Generation Y: Criminal Justice Recruiting Strategies

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Abstract

Police Agencies across the country are scrambling to find recruits to fill vacancies with qualified applicants. With the impending retirement of the Baby Boomer Generation, this recruiting, hiring and retention issue will degrade further. To fill these vacancies criminal justice agencies are looking for recruits from the Generation Y workforce. With well-publicized generational differences in interests and values, this project will examine what, such as benefits, pay and organizational structure, are attractive to this work group.

Introduction

Finding criminal justice candidates to work in public service has become a difficult task for most agencies across the county. Many agencies are challenged to field adequate, sworn staff to meet the public demand for immediate calls for police service. Less available staff and decreasing budgets force agencies to evaluate all aspects of their operations and reevaluate social and educational programs and positions to determine if manpower and budget constraints will allow them to continue. This is compounded as criminal justice attempts to fill vacancies; it is difficult to find qualified sworn officers or suitable candidates for training. When candidates are discovered, the competition is fierce to attract and employ them to an agency. Even agencies that hire and send candidates to an academy are now experiencing predation upon their candidates by other agencies in need of qualified candidates.

The generational workforce that is entering criminal justice is the "Generation Y" or "Millennials." This project will focus on strategies to attract, hire, and retain Generation Y employees who are qualified for law enforcement service. This research is based upon literary review of existing publications and a survey presented to four (4) Law Enforcement Academy Classes. The survey will identify what method is best suited to reach Generation Y candidates for law enforcement and determine what work factors and benefits are most important to this demographic faction by preference. This information will be analyzed to identify idealized recruitment, benefits, and environmental conditions for criminal justice that is desirable to attract and retain today's recruits.

Literature Review

The requirements of Criminal Justice Agencies are high, excluding many candidates because of lifestyle choices that renders one unworthy of the public trust. (Florida Administrative Code 11 B-27) This combination makes it difficult to identify, recruit, train and field employees to perform work in this field. Yet, the very nature of the critical tasks required of these positions must be filled with the best quality candidates available. To meet this need immediately and in the future, criminal justice agencies must examine past recruiting and employment strategies and determine if they will serve their needs well in attracting suitable recruits in the future. (McCafferty, 2003)

In addressing these issues, outside influences are also posing a drain on potential resources for the first time in our history. Many of those who choose to serve in criminal justice professions are trained and fielded only to be lost to another agency or to one of the many global missions for training foreign police to establish order in war ravaged areas. The U.S. State Department is responsible for administering this mission and has contracted with private firms such as Dyncorp to field contractor police trainers to organize, equip and train new foreign police forces. This model of stabilizing a region is considered a success, without putting a Military force in occupation on foreign soil. (U.S. State Department, 2008) These global police missions are demanding, and the number of officers required for this mission draw heavily from the ranks of sworn law enforcement officers. The most appealing aspect is the compensation offered for these missions far exceeds that of a police recruit anywhere in the United States thus preventing any local or State Law Enforcement Agency from competing financially. This is further exasperated as these foreign missions are tax free, increasing the economic disparity between wages that criminal justice agencies can offer. (Dyncorp, 2008)

When these types of missions began with the American Military involvement in Kosovo, the draw on criminal justice resources and recruits was manageable. With the addition of other missions such as Iraq and Afghanistan the impact has grown, contributing to the shortage of qualified officers from domestic agencies. (Dyncorp, 2008) Potential recruits who were members of the United States Military, and may have been likely candidates for service in criminal justice, may seek employment with these contractor agencies further depleting the pool of suitable recruits. Considering the issues facing emerging democracies that are recipients of this initiative, as demonstrated by Kosovo, this is a long-term situation that is unlikely to subside soon. (U.S. State Department, 2008)

