Center on Quality Policing

A RAND INFRASTRUCTURE, SAFETY, AND ENVIRONMENT PROGRAM

Planning in Large Personnel Systems: From the Military to Police Departments

Presentation for the
2008 National Summit on Police Recruitment and Retention

Military and Police

- **Personnel Systems of the Military and Police Departments have a great deal in common**
  - **Market driven systems**
  - **Hierarchical, rank system**
  - **In-at-the-bottom, Up-through-the ranks**
  - **Competitive promotions**
  - **Time- grade/service pay systems by Rank**
  - **Early Retirement**
  - **Common Life Cycle**
  - **Traditionally, the military Services have more formally studied and planned to "shape" their forces to desired profiles.**
    - **Need to maintain an "optimal" age/experience profile to ensure readiness**

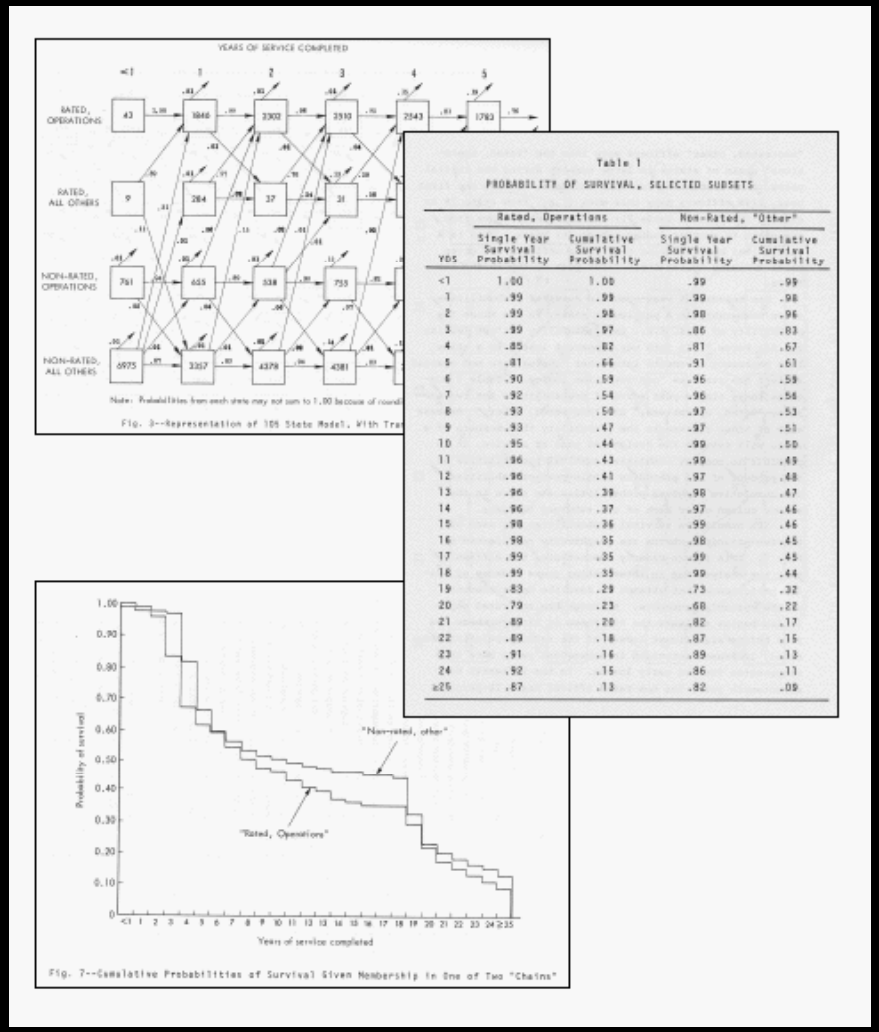
Tradition of Personnel Planning in the Military

- In England
  - 1679: Secretary of the Admiralty regulates the annual entry of officers into the Royal Navy
  - 1779: Royal Marines managed career structures, retention rates, and promotion probabilities
  - 1814: Royal Navy "focus attention on some of the dangerous characteristics of the officer structure in the 1820s—age-blocks leading to promotion stagnation, lack of enough suitable posts in which to gain experience"
  - 1850: "full fledged even-flow entry, training, appointment, promotion and retirement policies and management practices"

- In the U.S.
  - 1899: "*Personnel and Promotion Reduced to its Simplest Term*," in Naval Proceedings
  - 1916: Navy Personnel Act ends seniority system in Navy
  - 1970: Transition to All-Volunteer Force

Personnel Planning Needs Data and Tools

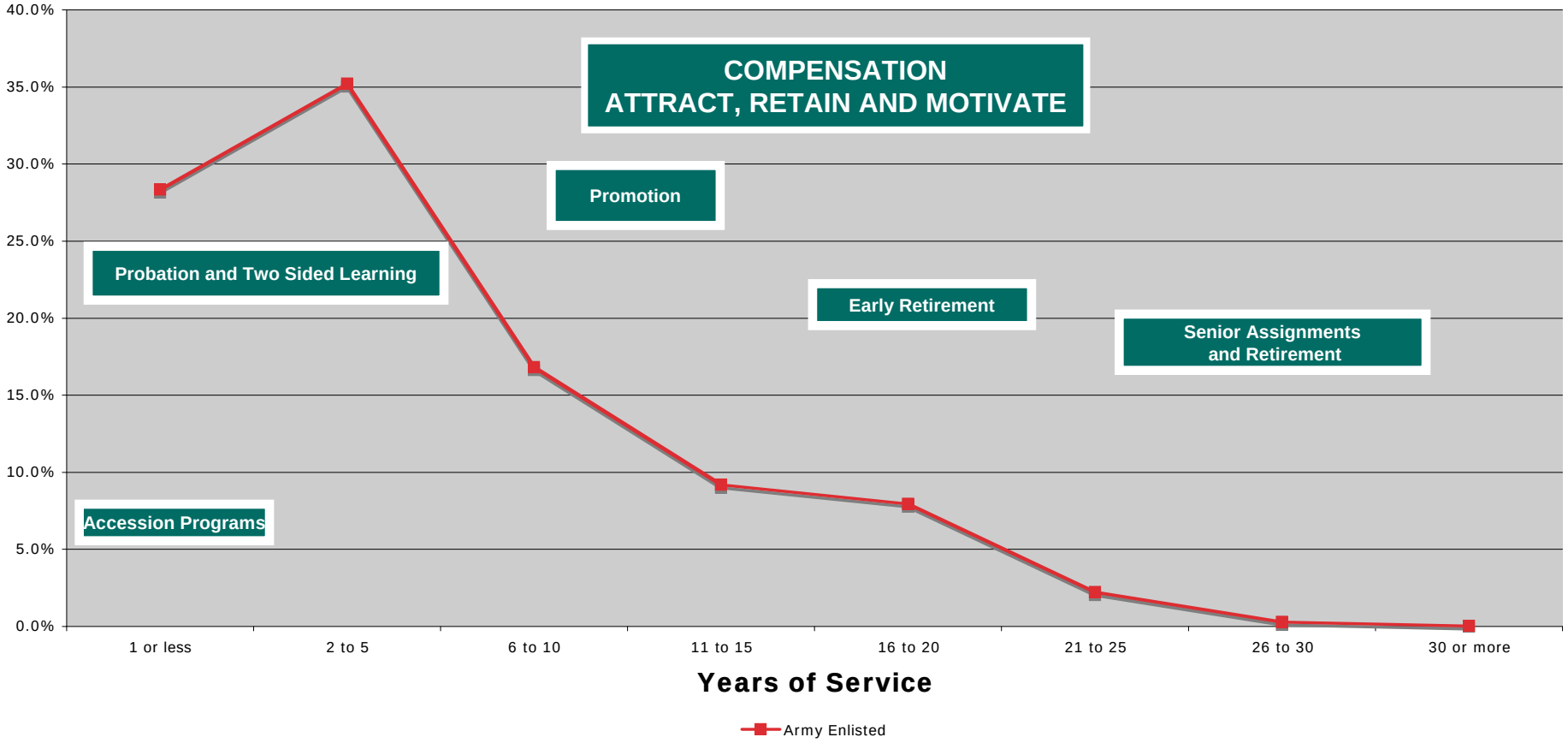
- **Data Achieve**
  - **Defense Manpower Data Center established in 1973**
- **Common tools for analysis of flows**
  - **Rates can be calculated from personnel inventory data using flow models**
  - **Econometric analysis to determine what causes flows to change**



