remain employed with the police department post-Hurricane Katrina. Due to small cell sizes, the years expected to remain with the NOPD was combined into two new categories: 0-10 years and 10 or more years. The relationship between these variables was non-significant, $X^2(4, N = 213) = 3.183, p = .53$. Ninety-seven percent of the officers indicated their college education ranged from some college to graduate degrees. Previous studies found that more education may have a negative impact on retention. However, this may be attributed to the fact that the New Orleans Police Department provides education incentive pay to its officers in the amount of \$1000 annually for every degree earned. (Associate, Bachelor, Master +). For example, a person with a Master's degree receives \$3000 additional annually. Thus, these

incentives may actually help improve retention. More than 4 in 10 officers nationwide worked for an agency that offered a pay raise for a college degree (Reaves, 2012). Additionally, officers expressed that pay and benefits were important. Therefore, education was important to increasing pay and improving eligibility for promotion which also yields additional increases in pay. Furthermore, the education pay incentives increase an officer's pay, which in turn, increases an officer's retirement benefits for life. Officers are required to have at least sixty hours of college credit to get promoted to the rank of sergeant and a bachelor's degree to get promoted to the rank of lieutenant or better. Furthermore, officers receive free or discounted college tuition which makes a college education more affordable and appealing. As a result, increases in education may be more related to increase pay and benefits rather than remaining employed with the department.

H5 Salary is positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina

A chi-square test of independence was performed to examine the relationship between salary and an officer's decision to remain employed with the police department post-Hurricane Katrina. To eliminate small cell frequencies, the approximate years expected to remain with the NOPD was combined into two new categories: 0-10 years and 10 or more years. The relationship between these variables was non-significant, $X^2(4, N = 231) = 6.60, p = .16$. Officers with more tenure and rank are paid higher salaries for various reasons. Therefore, the relationship between salary and tenure is the result of chance variations associated with the sampling process. However, thirty-seven percent of officers indicated that increasing officers pay was the most important thing that the NOPD could do to help retain officers. Additionally, more than fifty percent of

officers indicated that they would consider leaving the NOPD after a disaster because of pay and benefits, and that increasing pay and benefits is an important factor for remaining employed with the department after a disaster.

Current public agency proposals to increase employee retention include increasing employee investments such as pay, benefits, and career opportunities. These are very important factors; however, the research indicates that they are not enough (Romzek, 1990). Furthermore, once an employee has vested interest in the organization, in order to increase retention, the employer needs to remain competitive with the benefits of alternative employment opportunities. If agencies are unable to compete, they risk losing employees who can be lured away by other employment opportunities offering a “higher rate of return” on employee investment such as higher salaries, bonuses, etc. (Romzek, 1990).

Salaries are important motivational factors for top performing Baby Boomers (employees born between 1946 -1964) and Millennials (employees born after 1980) (Panaccio, Vandenberghe, et al, 2014; Johnson and Ng, 2015; Hayes, 2015).

Since Hurricane Katrina, the New Orleans Police Department has given its officers two significant regular pay raises and various incentive pay raises. Additionally, the department received approval to give officers another pay raise effective January 2018.

A competitive salary will increase the likelihood that the officer will remain employed with the Department. The respondents indicated that increasing officer pay was the most important action that the NOPD could take to retain officers.

H6 Satisfaction with supervisors is positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina .

A chi-square test of independence was performed to examine the relationship between satisfaction with supervisors and an officer's decision to remain employed with the police department post-Hurricane Katrina. The relationship between these variables was non-significant, $X^2(4, N = 231) = 4.01, p = .40$. However, the majority of officers indicated that they were likely to leave the department as a result of a lack of satisfaction with supervisors.

Studies show that an employee's perception of supervisor support has a positive effect on perceived organizational support and a negative effect on employee turnover. POS contributes to employees remaining with their organization (Eisenberger, et al, 2002). Malatesta (1995) posits that there is a reciprocal relationship between PSS and POS. When PSS is high, employee output and POS increases. When PSS is low, employees compensate by gravitating towards another supervisor; however, low PSS also contributes to low POS. Low POS yields low employee satisfaction and increases employee turnover.

Officers who have high supervisor satisfaction are more likely to remain employed with the Department. The survey respondents were officers who remained employed with the NOPD post-Hurricane Katrina.

H7 Perceived appreciation was positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

A chi-square test of independence was performed to examine the relationship between perceived appreciation and an officer's decision to remain employed with the police department post-Hurricane Katrina. Due to small cell frequencies, the number of years an officer expects to

remain with NOPD was combined into two new categories: 0-10 years and 10 or more years. The relationship between these variables was significant, $X^2(4, N = 229) = 11.11, p = .03$. The majority of officers indicated that they would consider leaving the NOPD after the disaster due to a lack of perceived appreciation.

According to McKeever and Kranda (2000), demonstrating department value by providing employees with the tools and support to effectively do their jobs is the most effective way to build departmental commitment and loyalty. The agency will realize increased satisfaction and reduced turnover when management attempts to transition employees into the agency effectively and stresses appreciation of the officers' work. For example in an attempt to visibly recognize officers internally and publicly, post-Hurricane Katrina, the Department had an awards ceremony in which gold "Hurricane Katrina" pin awards were given to all officers who remained in the city and performed their jobs during Hurricane Katrina. The officers are allowed to wear the pin on their uniform shirts to represent their commitment and service during Hurricane Katrina.

When an officer is shown appreciation by his organization, he is more likely to remain employed with the Department.

H8 Local employment opportunities for the officer's significant other is positively related to an officer's decision to remain employed with the police post-Hurricane Katrina.

A chi-square test of independence was performed to examine the relationship between local employment opportunities for the officer's significant other and an officer's decision to remain employed with the police department post-Hurricane Katrina. Due to small cell frequencies, the number of years an officer expects to remain with NOPD was combined into two new categories:

0-10 years and 10 or more years. The relationship between these variables was non-significant $X^2(4, N = 226) = 4.77, p = .31$. The majority of officers indicated that they were undecided or unlikely to consider leaving the department after the disaster due to lack of opportunities for their significant others. During post-Katrina interviews, several officers indicated that after evacuating from New Orleans, their spouses had gained employment and salaries in other cities that were not available in New Orleans after Katrina.

An officer is more likely to remain employed with the Department if his spouse is able to return to employment in New Orleans post-Hurricane Katrina.

H9 Pressure from the officer's significant other to relocate away from New Orleans is negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

A chi-square test of independence was performed to examine the relationship between pressure from the officer's significant other to relocate away from New Orleans and an officer's decision to remain employed with the police department post-Hurricane Katrina. Due to small cell frequencies, the number of years an officer expects to remain with NOPD was combined into two new categories: 0-10 years and 10 or more years. The relationship between these variables was non-significant, $X^2(4, N = 226) = 5.64, p = .28$. The majority of officers indicated that they were unlikely or very unlikely to leave the department after the disaster because of family issues and pressure from their significant other to relocate. During post-Katrina interviews, some officers indicated that their spouses and families began to settle in other cities after evacuating, and were resistant to returning to New Orleans.

An officer's decision to remain with the Department is not significantly related to the officer's spouse and family's settlement and resistance to returning to New Orleans post-Hurricane Katrina. The respondents were officers who remained employed with the NOPD post-Hurricane Katrina in spite of family settlement and resistance to return.

H10 Posttraumatic Stress Disorder is negatively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

A chi-square test of independence was performed to examine the relationship between Posttraumatic Stress Disorder and an officer's decision to remain employed with the police department post-Hurricane Katrina. Officers were asked if they would leave their job with NOPD due to Posttraumatic Stress Disorder. Due to small cell frequencies, the number of years an officer expects to remain with NOPD was combined into two new categories: 0-10 years and 10 or more years. The relationship between these variables was significant, $X^2(4, N = 229) = 9.68, p = .05$. However, the majority of officers indicated that they were unlikely or very unlikely to leave the department after the disaster because of PTSD.

According to Hartley, T, and Sarkisian, K., et al (2013), due to the very nature of police work police officers are exposed to traumatic, violent, and horrific events. These events increase the risk for officers developing PTSD. During Hurricane Katrina, officers' exposure to PTSD may have been a normal experience for some officers. This may explain why officers reported that they were unlikely or very unlikely to leave the department because of PTSD. On the other hand, Kaufman, C. et al (2013), found that the relationship between exposure to traumatic events and incident psychological distress was significant among early career officers who may have experienced the event for the first time.

A key point is that the officers who responded to the survey were still employed with the police department. The officers who separated from the department did not participate in the survey. Unfortunately, exit surveys were not collected from officers who separated post-Hurricane Katrina. The department lost 321 officers after Hurricane Katrina; however, the researcher was unable to collect data from the officers who left.

- Additionally, access to mental healthcare will increase the likelihood that an officer will remain employed with the Department.

H11 An officer's perception of the organization's cultural values are positively related to an officer's decision to remain employed with the police department post-Hurricane Katrina.

A chi-square test of independence was performed to examine the relationship between an officer's perception of an organization's cultural values and an officer's decision to remain employed with the police department post-Hurricane Katrina. Due to small cell frequencies, the number of years an officer expects to remain with NOPD was combined into two new categories: 0-10 years and 10 or more years. There was a non-significant relationship, $X^2(4, N = 219) = 5.76, p = .22$. Other factors such pay and promotional opportunities may be more important than the cultural values in determining if an officer remains with the department.

The employee and agency share values that are required for the organization to survive and function successfully. Since employee commitment is reciprocal, organizations and supervisors must demonstrate commitment to get commitment (Romzek, 1990). In order for employees to share in the organizational values, the organization must develop a socialization program that relays the important organizational values to the employees. A newly hired employee's decision to voluntarily withdraw employment with an organization is effected by an organization's

cultural values (Sheridan, 1992). Kerr and Slocum (1987) and Kopelman, et al, (1990) also argue that there may be a relationship between organizational cultural values and variation in employee retention across organizations. They posit that an organization's human resource strategies are influenced by the organization's cultural values and these strategies result in different levels of employee commitment and retention.

