

RETENTION OF STAFF AT RETIREMENT AGE

By

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CHAPTER ONE – STUDY

The Problem/Opportunity

During the late 1970's and early 1980's Calgary experienced a period of rapid growth and prosperity. With this rapid growth came the need to hire more staff, a trend that was seen throughout the public sector, including the Calgary Police Service (CPS). This hiring trend created a large 'bubble' of staff with roughly the same seniority and experience, now 25 years later these members (sworn police officers) are eligible to retire. The result is that 32% of current members are eligible to retire within 5 years (CPS 2001 Environmental Scan). This 'bubble' of staff is now or will soon be eligible to retire to pension and many of them are doing so. Once again the Canadian economy is very vibrant creating many attractive opportunities in the private sector for these experienced individuals.

Research Question

What incentive strategies can the Calgary Police Service implement to retain sworn members who are eligible to retire and thereby potentially enhance coaching and mentoring opportunities for new members?

Sub-questions

What incentives can be used to retain members in the organization when they are eligible to retire?

- Will financial benefits work?
- Must the Calgary Police Service appeal to their loyalty?
- Can organizational culture be used as encouragement?
- How do incentives assist as 'strategies' to entice people to remain in an organization?
- What kinds of incentives work best to retain employees?

What effect does organizational culture have on a member's decision to retire?

- Can they be used as coaches and mentors?
- How can they be rewarded for these duties?
- What, if anything, does this have to do with culture in the workplace?

How can the services of senior members, either retired or active, be best utilized by the organization?

- Can they return to their former position?
- Can they return to a position as a coach and mentor?
- How can they be persuaded to return and contribute to the organization?
- What barriers presently exist to limit potential retirees from returning to the workplace?

The question at hand is what can the CPS do to keep these members in the organization past their pension eligibility date. When these members leave there is a huge gap in experience that cannot be filled by newly hired recruits. Although the CPS hires the best people available they do not have the expertise to immediately take over from these retiring members with at least 25 years experience. This experience cannot be taught, it can only come from on-the-job experience. In policing each situation is unique so it is difficult to teach someone how to respond to each situation they can only be taught in general terms and then must rely on their own experience. This experience can be gained more easily through the guidance and mentoring of veteran members as opposed to through trial and error. As these veteran members retire the CPS not only loses their experience but also the ability to guide and mentor new members (Canadian Association of Chiefs of Police, 2001).

Impact/Significance of the Problem/Opportunity

The CPS is affected in numerous ways by the pending departure of these veteran employees. There is a financial impact to train a new recruit, with a cost estimate of over \$70,000.00 for each recruit (CPS, 2003c). This figure does not include the administrative or facility costs.

There is also a strain put on the entire CPS because the training is very labour intensive and the trainers come from all areas. In order to train new recruits they must first be

hired and the more that need to be hired the greater the pressure that is created on the recruiting unit. The CPS must not only hire people, they must hire the right people who are suited to the task and the organizational culture (Collins, 2001).

When the recruits complete their training they are assigned to work with a field trainer, also known as an officer coach, who is a more experienced member of the CPS. The experience and skill level of these field trainers has diminished because they are, by necessity, less experienced members. This is a result of the most experienced members retiring and the next ones in line taking their place.

This issue is not a surprise to leaders in the CPS ; however, the fiscal climate in the last 10 years has prevented any preemptive action from taking place. Recent hiring within the CPS has been to address growth of the City of Calgary or attrition. In the past Calgary has maintained the lowest officer per citizen ratio for large cities in Canada. This leaves the CPS with limited reserve capacity of human resources.

One result of this diminished training is that there are more citizen complaints against the new members and by law each complaint must be fully investigated. The total number of complaints investigated by the Professional Standards Section of the CPS rose from 654 in 2000 to 750 in 2001 (CPS, 2001e). This creates pressure on the Professional Standards Section as they must investigate all complaints made against either a member/s or the CPS. Each complaint is the result of a citizen being unhappy with the service they received or the manner in which they were treated. This slowly erodes public confidence in the CPS and perpetuates the complaint cycle.

There is also an impact on new members. They are under more stress because they are faced with difficult situations that they are not properly equipped to handle. The complaint process is extremely stressful while at the same time the demands for service from the public are increasing, creating an atmosphere of high stress and low morale, the result of which is greater attrition among newer members than at any time in the history of the Calgary Police Service. A study conducted by the Human Resource Section discovered that retirements have risen from 35 in 1996 to 48 in 2002. It is interesting to note that effective June 30, 2003 there have already been 37 retirements and 13 resignations.

More significant, however, is that resignations of members who are not eligible to retire have risen from 4 in 1996 to 25 in 2002. This continues the cycle again of hiring and training and creates a further drain to both recruiters and instructors, and financial resources for the cost of training recruits.

There is also an impact to the citizens of Calgary who are served by the members of the Calgary Police Service. As the level of experience provided by senior officers is lost there is a strong possibility that there will be a decrease in the level of service to the public. This is an area that will require more research and goes beyond the scope of this study. If the public's calls for service are not handled efficiently and investigations are not completed thoroughly the level of service will drop. Continuing to the next step, if the investigation is not completed thoroughly there is a much greater chance of further

victimization to the public. For example, if a housebreaker is not apprehended he will continue to break into houses, the number of citizens victimized by that person increases; the crime statistics go up, as do the calls for service from the public.

If experienced members can be persuaded to remain with the organization they can pass along their sage wisdom to less experience members through mentoring and coaching. This will lower the impact of many of these issues. There is also a systematic impact that can be avoided. If the CPS can retain the knowledge and organizational memory of senior experienced members the impact of their eventual departure will be considerably diminished. Organizational memory is the information that pertains to an organization; it is obtained by people in an organization as a result of their duties. Generally the most senior people in an organization have the greatest amount of organizational memory. In the CPS this information is sometimes captured in notes, files or reports, often it is only kept in the memory of the people involved. When the people leave so does the knowledge and information. If this knowledge is not retained the organization will have to learn many of the same lessons over and over again. An excellent example of this occurred in the past year. I was faced with a personnel issue, which involved a job share agreement between two members and the CPS. The member who had negotiated the agreement on behalf of the Service retired three years ago; however, had returned on a part-time project. To get to the bottom of the personnel issue I would not have called the retired member at home after he retired but as he was working for the CPS I made a single phone call and found the information I required. This allowed me to solve a problem in a few minutes that otherwise would

have taken at least a full day to research. Although this is a small example it emphasizes the importance of organizational memory.

It has been my experience that there are a number of ways that organizational memory can be captured including note taking, file retention, training or longer transition periods when the incumbent in a position spends a lengthy period of time with the new person coming into the job. These are only a few examples of methods that could be used.

Potential Causes of the Problem/Opportunity

As indicated above there was a large number of police officers hired in the late 70's and early 80's which created a large 'bubble' of sworn members who are now or soon will be eligible to retire (approximately 32%) (CPS 2001f). The impact of losing these members will be profound in both the short and long-term. In the short-term the CPS becomes less effective and efficient because the level of expertise will drop significantly. The long-term effects include increased training costs and an extended period of time where members are gaining the experience and expertise that was lost. It will take many years to get back to the same level of expertise.

When the economy declined dramatically in 1982, hiring stopped for several years entirely. When the economy began to recover there were only limited numbers of new people hired. This further exacerbated the problem of impending retirements because

there is not a steady stream of experienced people to keep filling the openings created when senior members retire.

Traditionally police officers remained with the Service until well after their retirement eligibility date (CPS, 2001b) because officers are eligible to retire with 25 years of service but their pension is not at its maximum until after 35 years. Most members of the last generation of officers remained until well past 30 years. This trend has not continued and many members are retiring as soon as they are able.

In an interview conducted with Deputy Chief Hornby he stated the average time of service for members retiring now is 27 years. There are several factors that contribute to this phenomenon. At the present time the Canadian, and the Alberta economy in particular, are very strong and there are many outstanding opportunities for members of retirement age. Their services are in high demand in the private sector due to their experience and level of training so they are made very attractive offers of employment. I have been a member of the CPS for 23 years and part of the senior management team for 7 years. Many of my peers have retired and have availed themselves of these opportunities in the private sector. At this time there are far more attractive openings in the private sector than at anytime I have seen in the past. In many cases these officers do not want to leave the police service but the offers are too good to turn down. I believe this represents an opportunity for the organization to enhance the reasons for these members to stay by offering them incentives.

The pressures and stress of policing in the 21st century takes its toll on officers and over time they lose their desire and drive to stay with the work. This can be overcome by enhancing the jobs of these members and by giving them chances to perform different functions that eliminate some of the stresses. The CPS can also do a much better job of teaching members to better manage stress throughout their entire career.

Members often become disillusioned with the lack of leadership at the City of Calgary, who are ultimately the employer, and they develop an 'us versus them' attitude. This has become particularly evident in the past year with the Work Awareness Campaign that was undertaken by the CPA. The CPA is essentially the union representing all the sworn members of the CPS except officers with the rank of Inspector or above. This Campaign was aimed at drawing attention to the stalled contract talks with the City of Calgary. However, most of the tactics were aimed at the CPS. These tactics consisted of refusing to write enough traffic summons to meet job expectations, wearing non issue articles of clothing with uniforms (baseball caps and turtle neck shirts) and attending work unshaven. These tactics draw attention to the 'us versus them' attitude.

The leaders in the organization must overcome this attitude, not just the senior members, but all members. This can be accomplished by better communication and empowering members to make decisions that affect them whenever possible. This is a fundamental principle of action research (Hamilton, Greer, Parsons and Dewar, 2002) and democratic management (Blanchette, 2001). If all members, especially senior ones, feel they are valued by the organization and have a vested interest in improving

the workplace they are more likely to remain and to be a contributing member long past their retirement date.

The next generation of officers who are currently being hired, often referred to as generation X, have different priorities than the current generation of baby boomers (Rock, 1999). Unlike baby boomers, generation Xers believe there is more than just money as a bottom line, their loyalty is gained by making them feel valued, they are risk takers and they want good management who trust and involve them (Tulgan, 2000). Based on Tulgan's theory the next generation will not be as loyal to any organization that does not fulfill their expectations of being valued, trusted and managed in a way that reflects these qualities. If organizations don't adapt to these expectations generation Xers will be more likely to leave if a better offer is available. This has become evident in the CPS in the past few months when at least a dozen members, both junior and senior have applied to the Royal Canadian Mounted Police (RCMP). The RCMP has offered these members a choice of posting and the same rank they had in the CPS up to the rank of first class constable. Although this RCMP offer is not the only cause of the increased attrition rate it exacerbates it and makes finding the solution far more important. Because more members are leaving the CPS from all ranks and seniorities there is an increased urgency to identify and implement strategies that will reverse the trend of these members resigning, especially the senior most experienced officers.

In order to discover the best solutions to the issue of retention of senior members this research project included a survey of members who are closest to the issue. Members who have recently retired, those who can retire but have remained with the CPS and those who will be able to retire in the near future.

The Organization

The Calgary Police Service is responsible for policing within the City of Calgary. The governance model and the rules by which the CPS conducts business are laid out in the Alberta Police Act. The Police Act establishes the role of the Police Commission and the Chief of Police along with acceptable conduct of members. The Police Commission is responsible for:

- Allocating funds that are provided by the City of Calgary.
- Providing policies that provide for effective and efficient policing.
- Issuing instructions, as necessary, to the Chief with respect to policy matters.
- Ensuring that sufficient persons are employed by the police service for the purpose of carrying out the functions of the police service.

The Chief of Police is responsible for:

- The preservation and maintenance of the public peace and the prevention of crime within the city of Calgary.
- The maintenance of discipline and the performance of duty within the police service, subject to the regulations established in the Act.

- The day-to-day administration of the police service.
- The application of professional police procedures.
- The enforcement of policies made by the Commission.

The Chief is accountable to the Commission for:

- The operation of the police service.
- The manner in which the Chief carries out his duties.
- The administration of the finances and operations of the police service.
- Reporting to the commission of any information concerning the activities of the police service.
- Reporting any complaint, to the Commission, made against the CPS or its members and the manner in which the complaint was resolved.

The Police Act further lays out the process by which complaints and discipline will be investigated and reported, how hearings will be conducted and the appeal process through the Law Enforcement Review Board and Appeal Court of Alberta (Alberta Police Act, 2002).

The Police Service Regulation of the Police Act provides a list of inappropriate conduct (i.e. insubordination, deceit, neglect of duty etc.); how hearings will take place, rules of evidence in hearings and the range of punishment (Alberta Police Act, 2002).

To provide a better insight into the rank structure and the number of members in the CPS the following table has been included.

Table 1: The rank structure and number of officers in the CPS.

1	Chief of Police
4	Deputy Chiefs
26	Inspectors
43	Staff Sergeants
140	Sergeants
153	Detectives
1098	Constables
1	President of the Police Association

The CPS is divided into four Bureaus; a Deputy Chief heads each:

- The Bureau of Community Policing – responsible for all first response policing and community involvement. All patrol constables; community liaison officers and traffic officers are in this bureau.
- The Bureau of Support Services – provides all specialized support functions, both investigative and tactical, to the rest of the CPS. This includes investigative units like the Homicide unit and the Drug unit along with tactical support and Canine units.
- The Bureau of Research, Development and Learning – responsible for all human resource matters including units like recruiting and training.

- The Bureau of Information and Technology – provides infrastructure support for all computer systems and facility needs of the CPS.

Each Bureau is divided into Sections, which are headed by Inspectors. The sections are then divided into units, which are headed by Staff Sergeants or Sergeants. Staff Sergeants are generally in charge of Sergeants or Detectives. Detectives are responsible for specialized investigative functions. Sergeants supervise Constables who are generally responsible for first response policing and in some cases for specialized investigations.

The mission statement of the CPS is 'To optimize public safety in the City of Calgary'. The CPS is dedicated to community policing, meaning that police officers and Calgarians work together in partnership to prevent crime and find long-term solutions to the problems that threaten safety and order. The primary focus of the CPS is on crime prevention, crime detection and apprehension, and traffic safety. These are considered the corner stones of the organization.

The guiding principles of the CPS are:

- To promote an understanding that the true measure of police effectiveness is the absence of crime and disorder, not the visible evidence of police action in dealing with them.

- To secure the cooperation of the public in voluntary observance of laws by encouraging understanding and communication between the citizens of Calgary and their Police Service.
- To maximize individual and collective skills within the CPS in terms of crime prevention, crime detection and traffic safety.
- To promote a professional police image by demonstrating impartial service to the law, and by offering service and friendship to all members of the public without regard to gender, race, religious beliefs, colour, ancestry or place of origin.
- To use only the minimum force required on any particular occasion, and only when persuasion, advice, and warning are found to be insufficient to obtain public observance of the law.
- To recruit qualified candidates who reflect the diversity of the community.
- To provide training, education and developmental capability within the CPS that maximizes the potential of all members.
- To achieve the foregoing within an acceptable cost framework.

(Calgary Police Service, 2003g)

All sworn members of the CPS are required to be members of the Calgary Police Association (CPA) with the exception of Inspectors, Deputy Chiefs and the Chief. The CPA acts much like a union, representing the members in bargaining, discipline matters and providing guidance when members are being investigated in relation to a complaint.

CHAPTER TWO – LITERATURE REVIEW

Review of Organizational Documents

In this section I have reviewed the Core Values of the CPS, the Special Forces Pension Plan, the Collective Agreement between the City of Calgary and the Calgary Police Association, the Mission Statement of the CPS and the Alberta Police Act. Each is important as they provide information about the organization, how and why it works as it does. It is critical to understand the organization before any meaningful recommendations can be made around the issue of retention.

The CPS Core Values

The Core Values of the CPS form the foundation upon which all members should base their actions and decisions and form an important part of the organizational culture.

They are as follows:

- **Honesty** - Tell the truth with candor in a way that is clear and to the point.
- **Integrity** - Display actions and express oneself in a manner consistent with the values of the Service.
- **Ethics** - Consistently align behaviour with the Service's values and goals.
- **Respect** - Treat all people with value and decency. Listen to the views of others and maintain open communication.

- Fairness and Compassion - Deal with people fairly and in a manner that displays empathy and understanding.
- Courage - Take a stand on issues of value and importance to oneself and the Service. Make decisions and take action regardless of the possible consequences, to maintain public safety.
- Commitment - Build strong working relationships with members of the Service and the community through open and timely communications. Consistently do what is right, delivering on commitments and recognizing others' talents so as to develop mutual trust.