Analyzing Life Cycle Events

- **Military and Police personnel systems can be analyzed as a series of life cycle events**
  - **Zero-1 years of service (YOS): Accessions**
    - **"How do you get qualified people to want to join your organization; how do you select an appropriate job for them, train and assign them."**
  - **2 to 5 YOS: Probation and two sided learning**
    - **"Who do you want to stay, who do you want to leave?"**
  - **5 to 15 YOS: Promotion**
    - **"Who do you advance to leadership positions; what do you do with those that do not advance?" How do you manage the lock-in caused by early retirement.**
  - **20 YOS: Early Retirement**
    - **"Given early retirement, how to keep and motivate those you do not want to leave?"**
  - **20 to 30 YOS: Senior Assignments and Retirement**
    - **"What do you do with senior officers and how do you maintain appropriate turnover in the force?"**

Typical Personnel Years of Service Profiles: Life Cycle Events



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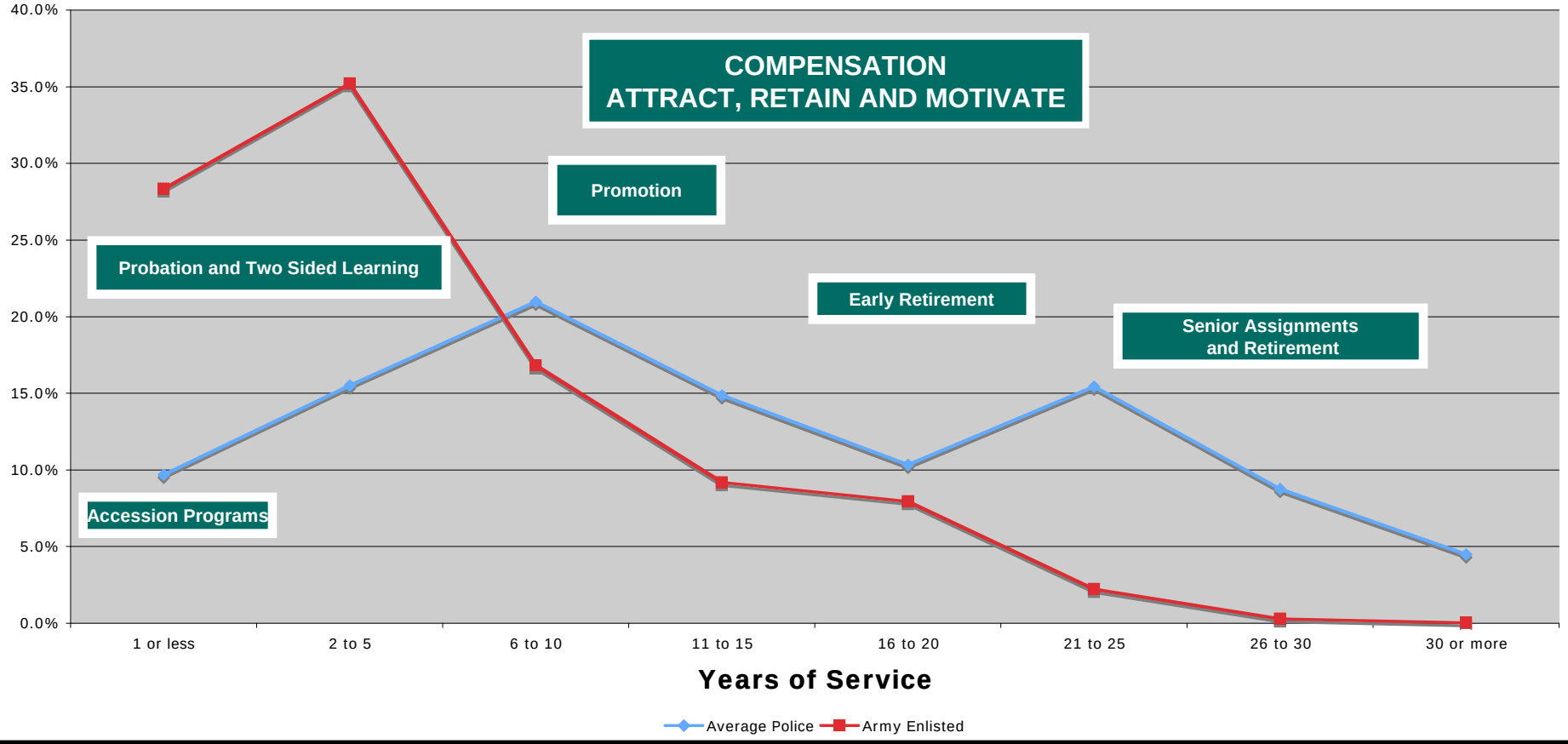
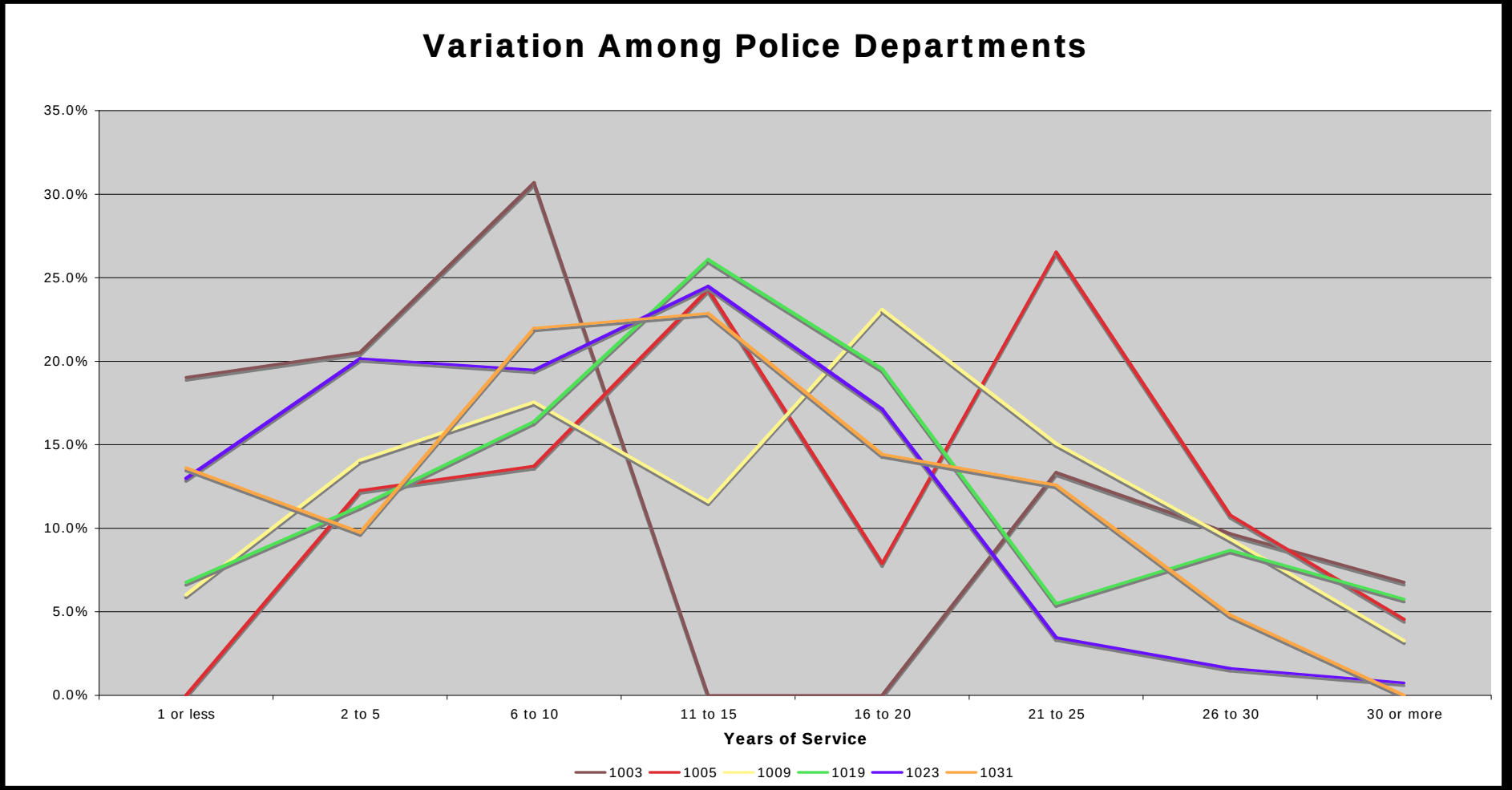