As a result of the Department's commitment to preparing, training, and providing resources and support for its officers, the officer may be more likely to remain employed with the Department. "Job satisfaction, job involvement, and organizational commitment have been found to be negative predictors of turnover intent and turnover among police officers." (Wareham, J. and Smith, B., et al, 2013). If an agency hopes to secure employee commitment, the agency must address employee expectations regarding their work experiences. Employees are more likely to develop and continue organizational commitment if their work expectations are realized (Romzek, 1990). Employees may expect supervisors and coworkers to treat them a certain way and hope for opportunities to get promoted. The employees expect supervisors to treat them with dignity and respect. Similarly, employees expect to gain valuable experience that will lead to career advancement. The expectations of employees and/or the organization may change over time necessitating a change in the expectations of the other (Romzek, 1990). Since Hurricane Katrina, the Department has continued to make regular promotions with all ranks of the Department: police officers, supervisors, managers, and administrators.

The Department's commitment to meeting the officers' expectations by providing regular promotions and pay raises will increase the likelihood that the officer will remain employed with the police department post-Hurricane Katrina.

Table 25 shows that the largest number of respondents (31.7%) indicated that their number one reason for leaving the NOPD would be retirement. The second largest number of respondents (12.9%) each indicated that poor leadership and work conditions was their number one reason for leaving the NOPD. The least number of officers (11% collectively) indicated relocation, low manpower, low morale, stress, and other as their number one reason for leaving the NOPD.

Table 25 - Respondents Reasons for leaving NOPD

Factor	Frequency	Percent
Retirement	32	31.7
Poor leadership	13	12.9
Work conditions	13	12.9
Lack of support	11	10.9
Pay	9	8.9
Other career	6	5.9
Politics	3	2.9
Other	3	2.9
Unfair promotions	3	2.9
Job dissatisfaction	2	1.9
Burnout	2	1.9
Low manpower	1	0.9
Relocation	1	0.9
Low morale	1	0.9
Stress	1	0.9
Total	101	100

Table 26 shows that the largest number of officers (37.6%) indicated that increasing officers' pay was the most important thing that the NOPD could do to help retain officers. The second largest number of respondents (24.8%) indicated that supporting officers was the most important thing that NOPD could do to help retain officers. Eighteen percent (18%) of respondents indicated that fairness and leadership were the most important things NOPD could address to help retain officers. The least number of officers (7%) indicated that leaving paid details alone, giving officers a voice, and promoting officers were the most important things that NOPD could do to retain officers.

Table 26 - Factors Indicated by Respondents that would increase retention post-Hurricane Katrina

	Frequency	Percent
Increase Pay	38	37.6
Support Officers	25	24.8
Leadership	11	10.9
Other	10	9.9
Fairness	8	7.9
Promote Officers	4	4.0
Give Officers a Voice	2	2.0
Do Not Know	2	2.0
Leave Paid Details Alone	1	1.0
Total	101	100

Table 27 shows that the majority of respondents (greater than 50%) indicated that they were either very likely or likely to leave the NOPD after a disaster because of pay and benefits, manpower, satisfaction with supervisors, leadership - captains and above, lack of response to employee ideas and suggestions, lack of communication with rank and file, frustration with the

Table 27 - Reasons Officers would consider leaving NOPD post-Hurricane Katrina

Factors	VL	L	Undecided	U	VU	Responses	Mean
Pay and benefits	84	56	33	44	16	233	2.36
Manpower	70	55	31	54	20	230	2.56
Inadequate Training	55	58	43	55	19	230	2.67
Satisfaction w/Supervisors	71	51	49	44	18	233	2.67
Leadership - captains & above	120	33	35	31	14	233	2.08
Leadership - lieutenants & below	48	44	59	61	22	234	2.85
Lack of response to employee ideas and suggestions	87	51	36	38	20	232	2.37
Lack of communication with rank/file	74	60	47	39	13	233	2.39
Frustration with Justice System	77	50	35	54	17	233	2.50
Family Issues	37	45	30	73	45	230	3.19
Concern for personal safety	52	40	26	65	50	233	3.09
Lack of promotional fairness	97	44	38	37	15	231	2.26
Lack of promotional opportunities	101	52	36	32	12	233	2.15
Job demand and workload	57	47	45	57	27	233	2.79
Feeling of appreciation	73	50	48	47	13	231	2.47
Lack of recognition	77	45	56	41	14	233	2.44
Unfair treatment of employees	98	73	29	23	8	231	2.00
Inadequate recruitment of new officers	79	60	42	37	14	232	2.34
Lack of Community support	83	45	43	42	18	231	2.42
Cost of living in New Orleans	62	46	39	55	29	231	2.75
Other law enforcement or CRJU jobs	64	48	54	40	24	230	2.62
PTSD	36	30	47	58	60	231	3.33
Pressure from significant other to relocate	30	30	45	57	66	228	3.43
Employment for significant other	41	34	51	50	52	228	3.17

VL=very likely, L=likely, Undecided, U=unlikely, VU=very unlikely,

justice system, lack of promotional fairness and promotional opportunities, feelings of appreciation, lack of recognition, unfair treatment of employees, inadequate recruitment of new officers, and lack of community support. Table 27 also shows that the majority of respondents (greater than 50%) indicated that they were unlikely or very unlikely to consider leaving the department because of family issues, PTSD, and pressure from significant other to relocate.

Table 28 revealed that the majority of the officers indicated that the following factors were important for them to remain employed with the NOPD after the disaster: increasing the number of sworn officers, enhancing/improving technology, increasing support staff, increasing pay/benefits, enhancing training program, improving the promotional system, and the organizational cultural values.

Table 28 Important factors for remaining employed with the NOPD post-Hurricane Katrina

Factors	NI	VU	NIU	VI	EI	Responses	Mean
Increasing Number of Sworn Officers	14	11	44	83	73	225	3.84
Enhancing/improving technology	7	16	51	91	59	224	3.80
Increasing support staff	12	21	66	79	46	224	3.56
Increasing Pay/benefits	2	13	16	71	122	224	4.33
Enhancing training program	6	12	36	101	68	223	3.96
Improving promotional system	3	14	34	73	99	223	4.13
Organizational cultural values	9	13	78	64	57	221	3.67

NI = Not Important, **VU** = Very Unimportant, **NIU**= Neither Important nor unimportant, **VI** = Very Important

EI=Extremely Important

Table 29 revealed that the majority of officers employed with the NOPD during Hurricane Katrina indicated that the following factors were extremely important during the disaster: personal planning, ability to relocate family before the event, agency personnel planning, communication agency readiness, communication of event status, staging of shelter for officers, staging of food and water for officers, access to physical healthcare, and access to mental healthcare.

Table 29 - Level of Importance during disaster for officers employed during Hurricane Katrina

Factors	NI	SI	I	VI	n	Mean
Personal planning	6	7	66	121	200	3.51
Ability to relocate family before event	7	5	36	149	197	3.66
Ability to communicate with family	2	11	36	15	200	3.68
Agency personnel planning	7	15	53	124	199	3.48
Communication of agency readiness	5	18	57	118	198	3.45
Communication of event status	3	16	52	128	199	3.53
Staging of shelter for officers	1	10	34	154	199	3.71
Staging of food & water for offices	1	7	27	164	199	3.78
Protection of personal property	7	36	59	95	197	3.23
Security of personnel property	5	37	61	95	198	3.24
Adequate time off during the event	17	38	52	92	199	3.10
Access to leisure activities during event	58	37	46	57	198	2.52
Access to physical healthcare	6	16	47	128	197	3.51
Access to mental healthcare	18	22	44	111	195	3.27

NI = Not Important, **SI** = Somewhat Important, **I** = Important, **VI** = Very Important

Table 30 revealed that the majority of officers who were not employed with the NOPD during Hurricane Katrina indicated that the following factors would be extremely important during the disaster: ability to relocate family before the event, ability to communicate with family, staging of shelter for officers, staging of food and water for officers, and access to physical healthcare.

Table 30 Level of Importance during disaster for officers not employed during Hurricane Katrina

Factors	NI	VU	NIU	VI	EI	Responses	Mean
Personal planning	0	2	2	6	9	19	4.16
Ability to relocate family before event	0	2	2	4	11	19	4.26
Ability to communicate with family	0	2	1	5	11	19	4.32
Agency personnel planning	1	1	3	8	5	18	3.83
Communication of agency readiness	1	1	3	7	6	18	3.89
Communication of event status	1	1	2	8	7	19	4.00
Staging of shelter for officers	1	2	0	3	13	19	4.32
Staging of food & water for offices	1	2	0	1	15	19	4.42
Protection of personal property	0	3	2	7	7	19	3.95
Security of personnel property	0	3	2	5	9	19	4.05
Adequate time off during the event	1	6	2	4	6	19	3.42
Access to leisure activities during event	5	2	5	3	4	19	2.95
Access to physical healthcare	1	2	1	5	10	19	4.11
Access to mental healthcare	1	2	2	5	9	19	4.00

NI = Not Important, **VU** = Very Unimportant, **NIU**= Neither Important nor unimportant, **VI** = Very Important