(CPS, 2003g)

Special Forces Pension Plan

The Special Forces Pension Plan (SFPP) is mandatory for all full-time police officers employed by local authorities, cities and towns in Alberta. The plan was established in 1979 and offers benefits based on pensionable salary and pensionable service. The SFPP is a defined benefit pension plan, which means that members receive a pension based on their salary and years of service. It is financed by member and employer contributions and by investment earnings. The plan ensures its members will be paid a lifetime income so they can have a secure financial future based on a steady monthly income.

Members of the plan are eligible to receive payments after 25 years of service or at age 55, providing they have a minimum 5 years service. The amount of the pension is based on the member's length of service and the average of their highest five consecutive years' salary. The pension is formulated using 2 percent of the average salary multiplied by years of service. Members contribute 10.01% of their pensionable salary; the employer contributes 11.11% and the provincial government contributing 1.25%. This information is important to consider if any changes are contemplated to the amount of pension to which senior members are eligible. (see Study Recommendations)

Collective Agreement Between the City of Calgary and the Calgary Police Association.

As with most collective agreements it outlines the rate of pay, benefits and working conditions for members of the CPA. Some changes, for example contract workers who are taking over jobs currently occupied by members of the CPA, require changes to the collective agreement; this will require the agreement of both the City of Calgary and the CPA.

The Mission Statement of the CPS

The Mission Statement has been addressed in The Organization Section of this project, which appears on page 17.

The Alberta Police Act

The Police Act has also been discussed in the Organization Section which appears on pages 14 to 17.

Review of Supporting Literature

I have explored six different areas of the literature in this section. They are as follows: Recognition, Empowerment, Retention, Incentives, Organizational Culture and Systems Thinking. Each is important to retention and they are all connected to each other. For example, lack of recognition was cited by many retired members as a concern and a reason that contributed to their departure from the CPS. Recognition is very important to morale because people need to feel valued. I believe that empowerment is a very strong form of recognition; by empowering employees an organization recognizes their abilities to make decisions based on their experience and knowledge. I believe

empowerment is a very powerful morale tool. Recognition of any kind makes employees feel valued by the organization, when they feel valued they are more likely to remain with the organization even if they are made an attractive offer elsewhere. This speaks directly to retention.

It is important to understand both retention and incentives, as these are a primary focus of this project. Each has been addressed separately but they are very closely linked. In order to properly address retention, meaningful incentives are important to any strategy.

Understanding an organization's culture is also very important to the formulation of any strategy. Any changes that address recognition or retention must fit with the organizational culture or their acceptance will be blocked and they will fail. The changes must be accepted by the culture and eventually become a part of it.

To bring each piece of the retention puzzle together systems thinking must be used. Systems thinking will allow a leader the opportunity to look ahead at the potential impact any retention strategy might have on the entire organization.

Recognition and empowerment can act as powerful incentives that will help retain senior member of the CPS. To ensure these are meaningful an understanding of the culture is critical. Systems thinking must be used to minimize the impact of any considered changes.

Given this perspective, the following provides a more in-depth look at each of these areas of the literature in helping to inform the research question.

Recognition

From our own experience we know that recognition is important to make us feel valued by our organization and good about ourselves.

The CPS currently has a number of avenues for recognition:

- The STARS program is an initiative of the City of Calgary. Any employee of the City can nominate another employee for an award or present them with a cheers card. The cheers card is simply a card that is filled out by an employee who recognizes good work or an achievement by another employee. The card is presented by the employee who recognizes the good work and can be displayed in the work area of the recipient. A STARS award is a more formal process where one employee recognizes good work by another and nominates that person for an award. They outline what the other person has done by filling out a nomination form. The information included deals with such areas as situation, task, action and results. The nomination is then reviewed by a committee who assesses the actions of the nominee and awards points based on those actions. The points range up to 2500 per nomination and are essentially worth one dollar each. They can be used to purchase items from a catalogue for the equivalent value in gift certificates at selected retail stores or shopping malls or it can be

taken as a cash bonus. The CPS has a full-time person who administers the program. This is a very good program, based on the observation that it is easy to use and evidence that recognition is appreciated by the recipients. The program sees extensive use, however, it is still under utilized. Recognition is very important to employees; it can provide an incentive to retain employees. Lack of recognition was cited by many of the respondents to the survey as one of the issues the CPS needs to address (see Appendix G). Recognition is only one piece that needs to be in place to provide employees with incentive to remain with the organization even when there is an opportunity to leave. The number of rewards over the past three years is shown in the following table.

Table 2: Statistics on Recognition Program – 2000-2002

Year	Number of members rewarded	Total amount of awards
2000	472	\$83,550.00*
2001	474	\$42,600.00
2002	784**	\$152,530.00**

* the high cash value and number of awards is a result of the World Petroleum Congress security planning and implementation.

** the high numbers of rewards and cash value is a result of the G8 Summit security planning and implementation.

Cash bonuses are a very powerful recognition tool. In a survey of workers in the United States ninety percent of respondents ranked cash bonuses as having the

greatest motivational impact (Half, 1993). Although Half's work is now 10 years old it still applies to baby boomers, the employees being targeted by this study. I believe that the power of cash as recognition lies in the fact that an employee can use it for something that is important to them and their families. It is far more flexible than many other forms of recognition.

- The CPS also has long service awards. At milestones of an employee's career (i.e. 10, 15, and 20 and 25 years) they are entitled to select a gift from a catalogue. Each milestone entitles the recipient to select from a different group of gifts. This is also a program that is administered by the City of Calgary. Additionally, sworn members of the CPS receive an exemplary service medal at 20 years of service as long as there has been no discipline on their file for the preceding 5 years. Having the absence of discipline as part of this award, however, may be a double-edged sword. It may damage the morale of members who are not eligible, because they have discipline on their file, when their peers are receiving the award. It may also stifle the creativity and risk taking of members during that 5-year period in fear they may not be eligible. I would propose that this particular issue can be addressed if members base all their actions on the core values of the CPS. If the values underlying behaviour are different, then this program of recognition might not lead to the desired results. At 25 years members are presented with the Alberta Law Enforcement medal and ribbon. The medals can be worn on the dress uniform and a barred ribbon on the everyday working uniform as recognition of having received the medal.

The 20 and 25-year medals and ribbons are presented by the Chief of Police at a luncheon hosted by the CPS in honor of the recipients. Upon retirement, all members receive a belt buckle with the crest of the CPS as recognition of his or her time with the police service.

- Noteworthy or behavioral events are a more formal written form of recognition, which is generally given to a member of the CPS by a supervisor. The noteworthy event is a detailed description of the actions of members who perform their duties beyond what is normally expected. It is placed in the member's personnel file and can be used as part of the package for lateral transfers and promotions. The leaders of the CPS must guard against using noteworthy events only to elevate a candidate's chance in a transfer or promotion competition. This will very quickly make this form of recognition valueless to the organization and to those who receive them. Again, the core values noted earlier need to be evident here in applying the standards for what constitutes a noteworthy event. A noteworthy event can also be elevated to an Inspectors or Deputy Chiefs compliment for more significant events.
- Promotion also serves as a form of recognition. Although they are necessary to fill positions at a higher rank that are vacant they also serve to recognize some members for outstanding work over an extended period of time. As with noteworthy events, leaders must guard against watering down the process by supporting everyone for promotion, as it would only be seen as a reward if the most worthy candidates are supported. However, as promotions are limited, they only serve to recognize a portion of the members who should be recognized for

their good work. There is also a great deal of angst surrounding the promotional process as it is long and stressful. The process is seen as so overwhelming that some of the best candidates do not even apply. This creates a difficult issue for the CPS, in that some of the best members are not being promoted. A new promotion system should be developed to ensure the best people are promoted. This is a very difficult challenge as it may be impossible to develop a promotional system that is stress free. The promotion system can also be a demotivator for those who go through the process and are not successful.

- For service well above and beyond their regular duties members can be nominated for a Chief's merit award. The merit award is used to recognize performance well above expectations over an extended period of time or in cases of extraordinary bravery. A member who is the recipient of this award receives collar dogs that can be worn on the collar of their uniform as a highly visible sign of achievement.
- Yearly development assessments also serve as an opportunity for supervisors to recognize the work of the members they supervise. Although there has been marked improvement in the timeliness of these assessments over the past three years they are still generally late or in some cases not done at all. For most employees this makes them feel they are not valued by the organization resulting in poor morale. To ensure that assessments are meaningful, timely and valuable, the CPS needs to ensure that all leaders who assess the work of members are properly trained in providing the best information in the

assessments. This is a concern and will be addressed further in the study recommendation section of this project.

The literature contains numerous suggestions for types of employee recognition and awards from a brief comment of “well done” from a supervisor to substantial cash, time off and travel. There is a further benefit of using travel as a form of reward; it also benefits the employee’s family. The power of the family must not be overlooked; any retention strategy must take into account the effect it has on the employee’s family. Keeping employee’s families happy is a powerful retention tool. (Half, 1993). When an employee’s family is kept happy the employee is more likely to be happy and will remain with the organization.

The highest form of recognition a leader can give employees is to change the relationship with them. A leader can make employees feel like they are part of a team which creates a feeling of belonging . When employees feel like they belong they will work harder for the organization and are more likely to remain with the organization even when another attractive offer appears. Improving this relationship means more than a simple awards program, it means changing the working relationship and this is not easy to accomplish. An example of such a change is American Airlines Quality of Work Life program. The goal of this program is to change the way of thinking and doing work to improve working relationships. Fundamentally the program involved training employees to work in teams and problem solve and then empowering them to make the changes that team members believed necessary (Denton, 1992). Along with

empowerment comes greater responsibility. Ted Pollock states, "Give them additional responsibility. This doesn't mean giving them more work. It means giving them work of greater importance that requires a higher level of knowledge and skill. It is job enrichment, not job enlargement that is the issue." (Pollock, 2002, p. 1).

Recognition is a critical component in making an employee feel like an important part of an organization and therefore acts as an incentive for them to remain a with the organization. Recognition is an powerful tool that can help retain any employee.

Empowerment as a form of recognition

Empowerment is an important form of recognition; however, it is more difficult to implement than many other forms and is a fundamental change to the way an organization conducts business. I have addressed it separately here because of the unique nature of this kind of recognition. Empowerment makes employees feel good about themselves and their organization. It makes them feel that the organization trusts their judgment and values their experience.

Empowerment as defined in the dictionary is to authorize, license, to give power, to make able, to provide the means and opportunity. (Canadian Oxford Dictionary, 1998).

There are five leadership essentials for sharing power as discussed by Kouzes and Posner (2002). All are imperative for empowerment to work. The following is a summary of these leadership essentials:

- Ensuring self-leadership – Leaders must accept the paradox of power: we become most powerful when we give our own power away. Shared power will result in greater job fulfillment and performance throughout an organization; it demonstrates profound trust and respect for the ability of its members, it helps them to grow and develop. As power and responsibility are extended to others and they respond successfully they can be given added power and responsibility. This allows the leader to expend more energy in other areas.

Leaders must recognize that each person's needs are different. Although every employee values being empowered each of their empowerment needs are different. This means that we must focus on the individual and their strengths. In fact, by giving their power away successful leaders transform their employees into leaders.

- Providing choice- we must actively seek out ways to increase choice and provide greater decision-making authority and responsibility for the employees. This will enhance people's sense of personal well-being and increase their effectiveness. Having discretion and choice means being able to take non-routine action, exercise independent judgment and make decisions that affect how we do our work without having to check with someone else.
- Developing competence- we must invest in developing people's skills and competencies. People must be given opportunities to put their talents to good use. To strengthen others, we must place the employees, not ourselves, at the center of solving critical problems and contributing to key goals.

- Assigning critical tasks- People who are most central to solving the organization's crucial problems and ensuring the company's long-term viability have the most power. As leaders we must tap into the resources of all the members of the organization and give them a part in solving the organization's most critical problems.
- Offering visible support- Leaders want to strengthen the members of their organization, so they need to ensure that individual and group efforts get noticed and recognized in a meaningful and timely fashion.

(Kouzes and Posner, 2002)

Kouzes and Posner have provided a very good summary of what empowerment can mean to employees, leaders and organizations. This also provides guide for the day-to-day work of leaders, not just those who want to empower employees. To implement empowerment a leader must embrace all these leadership essentials. However, to improve leadership skills a leader can adopt any or all of them. These leadership essentials speak to the heart of recognition, which represents an important aspect of this research project. Each of these essentials gives a leader the opportunity to show trust, recognize the abilities or accomplishments of an employee and help them develop to their potential.

All these areas are critical if decision-making is to be pushed down into an organization. In order to properly empower members of an organization deep change is required throughout the organization. Deep change is a fundamental shift in the way an organization operates. Robert Quinn states that deep change requires a new way of

thinking and behaving. It involves taking risks and surrendering control. It is change that is major in scope and discontinuous with the past and generally irreversible. This is a philosophical shift for most organizations, including the CPS, but to improve and move ahead it is essential. An organization must embrace Quinn's organic view of empowerment in order to truly empower the members of the organization, the following is a summary:

- it starts with the needs of the people
- exposes the difficult issues
- models integrity through risk taking
- builds credibility through small wins
- encourages initiative
- builds teamwork

Quinn further states that although we want to be more empowered by our bosses we are not as comfortable with the idea of empowering our subordinates. (Quinn, 1996)

It is important to note that as a police service the CPS cannot empower its members completely in every situation. There are cases where command and control are essential for the safety of the public and the members. For example, at a hostage situation members must follow the orders of the incident commander without question or discussion, if they do not the safety of the public and members may be in jeopardy. Even when command and control leadership is required leaders can still empower subordinates. The free flow of information, an important aspect of self-directed

leadership, can be used as an empowerment tool. This information can be used by employees to help them make decisions. For example if a constable in the CPS is asked to set up a perimeter around a crime scene, is given all the pertinent information and is then allowed to make the logistical decisions on how the perimeter is implemented they will feel empowered. This is a small but important step to make people feel like an important part of the organization. The modern day reality of policing is much more than responding to critical incidents, police agencies must operate more like a business to properly address the needs of the public and employees. Empowerment is a giant leap toward this goal. This is a critical step towards making the CPS or any other organization any employer of choice.

What are the payoffs of empowerment? Empowered people, their superiors and subordinates believe that they are more innovative, effective and influential. In other words they feel valued. (Quinn, 1996)

Leaders cannot just empower the members of their organization; first they must create an empowering environment. Dr. Gretchen Spreitzer conducted a study in 1996; (Quinn, 1996) one of the areas she studied was the lever of empowerment, her research identified four organizational conditions that lead to an empowering environment, the following is a summary of her results:

- Clear vision and challenge. Empowered people feel they understand the vision and strategic direction of the organization because they have the information they need. They know where the organization is going.

- Openness and teamwork. In their work units empowered people feel a sense of participation, openness, flexibility, concern, creative problem solving and cohesive teamwork. They solve problems together.
- Discipline and control. Empowered people indicate that in their unit's goals, lines of authority and task responsibility are clearly defined.
- Support and a sense of security. Highly empowered people have a sense of security from their subordinates, peers and superiors.

Leaders must manage all four of these dynamics, they must provide a clear vision of the future of the organization, embrace the value of teamwork in problem solving, clearly define the lines of authority and responsibility and provide an environment where people feel safe to take chances.

Another benefit of empowerment is it creates a strong middle management. Strong middle management is critical to the well being of the entire organization because middle managers have the ability to influence both those at the top and bottom of an organization. Empowerment of the managers in the middle allows them to see the organization's vision and look into the future; they will become leaders not just managers. (Oshry, 1995) I have had the opportunity, in my career with the CPS to work for many different leaders. I have seen those who provided an empowering environment were able to get the most out of their subordinates. The staff were happier, gave more to their jobs and felt like an important part of the organization. This created loyalty to

both the leader and the organization. When this loyalty has been established it is far more difficult for a person to leave the organization even when the opportunity arises.

In order to make empowerment work members of the organization must be trained in problem solving and they must know that the leaders in the organization will support them if they make mistakes. The leaders must be prepared for their subordinates to make mistakes and guide and support them.

The process has to start at the top of the organization and move down through each level. At each level the members must have a clear picture of the vision of the organization and what empowerment means to them. Leaders must be vigilante to reward and celebrate each small victory along the way. They must continue to show leadership to sustain the change even when it is engrained into the culture of the organization.