Variation Across Departments Allows for Analysis of Determinants



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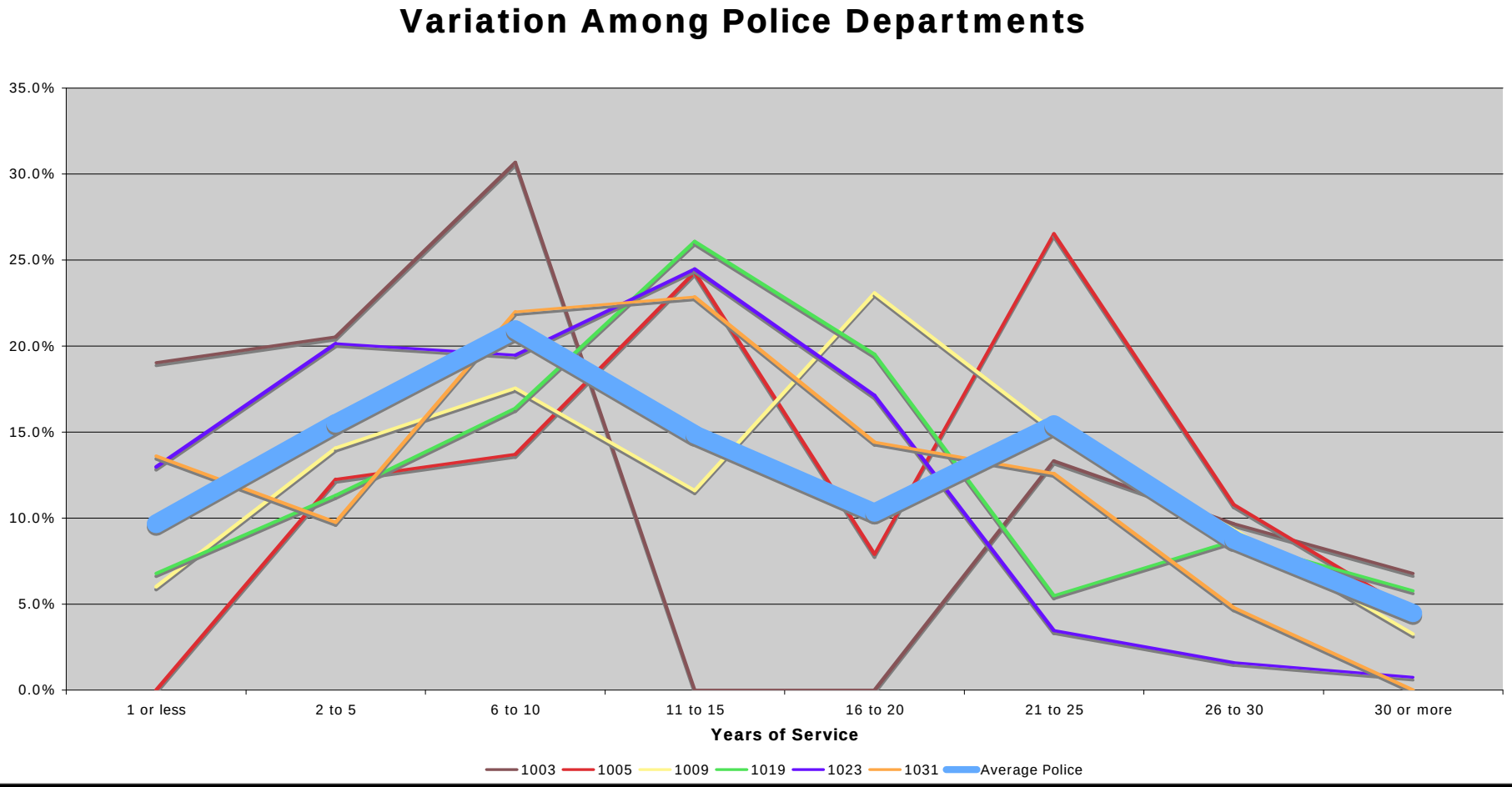