EI=Extremely Important

Discussion

The first research question asked “What impact does tenure, age, salary, education, and job satisfaction have on police retention following disasters?” The research yielded very interesting results. The findings of this study indicate that tenure, age, and job satisfaction are statistically significant while salary and education are not. However, the impact was unexpected. The majority of the officers who participated in the research were officers with sixteen years of experience or more and of varying levels of rank. The range of ranking officers was from sergeant to lieutenants and above. Although, this was not an option of the survey, ranking officers indicated that their next move within the department was to retire. The results of the survey revealed that tenure was significant. However, the results contradicted my expected findings. It was expected that the longer an officer was employed with the police department, the more likely he or she would be vested and the longer he or she would remain with the agency. And because they were vested, they would not perceive ease of movement. They would remain because they were vested and would not perceive ease of movement. This is very important for the New Orleans Police Department because the research indicates that thirty-four percent of the department will be eligible to retire within the next four years, of which, twelve to twenty-seven percent are eligible to retire now. Officers may not be remaining with the department due to retention efforts; instead, they may be staying simply until they are eligible to retire. Officers may then retire, collect retirement pension benefits and pursue other opportunities rather than remain employed with the department. This scenario can be problematic for the agency after disasters, if not addressed. Although this is a broad retention issue, the New Orleans Police Department’s attrition was exacerbated post-Hurricane Katrina. The critical implication for the New Orleans Police Department is that more tenured officers

have the most experience with disasters. Therefore, high attrition increased the loss of experience and knowledge of veteran officers and turnover costs. Over twenty-six percent of the officers were not employed with the department during Hurricane Katrina and do not have the practical police experience and have not experienced the emotions and stress of performing as a police officer while at the same time being affected by one of the worst disasters in American history. Post Hurricane Katrina, the department witnessed the separation over 300 officers. Retention of tenured senior officers with practical hurricane experience will be critical to the ability of police departments to maintain continuity of service under considerable duress, while at the same time motivating its officers and reassuring them that the organization is ready and prepared to keep them and their families safe. It is a natural process that officers retire when eligible due to physical demands of police work and this process was exacerbated after Katrina. Therefore, it is important for agencies to employ continuous training simulation exercises related to critical incidents such as disasters and continuously recruit new personnel to keep pace with attrition.

The findings of this study indicate that age, like tenure, and retention are significant. These findings contradict previous research such as (Kim and Lee, 2006; Blankertz and Robinson, 1997; and Mobley, Griffeth, Hand, and Meglino, 1979) which found that age and tenure were negatively related to turnover. Hayes (2015) argues that as employees gets older, his or her intent to leave the organization is less likely. Employees below the age of 35 are more likely to leave the organization than their older counterparts (Lopina et al, 2012, and Hayes, 2015). Employees, age 35 and under, are grouped into the millennial generation, born between 1980-2000. These employees are less willing to make personal sacrifices for career and change jobs on average every 18 months (Festing & Schafer, 2014 and Hayes, 2015). Officers ages forty-one

years of age or older represent over 50 percent of the New Orleans Police Department. These officers are typically higher ranking members of the department and/or are more tenured. Thus, they are closer to retirement. This scenario can be problematic for law enforcement agencies like the New Orleans Police Department. As mentioned earlier, Reilly (2013) posits that all employees will retire when their non-social security benefits first allow. According to Reaves, 2012, all local police departments, with 500 or more officers, offer a full-service retirement pension to their employees. As more officers near retirement, retention challenges increase for police agencies. Baby boomers transitioning from the workplace will continue to make it difficult to maintain sufficient manpower levels. Unlike Federal agencies, such as the Federal Bureau of Investigation (FBI) who require their agents to retire at age 57, NOPD does not have a mandatory retirement age. As described in Table 3, officers have minimum required service years for retirement; however, there is no mandatory retirement age. The most senior officer with the department has been employed for 52 years. This is an extreme exception in law enforcement; however, there are several others who are currently eligible to retire. These are older tenured officers who have more experience with disasters. As a result of the seasoned veterans' experiences with Hurricane Katrina, their loss will impact the department's ability to mentor younger officers while maintaining continuity of police services. Departments should consider ways to get older officers to delay retirement or provide employment opportunities to officers after they retire. This may include succession planning, training new leadership, retention incentives, part-time employment, contract employees, and/or consultants.

Absent plans to retain older officers, efforts to motivate and retain young officers, particularly after disasters, will require organizations to continuously train their officers on how to physically and mentally perform and cope with disasters. As indicated in the research, preparations should

include regular training and positive supervisor support. Officers view the agency through the lens of their supervisors. Therefore, supervisor satisfaction is important for retaining personnel.

Additionally, education and salary were non-significant. However, as relates to salary, the research indicated that the majority of officers indicted that pay and benefits was the number one factor that the department could address to improve retention. This may be attributable to several parallel events that are occurring within the police department: increases in employee contributions to health insurance, pension contributions, take home vehicle costs, as well as outside influences such as increased cost of living in the New Orleans Metro area. The officers may just be venting their frustrations; however, they may not leave the department. Nonetheless, agencies must continue to address employee expectations such as pay and benefits, supervisor support, and promotional consistency, fairness and opportunities. The New Orleans Police Department must continue its efforts to address these issues.

Post-Hurricane Katrina, the department has made attempts to address retention issues, NOPD officers have attended over two hundred sixty-seven classes and totaling over 184,984 hours of training including: leadership, crime prevention, investigation, ethics, complaint avoidance, internal investigations, employee relations, professional performance enhancement program, and job performance improvement planning, and hurricane planning. This training helps the officer become better prepared for more responsible work and promotional opportunities. Additionally, officers have been promoted to the ranks of Police Officer I, Police Officer II, Police Officer III, Police Officer IV, Sergeant, Lieutenant, and Commander. The department recently announced plans and began testing for additional promotions to Police Officer II, Police Officer III, and Police Officer IV. Each promotion triggers an increase in pay.

Education was found to be non-significant. I expected that officers with more education were more likely to leave the department because of their education, perceived opportunities and ease of movement. However, the impact of education was not clear. Similar to many other departments across the country, post-Hurricane Katrina, the New Orleans Police Department began providing NOPD officers with incentive pay increases such as education incentive pay in increments of \$1000 for an Associate's Degree, \$2000 for a Bachelor's Degree, \$3000 for a Master's Degree, and \$4000 for a Doctorate Degree, up to a maximum of \$4000 per year. Respondents indicated that pay was important; however, this research revealed that pay was non-significant. Education incentive pay for police officers was a new program within the New Orleans Police Department. However, this education incentive pay concept has been around since 1967 when the President's Commission on Law Enforcement and Administration of Justice released a study that recommended that all police departments provide pay incentives for college education (Swan, 1989). Additionally, in 1973, the National Advisory Commission on Criminal Justice Standards and Goals (Peterson Commission) published a report stating that "Every police agency should immediately adopt a formal program of education incentives to encourage police officers to achieve a college-level education." Also, in 1973, the American Bar Association also released a report which recommended education incentive programs and the recruitment of college graduates into the police service (Swan, 1989).

The New Orleans Police Department also began offering other incentives for officers. Officers also receive a five percent pay increase for being a Field Training Officer, and for hazardous duty assignments such as the Special Weapons and Tactics Team (S.W.A.T.), Bomb Team, and Motorcycle Unit. Further incentive pay includes overtime and an increase in uniform allowance from \$300 annually to \$500 annually. Finally, all officers within the State of

Louisiana receive \$500 monthly state supplemental pay. To solicit officer input and feedback, the department implemented an anonymous online email address where officers can provide feedback, ask questions, and make suggestions regarding department operations. The email goes to an anonymous third party outside of the police department who transcribes and forwards the information to the Superintendent of Police. The Superintendent responds to the email and/or obtains the information from the appropriate Division head and then forwards the information to all members of the department. Post-Hurricane Katrina, the department prepares officers for disasters by producing an annual Hurricane Plan which details the department's plan of action at different levels prior to, during, and after the event. The plan also includes an opportunity for officers to declare whether or not they will need to relocate family members, contact information, and expected time frame it will take to accomplish the relocation. The plan also outlines the department's plans for housing and feeding officers during the event. When officer's needs and expectations are met, they are more likely to remain with the department post-disaster.

Although the relationship between education and retention was non-significant, the department determined education to be a part of the organizational value system. In addition to the education incentive pay, in 2011, the department began requiring its applicants and recruits have at least 60 hours of college credit to be accepted into the New Orleans Police Academy Recruit Training Program. The department encourages officers to continue their education by providing education and incentive pay. Officers are already required to have college training to be eligible to be promoted to the rank of sergeant and above. Additionally, the department and officer organizations have partnered with universities to provide discounted tuition to universities and colleges such as Loyola University in New Orleans, the University of New Orleans, Tulane University, and Upper Iowa University, which has a satellite campus in New

Orleans and offers discounts and course credit for Academy training. Law enforcement agencies and organizations across the country have also entered into similar partnerships with various universities and colleges across the country. Additionally, the National Fraternal Order of Police, a non-profit organization that supports police officers nationwide, has a program called National Fraternal Order of Police University (NFOPU) which is a national consortium of colleges and universities that provide members of the National FOP with benefits such as traditional and non-traditional programs, unique schedules to accommodate officers' schedules, tuition cost reductions, and/or extensive credit for past degree work, POST training, and FBI Academy training. This is beneficial to officers since Reaves (2012) found that more than 4 in 10 officers, nationwide, were employed by an agency that offered...a pay raise for a college degree.

Officer job satisfaction is linked with employee expectations. Officers are more satisfied with their jobs, if they are satisfied with their supervisors, pay and benefits, such as career opportunities, job appreciation and recognition, and when they feel they have a voice.

Since thirty-four percent of the department will be eligible to retire within 4 years, and others could leave for other reasons, such as resignation, termination, and death, the department should continue to implement strategy that addresses these variables before, during and post-disaster event.

What impact do family issues such as housing, separation from family, and employment have on police retention following natural disasters?