Throughout this entire process leaders must create feedback loops to ensure the process and the employees of the organization are on the right track. These feedback loops must involve people at all levels of the organization.

Empowerment does not represent an increase in workload for the members of an organization, in actual fact it will lower the workload. Members can make decisions that affect their work area without having to write and present complicated proposals and wait for lengthy approvals so long as they remain accountable for their decisions. The

organization will be far more flexible and quicker to deal with problems. Generally the most difficult part of this kind of change is for the leader and managers of the organization to let go of their power. Leaders must remember that they become the most powerful when they give their power away.

Empowerment can act as a very powerful retention incentive, when members of an organization are empowered they feel more supported. Lack of organizational support was a prominent issue in the findings gathered from the surveys, interviews and focus groups undertaken in this project (See Study Findings). Empowerment would address this issue. Empowerment makes people feel better about themselves and their organization. This increases their loyalty so they are more likely to be retained by the organization even when they are eligible to retire and receive an attractive job offer from another employer. Empowerment is therefore an incentive that addresses retention of staff throughout an organization not just the ones eligible to retire.

Retention

Retention is the main theme of this project because the CPS and many other public agencies are facing a crisis situation in the next several years. It is therefore important that there is a fundamental understanding of what retention is and how it can be improved.

The first question that needs to be answered is, "Why does any organization want to retain employees?" Although some turnover is desirable to keep an organization fresh,

it is important that organizations try to minimize it to avoid the enormous cost of recruiting and training new people. The reality is that there are some employees who are not an asset to an organization and the organization is better off if they do not retain these members regardless of their seniority. There are, however, a number of reasons that retention of employees is important:

- High turnover effects continuity of service to customers.
- Departing employees take a great deal of knowledge, expertise, experience and organizational memory with them when they leave. Generally it is difficult, if not impossible, to simply pass these on to the next person taking over a job or position. Experience is the only way to learn the complexities of a job and that takes a great deal of time.
- Replacing any employee is very costly in financial terms.
- Recruiting and training employees is very time consuming.

Bringing new employees up to the same level of efficiency as experienced staff takes a great deal of time.

(Wingfield and Berry, 2001, p.3)

Although it is impossible to stop all turnover, an organization should attempt to minimize it, it is important to keep in mind the consequences that turnover has on an organization. As indicated a number of times throughout this project, turnover of senior members is a great concern, the points above indicate some of the reasons the CPS should be concerned.

It is clear from the work of Wingfield and Berry (2001) along with our own common sense that it is more efficient for any organization to retain its current employees than to recruit, hire, train and give experience to new staff. This is further supported by Brenda Campbell (2002) who quotes from a study by the American Management Association the cost of replacing an employee is approximately 30% of their salary. Campbell also quotes Dexter Bridgeman the CEO of Diversified Communications Inc. (page 1) who believes that the cost of training and developing a new employee is approximately equal to their salary for one year. This is consistent with the \$70,000.00 to train a new CPS recruit, which is approximately the yearly salary and benefits of a first class constable. The training cost per recruit in the CPS, this does not include the cost of recruitment. This emphasizes the importance of minimizing attrition to decrease the cost of training and recruiting as all costs are borne by the CPS.

In general terms, it is in an organizations best interest to retain employees and it is important to discover what employees want from an employer to remain with the organization. There have been numerous surveys and studies that have looked at the reasons that employees stay with an organization, almost all have consistent results. Kaye and Jordan-Evans (1999) conducted one such study. Their results in order of importance to employees is as follows:

1. Career growth, learning and development
2. Exciting work and challenge
3. Meaningful work, making a difference and a contribution
4. Great people

5. Being part of a team
6. Good boss
7. Recognition for work well done

There are a number of interesting observations to be made from this list. It is clear that personal fulfillment is more important than money according to the Kaye and Jordan-Evans' survey. The top 7 choices in this list would all be addressed in an empowered organization that recognizes good work by employees. Although some of their results are consistent with the survey conducted for this project there is also a difference in the area of compensation. In the project survey compensation was far more important to the respondents. I believe this is a result of these people being closer to retirement and looking to secure their financial future. This is supported by an article by Stephen Taylor (2000) in which he states that pension plans are generally moderately effective as a incentive for retaining employees; however, they are much more effective to employees who are close to pension.

In order for a leader to retain valued employees it will be most important to address these needs. In many organizations, especially in the public sector, additional money is not often an option. This list provides leaders with a guide to help them fill the most important needs of employees and make their organization an employer of choice. An employer of choice is one who prospective employees will seek out first or if they have several offers it is the one they pick first. The reasons may include working conditions,

money, benefits, location, etc. The specific strategies used by a leader are only limited by their imagination.

In order to become an employer of choice there are a number of steps that a leader in the organization can take (Dibble, 1999). According to Dibble the leader must get information from the people who have the best information and are closest to the issue, these people are:

1. Current employees - why do they stay?
2. New employees – why did they say yes?
3. Former employees – why did they leave?
4. Potential employees who turned down an offer – why did they say no?

The organization can learn what employees look for in an employer and implement strategies that will make them an employer of choice. This will help them recruit new employees and retain current ones.

In Police Services the problems are similar to the private sector. Interviews with officers across Canada (Canadian Association of Chiefs of Police, 2001) revealed that 57 percent of officers had considered leaving their departments in the past 5 years for the following reasons; career plateauing, promotion policies, lack of career opportunities, dissatisfaction with management and quality of life issues. Leaders in the police community must pay close attention to the concerns of officers. In the current competitive employment market police services can not afford to ignore these issues.

Retention at all levels and any seniority is important to any organization. Although this project is focused on retention of senior members the same fundamentals apply and must be considered in any strategy designed to keep members in the organization longer.

Incentives

As with recognition or retention it is important that there is a fundamental understanding of incentives before giving any consideration to what may work to address retention. A good incentive plan can be the backbone for any retention strategy that an organization chooses.

There are as many examples of incentive programs as there are companies. Federal Express is an excellent example of a company that has used incentives to keep its turnover rate at about 1% (Denton, 1992). The turnover rate for the CPS in 2002 was approximately 5.7% (Calgary Police Service, 2003).

Federal Express' philosophy is "people, service, profits" (Denton, 1992, p.48). This is not just a philosophy but also a way of doing business. For example, the CEO spends about 25% of his time dealing with personnel issues. This exceeds the time his peers spend with personnel by five times. Putting people first is the initial step toward high retention. There is also an advanced communications system that keeps all staff informed about the activities and opportunities within the company, it also answers all

inquiries of the employees. They encourage input from the employees and pay up to \$25,000 for ideas that are implemented. The cornerstone of their personnel philosophy is their Guaranteed Fair Treatment Procedure. This procedure allows employees a means to have any issue reviewed by progressively higher levels of management; it may be used for concerns, suggestions or discipline. This is just a portion of the procedures that Federal Express uses to put people first in their organization. The result has been a very low turnover rate.

Federal Express is only one company with a successful plan. There have been endless volumes of texts, journal articles and reports on incentives and their effect on retention. Bob Nelson (Nelson, 1997) has written two books, *1001 Ways to Energize Employees* and *1001 Ways to Reward Employees*. Both are full of common sense suggestions on how to make employees happier in the workplace. As it is impossible to implement even a portion of these in an organization, it becomes more important to go to the employees in the organization and find what is important to them. Books like those by Nelson only serve to make leaders aware of some of the possible incentive strategies. An effective way to discover which works best is to seek input from the people who are directly affected by the plan.

Another factor that should be addressed in this kind of research is the issue of whether organizations want to keep all their senior members. When discussing if some turnover is desirable Leigh Branham states "Some quit and leave... others quit and stay" (Branham, 2001, p.5). "The key to success is keeping Ms. Right on board while

allowing the exit door to swing wide open for Mr. Wrong. Clearly this is easier said than done.” (Horne, 2001, p. 1) There may be a temptation for leaders to encourage non-performers to retire or quit instead of encouraging them to stay. The real challenge for leaders in all organizations is to motivate the low performers, those who quit and stay. The research methods used in this project (See Research Methodology Section) showed consistent results in this area, all subjects believed it was the responsibility of leaders to motivate low performers. All the respondents expressed concerns that the non-performers would benefit from any retention strategy. This is a leadership issue. Strong leadership is required to motivate low performers and in some cases help them see that they do not fit into the organization. Jim Collins, author of Good to Great, uses the analogy of getting the right people on the bus and the wrong ones off the bus; the bus being the organization. Collins believes it is so important to have the right people on board and in the right seats that the goal or destination is secondary (Collins, 2001). Good leaders will know who belongs on the bus and will encourage those who do not belong to get off. The issue of motivating low or non-performers extends far beyond the scope of this project and will not be addressed at this time. Good leadership will increase morale and will act as a strong incentive for people to remain in the organization.

Understanding incentives is key to any implementation plan where they are used to impact retention. Incentives are a critical component to retention of all employees in an organization.

Organizational culture

To be successful in attempting any change within an organization, including retention incentives, we must understand the organizational culture.

Organizational culture “is a system of beliefs and actions that characterize a particular group. Culture is the unique whole – the shared ideas, customs, assumptions, expectations, philosophy, traditions, morals and values – that determines how a group of people will behave”. (O’Toole, 1996, p.72). Leaders must be very aware of the culture of the organization and its impact on members of the organization. Culture can have a great impact on an organization; culture is a form of social control that guides both decisions and behaviour. It also creates common bonds among employees, makes sense of organizational events and helps employees understand what is expected of them (McShane, 1995). Yukl defines leadership as “the ability to step outside the culture...to start evolutionary change processes that are more adaptive” (Yukl, 2002, p.3). In order to step outside the culture a leader must learn the culture. The identification of the culture and its meaning to the members of a policing organization is a big step toward identifying what makes members of the organization make the decision to leave or stay in the organization. The culture of an organization can be used to a leaders advantage “because it creates that sense of being part of an elite organization that can accomplish just about anything” (Colling and Porras, 1997, p.137).

As a member of the CPS I see its culture defined by many factors:

- Tradition - many generations of officers have done their work in a certain way and that way is passed on to the next generation of officers. These kinds of traditions are extremely difficult to change as they are ingrained in the culture of the organization.
- The Alberta Police Act – outlines acceptable conduct for officers in the performance of their duties.
- The CPS Policies and Procedures Manual – lays out operational guidelines for officers.
- Federal, Provincial and Civic laws – officers must always be cognizant of all laws and statutes and must base their decisions on their interpretation of the laws, case law set down by the courts and what is in the best interest of society and the offender.
- The core values of the CPS – honesty, respect, integrity, ethics, commitment, fairness and compassion, and courage.
- The guidance and leadership provided by the CPA – the directions of the CPA executive to members forms part of the culture of the organization.
- The Collective Agreement between the City of Calgary and the CPA – the Collective Agreement and the negotiations always have an impact on the culture and the relationship between the CPS and the CPA.

Officers can be taught all the rules and regulations that govern police work and all these factors are generally outside the sphere of influence of the leaders of the organization.

The core values of the organization are an important factor that can be influenced by leaders of the organization, this is very important as they lay down the organizational philosophy for interaction with the external environment (McShane, 1995). The core values of the CPS are listed in the Review of Organizational Documents Section of this project.

These core values were established to form the foundation on which all decisions are made and actions are taken by members of the CPS. In order to influence the culture of the organization these core values need to permeate all levels of the organization. The core values must influence every action that a member of the organization takes. They provide a guideline or road map of what members should consider while making decisions. The core values are an important aspect of retention; members who adopt the core values as part of their work ethic feel better about the decisions they make and their resulting actions. They will be under less stress because they will do the right thing and the organization will support them. If all the leaders in the CPS adopt the core values they will become better leaders and their subordinates will feel more valued by the organization. Feeling valued, especially for members who have retired, was an important factor identified in the survey conducted for this research project. At the present time the core values form an important part of the discipline process. A breach of one of the values is viewed as being far more serious than an honest mistake. For example, a member charged with deceit because they lied might face dismissal whereas someone charged with insubordination because they breached policy but were honest and forthright may only receive counseling.

It has been my experience over the past 23 years that the culture of the CPS is constantly shifting to adapt to changes in the law, court decisions or expectations of the community. The culture, like an organization must change to adapt to its surroundings or die (Quinn, 1996). For example the police culture of 50 years ago accepted heavy-handed police methods, warrant-less searches, not providing accused persons with access to lawyers, etc. would not survive in either society or within today's police culture. Since change is not only possible but also necessary it is critical for leaders to guide the culture to meet the needs of both the citizens that police agencies serve and the members of the agencies. What is the best method to accomplish this change? Mats Alvesson (2002) suggests there are two ways, change as a grand technocratic project or cultural change as an organic social movement.

Cultural change is very difficult; the dominant members of an organization may be offended when their culture becomes visible. Change as a grand technocratic project – provides the possibility of intentional large scale changes from one cultural situation to another; however, it is not easy and often takes place very slowly. The overall scheme is generally accomplished by using the following steps as outlined by Alvesson's work:

Step 1 – evaluate the current situation and determine the goals and strategic direction

Step 2 – analyze the current culture and sketch the desired culture

Step 3 – analyze the gap between the current culture and the desired culture

Step 4 – develop a plan to move to the desired culture

Step 5 – implement the plan

Step 6 – evaluate the changes, make necessary changes or implement measures to sustain changes.

(Alvesson, 2002)

The means of accomplishing cultural change are often a combination of the following:

- Recruitment of new people who are supportive of the desired culture. This is usually accompanied by lay offs of people who are not supportive of the new culture.
- Deliver the desired values and beliefs through new forms of socialization and training.
- Reward culturally correct behaviour through performance appraisals, encouragement and rewards system.
- Promote people who adopt the desired culture.
- Leadership must not just adopt the new culture but must show it in their talk and actions.
- All organizational symbols must reflect the new culture by their actions, language and message.

(Alvesson, 2002)

Making sweeping changes to corporate culture, as a grand technocratic project and is very difficult and time consuming, and should not be attempted unless it is absolutely necessary. This kind of dramatic change is very difficult for an organization, its leaders

and staff. A more reasonable approach is cultural change as an organic social movement when an organization only needs fine-tuning and not wholesale change.

Cultural change as an organic social movement means there is pressure on the organization to make changes but there is no strong uniform desire to actively pursue the change within the organization. Groups within the organization 'spontaneously' alter their way of thinking; the new ideas may originate inside or outside the organization as people see the need for change. This kind of change means that the culture of the organization changes and flows according to its environment. The new ideas provided by the environment lead the cultural change. (Alvesson, 2002). This information is provided to assist leaders who are considering making a change to their organizational culture. Changes to culture may be an important consideration when retention strategies are considered. If the culture of an organization is such that the employees are unable to accept a change, the change will certainly fail.

This is the kind of cultural change that most organizations follow as a matter of course, at least those who are successful. It is these kinds of outside influence that have changed the police culture for hundreds of years. As new laws or changes take place there is resistance at first. The final key to making this kind of change succeed is to manage the change itself. We must recognize that everyone involved in a major change, positive or negative goes through stages and we must recognize this and support the members as they work their way through each stage. One model of change proposed by S.G. Haines, which he calls the roller coaster of change, includes:

- Shock and Denial, a leader must give members clear expectations regarding the outcome of the desired change and be accessible to everyone to repeat the desired outcome over and over.
- Depression and Anger, leaders must listen, ask questions, empathize and constantly explain the vision and why it is necessary.
- Hope and Adjustment, leaders must be persistent in implementing, correcting and improving the changes.
- Rebuilding, leaders empower the fully committed individuals and teams to promote the vision and values.

(Haines, 2000)

The difference between managers and leaders is that a manager keeps the organization running smoothly while a leader decides what the future of the organization will look like and takes it there. No matter what changes leaders want to implement they must consider the impact on the members of the organization and help them to ride the roller coaster of change. This is critical to assure the change is successful and the employees feel supported.

I have witnessed many of these kinds of changes the most recent has been the new Youth Criminal Justice Act (YCJA) which replaced the Young Offenders Act (YOA) which replaced the Juvenile Delinquency Act (JDA) in 1983. All the complaints from members of the organization were the same when the YCJA was implemented on April

1, 2003 as when the YOA was implemented in 1983. Denial and anger were replaced with adjustment and rebuilding. Although the CPS is still in the denial and anger phase, acceptance and rebuilding has begun. The YCJA represents a change in the organizational culture, officers must think in different ways when they are dealing with young persons.