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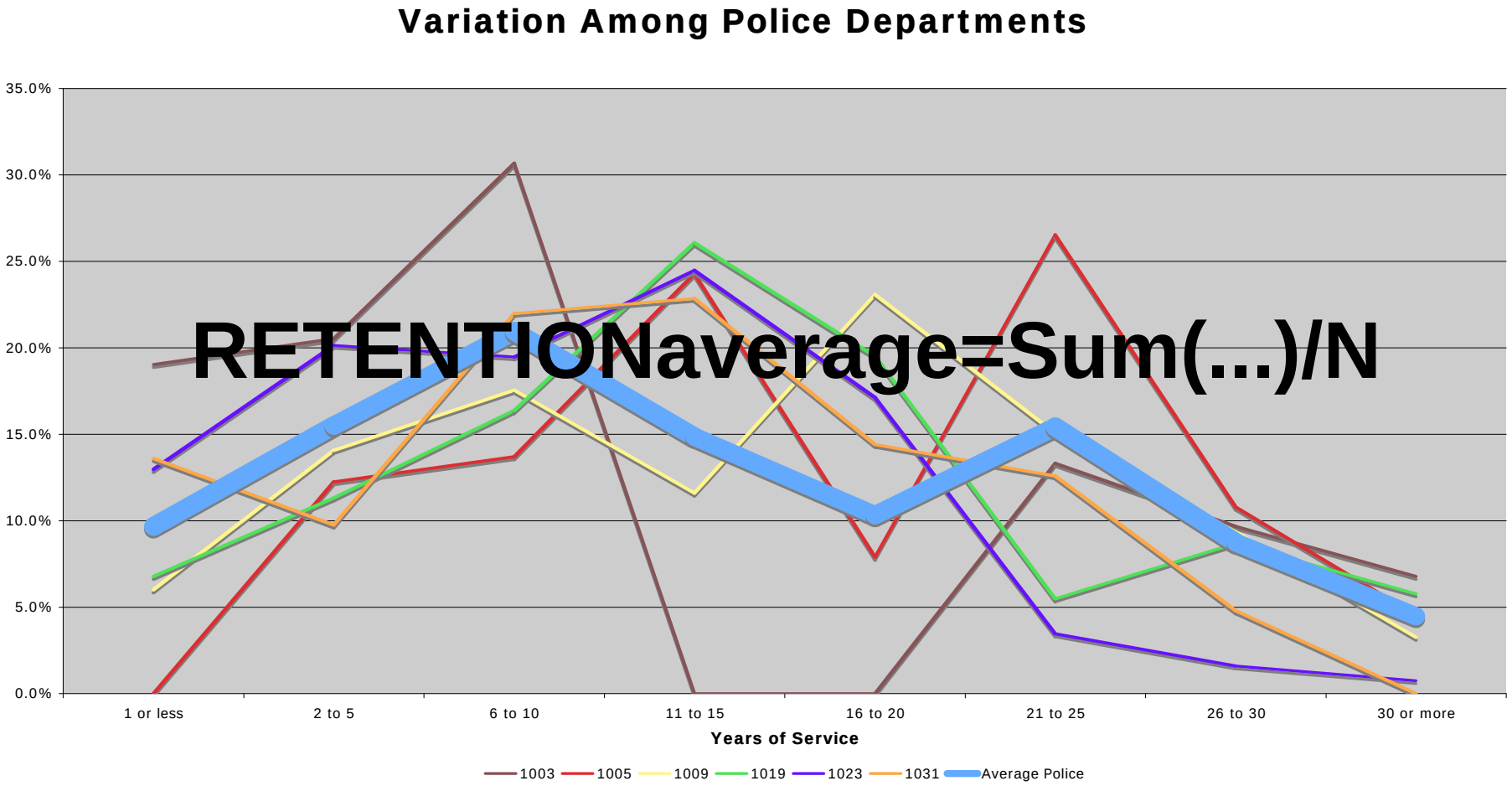

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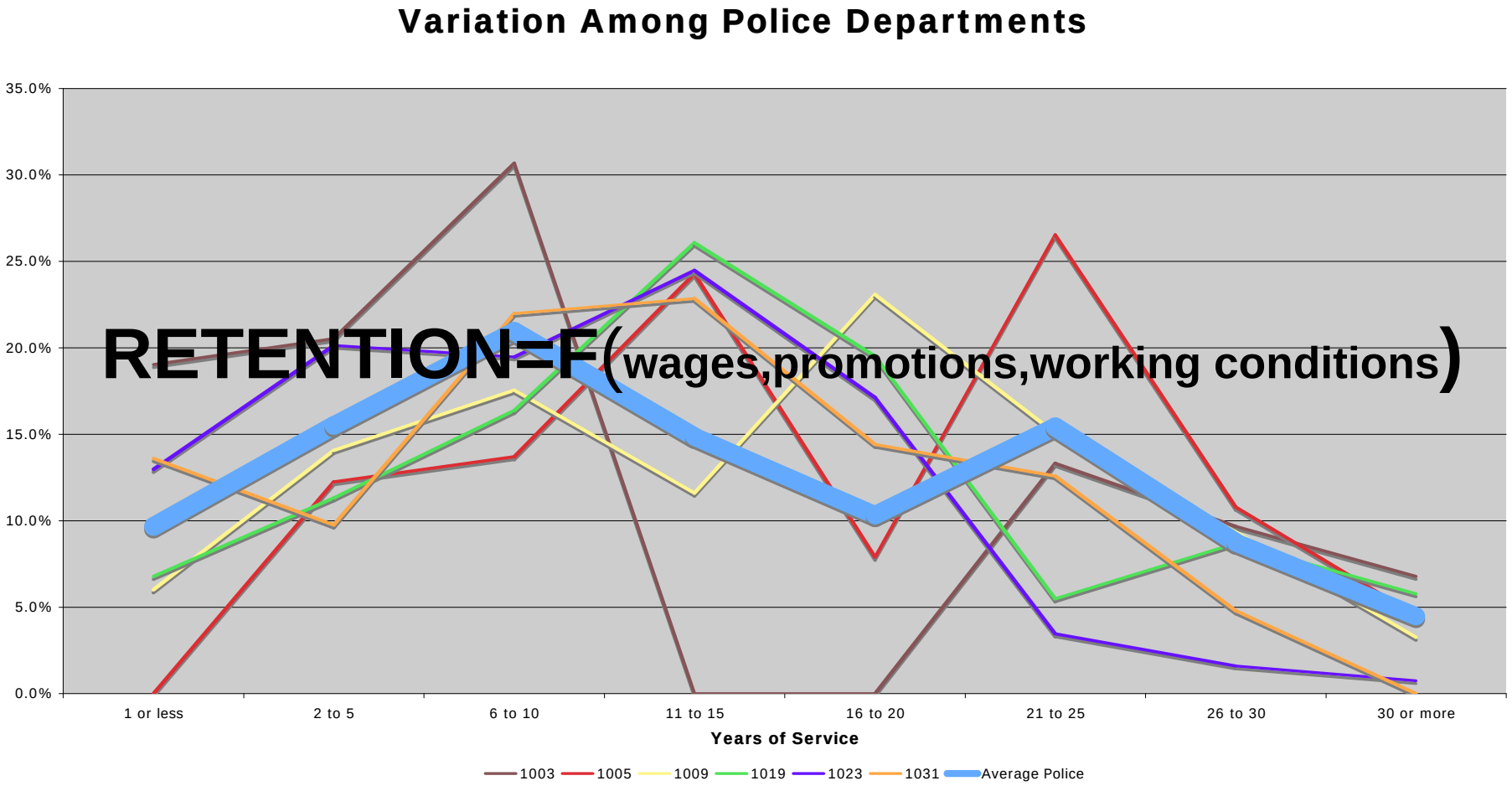
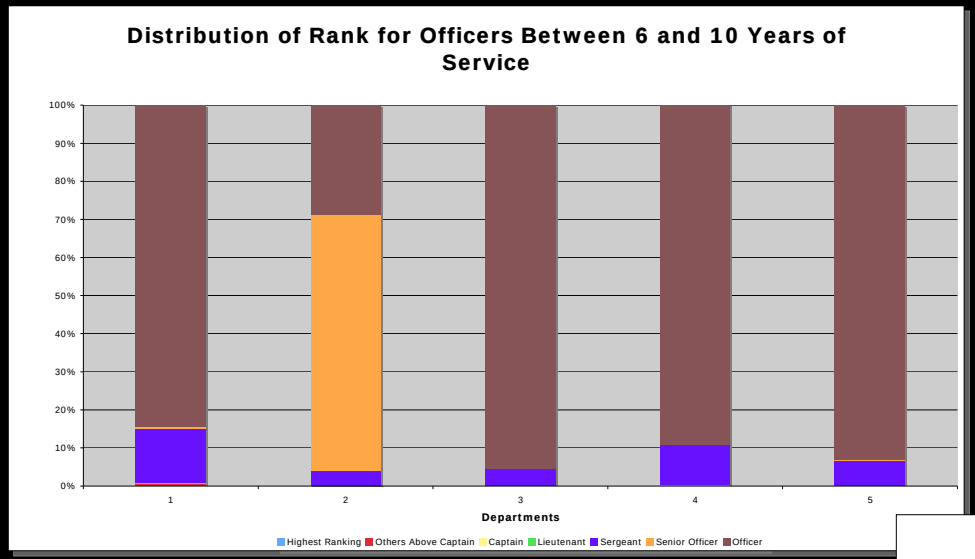
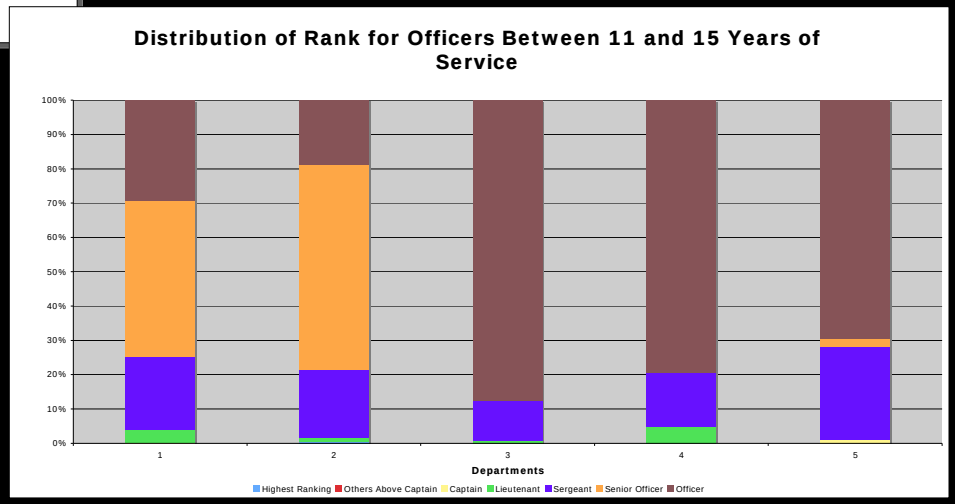