As discussed previously, post-Hurricane Katrina, many officers' families, including spouses, children, and others, relocated to other cities and states. A few weeks after Hurricane Katrina, the City of New Orleans and the Federal Emergency Management Agency acquired a cruise ship

which docked at the Port of New Orleans on the Mississippi River. The purpose of the ship was to provide temporary housing for first responders and their families. Although temporary housing was acquired, many officers remained separated from their families for months and years. Their families began to anchor in the cities where they relocated. The spouses or significant others began to work in other cities, and their children began to attend other schools as well. The officers' families began to regain some sense of normalcy. Due to the stress of being apart, some of the officer's spouses began to pressure officers to move away from New Orleans. Some officers moved to neighboring parishes and cities and remained with the department while some moved away to other cities and states and separated from the Department. Additionally, employment opportunities were slow to return for the officer's significant others. It is believed that family issues such as these would have a negative effect on retention of the officer. However, research analysis indicated that the relationship between family issues and retention were non-significant. Additionally, the officers indicated that the ability to relocate their family members was very important; however, they were unlikely to consider leaving the department because of family issues. This may be attributed to the fact that the more time that passed post-Hurricane Katrina and as the City of New Orleans and the metro area began to return to equilibrium, the more people began to repopulate. Businesses and schools began to reopen which prompted many officer families to return to the City of New Orleans or surrounding parishes. Since Hurricane Katrina was a storm unlike any that had been experienced before, the outcome was unknown. However, once the redevelopment of the city began to evolve, officer families began to return. Some officer families still live in other cities; however, the city is learning to cope with disasters and prepare officers and their families to adjust and protect themselves from the effects of future disasters. In order to minimize the

impact of family issues like those introduced by hurricane, the New Orleans Police Department should continue with the post-Katrina practices of encouraging advance and contingency planning and preparation of families, approve leave time in advance of the approaching event, and downtime or relaxation time for officers during a prolonged event.

What impact do organizational factors such as organizational cultural values and organizational commitment to employee expectations have on police retention following natural disasters?

The research did not reveal a significant relationship between perception of organizational values and retention after the disaster. However most of the officers indicated that organizational cultural values such as enhancing training, improving the promotional system, and increasing the number of sworn officers were important factors for them to remain employed with the department after a disaster. Officers indicated that they expect training and promotional opportunities. More training allows the officers to increase their skillset while also helping them qualify for promotional opportunities. Lack of training inhibited the officers' eligibility for promotion. Furthermore, officers are also concerned with safety and work overload. They want other officers to share in the workload and to provide back-up when needed. Due to budget constraints, the department has only hired twenty-nine new police officers within the past two years. However, the department began accelerating its training efforts to prepare officers for upcoming Police Officer I, II, & III promotional opportunities. Some of the training is a result of a review of the police department which was conducted by the United States Department of Justice (D.O.J.). The D.O.J. stated that the New Orleans Police Department needed to increase and improve the amount of training that had been provided to officers post-Hurricane Katrina. As a result, the Department began increasing and improving its training program for new recruits and officers. Training for new recruits increased from over six hundred hours to over eight

hundred hours of training. Additionally, since 2010, various members of the department have attended over two hundred and sixty-seven different training classes and completed over 184,984 hours of training.

In addition to training and pay, officers want to know that their work is appreciated. Officers put their lives on the line each and every day. They want to know that their efforts have value. The majority of officers indicated that lack of community support and feelings of appreciation were reasons that they would consider leaving the department after a disaster. Following Hurricane Katrina, a number of officers were involved in Katrina related shootings which resulted in civilian deaths. As a result, a small number of officers were charged, arrested and convicted of Civil Rights Violations. These occurrences affected the community as well as the remaining members of the department. Officers want the community to know that the majority of officers are hard-working officers who go out and perform admirably on a daily basis. Officers want to know that they are appreciated and have the support of the community.

When Hurricane Katrina made landfall in New Orleans, responders at all levels of government were not prepared to effectively respond to a disaster the magnitude of Hurricane Katrina due to a lack of preparation and training. Agencies at the local, state and federal level were overwhelmed with the scope and size of Hurricane Katrina effects. Local, state, and federal agencies were not prepared to employ the level of communication, cooperation, and interoperability required for an effective response. As a result, agencies and individuals ineffectively operated independent of each other.

Many NOPD supervisors were unable to communicate with their personnel due to mass equipment failures and as a result, were unable to effectively lead their officers and provide the necessary supervisory support: direction, guidance, and motivation. Perceived supervisory

support was low; therefore, may have contributed to perceived low organizational satisfaction with the New Orleans Police Department. Many officers had no confidence in their supervisors and no confidence in the Department and City of New Orleans. Low satisfaction, perceived low supervisor support, and perceived low organizational support likely contributed to officers leaving the department. On the other hand, many supervisors were able to provide support to their officers, in spite of being impacted by the event themselves. As a result, many officers remained with the department. This may have attributed to officers' perceptions that they were supported by their supervisors, the department, and the City of New Orleans.

Post Hurricane Katrina, coordination and planning takes place throughout any given year at all levels of government. The purpose is to assure that successful, planning, preparation, response, and recovery result before and after every critical event. The New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP), Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), and the Federal Emergency Management Agency (FEMA) work closely together to manage the event using the Incident Command System (ICS) established by FEMA following Hurricane Katrina. ICS is a formal structure that was established to assure clear lines of accountability, authority, communication, and responsibility between stakeholders at all levels of government. For example, requests for equipment, food, shelter and other resources are processed in advance of and during the event. Table-top exercises take place to assess plans, execution of plans, and establish contingencies. When an event is predicted, the ICS is activated by NOHSEP. NOPD assigns a representative to the ICS around the clock to serve as liaison for the police department. NOHSEP is staffed with a representative from each agency of City Government designated as essential. GOHSEP has a representative that is assigned to the region and serves as a liaison between NOHSEP and

GOHSEP. GOHSEP is responsible for coordinating the State response with FEMA. It is believed that working together in a planned and coordinated manner pre-and post-event, will assure a successful and unified response to any event.

Employee motivation and performance is impacted by the structure, planning, and organization of the New Orleans Police Department. Planning, to include training on the use of the National Incident Management System (NIMS), and training of agency personnel and supervisors at all levels lowers officer stress so that officers can focus on their duties. Agency training and planning has contributed to improved organizational readiness, supervisor behavioral changes, staff and personnel development, and overall organizational change.

It has now been more than twelve years since Hurricane Katrina. Although the department experienced at least two hurricane events, Hurricanes Gustav and Isaac, neither caused the devastation, loss of life, and property damage as did Hurricane Katrina. Additionally, the department did not experience the massive attrition during Hurricane Gustav and Isaac as it did post-Hurricane Katrina. Furthermore, it appears that planning, preparation, and training has improved (McCarthy, 2008). The department appears to have put forth more effort and resources to prepare officers to handle the challenges and stress of disasters like Hurricane Katrina. As a result of planning, post-Hurricane Katrina, officers are able to plan for their families and remove them out of harm's way so that the officers can focus on their jobs and the NOPD's mission. Additionally, interviews and employee survey data indicated that mission, duty, tenure, salary, family, residency, ease of movement were variables considered important when deciding to remain employed with the department post-Hurricane Katrina. Commitment and duty were themes that were revealed by officers who remained with the Department post-Hurricane Katrina. Mission will yield retention if satisfaction with working conditions improve.

Working conditions include proper equipment, vehicles, facilities, schedules, residency, promotions, and pay. Post-Hurricane Katrina, the New Orleans Police Department has continued to, within budget, purchase new equipment such as TASER Controlled Electronic Weapons, body armor, and vehicles. The Department has also worked to build new police stations, and acquired new training academy facilities. Officers have received regular promotions, and the City Council rescinded the residency requirement for all first responders. The reality within the New Orleans Police Department is that the officers also have a great pension system. However, when they reach retirement eligibility, the officers will retire. Additionally, all municipal police officers within the State of Louisiana belong to the same retirement system. Therefore, officers who are not eligible to retire, can transfer their retirement contributions to other law enforcement agencies within the State of Louisiana and still receive the same retirement benefits when they become eligible.

Although the department has not been tested to the magnitude of Hurricane Katrina, the department's retention and performance, during Hurricanes Gustav and Isaac, indicates that the department's efforts to retain personnel during disasters have improved.

These results are specific to the New Orleans Police Department; however, other agencies may benefit from the New Orleans Police Department's efforts to address retention following disasters. The New Orleans Police Department appears to be having some success.

Limitations

This research was a case study of the New Orleans Police Department (NOPD) and its ability to retain personnel after experiencing significant attrition post-Hurricane Katrina. The following are the limitations identified during the research:

The survey of personnel was conducted in February of 2012, approximately six and a half years post-Hurricane Katrina. As time moves further away from the events, officers may not have had the same responses to the survey questions as if the survey had been administered immediately post-Hurricane Katrina. Seventy-nine percent of agencies, nationwide, with 500 or more officers conduct exit interviews of departing officers (Reaves, 2012). However, many of the officers who separated from NOPD post-Hurricane Katrina did not complete exit interviews. This researcher did not have access to the officers who left after Hurricane Katrina. As a result, this research does not include exit interview data. It would have been very beneficial, if surveys or interviews could have been conducted with those who separated from the department post-Hurricane Katrina. Furthermore, response bias sometimes occurs with exit interviews because officers don't necessarily provide true responses. Officers tend to provide what they believe is the acceptable or correct answer to avoid any potential backlash. As mentioned above, due to Hurricane Katrina, many officers did not complete exit interviews because of the agency's displacement and dysfunction caused by Hurricane Katrina. Therefore; this research examines retention rather than separation.

It is believed that the further away in time from the event, officers had less recall regarding the event. Additionally, the more time that passed post-Hurricane Katrina, the more officers' lives had returned to normalcy and many officers are no longer experiencing emotional issues such as the lack of permanent housing and separation from family.

Another limitation, is that law enforcement agencies within and outside of Louisiana are recruiting police officers for their agencies. Many officers employed with the New Orleans Police Department have accepted or are considering employment with other law enforcement agencies. An example post-Hurricane Katrina was the many officers who resigned and/or retired and accepted employment with other law enforcement agencies such as the Louisiana State Police, Jefferson Parish Sheriff's Office, St. Tammany Parish Sheriff's Office, Ascension Parish Sheriff's Office, and the Slidell Police Department. I am unaware of and unable to measure the effect of outside recruitment on the retention of officers in New Orleans.