How can corporate culture be changed to encourage members to remain in the organization? The culture or mindset of the organization needs to change to be more accommodating to some of the changes that will be necessary. It is interesting to note that most members, who have remained past their retirement date, did so because they were satisfied with their job. The reasons cited by those who retired included to go to another job, find new challenges and personal goals. In the survey I conducted with members who are eligible to retire but have chosen to stay, many respondents indicated that job satisfaction was an important reason they have remained. One strategy that must be considered is to provide all members with the same job satisfaction that encouraged those to remain with the CPS. One way to accomplish this is to change the culture surrounding the core values of the organization. If the core values are infused in every aspect of the organization, especially the way members do their jobs and make decisions from the Chief to the newest recruit, members will feel better about themselves and the organization. The core values are essentially an extension of the 'Golden rule' treat others the way you wanted to be treated, they are a list of the right things to do. The core values already exist but have not been pushed into the culture of

the organization as extensively as they could be. They are an outstanding guideline for all aspects of our lives, not just inside the organization.

In order to properly assess what incentives will be readily accepted and embraced by the unique culture in a police organization it will be critical to learn the culture.

Recognition and rewards programs will stand little chance of succeeding if they stand-alone. They can be effective if they reflect the culture of the organization (Denton, 1992). It will be important to propose a strategy that will be acceptable to members if it is not it will do nothing to further any plans to address retention incentives.

The culture of an organization can be used by a leader to help implement any change. New incentive programs that are developed to address retention must be consistent with the values of the culture or they are doomed to fail. Leaders must consider the culture before any retention incentives can be developed.

Systems Thinking

A leader must use systems thinking in order to properly assess the current situation to formulate viable strategies that address the issue of retention. Any change to an organization will have a ripple effect throughout the entire organization; systems thinking will provide a leader with a glimpse of what the impact of the change might be. This allows leaders to either adjust the plan or at least prepare for its effects. If a leader does not do this it is called spatial blindness, seeing a part of the system without seeing the whole (Oshry, 1995).

Systems thinking became prominent in the 1920's when the idea was pioneered by biologists who began to view living organisms as integrated wholes. The idea was expanded when the study of ecology began to look at the relationships between individuals in their environment and the environment itself. The study of a living organism as a system cannot be understood from the study of its parts alone. The understanding of the relationship between of these parts is the essence of systems thinking. (Capra, 1996)

Systems thinking is vital to a real understanding of relationships, we cannot just look at an individual in a system we must look at the entire system, the individual, the system and the environment in which they interact. It is like trying to predict the weather by looking out the window or missing the impact or significance of a picture by standing too close. We must take a broader view. In order to see an issue within a system we must first understand the whole system in detail. Then we will be able to understand the issue and the effects it has on the rest of the system (Davidson, 1984). Leaders can use the systems approach to view the organization both as a whole and as a part of a larger environment, a system within a system. The basis of this premise is that any part of an organization's activities affects all the other parts (Mullins, 1993) Leaders must consider the impact on the entire system if any consideration is given to retention incentives.

What is a system? Peter Senge defines a system as “anything that takes its integrity and form from the ongoing interaction of its parts. Companies, nations, families, biological niches, bodies, television sets, personalities, and atoms can all be visualized as if they were systems. Systems as ‘constructs’ for seeing reality are defined by the fact that their elements have a common purpose and behave in common ways, precisely because they are interrelated toward that purpose” (Senge, 1999, p.137)

A system is described as a collection of interconnecting parts that function as a whole; if parts are added or removed the system is changed. The arrangement of the parts is critical as all the parts are connected and work together. The behaviour of the individuals in the system depends on the structure, when the structure is changed the behaviour changes.

When dealing with a system a change to any part will affect another. There are always side effects and in feedback loops. A change to a part of a system will have a ripple effect on all the other parts of the system. The influence comes back to the original part in a modified way. Systems thinking should be a day-to-day activity for leaders in any organization, including the CPS. Even simple decisions can have a far bigger impact than realized. For example a leader may decide to send an employee to a conference as a reward. It may be for sustained work, professional development, or that employee is best suited to go, or a variety of other reasons. At the very least this decision will always have an impact on the work area to which the individual is assigned. There may be hard feelings because others believe they are more deserving, more suited, more

senior, etc. If a leader does nothing to address these feeling rumors will quickly spread and the rumors will take on a life of their own. If a leader uses systems thinking they will see the effect of the decision then they can take steps to stop the rumors and hard feelings. The same is true of any decision around retention incentives. Leaders must consider the impact of their decisions and leaders must be aware of the impact on junior members if incentives are only offered to senior members.

Organizations are the product of how the people within them think and interact. In order to change an organization the people within it must be given the opportunity to change the ways they think and interact. This cannot be done through training or command/control management techniques. Even a highly charismatic leader or teacher cannot alter people's attitudes, beliefs, skills, capabilities, perceptions or level of commitment. Instead, the practice of organizational learning must be employed. This involves developing tangible activities like new governing ideas; innovations in infrastructure and new management methods and tools for changing the way people conduct their work. If people are given these opportunities, they will develop an enduring capacity for change. This will result in far greater levels of diversity, commitment, innovation and talent (Senge, 1999). Empowerment is one way to help implement Senge's idea. If an organization empowers its employee, it will certainly see higher levels of diversity, commitment, innovation and talent.

If we do not use system thinking we risk seeing only our own local perspective. When we do this Barry Oshry states:

- Things seem a lot messier than they really are or they seem a lot neater than they really are.
- We tend to blame ourselves for things that may not be our fault or we blame other for things that may not be their fault.
- We react to rumors rather than facts.
- We tend to misinterpret events happening elsewhere in the system.
- We tend to misunderstand and misjudge others in the system:
 - We may see them as malicious, incompetent, and insensitive when, in fact, they are not.
 - We may see them as well meaning and all wise when, in fact, they are not.
- We are unsure about ourselves, about what to do, about how our actions fit in with the action of others and with the whole. (Oshry, 1995, p.9)

Systems thinking will eliminate this local perspective and allow us to be more understanding, empathic, less judgmental and more strategic. Systems thinking needs to be used by everyone in an organization. In the CPS even a new recruit is affected by decisions made by the executive committee. If the recruits can learn to use systems thinking they will see beyond their part of the system and will be better able to see how they belong in the bigger system and why some decisions are made. This will eliminate the local perspective.

Systems thinking is contextual not analytical, it is looking at each part in the context of a larger whole, not taking it apart and analyzing as individual parts. Systematic properties are destroyed when a system is dissected into isolated elements (Capra, 1996). To emphasize this point Peter Senge compares a system to an elephant. We cannot understand anything about an elephant by looking at one part at a time. We must study the parts of the elephant both inside and out along with how the parts interact with each other. To divide an elephant in half does not produce two small elephants, by dissecting the elephant the system is destroyed (Senge, 1990). This analogy serves to point out the importance of looking at the entire system and how the part interacts with each other. If we fail to do this we will never understand the system and understanding the system is critical if we are to implement meaningful incentives.

The essence of systems thinking lies in a shift in the way we think, seeing interrelationships rather than linear cause-effect chains and seeing processes of change rather than snapshots (Senge, 1990).

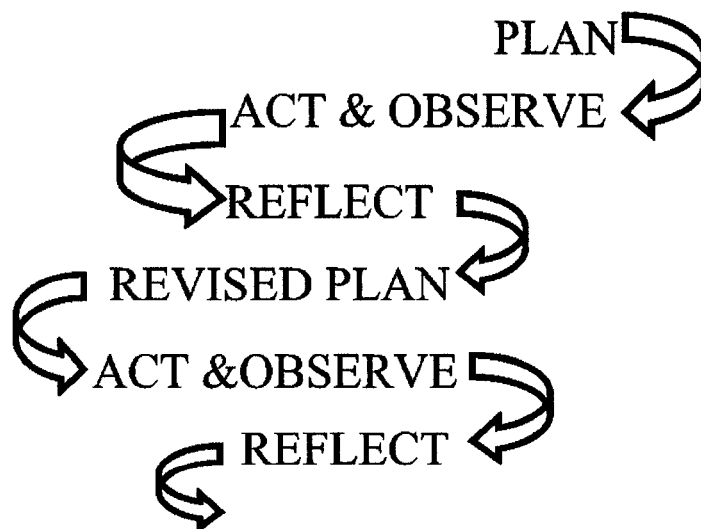
When studying systems it is important that not only the patterns are included, it is also important to include the study of the structure of the system (Capra, 1996). There are physical attributes and constraints that have a strong influence on the system of the CPS. For example, the CPS is constrained by the Police Act and the annual budget. These must be taken into consideration when studying the system.

When the leaders of the CPS consider any retention incentives they must consider how those incentives will impact the entire organization. If monetary incentives are considered the budget will be impacted. Reward incentives that are only offered by senior members may have an impact on junior members and so on. This speaks directly to the research question of this project, any incentives that are offered to senior members will have an impact on all members of the CPS.

Chapter Three – Conduct of Research Study

Research Methodology Section

I have undertaken a Participatory Action Research approach to this inquiry. Action research is defined by Cohen and Manion as “an on-the-spot procedure designed to deal with a concrete problem located in an immediate situation”. (Cohen and Manion, 1994) This means that ideally, “the step-by step process is constantly monitored over varying periods of time and by a variety of mechanisms” they go on to state “the ensuing feedback may be translated into modification, adjustments, directional changes, redefinitions as necessary, so as to bring about lasting benefit to the ongoing process itself” (Bell, 1999, p.8). This definition is illustrated below, Kemmis and McTaggart refer to this as the action research spiral.



Participatory action research was used in this project. It allowed the information obtained from the participants to change the direction of the study. As each stage of the research was completed I was able to see the direction the study should take to best address the information I had obtained. For example, when the survey was completed I realized that lack of recognition was an issue for many of the respondents, this allowed me to explore this issue further as the study progressed. Participatory action research was used because "its emphasis on inquiry, learning, and action to improve the community or environment" (Murdock and Krasny, 2001). They go on to say that participatory action research attempts to remove the distinction between the researcher and subjects by engaging the subject and researcher in the inquiry process. It was important for me, as the researcher, to be active in the process and keep a keen eye on the direction of the study then making adjustments accordingly. I was not able to find much research dealing with the issue of retaining employees who are eligible to retire. Although volumes have been written about incentive programs for employees there is very little about using incentives to retain employees in the twilight of their careers. Most of the research has addressed incentives to get these members to retire not remain with the organization. Action research has allowed the process to be very fluid and flexible. For example, as I discovered there were additional questions I needed to ask during the survey, I was able to add them into the interviews. This allowed me to verify some results, because the same results reoccurred, and at the same time filled in holes left from the survey. I was then able to verify these results with the focus group.

I used a qualitative approach for most of the project; however, there was some quantitative aspects. The qualitative approach allowed me to answer the question of "why" this phenomenon is occurring (Hamilton, Greer, Parsons and Dewar, 2002). Qualitative data is of an anecdotal nature as opposed to quantitative data that is more numbers based. The use of qualitative data was the lynch pin to this project, in order to provide any solutions to this issues I had to understand why it was happening.

A qualitative approach to research allows the researcher to:

- Address a situation they wish to change
- Modify the question during the process
- Analyze a problem that is of interest to the researcher
- Determine how the data is collected

(Brizuela, Stewart, Carrillo and Berger, 2000)

Like action research, the qualitative approach allows flexibility in the research process. This was the most suitable approach for this project because each answer drove the next question.

The information obtained from the various research methods employed, namely surveys, interviews and focus groups along with information regarding what, if any, retention policies other police services had in place, was also qualitative information.

I obtained qualitative information like years of service, rank, position, etc. through the surveys, interviews and focus groups. This information was used to frame the results that related to

reasons that the respondents chose to stay or leave the CPS. Along with this they provided information regarding incentives that may be most effective for retention.

The best source of information for this project was seen as the people who are 'living the experience', that is those who have retired or are able to retire from the CPS. Their reasons for leaving are generally reported as related to issues which are organizational, financial, personal, generational, and societal in nature (see survey results Appendix G) or perhaps a combination of any or all of these was important information to discover.

To get the true answers to the research question posed it was necessary to be very interactive with the participants (Hamilton, Greer, Parsons and Dewar, 2002). It was important in this research to gain their trust and give them the opportunity to tell their true feelings about "why" they either have retired or soon will retire. I was careful to raise questions and provide opportunities for them to indicate potential incentives that would have encouraged them to stay with the organization.

Design

Research Methods

I used a survey approach and developed the survey questions that provided the information required for this project while conforming to all humanistic and ethical principles set out in the Royal Roads University policies (Royal Roads University, 2002). The questions were designed

to obtain demographic information like years of service and rank. I then designed the survey questions to discover why members are considering to retire or have retired from the CPS and what would be required to keep them. (See Appendix A, B or C). I also developed a letter that I emailed to other police services throughout the world requesting information about incentive programs they are using to retain senior employees. (See Appendix E)

For this project I used interviews, surveys and a focus group. This was the best way to obtain the information from the people who are closest to the issue and could provide the best answers to the questions posed in the various research methods outlined below.

Surveys

Surveys were used for several reasons:

- They reach a greater number of people in the shortest amount of time
- They provide a large amount of data from a greater number of people
- They reach people who would be difficult to obtain information from in a face to face setting, for example retired members who live out of the city or province
- They are more convenient to participants as they can complete it when they choose

Some of the concerns with using survey methods that I was aware of included the following:

- Using the qualitative method a very large amount of data will be generated
- There is no opportunity to develop ideas of the participants other than those asked in the survey

- People are overloaded with surveys therefore the return rate may be diminished

Given this, I decided to proceed with survey methods as the first of several approaches to data collection.

Interviews:

Interviews were used for several reasons:

- Questions can be open ended and answers can be fully developed
- The interviewer can develop a relationship with the subject and obtain more in depth information
- The interviewer can see the subject and interpret their body language

Some of the concerns with using interview methods that I was aware of included the following:

- Very time consuming for both the interviewer and the subject
- The cost (either time or money) to make transcripts of the interviews
- Difficulty for subjects to schedule time required for interview

Interviews are a proven source of information, the biggest advantage is that the interviewer has the opportunity to flesh out the information supplied by the subject. The information obtained in the surveys will be critical to the formulation of the questions used in the interviews. This connection is so important that the timing of the surveys in relation to the interviews is

critical. I therefore allowed sufficient time between the survey mail out and the interviews to ensure effective completion return of the surveys and compilation of the results.

Focus Groups

- Focus Groups were used because the collaborative and participative nature can generate a rich array of ideas.

Some of the concerns with using focus groups that I was aware of included :

- Participants may not be comfortable discussing financial matters in front of a group
- The cost (either time or money) to transcribe the group discussions
- Less controlled than interviews
- Data analysis can be difficult
- A small number of participants may dominate the results

The focus group allowed for the participants to brainstorm, developing the ideas of other members of the group. There was a great benefit in having an idea offered as a question for focus group participants followed by immediate feedback. The ideas put forth were suggested, developed and improved all in the same session. I began the session by offering some ideas, as these ideas were analyzed the discussion spawned new and different ideas. These new ideas precipitated further discussion and additional ideas thus beginning a cycle of discussion, ideas then more discussion.

Sample/participants

The following approach was used in the various research methods.

- Retired members. I used interviews and surveys to gain input from members that have retired in the past few years. I learned the reasons they retired, what could have been done by the organization to retain their services for a longer period and what the Service could do now to lure them back. I also sought their ideas regarding what kinds of job they would like to do and how they feel they can best contribute to the organization. I obtained the names of all members who have retired in the past three years and I randomly selected fifty of them for the surveys which were either mailed or emailed to the participants.
- Members who are eligible to retire. I used interviews and surveys to discover the reasons the members who are eligible to retire have stayed with the organization and if they are considering retiring what the organization can do to retain them. I also gained their input about how they feel they can best serve the organization and pass along their experience before they retire. I obtained the names of all members who are eligible to retire and randomly selected fifty for surveys. The surveys were sent through email.
- Members who will be eligible to retire in the next few years. I also used interviews and surveys to find what the Service can do to retain these members

well past their eligible retirement date. I obtained the names of all members who will be eligible to retire in the next three years and then I randomly selected fifty for surveys. The surveys were distributed through email.

