

The Georgia Association of Chiefs of Police is conducting recruitment and retention studies. Please take several minutes to respond to the items below.

This information will be used to improve recruitment and retention efforts for Georgia's law enforcement agencies. Thank you for your time and assistance.

Name \_\_\_\_\_  
Chief of Police

Agency \_\_\_\_\_  
Georgia Police Department

Phone # \_\_\_\_\_ Fax# \_\_\_\_\_

Email address \_\_\_\_\_

1. How many certified officers are in your agency?

\_\_\_\_\_ 0-20                      \_\_\_\_\_ 21- 40

\_\_\_\_\_ 41- 60                      \_\_\_\_\_ 61- 80

\_\_\_\_\_ 81-100                      \_\_\_\_\_ 101+

2. Please complete the following for full-time sworn employees as of July 2007.

	Male	Female
White, not of Hispanic Origin		
Black, not of Hispanic Origin		
Hispanic Origin, any race		
American Indian or Alaskan Native		
Asian or Pacific Islander		
Multi-Racial		
Other (List the ethnicity) _____		

3. What is the rank of each? Please place a number for each box. If none, put a 0.

	Male	Female
Corporal		
Sergeant		
Lieutenant		
Captain		
Major		
Deputy Chief		

4. What is the rank for each? Please put a number for each box. If none, put a 0.

	White	Black	Hispanic	American Indian/Alaskan Native	Asian	Multi-Racial	Other
Corporal							
Sergeant							
Lieutenant							
Captain							
Major							
Deputy Chief							

5. What are the qualifications necessary for an officer position in your agency? Please check all that apply.

- Must be a U.S. citizen
- Must live within the Agency's service area
- Must have a driver's license
- Must have a clean driver's license
- Must have high school diploma
- Must have completed two years (or 60 credits) of college courses
- Must have a B.A., B.S., or higher degree
- Must meet a minimum vision requirement
- Must be a non-smoker
- May not have a criminal record
- May not have dishonorable discharge from armed forces
- Must have already graduated from a certified police academy
- Must be in set age range:  
 Minimum \_\_\_\_\_ Maximum \_\_\_\_\_
- Must be in set height range:  
 Minimum (in inches) \_\_\_\_\_ Maximum (in inches) \_\_\_\_\_
- Must be in set weight range:  
 Minimum \_\_\_\_\_ Maximum \_\_\_\_\_

Other: \_\_\_\_\_  
 \_\_\_\_\_

6. What are the **minimum** requirements for employment at your agency?

Age \_\_\_\_\_

Education \_\_\_\_\_

Military Experience \_\_\_\_\_

Work Experience \_\_\_\_\_

7. What is the length of time required in the FTO program? \_\_\_\_\_

8. What is the average annual starting salary? \$ \_\_\_\_\_

9. How long is your probationary period? \_\_\_\_\_

10. What is the extent of your recruitment difficulty?

\_\_\_\_\_ Very great      \_\_\_\_\_ Great      \_\_\_\_\_ Moderate

\_\_\_\_\_ Little or some      \_\_\_\_\_ None

11. Do you have a recruitment policy? \_\_\_\_ Yes \_\_\_\_ No

12. Do you have a recruitment budget? \_\_\_\_ Yes \_\_\_\_ No

13. Do you have an assigned recruitment officer? \_\_\_\_ Yes \_\_\_\_ No

14. Do you utilize College/University Career Fair days for recruitment purposes? \_\_\_\_ Yes \_\_\_\_ No

15. Do you utilize newspapers, magazines, radio, brochures, word of mouth, or other for recruitment purposes? \_\_\_\_ Yes \_\_\_\_ No

16. Do officers serve as guest speakers in high school/university classes and assemblies as a recruitment tool? \_\_\_\_ Yes \_\_\_\_ No

17. Are you willing to use bonuses for recruiting new officers? \_\_\_\_ Yes \_\_\_\_ No

18. Is your budget (budget authority) able/willing to do this? \_\_\_\_ Yes \_\_\_\_ No

19. For those who have encumbered student loans, how willing are you to aid in  
payback of these loans?  Yes  No

20. In what amount?

none  \$0-\$5,000  
 \$5,000-10,000  \$10,000 and up

21. Are you willing to give cost of living (COLA) adjustments annually?

Yes  No

22. Is your budget (budget authority) able/willing to do this?  Yes  No

23. After basic training at the police academy, do you give bonuses?  Yes  No

24. If yes, what is the average amount? \$ \_\_\_\_\_

25. After the probationary period, do you give a bonus?  Yes  No

26. If yes, what is the average amount? \$ \_\_\_\_\_

27. How much training (after POST) are you willing to give officers?

\_\_\_\_\_ unlimited \_\_\_\_\_ a lot \_\_\_\_\_ some  
\_\_\_\_\_ a little \_\_\_\_\_ none