A more recent issue hampering recruiting and hiring is now beginning to experience another obstacle, criminal justice is now entering the era in which our candidate pool will largely come from the Generation Y subculture. This era poses serious management issues as the incoming culture is far removed from the values of most criminal justice organizations. This largely may be attributed to the structure of government and the steering positions that are often staffed by Baby Boomer generation managers. (Gordon, 2004) These managers are often autocratic, embracing the conventional organizational chart with a well-defined hierarchy. This generation of workers appreciates self-sufficiency, loyalty, respect to authority and seniority. Positions on this chart are respected and subservient

to those with higher rank. Persons in positions of authority have the last word in decision-making, clearly responsible for both positive and negative results. This is a source of immense friction to Gen Yers. They see themselves as dynamic, intelligent, and capable. Through their technological networking, they may feel the established way of business is cumbersome and slow, therefore unable to keep their interest. (Zemke, 2000) Further complicating the landscape is their desire to be heard and respected. Any opinion other than inclusion in decision-making is contrary to their culture and expectations. (NAS, 2006)

After coping with Generation X employees, Baby Boomers are faced with Generation Y candidates with significant cultural issues. Ironically, these issues are a product of the Baby Boomers themselves as Generation Yers are their children and grandchildren. In rearing these children there was a phase when psychological awareness for children occurred. Suddenly, it was no longer appropriate to keep score, administer corporal punishment, or be held accountable. Often children were protected by their parents and excuses offered instead of individual accountability. Often referred to as "Helicopter Parents', always hovering about to administer to their children. Boomers interfered in every aspect of their children's lives. As these children become young adults, this pattern of involvement often continues. This has created dependence upon parents that was not seen in previous generations. After graduation from college Generation Yers are returning 'home to live with parents' rather than seeking independence. They view this as a sound financial choice, allowing them greater flexibility in changing employers or a method to more financial independence. A byproduct of this 'stay at home' mentality is these young adults are also waiting much longer to commit to long term relationships and start families. Previous generations held a lack of independence as a negative reflection upon oneself. Now, living with your parents is no longer considered an indication of a lack of independence. (Booher, 2007)

Another side effect of this phenomenon is they, as a group, are able to change employment at will, as a safety net exists to ensure their basic needs of food and security are met. As they grow frustrated at work or find the employer or employment is interfering with their personal lives, they merely quit. (Zemke, 2000) This lack of loyalty is a serious concern for criminal justice in particular since any candidate that is suitable for hire requires a significant investment by an employer. Some agencies hire candidates and send them to the academy as employees. The cost of the academy, wages, and equipment is considerable, especially since there is no productivity towards the satisfying the operational mission in public service until the training period is complete.

During the 1980's, parents were very involved with their children. The electronic video game rage was in its infancy and many activities for toddler, preschoolers, and elementary-aged children involved organized activities. Teaching teamwork and social skills, these activities produced benefits as they did in the past with a few exceptions. Generation Y parents, the Baby Boomers, are competitive, striving for success at all they do. Value is placed on finishing first, causing some inappropriate outbursts at organized sporting events for children. Many communities banned score keeping in an effort to temper feelings of children of teams performing less adequately than their opponents do. This seems to have largely erased the trait of competitiveness and left children less

equipped to cope with failure or to recognize it and minimize its impact. (McCafferty, 2003)

On the other hand, they are superior in technological knowledge and its application. A survey in the year 2000 found 60 percent of households with younger children have a personal computer. Presently, 3 of every 4 teenagers above 17 are online. (NAS, 2006) This technological shift began with the advent of the affordable personal computer and video games in the early 1980's. This group has matured with and embraced the technological advances of the last two decades. (Zemke, 2000) Further developments in digital communication technology and instant messaging create an expectation of integration of current technologies in businesses and professions the Generation Yers expect to enter. This familiarity with technology has benefits for employers not seen in previous generations. Starting at an early age, Generation Yers played video games that grew exponentially in their complexity over a short time. The controllers became more complex, a series of keystrokes or keystroke combinations were necessary to execute complex moves to achieve the players' objectives. This required the player to combine memorization with physical manipulations to execute the play. Concurrently, the complexity of the games also grew, requiring more thought to accomplish objectives. Players would experiment greatly to master the games as there is no physical penalty in losing. The value of this modality can be seen in virtual reality training systems in use by the U.S. Military, and to some extent, the Criminal Justice System. (McCafferty, 2003)