- **Human Resources Section.** I required the services of the Human Resources to obtain contact information for retired members and to obtain a list of members who are eligible to retire. I was also able to obtain information relating the number of retirements, resignations and projections for the future.
- **Executive Committee.** The Executive Committee is comprised of the Chief of Police and the four Deputy Chiefs. The cooperation of the Executive was important to obtain the necessary information initially and critical to implementing any changes that might have a positive effect on this issue.
- **Special Forces Pension Plan Administrator.** All information regarding SFPP was obtained directly from one of the plan administrators. Any incentives to encourage members to stay may have an impact on the pension plan. These changes will have to be approved by the administrator of the plan.
- **Calgary Police Association.** The Calgary Police Association is the bargaining agent for most members of the Police Service. Any incentives that are proposed will affect members of the association and may have contract implications.

- City of Calgary. Ultimately the City of Calgary is the employer of all members of the Police Service. Any incentives or contractual changes must be approved by the City administration.
- Project Sponsor.

Deputy Chief Dave MacKay who is in charge of the Bureau of Support Services is the project sponsor from the Calgary Police Service. He is my direct supervisor and was involved in this project as a mentor to me. He provided encouragement, advice and acted as a sounding board for my ideas and questions as I worked my way through this project.

Data Gathering Tools

Data was gathered for this project from text books, journal articles, internet articles, internal CPS reports, Alberta Provincial Acts, human sources like data analysts in the Human Resources Section, surveys, interviews, focus groups, other police agencies and my 23 years of experience with the Calgary Police Service. As discussed previously, the research methods chosen were selected based on the value each brought to this work. My own personal experience is reported as it applies to this work and is recognized as my view of reality (See Research Lessons Learned).

Study Conduct and Observations

This study began with the selection of a topic that is important the CPS, government agencies throughout the country and myself. I believed it was important to be passionate about the topic I chose which was, “What incentive strategies can the Calgary Police Service implement to retain sworn members who are eligible to retire and thereby potentially enhance coaching and mentoring opportunities for new members?”

Aside from the fact that I am approaching retirement seniority myself, I could clearly see that the CPS and many other organizations were fast approaching a crisis situation with an increasing number of retirements and a decreasing pool of applicants. The initial research I conducted verified these opinions and concerns. I also quickly discovered that there was very little literature aimed at this particular issue so I was unable to research an answer based on proven solutions. I was forced to find potential solutions by other means. I chose to conduct surveys with the people who were most accessible to me and were closest to the issue. I attempted to formulate the survey to cast a wide net and obtain as much information as possible. I discovered that there were many ideas most centered on money (e.g. wage, bonus or pension) or recognition (e.g. experience, rewards or posting). I believed that there would be strong support by these senior officers to be coaches and mentors to junior officers. While this was not the case, however, I believe this is a mindset of senior members. The only formal coaching

and mentoring opportunity that currently exists in the CPS is as an officer coach for a new recruit. Following the formal classroom training, recruits are assigned to work with a field trainer or officer coach for 12 weeks. The senior members have this kind of coaching set in their minds as the only kind of coaching they can do. Most senior members have done a great deal of this kind of coaching and found it to be extremely demanding. If I were to do this survey again I would reword the question regarding coaching and mentoring and broaden it to tap into more ideas from the respondents to expand their thinking about different kinds of coaching. When I did this in the focus group the participants had some very good ideas. At the same time I was doing the survey I emailed 50 requests to police agencies throughout the world (see Appendix F). I had a very low return rate on these, which was disappointing. I received only 13 responses and only 2 of these had any kind of incentive plan designed to retain members. I believe this is an indication that to date there has been very little effort put into retention by police agencies.

During the interviews I was able to develop some of the ideas that came out of the surveys and I gained further insight into the strong emotions that some issues initiate for many individuals. For example, the mere suggestion that a person may be transferred out of any area they liked brought a strong emotional response. I was disappointed with the limited amount of research material, on retention of senior employees that was available. To overcome this I had to rely on my own thoughts and opinions at the beginning, as the project moved ahead I was able to rely more on the data I was collecting to either verify my ideas or to change my opinion entirely.

A larger obstacle that impaired this research work that I cannot overcome is the current economic climate, and the demands to do more with less, which continue in the public sector. This continues to limit the resources of the organization and makes any change more difficult. The adage that anything can be fixed if you throw enough money at it does not apply in the current economic climate as there is very little or no money to throw at the issue of retention. The need to be sensitive to this issue has required me to temper my recommendation so they can be implemented even in these tough economic times.

CHAPTER FOUR – RESEARCH STUDY RESULTS

Study Findings

This section covers the findings of the data collection tools used in this project: surveys, interviews, a focus group and inquiries to other police services. The results of each are contained in separate appendices. (Surveys in Appendix G, interviews in Appendix H, focus groups in Appendix I and information from other police services in Appendix F.) Using the knowledge gained while doing research for this project and my experience as a member of the CPS, I have interpreted the results and provided my opinion on what these results mean with regards to incentives and retention.

Analysis of Survey Results

The survey was conducted using three groups of participants who were either retired or current members of the CPS (Appendix G). Fifty surveys were sent out to retired members (Appendix A), fifty to members who have more than 25 years of service and have not retired (Appendix B) and fifty to members who will be eligible to retire within the next two years (Appendix C). The surveys were mailed out to all retired members and emailed to all serving members. An explanatory letter was sent with the survey outlining the purpose of the survey and this project (Appendix D)

There are a number of interesting results from the survey. To provide clarity each question will be addressed individually.

The return rate was interesting in that there was a much higher return rate from retired members, Group 1, than from the other two groups, 68% compared to 54% for Group 2 and 40% for Group 3. There are several possible explanations for this result.

Throughout the results of the survey, I observed that the respondents who are retired seemed to be more disgruntled than those who are not retired. The high return rate may be a result of these people finally being given an opportunity to vent their frustrations and it gave them a forum to offer their ideas. It may also be that since they are no longer with the organization they feel they have nothing to lose from speaking their minds.

After I sent out the surveys I received several comments from members, Group 3 in particular, who were concerned that their input would not be kept confidential or that this was somehow a tool that management could use to disadvantage the members. This may account for the low return from members who cannot retire and slightly higher from those who can. The survey came after a year of conflict between management and the Police Association and this also may have added a level of suspicion by some members.

The following responses from survey questions add to this analysis. In this analysis, the three groups referenced are as follows:

- Group 1 represents retired members of the CPS
- Group 2 are those members who have more than 25 years service and are eligible to retire but have not
- Group 3 are members with less than 25 years

1. How long were/have you been a member of the Calgary Police Service?

The results here are not surprising. It was observed that members who are retired tended to have close to 25 years of service. Those who had less had transferred service time from the City of Calgary, another police service or the Armed Forces.

2. In what year did/can you retire?

This question only frames the times when members did or could have retired or will be eligible to retire.

3. What was/is your rank?

The interesting result here seems to be that those members with a higher rank tend to be more likely to stay past 25 years. However, there are not enough results to make a definitive finding in this regard. Deputy Chief Hornby states that members retire at an average of 27 years, which verified this result. Senior officers, those with the rank of Inspector and above, tend to stay past 30 years on average.

4. Why did/would you retire from the Police Service?

In Group 1 the first three choices were other job, find new challenges and personal goals are all similar in that each may be linked to the others. A new job will provide new challenges and may fulfill personal goals. Money may also be a factor with another job. Many comments stated that they found a new job for financial reasons. They could collect pension, which is roughly 50% of their wage at 25 years service, get another job that pays close to the same and be substantially further ahead.

It is no surprise that job satisfaction leads the choices in Group 2. If they did not like the job they would have likely have joined Group 1 and retired at the first opportunity. Money is also a factor with this group, ; however,they seem to be satisfied with their choice to remain a member of the CPS.

Group 3 are more closely aligned to Group 1 in their reasons for retirement as other jobs and new challenges top the list. It is clear that this is the group that has to be swayed by any retirement incentives now and in the future.

5. What could the Police Service have done/do to retain you for a longer period of time?

I was amazed with the overwhelming response from Group 1 that there was nothing the CPS could have done to retain them (14 of 34). As I stated before this group is likely more disgruntled and have left as a result of their unhappiness. That being said, there are still 20 of the 34 who might have been persuaded to remain with the CPS given the right incentives.

Group 2 have a variety of results, I believe this is because of their choice to remain when they could have retired. Since they have made the choice to stay with the organization they can view incentives from a more personal or 'nice to have' point of view. As a result they have conceived some excellent ideas and I will explore some of them at greater length.

Group 3 are clearly looking for monetary incentives; however, there is strong support for more flexible work arrangements, I think this makes a good case for a varied list of options that can be used for incentives. These options could include part-time, job-share, compressed work week or flex-time.

6. Would you have been/be more likely to stay with the Service if you had been given the opportunity to coach and mentor junior members?

The answers to this question were an overwhelming 'no' in all groups. However, when the 'maybe' responses are considered the results becomes much closer, especially for Group 2. This indicates that perhaps the members were interested in coaching and

mentoring but not the kind of coaching that is currently available in the CPS. At the present time the only formal coaching opportunity for senior members is to Officer Coach a recruit who has just left training. Each recruit is assigned to work with two seasoned members, an officer coach, for two six-week periods. This training period can be very challenging and exhausting for the officer coach.

In order to adhere to the principles of action research this issue was explored in more depth during the interviews and focus groups. The 'maybe' responses may indicate that under the right circumstances coaching and mentoring could aid in retaining members. This postulation was verified in the focus group when one member of the group suggested a completely different kind of mentoring that involved more seasoned members, the entire group agreed they would consider such a proposal. Even those in the group who were adamant that they would neither stay nor return as a coach believed they would give serious consideration to such a proposal. (see focus group section for more detail).

7. Would you have stayed/stay with the Service for increased pension benefits?

In Group 1 it is interesting that the 15 'no's' to this question and 14 who stated there was nothing the Service could have done to retain them longer is also close.

Far and away the largest number of respondents from Group 2 chose pension as an incentive. This may be a result of their decision to remain with the organization and

increase their present pension rather than retire and find another job or just collect pension.

Group 3 results say very little as they are so close.

8. What increase in pension benefits would have encouraged/would encourage you to stay?

Currently pension is based on 2% per year of service based on the best 5 years of the individual. The range suggested by the respondents varied from a 1% to 6% increase per year. At the present time the pension reaches its maximum value at 35 years of service at 70%. A 2% increase after 25 years service means that members would reach the maximum pension of 70% at 30 years. In terms of pension there would be little incentive to stay after 30 years if that were the case. I will address the possibility of increasing the maximum to beyond 70% in the recommendations of this study.

9. Would you have stayed/stay with the Service for increased pay? If so how much?

Group 1's overwhelming response to more pay was 'no', it would not effect their decision to stay; this is again a reflection of the value of being happy in their work.

In Group 2, increased pay was even between 'yes' and 'no' and slightly higher for 'yes' in Group 3. For all the groups there was a wide variance of suggested amounts, from 1% to 50%. In all cases there were too few suggestions for an accurate average.

10. Would alternate work arrangements have effected/effect your decision?

For the people who are retired, alternate work arrangements were not a big incentive. The other members were fairly even slightly favoring 'yes'. In all cases, shortened work-week was the most important, this is clearly a life style issue and would have an impact on all groups.

11. What other incentives could the Service have offered/offer to retain you as a member for a longer time?

Here again in Group 1 "none" was the most frequent choice, this is consistent with the results from question 5, 6, 8 and 9. However, Group 1 offered some other choices that were important to them, better recognition and different posting. Better recognition was also important to Group 2 and was addressed earlier in this paper (see Recognition section). Different posting or choice of posting again turned up in Group 2, although only twice. This will be addressed in the recommendations and although seen as being important will not be difficult to implement.

12. Please rank the order of incentives that would have affected/will affect your decision to remain with the Police Service from most to least important?

This question eliminated the possibility for Group 1 to answer “nothing” and as a result they supplied more input than the other 2 groups. It is interesting to note that if the top two choices are considered in each group, 5 of the 6 involves money, either through increased pension or pay. It is also of interest that the third choice by all groups is alternate work arrangements. This includes part-time, job share or flextime.

Recognition and choice of job posting was also high in importance with all groups.

The results of question 12 were broken down into two categories, compensation (i.e. anything to do with money) and life style. The results for each group were very different. More than twice as many respondents in Group 1 (i.e. 36 to 17) made life style a higher priority than compensation. That trend reverses in Group 2 where 44 chose compensation and 31 life style. The categories even out with Group 3 where 28 chose compensation and 27 life style. An accurate assessment of these results could be the subject of an entire study, I will however, offer an opinion. Group 1 respondents have already made the choice to leave the CPS, regardless of their reasons, and this represents a substantial change to their life style therefore in terms of the CPS a change of that life style is important to this group.

For Group 2 the opposite is true. They have chosen not to change their life style but as they are all in the twilight of their careers compensation is far more important to ensure they can retire and enjoy it.

Group 3 are not as yet in a position to have to make the decision and are looking for balance in their lives, as they do not have a choice they are looking for the best of both worlds, a good pay cheque and a life style they can enjoy.

For me there were several surprises in these results. The biggest was the response of Group 1 to question 5, (i.e. What could the CPS have done to retain your services for a longer period of time). Nearly half, 14 of 34 stated there was nothing the CPS could have done. I expected before doing this research that they would have suggested many incentives. This answer makes it clear to me that there were underlying issues that needed to be resolved before these members could have been convinced to remain with the CPS.

I was also surprised at the large percentage of respondents who said coaching or mentoring would have no effect on their decision to remain. I took into account the 'maybe' responses and I believe there may be some interest in this area. If Groups 2 and 3 are combined the 'yes' and 'maybe' responses are almost even with the 'no' responses (i.e. 20 yes and maybe to 26 no). To me this indicates that there is some interest in coaching. This issue was further explored in both the interviews and focus groups. Recognition was also a big factor for all groups. Group 1 was especially

concerned about the lack of recognition they had received. This result validated the decision to include recognition as a major section in the Literature Review of this project.

Analysis of Interviews

Five interviews were conducted for this project (Appendix H). The highlights of each is as follows:

Interview 1: - posting is very important

- increased pension is important but secondary to posting
- contracting back wage (\$25.00 per hour) is fair but the kind of work is critical
- recognition is important and often lacking in the CPS

Interview 2: - has retired and is contracting back

- posting is very important
- alternative work arrangements are not important
- any incentive plan to address retention must be flexible

Interview 3: - recognition is critical at all levels

- increased pension may be an incentive to stay
- is not interested in contracting back
- posting is very important

- life long learning is important
- coaching and mentoring are not an incentive
- CPS needs to improve the quality and timeliness of developmental assessments

Interview 4: - concerned that any incentive will apply to good and bad employees

- alternate work arrangements not see as useful
- recognition very important but not adequate at this time in CPS
- posting is very important
- strong supporter of DROP pension plan
- very concerned about contracting members back if they are taking sworn member's positions

Interview 5: - supports DROP pension

- supports increase in pension percentage
- developmental assessments need to be more timely and better quality

In looking at the combined results of these interviews, I found several interesting comments and general themes emerged. Everyone interviewed stated that posting (i.e. the job that a member is assigned to) is a very important issue. I have always believed that posting was important but I did not place as much emphasis as I should have and have addressed this issue in the Study Recommendations section of the project. Choice of posting also appeared in the surveys as a retention incentive but did not

receive the same level of importance as it did in the interviews. I believe this is a result of action research at work. During the first interview the subject was very adamant about the job he was assigned to. As a result I brought it up in the following interviews and all the remaining subjects responded strongly as well. I believe this was not a burning issue for most members because the CPS has generally tried to accommodate the member's wishes for transfers. When the issue was brought to their attention its importance became very clear.

Recognition was also an issue for most and they felt that it was lacking generally in the CPS. This concern for lack of recognition is consistent with the results in the survey; I will address this issue in the Study Recommendations section.

Coaching and mentoring received little or no support as a retention incentive in the interviews. This is consistent with the survey results but in the interviews I did not suggest alternate coaching opportunities, as they did not come to light until the focus group was conducted. I will address this issue in the analysis of the focus group and in the Study Recommendations.

There was interest in increased pension from all subjects and each believed it would be a strong incentive for retention. All believed that 2% per year would be a sufficient incentive to seriously consider remaining beyond 25 years. This will also be addressed in the Study Recommendations.

There was mixed opinions on issues like contracting back, alternate work arrangements and DROP pensions. The DROP pension plan allows members who have reached 25 years of service to divert their pension from that time forward into a segregated fund. All the contributions of the member and the employer are accumulated in this fund until the member retires, at which time the member can remove the entire amount of the DROP fund and use it as they see fit.