28. How long before officers are eligible for additional training? \_\_\_\_\_ months

29. Do you offer paid incentives for recruitment referrals?  Yes  No

30. On what basis? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

31. Do you offer a pay/benefit package that is competitive?  Yes  No

32. Is there adequate funding for on-going training?  Yes  No

33. Do you have a physical training program for your officers (wellness)?  
\_\_\_ Yes \_\_\_ No

34. Does your agency have an affirmative action policy? \_\_\_ Yes \_\_\_ No

35. Does your agency have a sexual harassment policy? \_\_\_ Yes \_\_\_ No

36. Does your agency have a family medical leave policy? \_\_\_ Yes \_\_\_ No

37. Do you "fast track" recruits with college degrees (early promotion)?

\_\_\_ Yes \_\_\_ No

38. Do you offer tuition reimbursement for officers who successfully complete college courses? \_\_\_ Yes \_\_\_ No

39. What is the length of time a new officer must spend in your department before he/she is eligible to apply for a specialized enforcement function (SWAT, Criminal Investigation, Hazmat, Drug or Gang Task Force)? \_\_\_\_\_

40. What is the length of time a new officer must spend in your department before he/she is eligible for promotion to the next rank? \_\_\_\_\_

41. What are the requirements for promotion?

	Required (Please indicate the number of months)	Not Required
Time in Service		
Advanced Skills		

Other (Please List) \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Retention

42. What is the extent of your retention difficulty?

\_\_\_\_\_ Very great    \_\_\_\_\_ Great    \_\_\_\_\_ Moderate

\_\_\_\_\_ Little or none    \_\_\_\_\_ None

43. Do you have a retention policy?    \_\_\_\_\_ Yes    \_\_\_\_\_ No

44. Has it been successful (in terms of decreasing turnover)?    \_\_\_\_\_ Yes    \_\_\_\_\_ No

45. What is the average number of officers you lose annually? \_\_\_\_\_

46. Do you provide childcare as an incentive for retention?    \_\_\_\_\_ Yes    \_\_\_\_\_ No

47. Do you offer flexible work hours as an incentive for retention?    \_\_\_\_\_ Yes    \_\_\_\_\_ No

48. Is the cost of housing in your community an impediment to retention?

\_\_\_\_\_ Yes    \_\_\_\_\_ No

49. What are reasons given by the officers who have left your agency in the last five (5) years?

- |  |  |
|--|--|
| _____ Disability/Medical                         | _____ Negative publicity about department    |
| _____ Retirement                                 | _____ "Burn-out"                             |
| _____ Better paying law enforcement job          | _____ Dissatisfaction with citizen attitude  |
| _____ Better paying job (non law enforcement)    | _____ Little opportunity for advancement     |
| _____ Job danger                                 | _____ Health care benefits insufficient      |
| _____ Lack of flexible schedule                  | _____ Unpaid overtime                        |
| _____ Increased requirement for education        | _____ Lack of rewards                        |
| _____ Increased requirement for physical agility | _____ Too much bureaucracy                   |
| _____ Not community service responsive           | _____ Dismissal                              |
| _____ Bad supervision                            | _____ Organizational culture (good old boys) |
| _____ Lack of training opportunities             | _____ Lack of diversity                      |
| _____ Harassment (either overt or covert)        | _____ Poor pension benefits                  |
| _____ Process for promotion too lengthy          |  |
| _____ Other _____                                |  |
- 
-

50. Please rank the reasons officers give for leaving the agency from 1-5, with 5 being the most important reason the officers give for leaving the agency and 1 being the least important reason for leaving the agency.