Many new officers have been hired post-Hurricane Katrina, and did not have the same experience as police officers who were present during the events. Future research should include capturing the data immediately after the disaster or as close to the disaster as possible.

Nardi (2006) indicates that computer-based surveys are limited by participant access. Differences in computer ownership and/or access depends on race/ethnicity, age, sex, income, and education. These differences can affect the generalizability of the findings. This research identified an additional variable which affected access to electronic participation in the survey. When the survey questionnaire was entered into the Qualtrics survey program, the researcher selected the "by invitation only" setting in the Qualtrics survey options to ensure only NOPD officers would take the survey using an anonymous survey link that was emailed to them. This prevented any one computer IP address from participating in the survey more than once. It was later realized that the survey went out to all officers' email address; however, not every officer had an individual computer. Many of the officers' assignments provided them with a computer work station where multiple officers on different shifts used the same computers. As a result, after the first officer used a computer to participant in the survey, no other officers could use that

particular computer. Therefore, multiple officers on the same and/or different shifts could not access the questionnaire on a particular computer if it had already been used to access the questionnaire. The researcher learned of this dilemma after being contacted by officers and informed that something was wrong with the questionnaire because they were having trouble accessing the questionnaire. The researcher reviewed the survey setting options of the questionnaire in Qualtrics and diagnosed that the questionnaire survey setting option had been set to “by invitation only” which limited single access per IP address. Therefore, officers who used a particular computer could not access the same computer after the questionnaire had already been accessed. Once the dilemma was discovered, the setting was changed; however, some officers may not have attempted to take the survey again after being unsuccessful on the initial attempt.

Additionally, several officers indicated that they did not complete the survey because they were not employed during Hurricane Katrina. Therefore, participation also appeared to be limited because some officers hired post-Hurricane Katrina believed their participation was not necessary since they did not experience Hurricane Katrina. Future research should include sending out a message that clarifies that the participation of all officers is essential whether or not they were present for the disaster.

Also, I am a lieutenant employed with the New Orleans Police Department who experienced and remained employed with the New Orleans Police Department post-Hurricane Katrina. My perspective based on my experience may have affected my research, as well as knowing I ran the risk of not getting open and honest responses to the survey questions and questionnaires.

This research was conducted with the understanding that all research is somewhat contaminated by the values of the researcher (Silverman, 2004). I as researcher was employed

and experienced Hurricane Katrina. Therefore, I identified with the values of those who remained employed. I remained employed even though I experienced the same loss and stress. I lost my home to flooding and I was separated from my family, who, evacuated to Dallas, Texas. Additionally, I tend to be an intrinsic officer. I was also a ranking lieutenant and may not have had the same perceptions of the event as other officers.

Additionally, as a researcher and lieutenant employed with the New Orleans Police Department, I conducted the interviews and administered the survey. By doing so, this research ran the risk of response bias and possibly inhibiting honest answers and encouraging answers respondents thought I would want to hear. Officers who knew that I was conducting the research may not have responded honestly to the questions. The officers may have provided the answers they thought I was looking for or the answers they thought were acceptable and/or correct rather than their honest personal experience. Additionally, the research ran the risk of response bias because of the amount that past between the Hurricane Katrina and the administration of the survey (Social Cops, 2015).

Finally, Hurricane Katrina was a unique event; however, the lessons learned from this study can help other agencies with retention if they experience crisis or disasters.

Chapter 5

Summary, Recommendations, and Future Research

Conclusion

Introduction

In this chapter, I provided a summary and review of the research questions and conceptual model that was used to guide this study. The study's findings are presented as well as implications for the New Orleans Police Department, other local, State, and Federal agencies, and a roadmap for future research. Finally, I provided recommendations and topics for future research.

Summary

The purpose of this research was to conduct a comprehensive examination of the post-Hurricane Katrina retention of police officers employed by the New Orleans Police Department. The research consisted of a review of existing literature regarding retention, and data collection which utilized interviews and an electronic survey questionnaire to collect qualitative and quantitative data respectively. The researcher compared NOPD population demographics data with survey respondent demographics data to identify any significant differences. The researcher also examined and compared separation data for the periods: 2005-2010 vs. 2011-2016, 1995-2004 vs. 2005-2014, and annual population totals vs. annual attrition 1995-2014 to identify any significant differences.

Review of the Conceptual Model

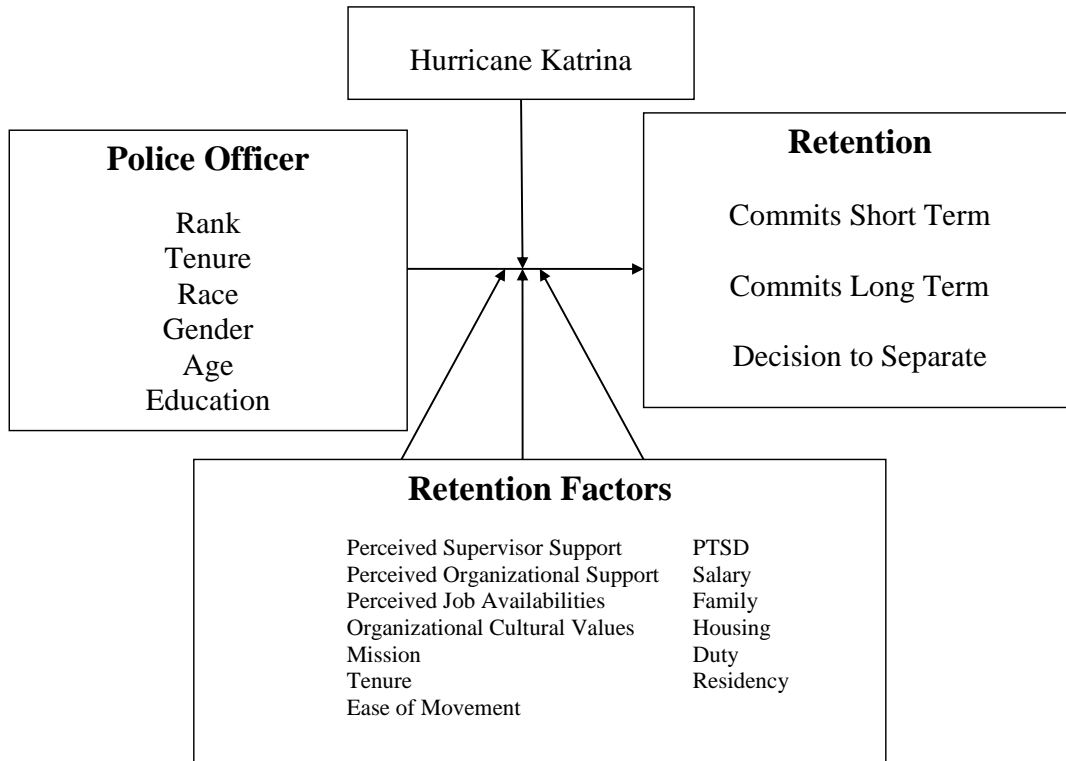
This study was guided by the following four research questions:

1. What impact does tenure, age, salary, education, and job satisfaction have on police retention post-Hurricane Katrina?
2. What impact do family issues have on police retention post-Hurricane Katrina?
3. What impact do organizational factors such as organizational cultural values and organizational commitment to employee expectations have on police retention post-Hurricane Katrina?
4. What is the significant difference, if any, between retention pre-Hurricane Katrina and post-Hurricane Katrina?

The conceptual model in Figure 7 represents the relationships of the variables that were examined in this study.

The model presents the relationships of the constructs which were Hurricane Katrina, police officers, retention factors and retention. The police officer demographics included rank, tenure, race, sex, and age. The retention results were commits short term, commits long term, decision to separate. The relationship between police officer demographics and retention factors were examined to identify explanations for retention.

Figure 7 Conceptual Model



Summary of Results

This research revealed a significant relationship between tenure and retention. The survey results indicate that the closer an officer is to retirement eligibility, the more likely he is to remain with the department and retire when he is eligible. This is consistent with Reilly (2013) who posits that all employees will retire when their non-Social Security benefits first allow. This includes private sector, public sector, and non-Social Security employees. However, according to a study conducted by Hayes (2015), length of tenure is not a predictor of intent to leave the organization. Collinson (2017) revealed that commonalities and differences exist among the members of the different generations in the workforce regarding the definition of retirement and intent to retire. However, intent to retire was determined by individual circumstances such as age, finances, health, and location.

There is a significant relationship between age and retention. Kim and Lee (2006) defined the perceived ease of movement as a function of various demographic and economic variables that affect an employee's decision to leave an organization. These variables included age, education, tenure, number of children, and job availability. Age and education substitute for outside job opportunities (Blankertz and Robinson, 1997; Kim and Lee, 2006). For example, the younger an officer is and the more education possessed may yield more outside employment opportunities. Additionally, most law enforcement jobs require that a police recruit or lateral transfer officer pass rigorous physical and agility examinations either prior to the police academy, during the police academy, or as a prerequisite for graduation from the police academy. Older police officers may not be able to meet the physical agility requirements and, as a result, are less likely to leave their current organization. Therefore, age and physical ability contribute to, or limit, the number of outside law enforcement employment opportunities for older police officers. On the other hand, younger officers who are able to satisfy the physical fitness requirements of other agencies may be more attracted to outside job opportunities.

The relationship between salary and retention was non-significant. Officers with more tenure and rank are paid higher salaries for various reasons. Therefore, the relationship between salary and tenure is the result of chance variations associated with the sampling process. However, thirty-seven percent of officers indicated that increasing officers' pay was the most important thing that the NOPD could do to help retain officers. Additionally, more than fifty percent of officers indicated that they would consider leaving the NOPD after a disaster because of pay and benefits, and that increasing pay and benefits is an important factor for remaining employed with the department after a disaster.