Analysis of Focus Group

I conducted one focus group with 5 participants (see Appendix I). The following summary is provided as a basis for my general observations:

- there was concern that any incentives would be applied across the board to good and bad employees
- bonuses were viewed as a marginal incentive
- a leveling system in all ranks received some support
- there was no interest in alternate work arrangements
- alternate coaching arrangements received very strong support
- everyone agreed that posting is very important
- increased pension is a strong incentive for retention
- the comfort level of senior members can be used as a retention incentive

By comparison, many of the same issues arose from the focus groups as in the survey and interviews. For example, there was concern that any incentive would encourage

the poor performers to remain with the organization. The focus group findings confirmed that leadership is the solution to this issue. This was previously discussed in the Retention Section of the Literature Review and will be discussed further in the Study Recommendations.

Posting was viewed by all participants as being very important. This is consistent with the interview results and will be addressed in the Study Recommendations.

Increased pension was also viewed as a strong incentive for retention. This is consistent with both the survey and interviews. As with the interviews all participants agreed that 2% per year would be a sufficient incentive to encourage them to remain past their first retirement opportunity. This will be addressed in the Study Recommendations.

There was very little support for alternate work arrangements and this is also consistent with the survey and interview results.

A very interesting discussion took place during the focus group when the subject of coaching and mentoring took place. As with the interviews and survey work there was limited support for these activities until one participant suggested the CPS was lacking coaches for members who were developing their skills as investigators or supervisors. He suggested that each area of the CPS should have a coach to help these members with difficult problems or day-to-day issues as they arise. This position could be staffed

by a sworn or retired member and would ensure the high quality of reports, investigations, developmental assessments, etc. All participants of the focus group agreed they would be interested in this kind of coaching and mentoring and would even consider returning on a contract basis to do this kind of work.

The focus group produced rich discussions and some unique ideas. The use of brainstorming techniques developed the ideas. I believe the focus group was one of the most valuable tools used in this project.

Analysis of Retention Incentives of Other Police Services

I received 13 replies from the 50 requests (See Appendix F) I sent to police services throughout the world (see Appendix J). Only 3 have taken any positive actions and one negative action. The remaining 9 have done nothing at this time.

The Toronto Police Service has implemented a very successful bonus program that they believe has stopped the tide of retirements and resignations.

The Vancouver Police Service has done the opposite and will lower pension benefits later this year. The result of this action has been unprecedented retirements that they believe will create a crisis situation.

The Indiana State Police have implemented a DROP pension that they believe has had an impact on retention. Indiana and the New Zealand State Police both give retired members the opportunity to return to civilian positions as contract workers.

The impact that the Toronto Police Service bonus plan and Vancouver Police Service's pension reduction had cannot be overlooked. I believe they are evidence that retention can be affected either negatively or positively by money. I believe a bonus plan may be effective in the short-term and will address this issue in the Study Recommendations.

Analysis of Data Collected

Further to looking at each source of data as outlined above, general observations and themes were drawn from the data in total.

There are issues that all the participants felt very strongly about. They are, recognition, posting and increased pension. I expected that increased pension would be important but was surprised at how strongly participants felt about recognition and job posting.

I was also surprised the alternate work arrangements did not receive more support but clearly it is not a high priority for senior members. I believe this is mainly because the families of senior members are generally grown and the priority for members is to be financially prepared for retirement.

I expected that coaching and mentoring would receive more support in the survey and interviews. As I indicated earlier, I believe this is a result of the mindset of senior member that being a coach is training new recruits. The focus group was able to think outside this paradigm and generated an excellent alternative to the traditional method of coaching used by the CPS.

Bonus plan incentives received limited support in all three data collection tools used. However, based on the experience of the Toronto Police Service I believe this is a viable short-term strategy that needs to be explored further.

Study Conclusions and Recommendations

The purpose of this study was to respond to the following research question.

What incentive strategies can the Calgary Police Service implement to retain sworn members who are eligible to retire and thereby potentially enhance coaching and mentoring opportunities for new members?

In doing so, an attempt was made to discover meaningful incentives that can be implemented by the CPS to slow the rate of attrition among senior members who can retire. The number of incentives that could be offered is only limited by our imagination, however, they must be meaningful to the senior members of the organization if they are to be effective.

Our own common sense and experience tells us that employees like to be appreciated for their expertise and the work they do. Recognition, empowerment and job posting are all important ways to show this appreciation. Coaching and mentoring provides a conduit for the expertise, experience and knowledge of senior members to be passed on to junior members. I believe it also has an added value in that it makes the coach feel good because they are helping other members and the organization. In the short-term I believe a bonus plan can have a dramatic effect on retention but it needs to be followed up with an augmentation to the pension for the long-term. It may be of value for leaders of the CPS to emphasize the importance of the comfort level of members who have spent 25 years with the organization. This feeling of being part of something good is also very powerful. While leaders of the CPS are considering any changes, they must employ systems thinking to ensure they impact the entire system in a positive way. Leadership at every level of the CPS will be critical to ensure the success of any plan aimed at increasing retention.

I will begin by reviewing and building upon the literature reviewed earlier (See Literature Review) on the subject of retention that supports the recommendations I am making as outlined below.

Recommendation 1: A multi-pronged approach

The old human resource goal to minimize overall turnover needs to be replaced by a goal of “to influence who leaves and when” (Cappelli, 2001, p.30).

When we know which employees we want to keep, mechanisms can be put in place to encourage them to stay. Leaders must resist the temptation to use the mechanism across the board, it must be tailored to the retention requirements of the organization. Peter Cappelli suggests the following are mechanisms that can be used for retention.

Compensation: This is an effective retention incentive; however, it is easy for outside organizations to match. The incentive to stay disappears when the bonus ends. Leaders may consider a bonus deferred over time, for example a portion of the bonus paid every 6 months for as long as the organization wants to retain an individual. The experience of the Toronto Police Service with a bonus plan has been a very positive factor for retention. I do not believe a bonus plan will succeed in the long-term and it must be followed by another plan like an increase to the pension plan.

Job Design: A job can be designed to suit an individual or a group that best suits their strengths and eliminates the parts of the job that they find unpleasant or distasteful. In the CPS, members are trained to respond to numerous difficult and challenging tasks. In the past the CPS has used these same highly trained police members to monitor prisoners while in custody before they are moved to the Arrest Processing Unit. Recently the CPS has hired commissionaires for this job. This removes a very unpleasant and boring job from the members and allows them more time to do the task for which they were hired. Even if this increases turnover among commissionaires it is a position that requires little

training or expense to fill. Job posting is a very important retention consideration for senior members. If the CPS can design jobs that fit the expertise and interest of senior members they are more likely to remain with the organization.

Job Customization: Jobs can be tailored to individuals. There are a variety of tools available to assess the interests, values and skills of our members. This allows leaders to tailor rewards, benefits and assignments to best suit each individual. This concept is called 'job sculpting' by Butler and Waldroop. They state "job sculpting is the art of matching people to jobs that allow their deeply embedded life interests to be expressed." (Butler and Waldroop, 2000, p.182). One employee may find a monetary reward more gratifying while another may prefer public recognition. The positions that members are posted to is also an individual choice or preference, to increase job satisfaction the posting must fit the individual. Much like Job Design above, Job Customization addresses job posting, it is critical to ensure the job fits the employee and the employee fits the job. Both job design and customization can also be powerful recognition tools where the organization recognizes the abilities and strengths of individual employees. I believe that fitting the job to the employee will create many coaching and mentoring opportunities. Many senior members would be well suited to coaching and would seize the opportunity under the right circumstances.

Social Ties: Individuals are not always loyal to the company but they generally are to their colleagues. How often do we hear people who have left a job state 'I miss the people not the job'? By forming strong social ties through company-sponsored events like golf tournaments, baseball games, picnics, barbeques, investment clubs, etc. there are endless numbers of possibilities. The effectiveness of social activities increases if they are extended to include the employee's family as well (Cappelli, 2001). Social ties are a different way of describing the comfort level of senior members of an organization.

Cappelli's suggestions are excellent in general terms and point out the need for a multi-pronged approach to address this issue. There is no single solution to an issue of this nature. A multi-pronged approach is necessary to ensure the many needs of the different individuals are met.

Recommendation 2: A Systems Approach

It is my observation and conclusion from this research, supported by my experience, that the CPS must use a systems approach to any or all programs or changes that are considered. Any change will have an impact on the entire CPS and all these effects must be considered. A systems approach will allow the leaders of the organization to see the impacts of each decision and prepare for the consequences well in advance. Systems thinking will also allow the leaders of the CPS to monitor and react as the changes are implemented. An important consideration for leaders in the CPS is the reaction of junior members of the organization if incentives are offered to senior

members. There will be little value in retaining 50 senior members if it affects the morale of junior members to such a degree that 60 of them resign. Systems thinking will allow leaders to predict this reaction and make changes to any incentive strategy so the effect of its implementation is positive throughout the organization.

Recommendation 3: Empowerment Through Effective Leadership

In order to address the feeling of many members that they are not valued by the organization the CPS needs to create an empowering environment. Empowerment will make members feel like they are an important part of the organization; they will feel valued.

This can be accomplished by pushing decision-making as far down into the organization as possible. There will be an element of training involved in ensuring the success of this initiative. All members will have to be trained so they learn what empowerment means to them and what the expectations of the CPS will be. It will also require that leaders throughout the organization receive extensive training on what their role is in an empowered environment.

The leaders will have to become very skilled in encouraging and supporting decisions from all members, these skills can be learned. This presents a golden opportunity for the CPS to enhance leadership training so the leaders in the organization have the tools

they require to motivate poor performers, encourage average performers to excel and support the good performers.

To create a truly empowered environment it must become part of the corporate culture. Empowerment is a very powerful recognition tool and will make members feel they are making a significant contribution to the organization. I believe this will address part of the concern for lack of recognition expressed in the participants in the survey, interviews and focus groups. The leadership training will also address some of the concerns expressed throughout the data collection that both good and bad employees would benefit from any incentive program. Good leadership will increase the number of good productive employees and lower the number of unproductive employees.

Recommendation 4: Reworking Recognition Programs

I believe the current rewards and recognition programs are adequate; however, they are not used to their maximum potential. The statistics for 2000 and 2001 indicate an average of 473 awards were presented per year. I have not included 2002 as numerous awards resulted from the security planning for the G8 summit, although the recognition is good I believe it misrepresents the situation as it really exists in the day-to-day operations of the CPS. The 473 awards average per year includes sworn and civilian members of the CPS, this represents less than one-quarter of the members of the organization.

Some members receive multiple awards each year, this further reduces the percentage of members who receive awards. Some supervisors utilize the program whenever possible while others never use it. Leaders in the organization should be trained in the many ways to reward and recognize their subordinates. Recognition can range from a simple thank you from a supervisor to a Chief's Merit Award. Rewards from giving a Cheers card to a fellow employee to a 2500 point STARS award. However, these are under utilized. Even yearly assessments are often late or not done at all. Tools to reward and recognize employees must be included as part of leadership training, further, the supervisors must be made accountable for recognition, specifically timely completion of annual assessments.

Recommendation 5: Position on Postings

Choice of posting for every member is critical throughout his or her career. Each person has individual needs, interests and goals. To satisfy each person it is critical to discover what is important to him or her personally. This becomes far more critical as members move into the twilight years of their career. As these are the members who the CPS wants to retain it is most important to address their needs so they are more likely remain with the organization well past their retirement date. I recommend the Human Resources Section establish a position which deals exclusively with posting of members. The person staffing this position needs to be properly trained in aiding members to find the position within the organization that suits them best. This will directly address the concern of the participants in the survey, interviews and focus

group that they might be posted to a position that they do not like or does not suit their abilities. An unwanted or inappropriate posting was cited many times as a reason that senior members would or have retired. Although it is very important to fill the needs of the individual, the needs of the CPS must be paramount in any decision regarding placements. I suspect that in most cases both needs can be met and both parties will be winners.

Recommendation 7: Coaching and Mentoring

Coaching and mentoring can be a very powerful retention tool. At the present time the only formal coaching opportunity for senior members is to be a field trainer or officer coach. As indicated in the surveys, interviews and focus group there is very little interest in this kind of coaching among senior members. The creation of different opportunities, like coaching junior investigators or new supervisors could fulfill the needs of senior members and add a great deal of value to the way the CPS delivers service to customers.

There has been a great deal of concern surrounding the quality of investigations and reports by members of the CPS. The first step in solving this concern is to educate members in the proper way to do investigations, seize evidence, interview witnesses and suspects, process paper work, etc. This can be accomplished by having experienced officers available in all district offices through regular hours and at the Arrest Processing Unit on a 24-hour basis to coach members. Aside from the benefits

to the CPS this also represents an opportunity for senior members to be rewarded for their experience and expertise. They will feel like they are an important part of the organization so they are more likely to remain with the organization even when they are eligible to retire. Their function could include advising members about any aspect of an investigation and quality control of all paper work related to an investigation. This would provide junior members with easy access to advice and would allow the organization to retain the wisdom of experienced investigators.

In the current economic climate it is not feasible to use currently active members for these positions ; however, this is a task that could easily be undertaken by retired members. There is currently a budget in place for contract positions of this nature. The CPS would save money on wages and benefits as the members are paid at a lower hourly rate and there are no benefits or pension payments because these positions are contracted. There is an additional benefit to the CPS in that this will result in much higher quality investigations from start to finish along with better training for junior members. The advantage to the retired members is that they can collect their pension, earn a reasonable wage and maintain their contact with the organization and their peers.

Recommendation 8: Incentives

The CPS should consider implementing a bonus system similar to that used by the Toronto Police Service. Although this is a short-term solution it would slow the tide of

retirements until other solutions could be implemented and become well established. Although the fiscal climate is very difficult at this time, a bonus program could be funded by the reduced cost of training. If senior members can be persuaded to remain with the organization the cost of recruiting and training would be reduced accordingly. The cost of training is estimated at \$70,000.00 per recruit, if the recruit's wage for the remainder of the year was added to this the first year for a recruit costs the CPS \$93,629.00. The salary for a first class constable for one year is \$63,326.00, this means that the CPS can save \$31,303.00 for each first class constable who can be retained. This money can be used to supplement any bonus plan.

In concert with the Calgary Police Association, the City of Calgary and the Special Forces Pension Plan a study of the cost and related issues surrounding an increase to the pension percentage for members with over 25 years of service was conducted. There was support by all members for an increase to pension eligibility of at least 2% per year. This would mean that members who are able to retire would be eligible for a pension of 4% per year for every year they serve after 25 years. This represents an increase in the amount of pension payments the employees and employers would be required to pay. As with a bonus plan, this increase could be at least partially funded by the money saved by reduced recruiting and training. There is a down side to this recommendation. After members have served 30 years they will have reached the maximum of 70% and there would be no pension benefit realized if they chose to remain with the organization. In order to overcome this critical barrier the SFPP should be asked to consider raising the maximum pension beyond 70%. If the pension

eligibility remained at 4% per year after 25 years of service at 35 years members would be eligible for a 90% pension. I believe this would be a powerful incentive that would keep members with the organization well beyond 30 years.

Any incentive programs that are implemented will not persuade every employee to remain with the CPS as there are always some who will move on for a variety of reasons over which the CPS has no control. The power of comfort level within the organization cannot be overlooked. Most members who have been part of the organization for 25 years are comfortable with their jobs and the people with which they work. Many retired officers who have returned on a contract basis have done so because they miss the comradery and interaction with their peers. The CPS must find ways to continually enhance the feeling members have that they belong to a great organization.

Recommendation 9: New Ideas About Retention

Finally the CPS must be vigilant in watching for and being receptive to all ideas regarding retention. This is a problem throughout the world and will spawn a multitude of creative and inventive ideas. The best of these ideas must be considered if the CPS is to remain competitive as an employer of choice in both the short and long-term.

CHAPTER FIVE – RESEARCH IMPLICATIONS

Organizational Implementation

Several recommendations have been put forth for consideration based on the research findings and supported by the literature review and related experiences. To proceed, however, requires careful consideration of organizational, economic, and socio-political implications.