Generation Y grew up closely involved with their parents. Despite living in households where nearly half have divorced parents, they have spent a greater amount of time with their families than previous generations. Often the children of this generation are the center of the family and the welfare of the child was of utmost importance in daily activities. Unique to this group, Generation Y was not left to make decisions on their own. These children had every aspect of their lives scheduled for maximum efficiency, often shuttling them from one after school activity to another. This interaction has made them cohesive, valuing their time together with family and friends. They are likely to interact at any time, particularly through instant messaging and texting or other immediate communication technology. This expectation of connectivity with those outside their workplace is expected to occur while working. Generation Yers believe they give much of their time to their employer while at work and while away from the desk including much time at home. They do not see a loss of productivity while communicating with friends and loved ones while "on the clock" as this is offset by their contributions while at other times when they are not compensated. Likewise, agencies with flexible work hours or work at home programs are very attractive to Generation Yers. This generation is also the most culturally diverse of all the previous generations. Interracial marriages are more commonplace; immigration to the United States is multi cultural. Generation Y has grown up with this change and recognizes individuals for their contributions and social interactions rather than race. They have grown up watching their parents and listening to them speak of social and cultural inequities. In addition, they have an expectation of fair play that has developed from their afterschool organized sports activities and extend these expectations to employment opportunities. Therefore, as the United States becomes more culturally diverse, this generation seems exceptionally well equipped to continue to improve cultural tolerance and

cooperation. In global economics, racial and cultural tolerance is necessary. Currently, the election of Barack Obama to President of the United States is thought by many Europeans as a shift in American thinking towards cultural tolerance and understanding. (Smee, 2008)

Generation Y's collaboration skills are well developed because of this interaction; their responses to each other are frank and not offensive, resulting in unfiltered productive discussions. This trait also means that, as a group, Generation Y expects to be heard and respected by other employees without regard to tenure. They openly question decisions of authority, seeking an explanation when a direction is given other than of their own conception. This is not meant as disrespect as they view the workplace as an even collaborative environment. They view their contributions as valuable, viable solutions to workplace problems. These contributions are often quite inventive or unconventional and challenge the status quo of the corporate environments that many baby Boomer Mangers have grown accustomed to. This can be especially challenging to tradition rich, culturally conservative environments such as the Criminal Justice System. Having gown up in a litigious culture, Baby Boomers tend to work within 'tried and true' business systems. Having worked well in the past it is expected to work well in the future does not lend itself to innovation, progression, and change desired by the Generation Y candidate. Often this philosophy results in similar stagnation in personnel movement within an agency. Many agencies allow skill positions to remain in place for extended periods reducing opportunities for new employees. While securing expertise in critical tasks, the unintended result is job frustration for Generation Y employees and perhaps a change of employers. (Ridgeway, 2008)

Generation Y can easily multitask using technology to their advantage, old or outdated technology is a frustration. They have an expectation that business systems are user friendly and efficient. With their heavily scheduled childhood, they also crave change. Mobility within an organization is important. Quick opportunities for promotion, advancement, or new challenges are important. Employers without such opportunities may find employees leave shortly after hire. (Botelho, 2008)

Method

Departments nationally are experiencing difficulty in attracting recruits for sworn police service. The Melbourne Police Department has shared the same frustration in the immediate past. The purpose for the research project is to examine what attracts recruits to one agency as opposed to another. A proctored survey was given to 104 students currently enrolled in the Valencia Criminal Justice Academy. The survey instrument asked anonymous demographic information to classify the responses as to what is important to what group. The ultimate goal was to determine if the wage and current benefit package is desirable to potential law enforcement candidates so that local agencies could consider tailoring employment packages to encourage individuals to apply. All surveys were tabulated; the data and final report were provided to the participating entities. The strengths of this survey are that the questions are