Current public agency proposals to increase employee retention include increasing employee investments such as pay, benefits, and career opportunities. These are very important factors; however, the research indicates that they are not enough (Romzek, 1990). Furthermore, once an employee has vested interest in the organization, in order to increase retention, the employer needs to remain competitive with the benefits of alternative employment opportunities. If agencies are unable to compete, they risk losing employees who can be lured away by other employment opportunities offering a “higher rate of return” on employee investment such as higher salaries, bonuses, etc. (Romzek, 1990).

Salaries are important motivational factors for top performing Baby Boomers (employees born between 1946 -1964) and Millennials (employees born after 1980) (Panaccio, Vandenberghe, et al, 2014; Johnson and Ng, 2015; Hayes, 2015).

Since Hurricane Katrina, the New Orleans Police Department has given its officers two significant regular pay raises and various incentive pay raises. Additionally, the department received approval to give officers another pay increase effective January 2018.

Respondents indicated that increasing officer pay was important; however, retention and pay was revealed to be non-significant. Pay coupled with other variables may increase the likelihood that the officer will remain employed with the Department.

The relationship between job satisfaction and retention was significant. The majority of officers indicated that they would consider leaving the NOPD after the disaster due to a lack of perceived appreciation.

As the literature review, interviews, and survey reveal, numerous theories, factors, variables, and assumptions exist that effect the retention of law enforcement and other personnel.

Hurricane Katrina confirmed, introduced and/or revealed new factors absent from the literature

that effect the retention of law enforcement personnel. As mentioned earlier, the New Orleans Police Department experienced the separation of over 321 officers after Hurricane Katrina devastated the area. The NOPD still has not recovered from this unprecedented loss of police officers. As a result, in order to maintain staffing levels during and after a natural disaster, law enforcement executives must continue to identify post-Hurricane Katrina retention issues and the impact of natural disasters on retention of law enforcement personnel. If not, agencies like the New Orleans Police Department will continue to experience personnel shortages after a disaster and waste taxpayer dollars.

During the first three years after Hurricane Katrina, the New Orleans Police Department installed significant changes to the Department's Hurricane Plan. The changes included extensive training for all Department personnel regarding their roles during a hurricane event; predetermined staging of resources: personnel, equipment, and supplies; and setting of goals and milestones for each stage of the event including preparation, landfall, and recovery.

On September 1, 2008, three years post-Hurricane Katrina, Hurricane Gustav made landfall. However, unlike during Hurricane Katrina, after being notified that Hurricane Gustav would impact New Orleans, only one police officer separated from the New Orleans Police Department compared to Hurricane Katrina. This research may explain that the improvements in retention during and post-Hurricane Katrina were the results of lessons learned during Hurricane Katrina, and extensive changes to the Hurricane Plan, advance planning of the event, and training of personnel (McCarthy, 2008). The findings will allow the New Orleans Police Department to become a model for what law enforcement agencies must do to maintain their employees pre- and post-disaster.

Future Research

The New Orleans Police Department has experienced several voluntary and involuntary events post-Hurricane Katrina that could potentially impact retention. These events include implementation of the Federal Consent Decree, police officer involved shootings and deaths, issuance of take home vehicles, education incentives, and most recently across the board pay raises, and assignment pay incentives. Additional research will be conducted to examine the impact of these events on retention of NOPD officers.

Additionally, baby boomers, persons born between 1946-1964, and millennials, persons born between 1981 and 2000, are changing places in the workforce. Baby boomers are beginning to transition out of the workforce, while millennials are transitioning into the workforce. These two groups have very different characteristics, traits, and work ethics. Agencies will have to plan for the exodus of the baby boomers and adapt to millennials in order to successfully maintain staffing during this period of transition. Future research will be conducted to examine the effect of transitioning baby boomers and millennials on retention in the New Orleans Police Department and other law enforcement agencies.

In 2008, 19% of police agencies nationwide required new officers to sign a minimum of time-of-service agreement. Most of the agencies, requiring a service agreement, required a 2-year (43%) or 3-year (32%) agreements (Reaves, 2012). Since 2003, the New Orleans Police Department has required new police recruit applicants to sign a three-year service agreement (contract) as a condition of employment. Since, its inception, the three-year contract has never been enforced. Future research will be conducted to examine the success of minimum time-of-service agreements nationwide.

Recommendations

The NOPD participates in a great retirement pension system. All NOPD officers participate in the Municipal Police Employee Retirement System (MPERS) which provides a lifetime of post-employment benefits. However, there is no formal training for NOPD officers regarding the Municipal Police Employee Retirement System (MPERS). Most officers don't understand and do not seriously investigate the retirement system until later during the second half of their careers. Most of the officers who resigned post-Hurricane Katrina resigned before they became eligible for retirement. Post-Hurricane Katrina, respondents who were near retirement eligibility remained with the department but indicated that their next career move was to leave the department; however, they remained until they were eligible to retire. Resignations rather than retirements continue to be the leading type of attrition from the New Orleans Police Department. The Department should implement a system in which an officer's salary and retirement benefits are periodically discussed with the officer. Also, short-term and long-term strategies should be discussed with the officers regarding how they can maximize their internal and external retirement benefits. This may give less tenured officers more information to evaluate and weigh as they consider separating from the department.

Additionally, there are four different generations of officers employed by the NOPD: traditionalists, baby boomers, generation x, and millennials. The NOPD should provide ongoing training and guidance to supervisors and command staff regarding the various generations employed within the police. The NOPD should employ strategies to cultivate and motivate the members of these four generations. Efforts should continue to marry the department's mission, values, and commitment to meet employee expectations, with the expectations, values, and

commitment of the different generations of employees that are currently and soon to be employed by the New Orleans Police Department.

In order to retain and grow their manpower following disasters, agencies like the New Orleans Police Department will have to plan, train for, and respond to the contemporary law enforcement responsibilities and response to a disaster. The agencies will have to simultaneously address the short term and long term needs of the agency, officers, and citizens, and capture important data needed to critique and improve the processes after each and every event. Continuous improvement of ever evolving dynamics will be required to assure the continuity of the response, service, and recovery of all stakeholders after a disaster. The New Orleans Police Department appears to be on the right track; however, recovering from the attrition, exacerbated by Hurricane Katrina, will be a challenge for the foreseeable future.

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Appendices

Appendix A

“Protecting Human Research Participants” Certificate of Completion



Certificate of Completion

The National Institutes of Health (NIH) Office of Extramural Research certifies that **Richard Williams** successfully completed the NIH Web-based training course “Protecting Human Research Participants”.

Date of completion: 02/08/2009

Certification Number: 179482



Appendix B
Pre-notice E-mail Message

Disaster Research - Survey Questionnaire Outlook Web App, light version

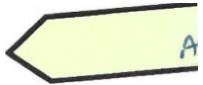
Page 1 of 1

Attachment: [Survey Questionnaire Memo.pdf \(24 KB\)](#) [open as web Page]

All Commissioned Personnel

Please see the attached memo from Superintendent Serpas regarding an anonymous research questionnaire, being administered by researchers at the University of New Orleans, that will soon be distributed requesting your consideration and participation.

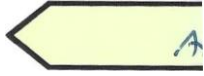
Thanks



Appendix C
Cover Letter Memo from Superintendent of Police Ronal Serpas

NEW ORLEANS POLICE DEPARTMENT

INTEROFFICE CORRESPONDENCE



To: All Commissioned Department Members Date: February 23, 2012

Ronal Serpas, PhD


From: Superintendent of Police

Subject: Survey Questionnaire

Over the past several years, disasters have impacted communities and law enforcement agencies across the United States and abroad. Researchers at the University of New Orleans are studying the effects disasters have on the retention of law enforcement personnel. On February 26, 2012, you will receive an email requesting your participation in a confidential online survey questionnaire designed to get your input regarding your experiences with disasters. Please consider participating. Your participation in this survey is strictly voluntary. This information will help law enforcement agencies as they prepare for future disasters.

I approve of this research and ask that you consider participating in the survey.

Thank you for your consideration.

Respectfully,

Ronal W. Serpas, Ph.D
Superintendent of Police

Appendix D
Survey Questionnaire

Law Enforcement Research2 - Copy

Q31 Researchers at the University of New Orleans are studying the effects of disasters on law enforcement retention. As a result, you are being asked to participate in a confidential online survey questionnaire regarding your experiences during disasters. This survey is for commissioned New Orleans Police Officers only. Your participation is voluntary, and your responses will remain confidential. Please feel free to skip any questions that you feel uncomfortable answering. The survey will take approximately 15 minutes to complete. Your participation in this survey will help law enforcement agencies across the country prepare their personnel and resources for future disasters. If you have any questions or concerns, please contact Dr. Marla Nelson, Associate Professor at the University of New Orleans, by email at mnelson@uno.edu. Thanks for your participation in this survey.

Q39 Are you a New Orleans Police Officer?

- Yes (1)
- No (2)

If No Is Selected, Then Skip To End of Survey

Q1 Using a scale of 1 (very dissatisfied) to 5 (very satisfied), how would you rate your satisfaction with your current job?

- 1. Very dissatisfied (1)
- 2. Somewhat dissatisfied (2)
- 3. Satisfied (3)
- 4. Somewhat satisfied (4)
- 5. Very satisfied (5)

Q2 Approximately how many more years do you expect to remain with the NOPD?

- 0-5 years (1)
- 5-10 years (2)
- 10-20 years (3)
- 20+ years (4)

Q4 What do you anticipate to be your next career move?