The current economic climate in which the CPS, along with most other public agencies, operates makes additional expenditures on either more personnel or benefits very difficult. There are, however, opportunities to move money from training into programs designed to retain members. Any such programs would have to be approved by the Executive Committee and would be based on concrete recommendations and programs with projected benefits and financial implications. A bonus plan funded by budget money otherwise designated for recruit training would reduce the number of retirements in the short-term. This same budget could be used in the long-term to partially fund an augmentation to the pension plan. Internal leadership training represents a small additional cost to the CPS. The majority of the cost of internal training is wages of the candidates in the course (this is a soft cost that has to be paid regardless of what the candidates are doing).

The pressure of large numbers of retirements should begin to diminish by 2006 or 2007. This is a result of the large 'bubble of staff' (referred to in the Problem/Opportunity Section of this project) having gone beyond 25 years, so there will be fewer additional members eligible to retire each year.

With respect to other forces that may impact any decision to proceed with the recommendations suggested, it will be important to fully review and consider the benefits versus the costs associated and take a strong leadership approach toward addressing the research question posed herein.

Future Research

As there has been little research or programs developed to address the issue of retention of senior employees, constant research should be undertaken to monitor new and inventive programs. Based on the responses received from other police agencies, this is a world wide problem and will spawn many programs; some will fail others will succeed. It will be important for organizations to work together towards success to ensure that they do not 'reinvent the wheel'. There is an endless amount of research that could be conducted, for example finding why some fail and what might have been done to aid in their success while analyzing others to discover why they succeed and how they can be adopted in other agencies. This is an issue that will not vanish on its own. The leaders of successful organizations will have to be well versed in the best options available to them to ensure their organization succeeds.

Police agencies will have to become an employer of choice to attract and retain the best people. Leadership at all levels will be the key to accomplish this in the future. All policing agencies, including the CPS, will have to constantly update leadership training and ensure that all members of the organization are equipped with all the leadership tools necessary to be great leaders.

Generation X is becoming a more important part of the workplace. Leaders in all organizations will have to be vigilant in addressing their needs. A vast amount of research will be required to keep up with their changing needs as they move into leadership positions and eventually the top positions in any organization.

CHAPTER SIX – LESSONS LEARNED

Research Project Lessons Learned

As a researcher, this project emphasized the importance of keeping an open mind. As with most issues everyone has their own preconceived notions and ideas. I learned that by casting a wide net and obtaining a large amount of information, many of my initial opinions were challenged and changed. If I had embarked on this project only seeking validation of my own ideas I would have missed a rich array of thoughts and ideas. Many of these ideas have led me to an entirely new way of thinking about this issue.

I learned about the flow of information in this kind of project. As my ideas and opinions were changed by the information I received, I wished that I could have gone back and reworded the questions in the survey, for example. Given sufficient time I would have done a second survey to develop some of the ideas that arose from the first survey.

Because there was very little previous research available that addressed the issue of retention of senior members specifically, I had to attack the problem from many different angles. Although this seemed very disjointed to me at first eventually the direction became clear and I was able to continue with confidence. I learned the importance of flexibility, many ideas that I believed would be the magical solution had to be abandoned, and others changed. There were many detours on the road to the completion of this project and in fact, when I arrived at the end I was in a different place

than I originally believed I would be. It bears repeating that a researcher must be open minded throughout any research project.

I learned the importance of linking research to personal opinions and then back to the research topic. Although I made those links in my head, sometimes I neglected to make them on paper. This experience will make me a much better writer.

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Appendix A

Appendix A is the survey questionnaire that was mailed to retired members of the CPS.

1. How long were you a member of the Calgary Police Service?
2. In what year did you retire?
3. What was your rank when you retired?
4. Why did you retire from the Police Service? (If your reasons were personal and you do not wish to disclose them please proceed to the next question)
5. What could the Police Service have done to have retained you for a longer period of time?
6. Would you have stayed with the Service if you had been given the opportunity to coach and mentor junior members?
7. Would you have stayed with the Service for increased pension benefits?
8. How big an increase in pension benefits would have made you consider staying?
For example an additional 1% per year for every year served after 25 years.
9. Would you have stayed with the Service for increased pay? If so how much?
10. Would alternate work arrangements, i.e. job share, part time, flex hours, have effected your decision to retire.
11. What other incentives could the Service have offered to have retained you as a member for a longer time?
12. Please rank the order of incentives from most to least important.

Appendix B

Appendix B is the survey questionnaire that was emailed to members of the CPS who have 25 or more years of service.

1. How long have you been a member of the Calgary Police Service?
2. What is your current rank?
3. In what year could you have retired?
4. Why have you remained with the Police Service? (If your reasons are personal and you do not wish to disclose them please proceed to the next question)
5. What could the Police Service do to retain you for a longer period of time if you are considering retirement?
6. Would you be more likely to stay with the Service if you are given the opportunity to coach and mentor junior members?
7. Would you stay with the Service for increased pension benefits?
8. What increase in pension benefits would encourage you to stay? (For example, an additional 1% per year for every year served after 25 years.)
9. Would you stay with the Service for increased pay? If so, how much?
10. Would alternate work arrangements, i.e. job share, part-time, flex hours, affect your decision to retire?
11. What other incentives could the Service offer to retain you as a member for a longer time?
12. Please rank the order of incentives that would affect your decision to remain with the Police Service from most to least important.

Appendix C

Appendix C is the survey questionnaire that was emailed to active members of the CPS who have less than 25 years of service.

1. How long have you been a member of the Calgary Police Service?
2. What is your current rank?
3. In what year can you retire?
4. For what reasons would you retire from the Police Service when you are eligible?
(If your reasons are personal and you do not wish to disclose them please proceed to the next question)
5. When you are eligible to retire what could the Police Service do to retain you for a longer period of time?
6. Will you stay with the Service if you are given the opportunity to coach and mentor junior members?
7. Would you stay with the Service for increased pension benefits?
8. What increase in pension benefits would encourage you to stay (For example, an additional 1% per year for every year served after 25 years.)
9. Would you stay with the Service for increased pay? If so, how much?
10. Would alternate work arrangements, i.e. job share, part-time, flex hours, effect your decision to retire.
11. What other incentives could the Service offer to retain you as a member for a longer time?
12. Please rank the order of incentives that would affect you decision to remain with the Police Service from most to least important.

Appendix D

Appendix D is the explanatory letter that was attached with all the survey questionnaires.

To:

From: Inspector Brent Refvik

Calgary Police Service

133 6 Ave. S.E.

Calgary, Alberta

T2G 4Z1

I am currently enrolled in a Masters Degree program at Royal Roads University; the final portion of the program is to complete a thesis. I am writing my thesis on retention incentives for members of the Calgary Police Service who have 25 years of Service and are able to retire. In order to gain the best information I am conducting a survey of members who have recently retired, are able to retire but have not and those who can retire in the near future. I have enclosed a copy of the survey and I would greatly appreciate if you could take a few moments to complete it and mail it back to me. I have enclosed an addressed envelope for that purpose. All the answers you provide will remain strictly confidential and will only be used as information without any names attached. If there are questions that you feel are personal please feel free to leave them blank and move to the next question.

I will provide a copy of the completed thesis with the survey results to the Human Resources Section for their consideration when it is complete.

If you would like to see the results of the survey please contact me at 206 5993 or email brefvik@calgarypolice.ca.

Appendix E

Appendix E, is the explanatory letter I emailed to 50 police agencies around the world seeking information regarding any retention incentives they have implemented.

To:

From: Inspector Brent Refvik

Calgary Police Service

133 6 Ave. S.E.

Calgary, Alberta, Canada

T2G 4Z1

I am an Inspector with the Calgary Police Service and am currently writing the thesis for my Masters degree in Leadership and Training. The topic for the thesis is retention incentives for employees who are at retirement age. If you are considering or currently have retention strategies for these employees in your Police Service I would appreciate any information you are able to provide.

The current demographics make this an issue for all organizations in the public service. As part of this study I will solicit information from a number of Police Services throughout the world. I will also conduct surveys and interviews with members of the Calgary Police Service. My objective in this study is to discover what incentives Police

Services could offer employees to retain their services past their first retirement opportunity.

If I can provide any further information regarding the study please contact me at the above address or:

Telephone 403 206 5993

Email at brefvik@calgarypolice.ca.

Thank you for your assistance.

Sincerely

Inspector Brent Refvik

Calgary Police Service

Appendix F

Appendix F is the replies from other police agencies regarding their retention incentives.

Toronto Police Service:

Effective July 1, 2003 the Toronto Police Service implemented a Retention/Service pay bonus for their members. This was the result of a negotiated settlement with the Toronto Police Association. The bonus is as follows:

Effective July 1, 2003

Effective when 8 years' service is attained	3% of first class Constable rate
Effective when 17 years' service is attained	4% of first class Constable rate
Effective when 23 years' service is attained	5% of first class Constable rate

Effective July 1, 2004

Effective when 8 years' service is attained	3% of first class Constable rate
Effective when 17 years' service is attained	6% of first class Constable rate
Effective when 23 years' service is attained	9% of first class Constable rate

This agreement was signed early in 2002 and is a three-year contract including 2002, 2003 and 2004. There was no bonus pay for 2002.

It is interesting to note that the Toronto Police Service anticipated there would be approximately 320 retirements in 2002; however, there were only 64. The management team believes this bonus pay is responsible for this substantial decrease in members who intend to retire.

Vancouver Police Service

There is no retention strategy in place; however, there is a far greater issue at hand and it is acting as an incentive for members to retire, not remain with the organization. Vancouver police officers and fire fighters have fallen under the same pension plan as other civil servants in the City of Vancouver. In the early 1960's, a supplemental pension plan was put in place to address the issues that two groups tended to retire earlier and had a shorter life span. This supplemental plan gave them essentially the same benefits as the Special Forces Pension Plan in Alberta (see section on Special Forces Pension Plan). For almost forty years the plan was administered by the public sector; however, two years ago it was taken over by a private sector company. The actuarial experts studied the plan and recognized a short fall in the amount of money in the plan and made adjustments to the amount of pension to be paid out when members retire. These adjustments become effective on November 30, 2003, and will not affect members who retire before November 30. Essentially these adjustments translate into a reduction of 35 to 40% in the payments a members will receive when they retire. The result has been a massive number of

retirements as members can not afford to remain with the organization even if they want to. As of June 13, 2003, Vancouver Police Service had received notice from 170 members that they will retire before the cut off date. They anticipated there would be only 60 retirements this year. It is interesting to note that the Vancouver Police Association is currently negotiating a new contract with the City of Vancouver, the City has refused to make any allowance in a contract to off set this pension reduction. With the current climate of fierce competition for recruits and fewer potential candidates, this unexpected loss of members is catastrophic for the Police Service.

As discussed above, Toronto's bonus program stemmed the tide of retirements by offering members a financial incentive to remain, Vancouver's lower compensation has caused many members to leave the organization. I believe this is substantial evidence that money can be used as an incentive when employees are nearing retirement.

Victoria Police, Australia

There is no retention strategy currently in place; however, they are studying the problem.

New Zealand Police

There is no retention strategy in place, however, there are some opportunities for sworn members to return as civilian members. These jobs are typical civilian jobs within the organization therefore the members do not have the powers of a police officer.

Oakland Police Department, Oakland California

There is no retention strategy in place although some discussions are taking place.

Ontario Provincial Police

There is no retention strategy in place.

Australian Federal Police

There is no retention strategy in place. They are very concerned about retention as they believe that 23% of their workforce will retire within the next 5 years. As

with most other government agencies they are faced with an aging group of employees whose experience will be very difficult to replace.

Honolulu Police Department

There is no retention strategy in place.

Halifax Regional Police

There is no retention strategy in place.

Indiana State Police

They have given their officers the opportunity to enter a DROP pension plan.

There are also opportunities for officers to retire and be hired again as civilian members. These position are traditional civilian jobs and the retired members have no police powers.

United States Marshals Service

There is no retention strategy in place.

New York State Police

There is no retention strategy in place.

Estonian Police Department

There is no retention strategy in place; however, they are suffering from the same problems with an aging workforce.

Appendix G

Appendix G is the reports the responses from the survey questionnaire. The responses are broken down into the 3 different groups and shown in a table for easy comparison.

Group 1 represents retired members.

Group 2 members who have more than 25 years service.

Group 3 members with less than 25 years.

Group 1	Group 2	Group 3
Return rate: 58% or 29 of 50	52% or 26 of 50	40% or 20 of 50

Question 1:

Group 1; How long were you a member of the Calgary Police Service?

Group 2 and 3; How long have you been a member of the Calgary Police Service?

Range	19 to 30 years	Range	25 to 30 years	Range	23 to 25 years
Average	25.1	Average	26.6 years	Average	24.1 years

Question 2:

Group 1; In what year did you retire?

Group 2; In what year were you eligible to retire?

Group 3; In what year will you be eligible to retire?

Range	1995 to 2003	Range	1997 to 2002	Range	2003 to 2005
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Question 3:

Group 1; What was your rank when you retired?

Group 2 and 3; What is your current rank?

Constable	11	Constable	7	Constable	6
Sergeant	2	Sergeant	6	Sergeant	8
Detective	12	Detective	5	Detective	3
Staff Sergeant	1	Staff Sergeant	3	Staff Sergeant	1
Inspector	2	Inspector	5	Inspector	2

Question 4:

Group 1; Why did you retire from the Police Service?

Group 2; Why have you remained with the Police Service?

Group 3; For what reasons would you retire from the Police Service when you are eligible?

Other job	7	Likes the job/job satisfaction	14	Another job offer	6
Find new challenge	5	Money	7	New challenges	3
Personal goals	4	Children at home	2	Collect pension	3
Age/health	3	Benefits	2	Quality of life	3
Time for change	3	Working conditions	2	Transfer to new posting	2
Job satisfaction	1	Too young to retire	2	More money	2
Given buy out	1	Challenge	2	Don't want shift work	1
Didn't like posting	1	Increase pension	2	Internal politics	1
Didn't like politics	1	Spouse still working	1	To be self employed	1
Tired of call out	1	Annual leave	1	Poor supervisors	1
		Personal development	1	Personal satisfaction	1
				Work fewer hours	1

Question 5:

Group 1; What could the Police Service have done to retain you for a longer period of time?

Group 2; What could the Police Service do to retain you for a longer period of time if you are considering retirement?

Group 3; When you are eligible to retire what could the Police Service do retain you for a longer period of time?

Nothing	13	Better pension	6	Increase pension	5
Fairer promotions	2	Nothing	5	More money	5
Increase pension	2	Contract back	3	Flex time	4
Better posting	2	Job share/flex-time	3	Choice of posting	2
Better leadership	2	Better recognition	3	Choice of work	2
Increase benefits	2	Choice of work area	2	Job share	2
Recognition	1	More respect	2	Contract back	2
Challenge	1	Cash bonus	2	Recognition	2
Buy out	1	Better shifting	2	Better annual leave	1
Opportunity to coach	1	Address staffing shortages	2	Better benefits	1
Timely contracts	1	More money	2	Learning opportunities	1
Alternate work arrangements	1	Pension and pay at 25 years	1	More autonomy	1
		More annual leave	1		

Question 6:

Group 1; Would you have been more likely to stay with the Service if you had been given the opportunity to coach and mentor junior members?

Group 2 and 3; Would you be more likely to stay with the Service if you are given the opportunity to coach and mentor junior members?

Yes	4	Yes	7	Yes	6
No	21	No	15	No	11
Maybe	3	Maybe	4	Maybe	3

Question 7:

Group 1; Would you have stayed with the Service for increased pension benefits?

Group 2 and 3; Would you stay with the Service for increased pension benefits?

Yes	7	Yes	18	Yes	10
No	13	No	2	No	8
Maybe	9	Maybe	6	Maybe	2

Question 8:

Group 1; What increase in pension benefits would have encouraged you to stay?

Group 2 and 3: Would you stay with the Service for increased pension benefits?

Range	2 to 5%	Range	1% to 6%	Range	2% to 3%
Average	3.7%	Average	3.6%	Average	2.3%

Question 9:

Group 1; Would you have stayed with the Service for increased pay? If so how much?

Group 2 and 3; Would you stay with the Service for increased pension benefits?

Yes	3	Yes	11	Yes	12
No	18	No	13	No	7
Maybe	8	Maybe	2	Maybe	1
Range	5 to 50%	Range	1% to 5%	Range	promotion to next rank to \$5,000.00 bonus
Average	too few	Average	3.5%	Average	too few

Question 10:

Group 1; Would alternate work arrangements have effected your decision?

Group 2 and 3; Would alternate work arrangements, i.e. job share, part-time, flex hours, effect you decision to retire.