What Impact Do Different Promotion Opportunities Have on Retention?





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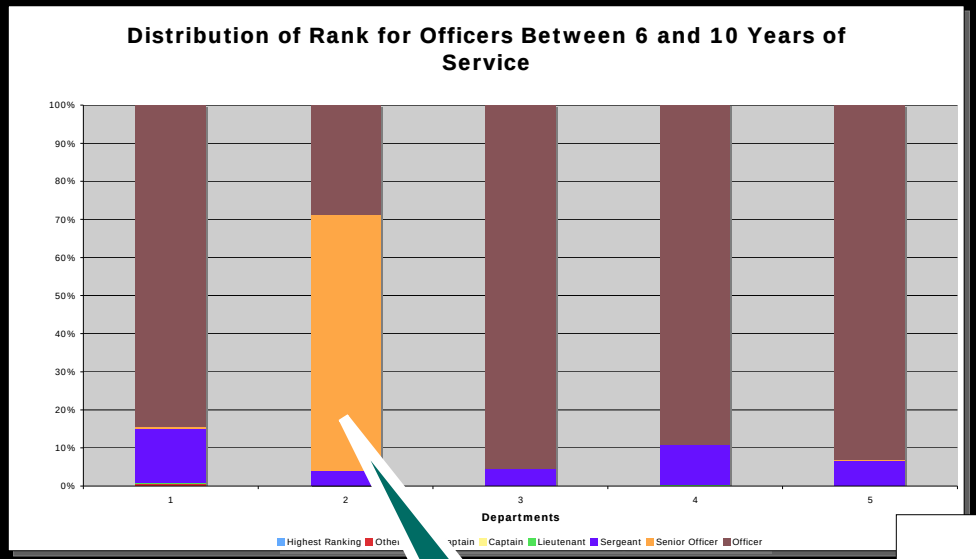
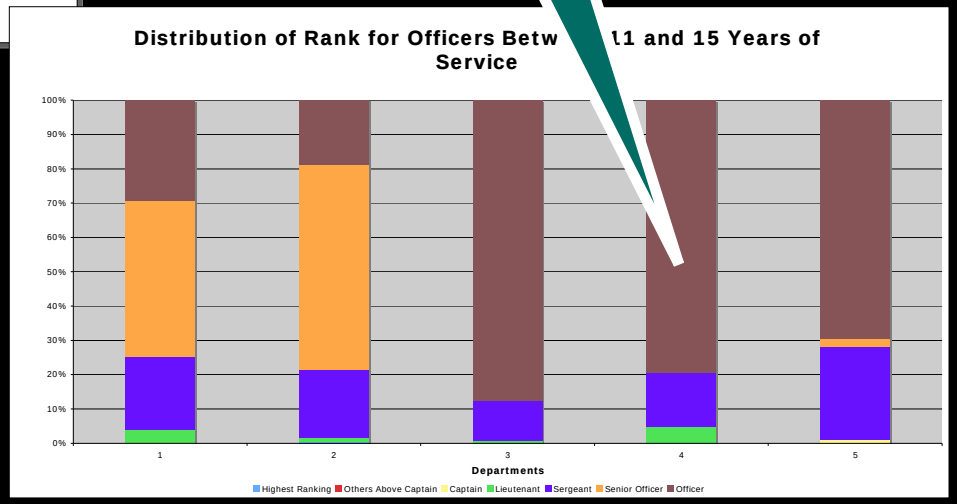


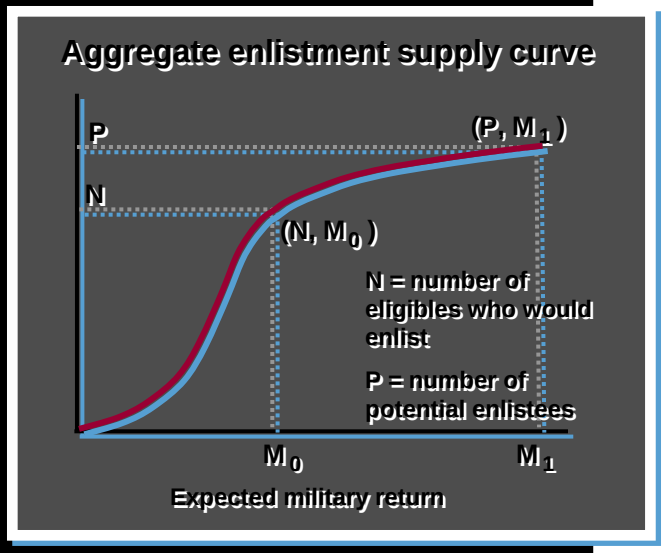
Department 2 has a two tier officer grade system

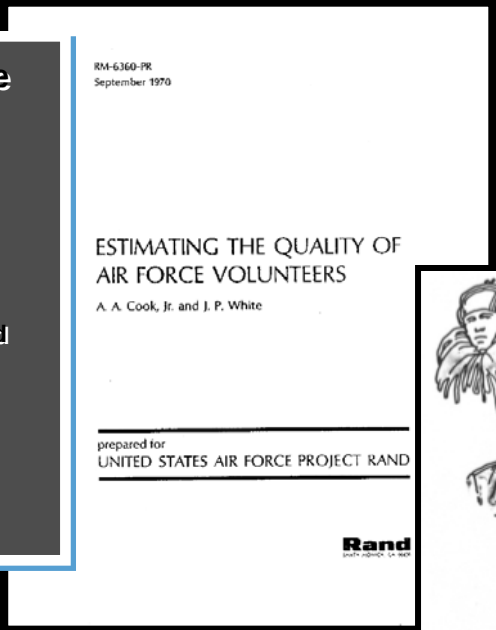
Department 4 has earlier promotions to Lieutenant