- remain in current assignment (1)
- lateral move within the NOPD (different assignment at the same rank) (2)
- promotion within the NOPD (move up to the next rank) (3)
- leave the department for another law enforcement or criminal justice agency (4)
- leave the department for another non-law enforcement career (5) _____

Q5 If you answered "leave", what is your number one reason for leaving? Please type in your response below.

Q6 Below is a list of factors that officers in other police departments around the country have expressed as reasons for leaving their jobs. For each of the factors listed below, please indicate how likely you would consider leaving the NOPD after a disaster:

	Very Likely (1)	Likely (2)	Undecided (3)	Unlikely (4)	Very Unlikely (5)
Pay and benefits (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Size of force/manpower (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inadequate training (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction with supervisors (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Department leadership (Captains and above) (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership (Lieutenants and below) (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of responsiveness to employee ideas and suggestions (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not communicating important information to rank and file (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frustration with the justice system (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family issues (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Concern for personal safety (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of promotional fairness (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of promotional opportunities (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job demands/workload (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Feelings of appreciation (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not recognizing employee for work well done (16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unfair or inconsistent treatment of employees (17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inadequate recruitment of new officers (18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of community support (19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of living in New Orleans (20)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other law enforcement or criminal justice opportunities (21)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Post Traumatic Stress Disorder (22)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pressure from Significant Other to Relocate (23)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employment opportunities for significant other (24)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7 Thinking about your career, please rate the following factors and their importance to your remaining employed with the NOPD after a disaster.

	Not at all Important (1)	Very Unimportant (2)	Neither Important nor Unimportant (3)	Very Important (4)	Extremely Important (5)
Increasing Number of Sworn Officers (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhancing and improving technology (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing support staff (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing pay/benefits (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enhancing training program (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving the promotional system (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational cultural values (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8 When you come to work, how often do you feel you are making a difference in the quality of life for New Orleans citizens?

- Everyday (1)
- Almost every day (2)
- Frequently (3)
- Not very often (4)
- Almost never (5)

Q9 How would you rate the morale of the NOPD as a whole?

- Very Bad (1)
- Bad (2)
- Neither Good nor Bad (3)
- Good (4)
- Very Good (5)

Q10 In your opinion, what is the most important thing that the NOPD could do to help retain officers on the force?

Q11 Do you agree or disagree with requiring NOPD officers to live within Orleans Parish?

- Strongly Disagree (1)
- Disagree (2)
- Neither Agree nor Disagree (3)
- Agree (4)
- Strongly Agree (5)

Q12 In your opinion, was the suspension of the residency requirement a major factor in the RETENTION of NOPD officers after Hurricane Katrina?

- Yes (1)
- No (2)
- Not sure (3)

Q13 In your opinion, was the suspension of the residency requirement a major factor in the RECRUITMENT of new NOPD officers after Hurricane Katrina?

- Yes (1)
- No (2)
- Not sure (3)

Q14 Is the suspension of the residency requirement a major factor in the RECRUITMENT of new NOPD officers after Hurricane Gustav?

- Yes (1)
- No (2)
- Not sure (3)

Q16 What was your rank during Hurricane Katrina (August 2005)?

- Police Officer (1)
- Sergeant (2)
- Lieutenant or above (3)
- Not employed with NOPD (4)

If Not employed with NOPD Is Selected, Then Skip To If you were not employed with the NOP...If Police Officer Is Selected, Then Skip To Please rate each of the followin...If Sergeant Is Selected, Then Skip To Please rate each of the followin...If Lieutenant or above Is Selected, Then Skip To Please rate each of the followin...

Q33 If you were not employed with the NOPD during Hurricane Katrina or Hurricane Gustav, please rate each of the following items according to their level of importance to you during a disaster:

	Not at all Important (1)	Very Unimportant (2)	Neither Important nor Unimportant (3)	Very Important (4)	Extremely Important (5)
Personal planning (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to relocate family prior to event (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to communicate with family (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency personnel planning (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular communication of agency readiness (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular communication regarding status of event (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staging of shelter for officers (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staging of food and water for officers (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protection of personal property (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security of personnel property (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate time off during the event (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to leisure activities during event (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to physical health care (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to mental health care (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 What was your rank in August 2008 during Hurricane Gustav?

- Police Officer (1)
- Sergeant (2)
- Lieutenant or above (3)
- Not employed with NOPD (4)

If Police Officer Is Selected, Then Skip To Please rate each of the followin...If Sergeant Is Selected, Then Skip To Please rate each of the followin...If Lieutenant or above Is Selected, Then Skip To Please rate each of the followin...If Not employed with NOPD Is Selected, Then Skip To What is your current rank?

Q29 Please rate each of the following items according to their level of importance to you during Hurricane Katrina.

	Not important (1)	Somewhat Important (2)	Important (3)	Very Important (4)
Personal planning (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to relocate family prior to event (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to communicate with family (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency personnel planning (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular communication of agency rediness (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular communication regarding status of event (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staging of shelter for officers (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staging of food and water for officers (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protection of personal property (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security of personnel property (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate time off during the event (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to leisure activities during event (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to physical health care (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to mental health care (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q37 What was your rank in August 2008 during Hurricane Gustav?

- Police Officer (1)
- Sergeant (2)
- Lieutenant or above (3)
- Not employed with NOPD (4)

If Not employed with NOPD Is Selected, Then Skip To What is your current rank?

Q30 Please rate each of the following items according to their level of importance to you during Hurricane Gustav:

	Not important (1)	Somewhat Important (2)	Important (3)	Very Important (4)
Personal planning (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to relocate family prior to event (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to communicate with family (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agency personnel planning (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular communication of agency rediness (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular communication regarding status of event (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staging of shelter for officers (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staging of food and water for officers (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protection of personal property (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security of personnel property (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate time off during the event (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to leisure activities during event (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to physical health care (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to mental health care (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q18 What is your current rank?

- Police Officer (1)
- Sergeant (2)
- Lieutenant or above (3)

Q19 What is your race/ethnicity?

- White (1)
- Black or African American (2)
- American Indian or Alaska Native (3)
- Asian (4)
- Native Hawaiian or Other Pacific Islander (5)
- Hispanic or Latino (6)
- Other, please specify (7) _____

Q20 What is your gender?

- Male (1)
- Female (2)

Q21 What is your age?

- 21-30 (1)
- 31-40 (2)
- 41-50 (3)
- 50+ (4)

Q22 How long have you been a member of the NOPD?

- 0-3 years (1)
- 4-5 years (2)
- 6-10 years (3)
- 11-15 years (4)
- 16-20 years (5)
- 21-25 years (6)
- 26 or more years (7)

Q23 What is your marital status?

- Single (1)
- Married (2)
- Divorced (3)
- Widowed (4)

Q26 Do you live in Orleans Parish?

- Yes (1)
- No (4)

Q28 What is your highest level of education?

- High School (1)
- Some College (2)
- Associate Degree (3)
- Bachelor Degree (4)
- Graduate Degree (5)

Law Enforcement Retention after Disaster Survey - Outlook Web
App, light version

Page 1 of 1

Law Enforcement Retention after Disaster Survey

Richard A. Williams, Sr

Sent: Sunday, February 26, 2012 9:56 PM

To: NopdAll

Researchers at the University of New Orleans are studying the effects of disasters on law enforcement retention. As a result, you are being asked to participate in a confidential online survey questionnaire regarding your experiences during disasters. This survey is for commissioned New Orleans Police Officers only. Your participation is voluntary, and your responses will remain confidential. Please feel free to skip any questions that you feel uncomfortable answering. The survey will take approximately 15 minutes to complete. Your participation in this survey will help law enforcement agencies across the country prepare their personnel and resources for future disasters.

To begin the survey, please click the link:

http://neworleans.us2.ualtrics.com/SE?SID=SV_8Ev9U_pza

Thanks for your participation in this survey.

Appendix F
Follow-Up Survey E-mail Reminder dated March 2, 2012

Disaster Retention Survey Reminder - Outlook Web App, light version

Page 1 of 1

Disaster Retention Survey Reminder

Richard A, Williams, Sr

Sent: Friday, March 02, 2012 7:25 AM

To: NopdAll

Researchers at the University of New Orleans are studying the effects of disasters on law enforcement retention. As a result, you are being asked to participate in a confidential online survey questionnaire regarding your experiences during disasters. This survey is for commissioned New Orleans Police Officers only. Your participation is voluntary, and your responses will remain confidential. Please feel free to skip any questions that you feel uncomfortable answering. The survey will take approximately 15 minutes to complete. Your participation in this survey will help law enforcement agencies across the country prepare their personnel and resources for future disasters.

To begin the survey, please click the link:

http://neworleans.us2.ualtrics.com/SE/?SID=SV_8Ev9UQPza

The survey will be available until Friday, March 9, 2012.

Thanks for your participation in this survey

Appendix G
Follow-up Survey E-mail Reminder dated March 6, 2012

Disaster Retention Survey - Reminder - Outlook Web App, light version

Page I of 1

Disaster Retention Survey - Reminder

: Richard A. Williams, Sr

Sent: Tuesday, March 06, 2012 7:57 AM

To: NopdAll

Researchers at the University of New Orleans are studying the effects of disasters on law enforcement retention, As a result, you are being asked to participate in a confidential online survey questionnaire regarding your experiences during disasters. This survey is for commissioned New Orleans Police Officers only, Your participation is voluntary, and your responses will remain confidential, Please feel free to skip any questions that you feel uncomfortable answering, The survey will take approximately 15 minutes to complete. Your participation in this survey will help law enforcement agencies across the country prepare their personnel and resources for future disasters.

To begin the survey, please click the link:

<http://neworleans.us2.uitrics.com/SE/21X8Ev9UQPza>

The survey will be available until Friday, March 9, 2012.

Thanks for your participation in this survey.