Yes	10	Yes	16	Yes	9
No	15	No	10	No	7
Maybe	4	Maybe	0	Maybe	4
Options in order of frequency		Options in order of frequency		Options in order of frequency	
Contract back	3	Job share	3	Contract back	1
Part-time	3	Shorter week	3		
Opportunity to specialize	1	Part time	2		
		Flex time	1		

Question 11:

Group 1; What other incentives could the Service have offered to retain you as a member for a longer time?

Group 2 and 3; What other incentives could the Service offer to retain you as a member for a longer time?

None	10	Better/flexible annual	Pension	4
Better recognition	6	leave 5	Posting	3
Different posting	3	Better recognition	Money	
Increase benefits	2	3	3	
Better supervision	2	Contract back	Flexible work options	
More staff	1	3	3	
More learning opportunities	1	More respect	Better holidays	3
More training	1	2	Special project work	2
Opportunity to coach	1	Better benefits	Promotion from specialty	
More challenges	1	2	areas 1	
Alternate work arrangement	1	Choice of postings	Supportive management	1
Increase pension	1	2	Leveling in ranks	1
Different deployment model	1	More money	Better recognition	1
Contract back	1	2		
		Training/personal dev.		
		2		
		Better shifting		
		1		
		Exchange program with		
		private sector		1

Question 12:

Group 1; Please rank the order of incentives that would have affected your decision to remain with the Police Service from most to least important.

Group 2 and 3; Please rank the order of incentives that would affect you decision to remain with the Police Service from most to least important.	Overall results	Overall results
Increase pension* 7	Increased Pension* 18	Money* 13
Recognition 7	More money* 18	Pension* 12
Alternate work arrangements 6	Flexible work options 8	Flexible work arrang. 9
Increase pay* 5	Better annual leave 6	More supportive mgm 3
Choice of posting 3	Better recognition 5	Better annual leave 3
Increase benefits* 3	Choice of postings 4	Quality of life 2
Better leadership 2	Better working conditions 3	Job satisfaction 2
Opportunity to coach 2	Contract back* 3	Better recognition 2
Job satisfaction 2	Better benefits* 3	Choice of posting 2
Better working conditions 1	Development opportunities 1	Contract back* 2
More challenge 1	Job satisfaction 1	More challenge 2
		Better comm. 1
		Educational leave 1
		Acting time* 1

Input into decisions	1		
Less stress	1		
More respect	1		
Faster contract settlements			
1			
More training	1		
Increase staffing	1		
Better promotion system	1		
Better shifting			
1			

* indicates suggestions related to compensation.

The results for each group broken down into two basic categories.

Compensation	15	Compensation	42	Compensation	28
Life style	31	Life style	30	Life style	27

Appendix H

Appendix H is a summary of the interview results. All interviews were audio recorded and I will supply a synopsis of the results. I have referred to all participants as male to ensure the confidentiality of the interviews.

Interview 1

This interview conducted on May 23, 2003, the subject was a Sergeant who will shortly have 25 years of service. The most important retention issue for this member is the work area or posting where he is assigned. If he were to be moved to an area he did not like he would retire. His current posting fulfills all his personal and professional needs, as a result he has no plans to retire even though he could. He believes that choice of posting is a very powerful retention tool. The leaders of the CPS need to have the flexibility to transfer members to areas where they are best suited and fill the needs of the Service. This being said, senior members should be given priority to work in areas of their choice. It is also important for leaders to identify who needs to move and where. He believes that job satisfaction and working in an area the member likes go hand in hand. Further, job satisfaction is more important than money. For this particular member a position where he does not have to work shift work and can spend quality time with his family are critical.

An increase in pension, although not his first priority, would be an important consideration for this members he suggests that an increase in the percentage to 4% from 2% per year. This would allow a member to reach maximum pension at 30 years instead of 35 years. The down side of this strategy is that there is little or no incentive for a member to remain after 30 years of service.

We discussed contracting back as a measure for the CPS to continue using a retired member's expertise. He believes the current rate of \$25.00 per hour along with pension payment is fair compensation and he would consider returning to the right job. It is important to note that his return would still be based on the position he would be working in.

This member also believes that recognition is very important. He believes that the forms of recognition that the CPS has available are adequate they need only to be used more effectively. He believes that even the smallest forms of recognition are valuable.

Interview 2

This member has 27 years service with the CPS and at the time of this interview had given notice and was retiring in 2 weeks. He has an agreement with the Inspector of Human Resources to return on a contract basis to work on special H.R. projects. He has a strong background in Human Resources so he is a very good fit for this position. Money is not a factor for this member and he does not believe he would retire if there

was not an opportunity to return to the kind of work he has a passion for. He believes the opportunity to contract back will give him a chance to slowly separate from the organization and this is a factor in his decision. The \$25.00 per hour rate of pay for contracting back is fair in his view as he will collect his pension at the same time and the contract will give him a great deal of flexibility in hours of work and time off.

This member is a strong proponent of exit interviews if the organization acts on the information that is obtained. I also learned from this member that another retired person has been contracted back to do extensive exit interviews.

Job share was not appealing to this member and he believes it is best utilized with the middle seniority members to allow them more time with young families. He does not believe that alternate work arrangements would be flexible enough to suit his needs.

Through his career he has received numerous forms of recognition but believes the subtle forms are the most meaningful. For example, the supervisor who makes the effort to recognize he has done a good job by just telling him.

Choice of posting has always been very important for this person; he would not have remained with the organization the past two years if he had not been in a job he enjoyed.

For this member, flexibility by management is critical. In order to retain members management must be prepared to be flexible to the needs of each individual member. One incentive will not fit everyone and therefore would not likely succeed.

Interview 3

This member was interviewed on June 18, 2003. He has 28 years of service and is in a senior management position; he has no plans to retire in the near future.

This officer states that recognition is critical at all levels of the organization. He believes that recognition of the people working in his area is crucial and always acts accordingly, so all positive recognition occurs in the presence of the recipient's peers. Even small things like the presentation of 5-year service pins. In most cases these are sent out through the internal mail with no recognition by management of the member's accomplishment. He also makes an effort to seek out members who have done a good job and gives them a verbal thank you as immediate recognition. He uses and believes in the STARS program as a form of recognition.

A cash bonus would have little or no effect in retaining this member as he is not motivated by money. However, an increase in pension, provided the City made the additional contributions, might have a small effect on his decision.

He does not see any kind of alternate work arrangements being possible in his position and therefore finds little appeal for this as an incentive.

Contracting back also has little appeal as he believes when he is gone from the organization he will not return in any capacity. He sees merit to the idea as it can benefit both the organization and the retired member, but it holds no personal interest for him.

Although he has had little input into his postings he believes they are very important to retention, at this stage of his career if he were transferred to a position that he did not like he would probably retire. He believes that a member's input into posting is also very important to retention at all levels.

Education is also a strong incentive for this member. He believes that life long learning is very important and can take forms other than taking a course. He is a strong proponent of exchange programs with the private sector (i.e. a member of the Police Service changes workplaces with an employee of another company for 6 months). Both employees have the opportunity to learn about another organization and teach the other organization about their own. This can result in the sharing of good ideas, which will benefit both the individuals and the organizations.

He believes that coaching and mentoring is a part of his regular duties and does them routinely, therefore, they are of little value as an incentive to remain with the organization longer.

He believes the organization is lacking in several areas . Annual assessments are not kept current by supervisors and this has two effects, it leaves the employees feeling they are not valued and takes away an opportunity to recognize the accomplishments of the employee. He also believes the organization has to be aware of both the ideas and needs of the members. This has several advantages, the organization would benefit from ideas and input and the employees would feel more empowered and appreciated.

Interview 4

This interview was conducted with Al Koenig the president of the Calgary Police Association, the body which represents all members of the CPA from Constable to Staff Sergeant.

Mr. Koenig states that although money is a tangible reward it does not show the employees they are valued and there is no incentive to excel, they only have to work as hard as the lowest performer. He believes that monetary incentives could have an effect on retention if they are applied to senior members (i.e. members with over 22 years service a 2% bonus and those with over 24 years a 4% bonus). This would show members their experience is important and would help to widen the gap between what a member receives from pension and what he collects if working. This gap is approximately \$9.00 per hour at this time for a Sergeant or Detective who retires with 25 years of service. The longer a member works the less the difference between his take home salary if he is working and if he is retired. This makes jobs outside the Police Service far more attractive.

He believes that alternate work arrangements have the greatest benefit to junior members who have young families and from his perspective is of little value to the more senior members.

Mr. Koenig also believes that recognition, especially on the part of the City of Calgary has eroded over the past few years. Long service celebrations have gone from dinner with an open bar including the spouse of the employee, to a luncheon with snacks and a cash bar and no invitation to spouses. What is worse is that the awards in the past were presented by someone who knew the recipient very well and could speak about him to the latest which is a department head reading a list of names. Even the STARS award recognition dinner did not include spouses this year. He believes that spouses and families are a very important part of the recognition process. He does believe that CPS does a better job than the City at involving families and personalizing the presentations. When the Chief of Police is presenting long service awards he is familiar with all the recipients and says something about each one.

He does not believe the STARS award process is adequate and it is not consistent throughout the City. The awards are much higher if they are reviewed by the City award's board than if the CPS review board reviews them.

He believes that posting is very important for senior members and that they should be given priority when transfers are considered. There is a down side to this however, members often position themselves so that they receive training and experience that will

enhance their chances of good jobs in the private sector. He further believes that the job is not the only consideration, the supervisor in any posting is key to the amount of job satisfaction and contentment of staff.

Mr. Koenig is also a strong proponent of the Deferred Retirement Option Program (DROP) for pensions. The original pension remains unchanged and when the members retire they receive a 25-year pension. The position of the employer is unchanged, the employee has a large sum in pension that is not vested and can be used at the employee's discretion while their primary pension remains secure. The pension fund, in this case the Special Forces Pension Plan, receive all the funds from both the employer and employee; however, are required to pay out the DROP funds when the employee retires, this has the potential to deplete the fund.

Contracting back of retired members is of great concern to the CPA, even if the retired members were to join the Association and pay dues. There is no issue if these members are performing a task that is not taking away a sworn position. If they are reducing the number of sworn positions the Association is very concerned, primarily because it reduces the number of members who are paying into the pension fund while at the same time these contracted members are collecting pensions and reducing the fund. This would quickly erode the fund and if allowed to go unchecked could leave the fund in a dire situation where pensions could not be paid. Mr. Koenig and the executive of the CPA recognize the potential impact of the large numbers of expected retirements

and are anxious to work with both the City and management of the CPS to find solutions to the retention crisis that is looming.

Interview 5

This interview was conducted with Deputy Chief Jim Hornby. Included in the areas that report to him are Human Resources, Recruiting and Training.

He is a supporter of DROP pension plans but is concerned that the plan may be more effective at retaining the people the organization doesn't want to retain and may not be as effective at retaining the staff they want. There is evidence that the effectiveness of DROP falls short of expectations as a retention strategy.

The Police Service has supported an increase in the percentage of pension for members with over 25 years to 3% per year; however, the CPA has not taken it to contract negotiations.

The Human Resource section has studied the average service of members who are retiring; most members retire at approximately 27 years. Senior officers, those with the rank of Inspector or above, generally stay for over 30 years.

As with the DROP pension, Deputy Chief Hornby recognizes that any retention incentive must be applied to all members, even those the organization may not wish to retain.

He expressed concern about the timeliness with which annual assessments are being completed. Although the CPS has made great advancement in this area there is still substantial improvement required.

He agrees with Koenig that the STARS program is very good but the CPS awards tend to be lower than those awarded by the City of Calgary.

Appendix I

Appendix I is a summary of the results of the focus group discussions. The discussion was audio recorded. The summary is gender neutral to ensure the identities of the participants remains confidential.

The focus group was conducted on June 19, 2003; the five participants were a:

Constable with 24 years' service

Sergeant with 24 years' service

Staff Sergeant with 23 years' service

Staff Sergeant with 22 years' service

Retired Detective who had 28 years' service and has been retired for 18 months

Summary of discussions:

The group expressed concern that any retention incentive would be applied across the board and would encourage the bad employees to stay along with the good. They believed that systematic leadership in the entire organization is critical, good leadership can motivate marginal staff and even help those who do not belong in the organization to leave. A 25 year contract was also discussed where all members would be hired for 25 years, at the conclusion of the contract they could apply to remain and continue to be employed. They could then be contracted for a period of time agreed to by themselves and the organization. This would allow the CPS to offer incentives to good performers and not renew the contracts of poor performers.

The CPS needs to look at the reasons that members are leaving. One of the issues is the small difference between what a member can get paid on pension and what they get if they remain at work. This difference can be mitigated slightly if a bonus were paid to members who have more than 25 years of service. A bonus might work for some people but even the members of the focus group could not all agree if a bonus would help retain them.

All members of the group also supported leveling within a rank. This is a form of bonus pay for members who have been in a rank for a period of time and are rewarded for their experience. At the present time a Sergeant or Detective who has been promoted this year now makes the same amount of money as one who was promoted twenty years ago and now has two decades of experience. Leveling, like a bonus for members who have over 25 years of service, is a premium paid to members to recognize their experience and expertise.

Alternate work arrangements were not believed to be a significant incentive. Most believed that alternative work arrangements were aimed at more junior members who have young families. They believed that some positions were more conducive to job share or part-time than others and may be suitable to some members, but only one member of the panel thought they might consider it.

None of the members of the focus group were interested in coaching junior members who are just out of recruit classes. They believed it was too much work and stress and

after 25 years, they have all done enough of that kind of coaching. Even the possibility of extra money would not sway their opinions. However, another kind of mentoring and coaching was discussed with some enthusiasm. Most of the group agreed that they would be interested in coaching or mentoring front line officers or newly promoted Detectives and Sergeants. All agreed that they would be most interested in a position like this on a contract basis after they retired. This person would mentor and guide officers in difficult or unfamiliar investigations, teaching different investigative techniques, assisting with search warrants, quality control of reports and disclosure information, etc. The entire group agreed that this kind of mentoring was lacking in the CPS, it would ensure a better quality of investigations and enhance the learning of frontline officers. It would also help remove the fear many officers feel when they are involved in anything other than a straightforward investigation. This could dramatically increase the quality of frontline investigators.

All believed that the current rate of pay of \$25.00 per hour for contract members is sufficient and would be an incentive for them to return to the right position. However, the rate of pay must be competitive with what members could be paid in the private sector.

The group believes that all officers should be posted to jobs that fit each individual. A posting can act as an incentive if it suits a member, but can be a strong deterrent to retention if it does not.

When the group discussed an increase in pension to 4% per year after 25 years, even those in the group who stated they would leave at 25 years thought they would reconsider and may stay for several more years. With this group, increased pension was viewed as a strong incentive so long as the employer absorbed the extra payments.

One of the more interesting concepts discussed was the idea that the comfort level of members who have been with the organization for 25 years could be used as an incentive to retain them. All members of the organization who are able to retire have invested 25 years of their lives in the job. In many cases, most of their social activities are centered on the people they work with, the friends they have made over the past two and one half decades. They know the work and most of the answers to the hard questions. In many cases, members do not want to retire and leave the organization but the lure of more money in the private sector overcomes their reluctance to leave.

Appendix J

Appendix J is a list of all Police Agencies I requested information from regarding their programs for and incentives for retention of senior members.

Australian Federal Police

Bermuda Police

Chicago Police Department

Estonia Police

Finnish Police

Greater Manchester Police UK

Halifax Regional Police

Hayana Police

Honolulu Police

Hong Cong Police

Indiana State Police

Israel Police

Jordan Customs Department

Los Angeles Police

Memphis Police

Michigan State Police

Mumbai Police

National Police Agency Japan

New Delhi Traffic Police

New Scotland Yard

New York State Police

New Zealand Police

Nigeria Police

Northern Ireland Police Service

Northern Constabulary

Oakland Police

Ontario Provincial Police

Oslo Police District

Philippine National Police

Portland Police

RCMP

Royal Brunei Police

Royal Malaysia Police

San Diego Police

San Francisco Police

Seattle Police

Singapore Police

Strathclyde Police Scotland

Surrey Police UK

Sussex Police UK

Tasmania Police

Thai police

Toronto Police Service

United States Marshall Service

Vancouver Police Service

Victoria police Australia

Virginia State Police

West Virginia State Police

Winnipeg Police Service