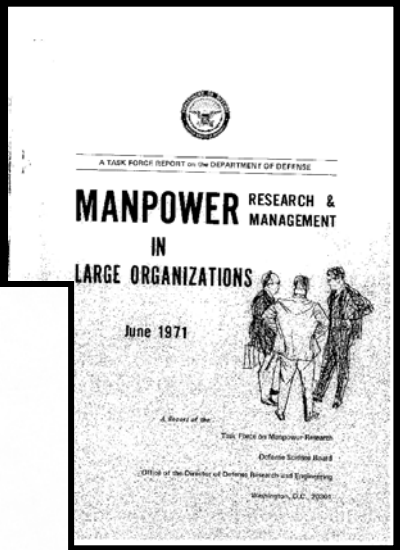


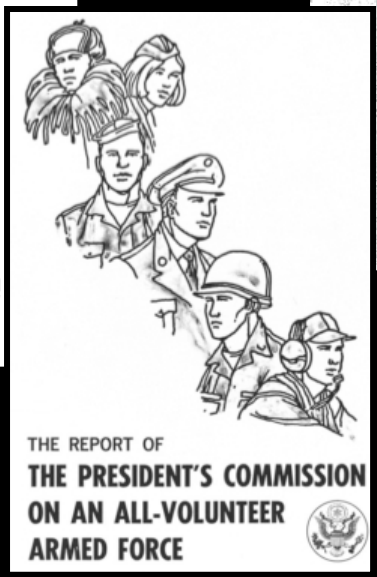
Examples of problems in the military and how personnel research helped solved them.

Is it feasible to move to an all-volunteer force and, if so, how much would it cost?

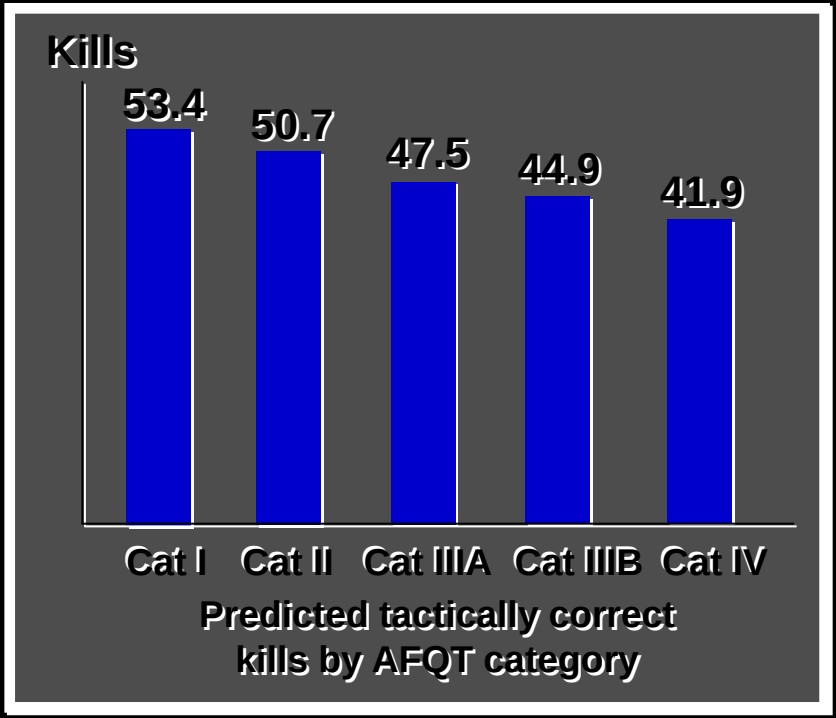


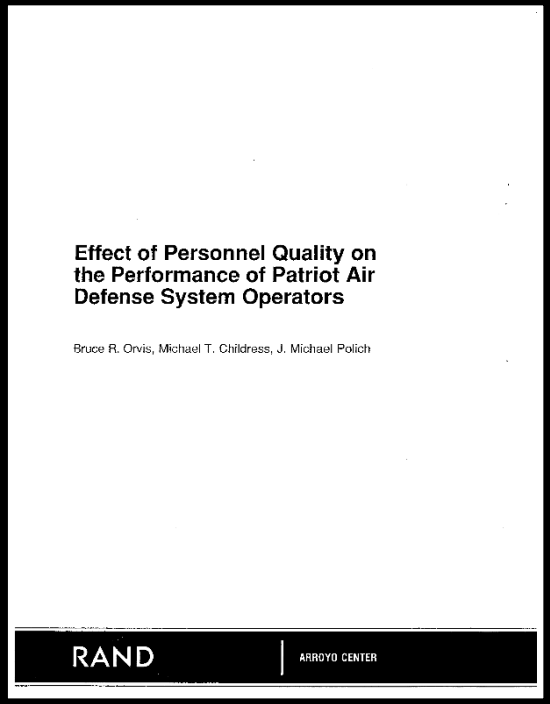






Does having a high-quality force really matter?




Effect of Personnel Quality on the Performance of Patriot Air Defense System Operators