Appendix H
Follow-up Survey E-mail Reminder dated March 8, 2012

Disaster Retention Survey Reminder - Outlook Web App, light version

Page. 1 of 1

Disaster Retention Survey Reminder

Richard A, Williams, Sr

Sent: Thursday, March 08, 2012 7:57 AM

To: NopdAll

Researchers at the University of New Orleans are studying the effects of disasters on law enforcement retention, As a result, you are being asked to participate in a confidential online survey questionnaire regarding your experiences during disasters, This survey is for commissioned New Orleans Police Officers onl Your participation is voluntary, and your responses will remain confidential,, Please feel free to skip any questions that you feel uncomfortable answering* The survey will take approximately 15 minutes to complete. Your participation in this survey will help law enforcement agencies across the country prepare their personnel and resources for future disasters,

To begin the survey, please click the link:

[http neworfeanssus2. uaitrics.com SE ?SID=SV 21X 8Ev9U QP za](http://neworfeanssus2. uaitrics.com SE ?SID=SV 21X 8Ev9U QP za)

The survey will be available until Friday, March 9, 2012.

Thanks for your participation in this survey,,

Appendix I
Follow-up Email Survey Reminder dated March 9, 2012

Disaster Retention Survey Reminder - Outlook Web App, light version

Page 1 of 1

Disaster Retention Survey Reminder

Richard AE Williams, Sr

Sent: Friday, March 09, 2012 7:02 PM

To: NopdAll

Researchers at the University of New Orleans are studying the effects of disasters on law enforcement retention. As a result, you are being asked to participate in a confidential online survey questionnaire regarding your experiences during disasters. This survey is for commissioned New Orleans Police Officers only. Your participation is voluntary, and your responses will remain confidential. Please feel free to skip any questions that you feel uncomfortable answering. The survey will take approximately 15 minutes to complete. Your participation in this survey will help law enforcement agencies across the country prepare their personnel and resources for future disaster*.

To begin the survey, please click the link:

<http://neworleans.us2.ualtrics.com/SE/|/|/21X8Ev9UQPza>

The survey has been extended and will be available until Friday, March 16, 2012.

Thanks for your participation in this survey.

Appendix J

Table A1

NOPD Population Demographics

Years	Interval	Population	%
0-3	2009-2012	146	11.00%
4-5	2007-2008	202	15.22%
6-10	2002-2006	235	17.71%
11-15	1997-2001	297	22.38%
16-20	1992-1996	93	7.01%
21-25	1987-1991	192	14.47%
26+	<1986	162	12.21%
		1327	100.00%

Retirement Eligibility			Race		
Current	162	12.21%	Black	761	57.35%
4 years	192	14.47%	White	521	39.26%
5 - 9 years	93	7.01%	Hispanics	30	2.26%
10-14 years	297	22.38%	Asian	12	0.90%
15 - 19 years	235	17.71%	Indian	3	0.23%
20-24 years	202	15.22%	Total	1327	100.00%
25 + years	146	11.00%			
Total	1327	100.00%			

Retirement Forecast			Sex		
Now	162	12.21%	Male	1071	80.71%
Within 5 years	354	26.68%	Female	256	19.29%
Within 10 years	447	33.69%	Total	1327	100.00%
Within 15 years	744	56.07%			
Within 20 years	979	73.78%			
Within 25 years	1181	89.00%			
25+ years	1327	100.00%			

Rank			Age		
Superintendent	1	0.08%	21-30	231	17.41%
Deputy Chiefs	4	0.30%	31-40	441	33.23%
Majors	2	0.15%	41-50	447	33.69%
Captains	24	1.81%	50+	208	15.67%
Lieutenants	69	5.20%	Total	1327	100.00%
Sergeants	228	17.18%			
Officers	970	73.10%			
Recruits	29	2.19%			
Total	1327	100.00%			

Residency		
Orleans Parish	737	55.54%
Other Parish	590	44.46%
Total	1327	100.00%

Appendix K
Frequencies of Demographic Characteristics

Table A2

336 surveys were started in Qualtrics online survey software. 302 respondents indicated that they were officers. The department has 1327 New Orleans Police Officers which resulted in a 22.76% response rate.

Item	Category	n	
Rank	Police Officers	115	53
	Sergeants	63	29
	Lieutenants & Above	37	
	Total	215	100
Race	White	106	53
	African American	82	41
	Other	13	6
	Total	201	100
Age	21-30	18	9
	31-40	55	27
	41-50	75	37
	50+	56	27
	Total	204	100
Sex	Male	172	82
	Female	37	18
	Total	209	100
Marital Status	Single	44	21
	Married	135	64
	Divorced	30	14
	Widowed	1	1
	Total	210	100
Ngo. Residency	Yes	116	54
	No	97	46
	Total	213	100
Education	High School	7	3
	Some College	93	43
	Associate	23	11
	Bachelor Degree	75	35
	Graduate Degree	18	8
	Total	216	100
Years Employed	0-3	7	3
	4-5	12	6
	6-10	29	13
	11-15	46	21
	16-20	30	14
	21-25	43	20
	26+	49	23
	Total	216	100

Appendix L

Face to Face Interviews
Participant Demographics

Table A3

	Rank	Race	Sex	Age	Tenure	Marital Status
Participant 1	Lieutenant	Black	Male	43	20 years	Single
Participant 2	Sergeant	Black	Male	47	24 years	Married
Participant 3	Officer	Black	Male	45	20 years	Married
Participant 4	Officer	White	Male	39	8 years	Single
Participant 5	Officer	White	Male	38	2 years	Married
Self	Lieutenant	Black	Male	34	14 years	Married

Appendix M
Face to Face Interviews Response Themes

Table A4

	Rank
Participant 1	Duty and responsibility
Participant 2	Job
Participant 3	Duty and commitment
Participant 4	Duty
Participant 5	Duty
Self	Duty

Appendix N
Number of Officers Eligible to Retire

AS OF
9/19/17

Table A5 Number of Officers Eligible to Retire Y2014 – Y2037

Year(s) Hired	Year eligible to retire	# Became eligible to retire	Actual retirements
1969-1989	2005-2014	149	415
1990	2015	24	48
1991	2016	64	43
1992	2017	20	18 YTD
1993	2018	9	N/A
1994	2019	33	N/A
1995	2020	12	N/A
1996	2021	12	N/A
1997	2022	103	N/A
1998	2023	74	N/A
1999	2024	21	N/A
2000	2025	39	N/A
2001	2026	30	N/A
2002	2027	39	N/A
2003	2028	36	N/A
2004	2029	71	N/A
2005	2030	29	N/A
2006	2031	29	N/A
2007	2032	68	N/A
2008	2033	88	N/A
2009	2034	72	N/A
2010	2035	16	N/A
2011	2036	0	N/A
2012	2037	18	N/A

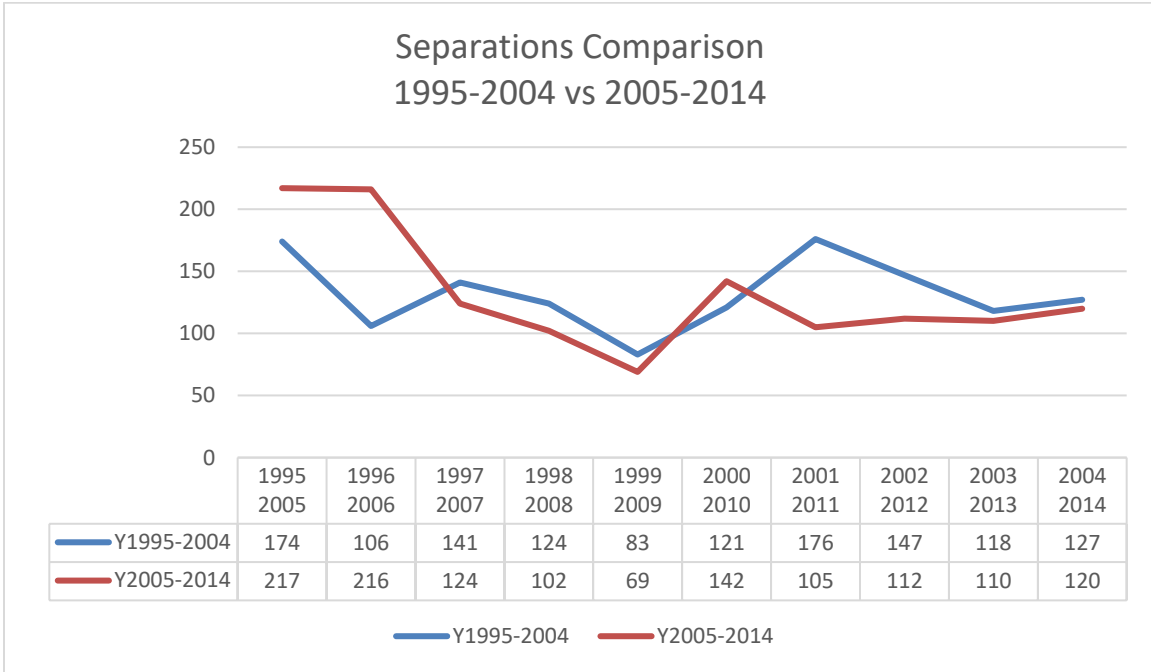
Appendix O
Appointments vs Separations 1995-2004

Table A6

Year	Appointments	Separations
1995	26	174
1996	30	106
1997	363	141
1998	286	124
1999	72	83
2000	158	121
2001	118	176
2002	131	147
2003	129	118
2004	186	127
Total	1499	1317

Appendix P
 Separations Comparison 1995-2004 vs 2005-2014

Figure A1



Vita

Richard Williams was born in New Orleans, Louisiana. He obtained his Associate of Arts from Delgado Community College in New Orleans, Louisiana in December 1994. He obtained his Bachelor of Criminal Justice from Loyola University in New Orleans, Louisiana in August 1996, and his Master of Public Administration in May 2002 from the University of New Orleans in New Orleans, Louisiana.