- |   |   |
|---|---|
| <input type="checkbox"/> Disability/Medical                         | <input type="checkbox"/> Negative publicity about department    |
| <input type="checkbox"/> Retirement                                 | <input type="checkbox"/> "Burn-out"                             |
| <input type="checkbox"/> Better paying law enforcement job          | <input type="checkbox"/> Dissatisfaction with citizen attitude  |
| <input type="checkbox"/> Better paying job (non law enforcement)    | <input type="checkbox"/> Little opportunity for advancement     |
| <input type="checkbox"/> Job danger                                 | <input type="checkbox"/> Health care benefits insufficient      |
| <input type="checkbox"/> Lack of flexible schedule                  | <input type="checkbox"/> Unpaid overtime                        |
| <input type="checkbox"/> Increased requirement for education        | <input type="checkbox"/> Lack of rewards                        |
| <input type="checkbox"/> Increased requirement for physical agility | <input type="checkbox"/> Too much bureaucracy                   |
| <input type="checkbox"/> Not community service responsive           | <input type="checkbox"/> Dismissal                              |
| <input type="checkbox"/> Bad supervision                            | <input type="checkbox"/> Organizational culture (good old boys) |
| <input type="checkbox"/> Lack of training opportunities             | <input type="checkbox"/> Lack of diversity                      |
| <input type="checkbox"/> Harassment (either overt or covert)        |   |
| <input type="checkbox"/> Process for promotion too lengthy          |   |
| <input type="checkbox"/> Poor pension benefits                      |   |
| <input type="checkbox"/> Other _____                                |   |

51. What do you think the **real** reasons are for officers leaving the department? Please rank from 1-5, with 5 being the most important reason **you think** officers leave the agency and 1 being the least important reason you think they leave the agency.

- |   |   |
|---|---|
| <input type="checkbox"/> Disability/Medical                         | <input type="checkbox"/> Negative publicity about department    |
| <input type="checkbox"/> Retirement                                 | <input type="checkbox"/> "Burn-out"                             |
| <input type="checkbox"/> Better paying law enforcement job          | <input type="checkbox"/> Dissatisfaction with citizen attitude  |
| <input type="checkbox"/> Better paying job (non law enforcement)    | <input type="checkbox"/> Little opportunity for advancement     |
| <input type="checkbox"/> Job danger                                 | <input type="checkbox"/> Health care benefits insufficient      |
| <input type="checkbox"/> Lack of flexible schedule                  | <input type="checkbox"/> Unpaid overtime                        |
| <input type="checkbox"/> Increased requirement for education        | <input type="checkbox"/> Lack of rewards                        |
| <input type="checkbox"/> Increased requirement for physical agility | <input type="checkbox"/> Too much bureaucracy                   |
| <input type="checkbox"/> Not community service responsive           | <input type="checkbox"/> Dismissal                              |
| <input type="checkbox"/> Bad supervision                            | <input type="checkbox"/> Organizational culture (good old boys) |
| <input type="checkbox"/> Lack of training opportunities             | <input type="checkbox"/> Lack of diversity                      |
| <input type="checkbox"/> Harassment (either overt or covert)        |   |
| <input type="checkbox"/> Process for promotion too lengthy          |   |
| <input type="checkbox"/> Poor pension benefits                      |   |
| <input type="checkbox"/> Other _____                                |   |

52. Does your agency conduct exit interviews?  Yes  No

53. Do you encourage employee input?  Yes  No

If so, how? \_\_\_\_\_

\_\_\_\_\_

54. Do you try to retain officers by delaying their retirement?  Yes  No

55. Are there incentives for this delay?  Yes  No

56. If yes, what are they? \_\_\_\_\_

\_\_\_\_\_

57. How many full-time officers in your department have worked in more than one law enforcement agency? \_\_\_\_\_

58. At what point in their careers did they make this transition to another agency?

1 year  2-5 years  5-7 years  7-10 years  more than 10 yrs

59. What is the percentage of retirements for your agency? \_\_\_\_\_%

60. Are your retirements higher than what was normal?  Yes  No

61. Does your agency furnish take home vehicles to your employees?  Yes  No  
 All sworn personnel – Administrative, Detective, Uniform, Support Services Divs.  
 Administrative Div.  Detective Div.  Uniform Div.  Support Services

62. What percentage of your agency personnel have take home vehicles \_\_\_\_\_%

63. What is the number of personnel in your agency?

1 -10  11 - 20  21 - 40  41 - 60  61 - 80  81 - 100  
 101 - 150  200 - 300  301 - 500  501 - 700  700 - Up