Bruce R. Orvis, Michael T. Childress, J. Michael Polich

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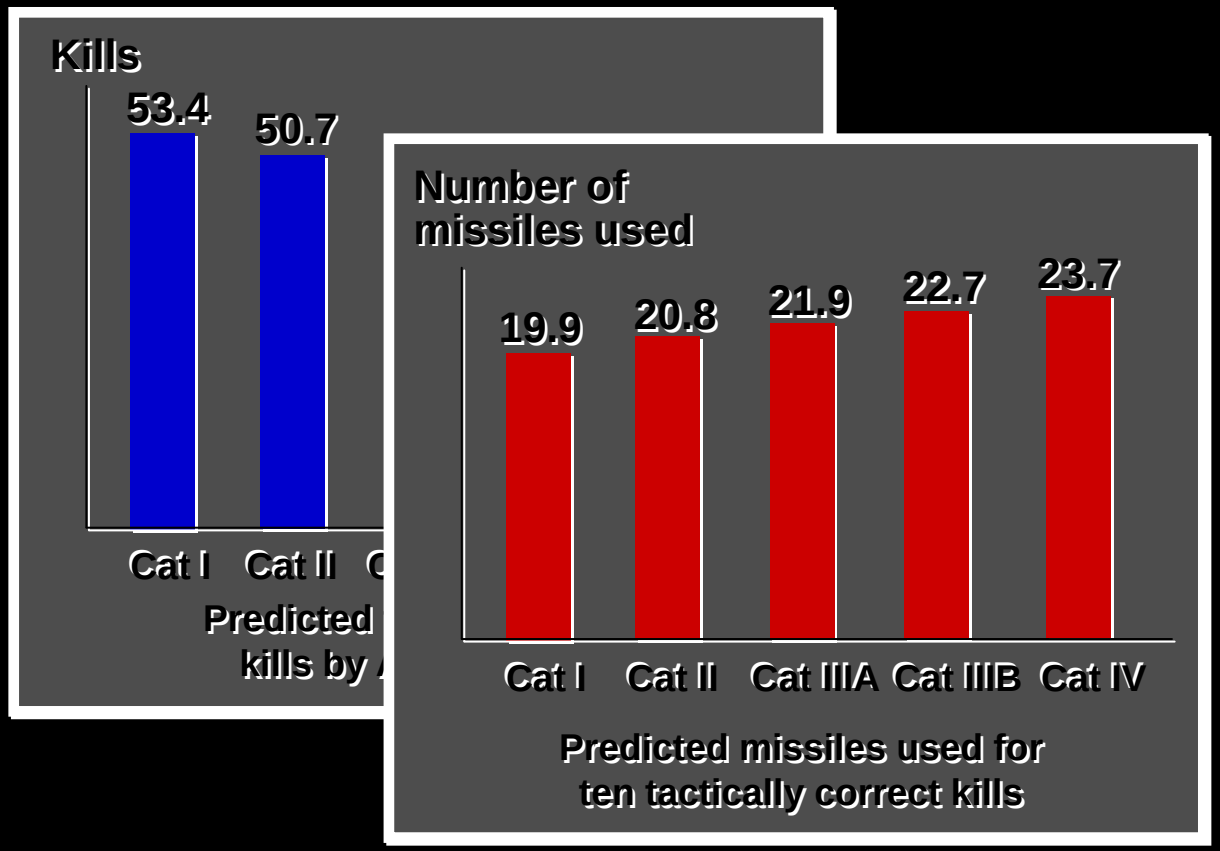
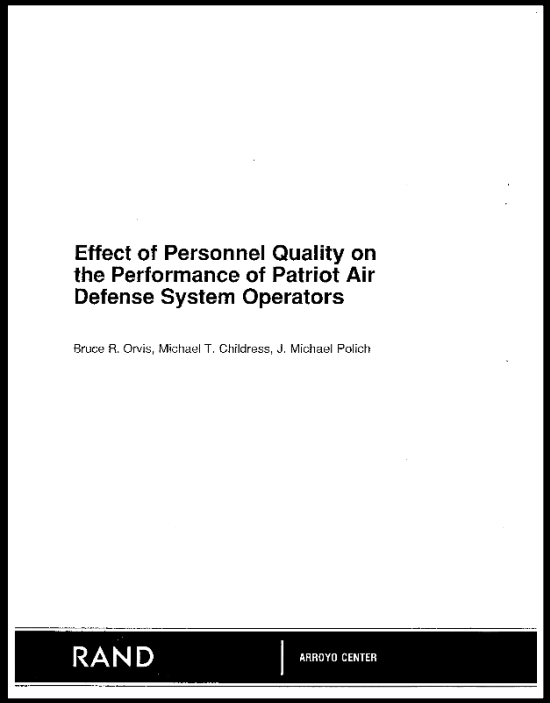
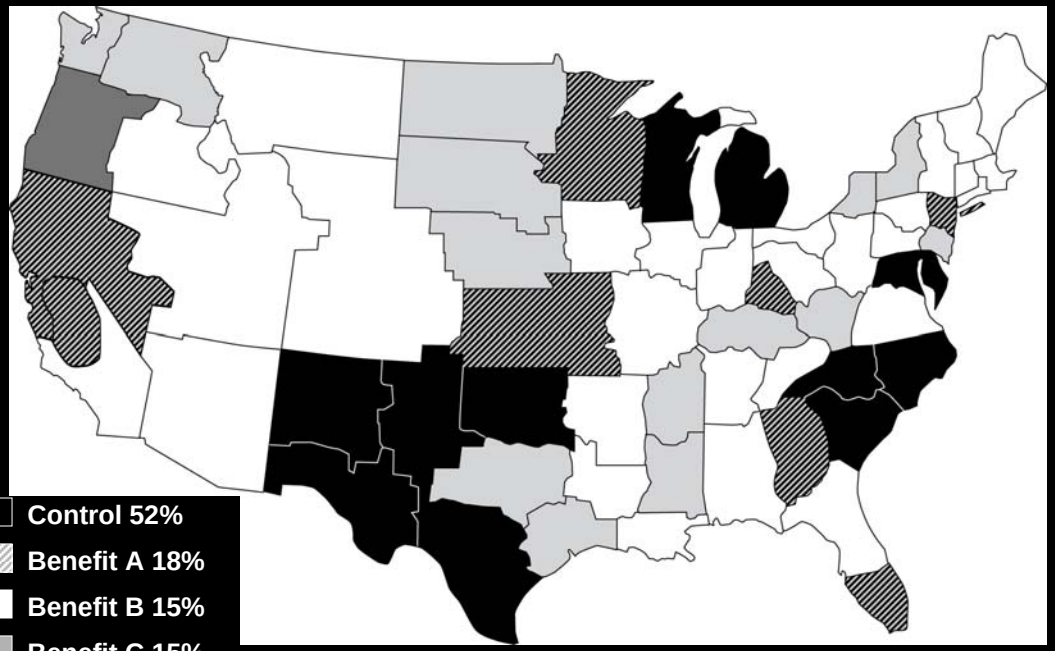




How can we build a high-quality force?

Educational Assistance Test Design



A RAND NOTE

ENLISTMENT EFFECTS OF MILITARY EDUCATIONAL BENEFITS

J. Michael Polich, Richard L. Fernandez, Bruce R. Orvis

February 1982

N-1783-MRAL

Prepared For

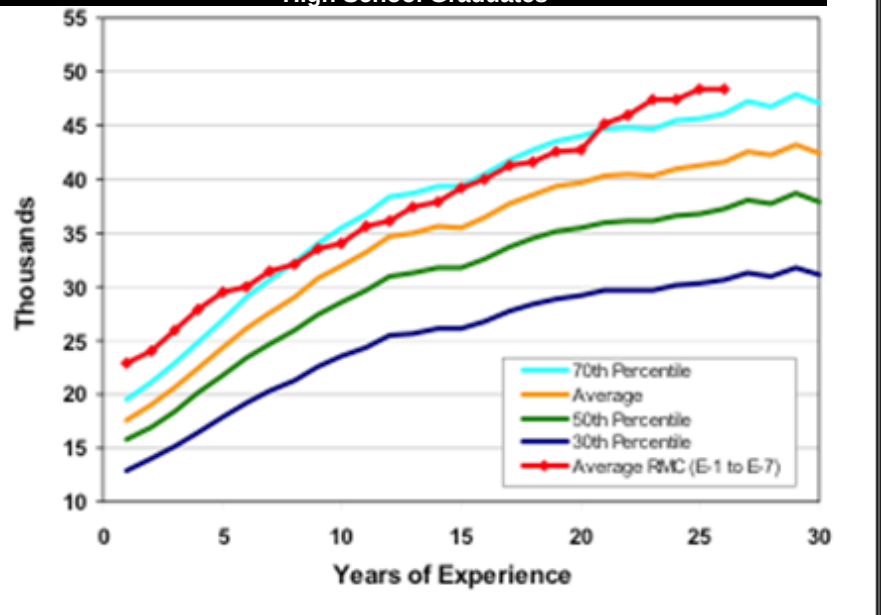
Office of the Assistant Secretary of Defense/Manpower, Reserve Affairs and Logistics

Rand

Results of Research for the 9th QRMC: Pay for Senior Enlisted Personnel Increased

Regular Military Compensation of Enlistees Compared to Civilian Earnings (2000 dollars)

