

Maximizing Police Officer Retention

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The Best Way to Reduce the Demand on Recruiting

Keep the Ones You Have!

Calculating the Cost of Turnover

- **Separation Costs**
- **Recruitment Costs**
- **Selection Costs**
- **New Employee Costs**
- **Other “Soft” Costs**

Factors Contributing to Turnover

- Externally
 - Economy: They Leave Because They Can!
- Internally
 - Immediate Supervisor: Greatest Influence
 - “People Don’t Quit Jobs, They Quit Bosses”*

Factors Contributing to Turnover:

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

Why Employees Stay

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



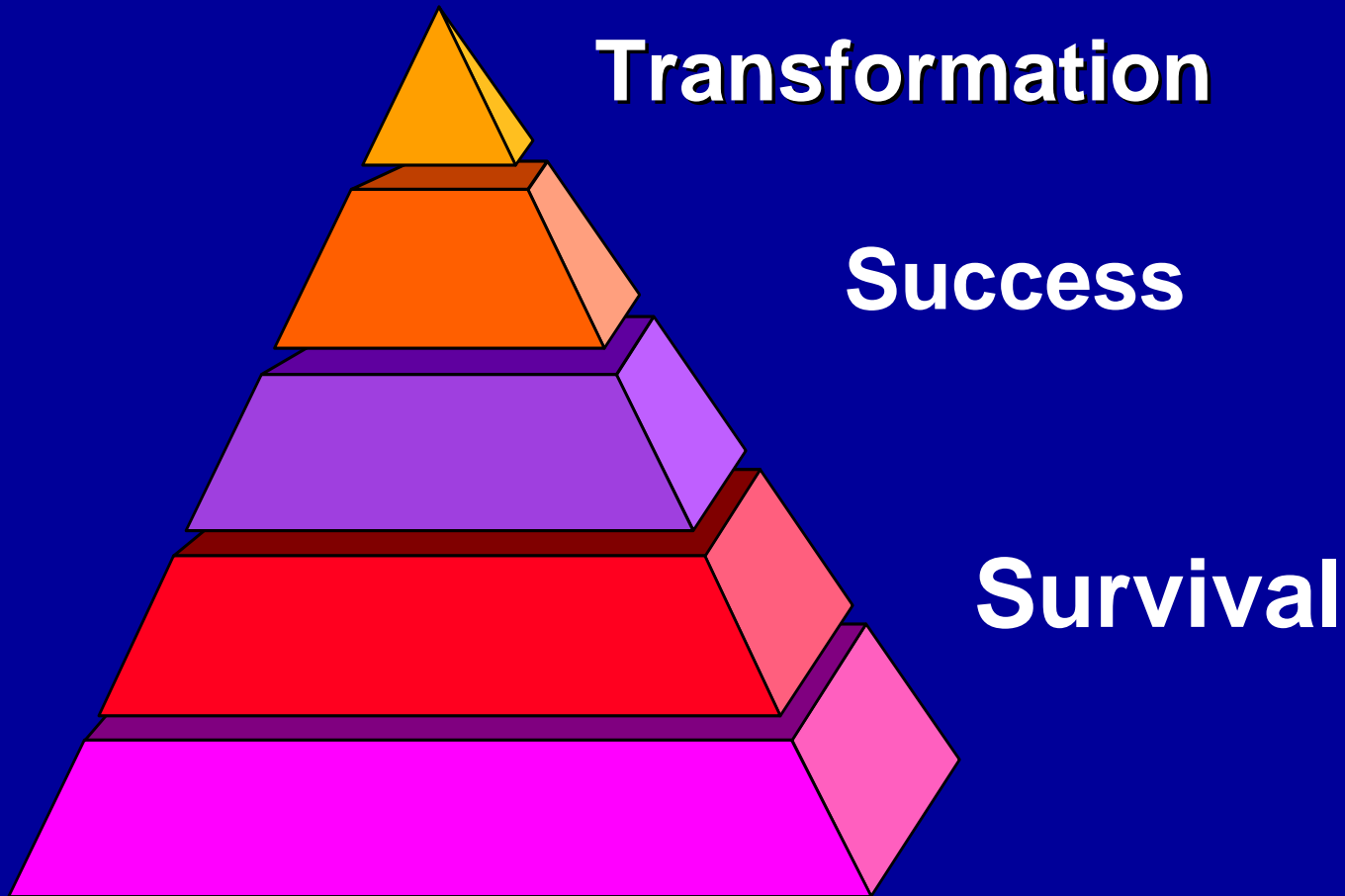
Core Values

- Retention Begins *Before you Hire*
- Core Values Identified
 - Goals Determine Where You're Going, Values Determine How You Get There
 - Fail to identify Core Values and You'll Continue to Make the Same Hiring Mistakes