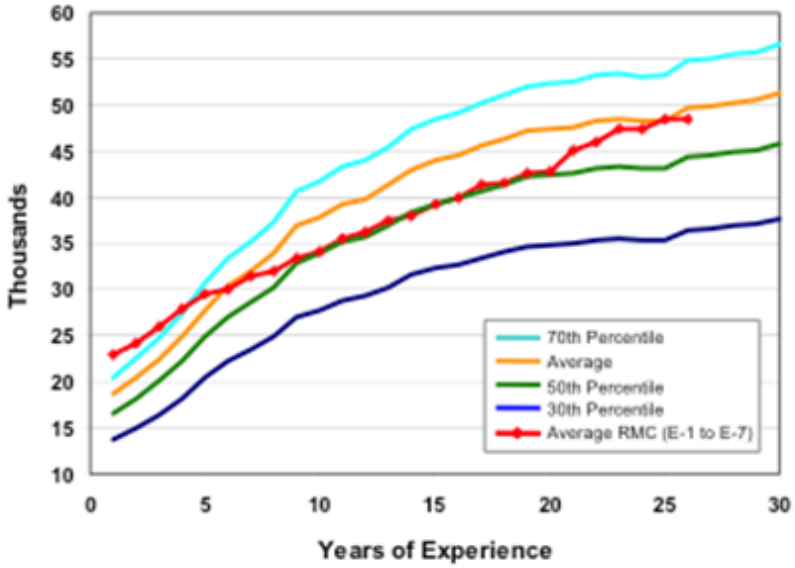
High School Graduates



Note: Data reflect July 2000 enlisted pay (RMC) for E-1 to E-7 compared with predicted year 2000 earnings of male high school graduates.

Regular Military Compensation of Enlistees Compared to Civilian Earnings (2000 dollars)

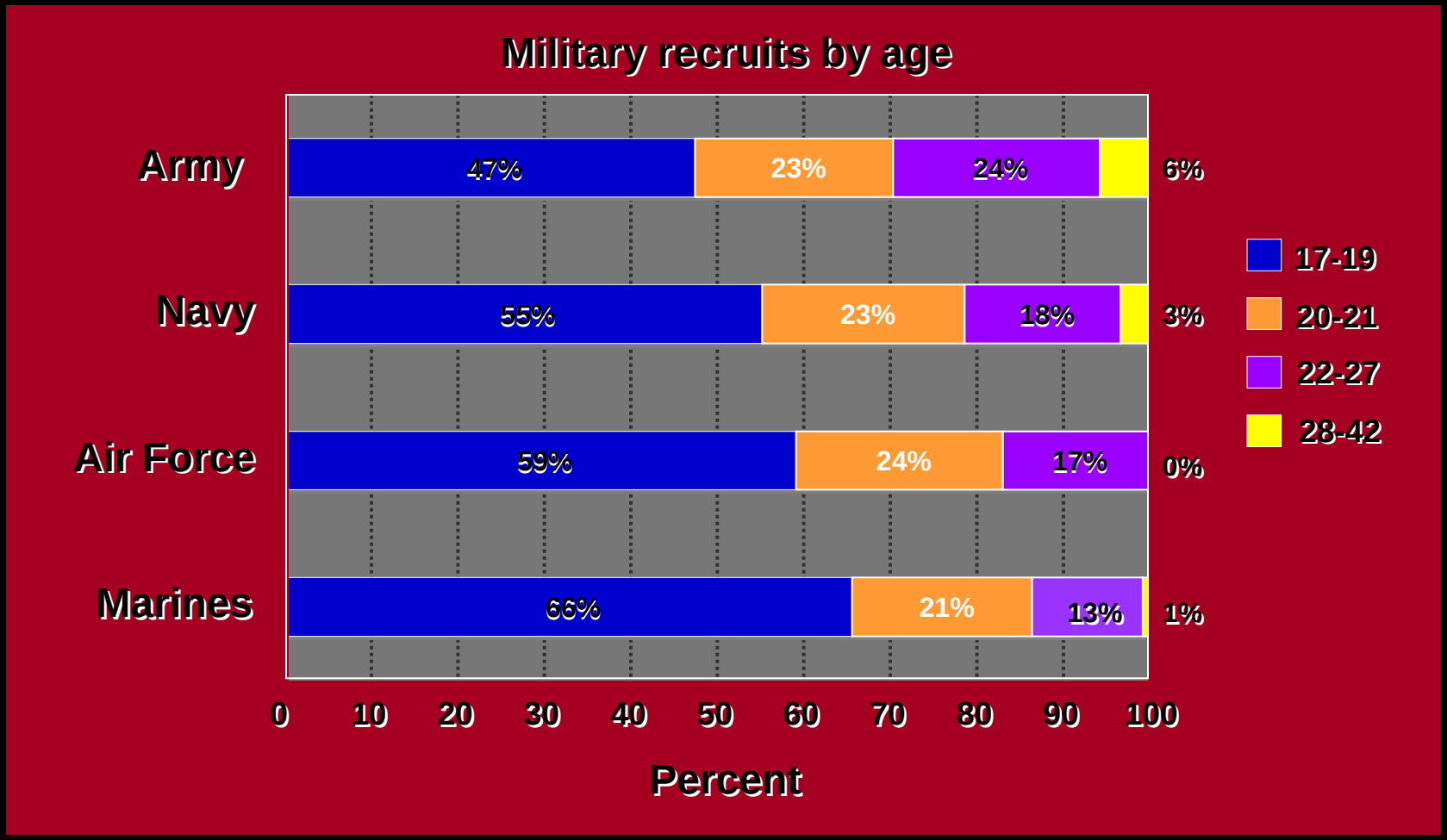
Individuals with Some College Education



Note: Data reflect July 2000 enlisted pay (RMC) for E-1 to E-7 compared with predicted year 2000 earnings of males with some college.

Higher pay resulted in high retention during Operation Iraqi Freedom

Current Research Addresses Ways for the Army to Improve Recruiting

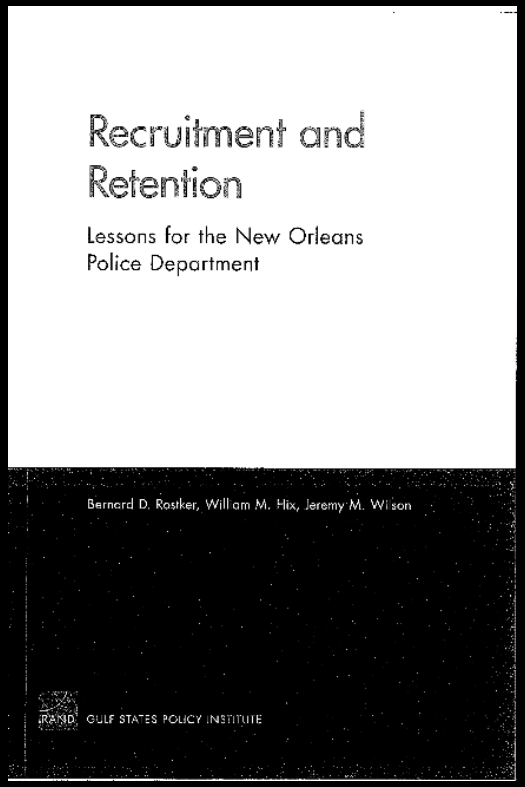


The Army recruits personnel from an older group

Insights from Military Research to Practical Police Problems

RAND's Recommendations based on apply military research to NOPD's personnel profile included:

- **Better entry pay**
- **Pay increases during first five years of service**
- **Retirement reform**
- **Career progression & promotion timing**
- **Professionalization of recruiting**
- **Police cadet program**
- **Use of civilians**



Further Insights from ...

- **Colonel Daniel J. Choike, USMC**
  - **Chief of Staff, Marine Corps Recruiting Command**
  - **Recruiting Operations**
- **Lt. Colonel Michael Zeliff**
  - **Marketing and Advertising**