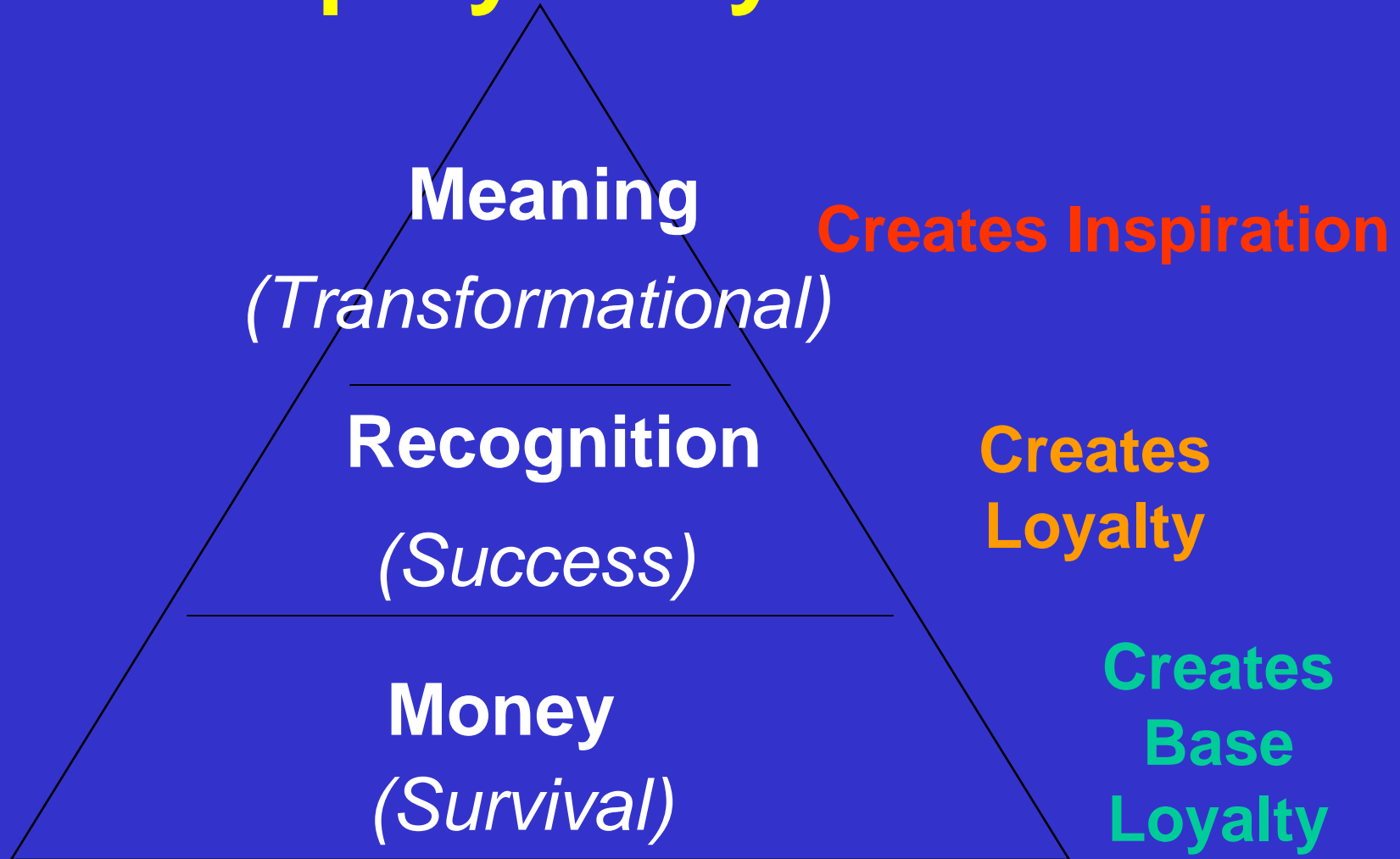
Organizational Fit

- **Person – Organization Fit (P/O Fit)**
Realistic Job Preview
- **Person – Culture Fit (P/C Fit)**
Behaviorally Based Interviews
- **Person – Person Fit (P/P Fit)**
Background Investigation

Transformational Pyramid



Employee Pyramid



Increasing Retention

- **Make Supervisors Accountable**
- **Competitive Salary/Flexible Compensation**
- **Enhance Recognition**
- **Career Development**
- **Career Assessment/Counseling**

Increasing Retention – Cont.

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

Everything Matters!!!