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random to avoid listing by the candidates. Many of the questions are rated in order of preference with the number one placing the highest preference to a choice and two the next preferable and so on. This method allows the candidate to logical organize choices to rated questions and preferences. Some of the shortcomings are the rating method does not lend itself well to graphing. Some aspects of Generation Y candidate were not explored, such as, when does a candidate expect to be promoted or achieve a specialty team. As the research showed this group to be impatient, the survey did not explore if the criminal justice candidates reflect this expectation. The survey did not explore gender and racial issues nor social economic access to technology. Any surveys bearing omissions were received and counted with the omitted section marked with an "x". This character does not affect the counting of response by the automated spreadsheet. One survey was determined to be invalid as it was marked in a way that could not be interpreted and scored. This indicates a 99 percent total return on the surveys. As the candidates were not informed the focus was on Generation Y candidates the survey responses were examined by age ranges. As part of the research project, it was important to use an example of hiring and training costs of new hires. The Melbourne Police Department recruits and average officer pay was used to compute the recruit and trainer pay for the probationary period of a new hire, $74, 623.99. The figure is a minimal estimate as it reflects the base wages only and none of the ancillary costs of training, equipment, or employment benefit costs. The Melbourne Police Department represents a reasonable reflection of the median wage for Criminal Justice Agencies within the State.

Results

The survey was presented to 104 candidates at the Valencia Community College. As the survey was proctored, the return rate was 99 percent. Each of the survey results were entered into an Excel electronic spreadsheet and tabulated. The survey results were examined and generally rated in order of preference as a group. Some of the responses are expressed as percentages of the survey group, particularly the demographics of the sample. The responses were not segregated by race or gender nor were economic factors explored. The survey found ninety percent of the candidates were not employed by a criminal justice agency at the time of the survey. Eight percent had less than one year of experience. One percent had 1-2 years experience. One person surveyed was outside of the sampling demographic and represented more than seven years of criminal justice experience due to exceeding the target group age. When questioned about what prompted them to become an officer, the overwhelming choice was personal desire. This response was followed by a desire for public service. Benefits and wages were next. The media, job fairs and video gaming (role playing) were not significant motivators for the survey group in seeking criminal justice positions. Most all of the candidates sought the positions in the academy themselves with seventy-three percent not citing any outside influences to seek the criminal justice training. Two percent were recruited by agencies, while seventeen percent were referred by a friend or family. Four percent found

the training opportunity through online advertisements while the remaining four percent were referred through professional placement services such as military transition programs. When asked, what is the most important aspect of a criminal justice job again the overwhelming priority is job satisfaction, followed by opportunities for special assignments such as SWAT or Dive Units. Retirement, wages were followed by technology, weapons and take home vehicles. Tuition assistance rated low, only above vision insurance. When asked about technology the candidates use the overwhelming choice was the cellular telephone and the personal computer, pagers and video games are the least used by those surveyed. The primarily method of electronic social networking is email and texting followed by computer based social networking sites. Blogging, cellular video and Twitter were the last of the choices. When seeking employment the candidates seek positions that have a high degree of job satisfaction, wages and retirement. Health insurance follows with opportunities for specialties and promotion as the median choices. When seeking employment the candidates are most likely to use online job services such as "Monster.com", email solicitation and professional journals such as IACP, Police, and Policeofficer.com". Cellular video (advertisements), video games (role playing) and not embraced. Of those surveyed, seven percent are 19-21 years of age, forty percent are 22-25 years of age, thirty percent are 25-30 years of age, fifteen percent are 30-35 years of age and eight percent are older that 35. Of those surveyed, eighty-one percent are male and the remaining nineteen percent are female.

There was no appreciable difference in the responses when segregating by age. The exception is the use of online social services such as "MySpace".

While considering recruits the cost of training replacement recruits was explored. The Melbourne Police Department wage rates were used to determine costs to train a recruit based upon wage cost alone. Equipment and specialty training were not explored. The cost to train a recruit through probation is estimated at $74, 623.99. (Appendix C)

Discussion

While reviewing the survey results, several observations were made. The target group is the Generation Y applicant for Criminal Justice service. This was achieved as the large majority fit the desired demographic. Of those surveyed ninety-three were candidates for hire, meaning they had not yet secured a position with an agency. Nine had achieved employment with an agency. The vast majority are interested persons seeking training to become criminal justice employees and therefore has incurred the expenses of the academy. Motivations to seek the positions are self-directed and not usually a product of recruiting efforts. In fact, the overwhelming majority sought the information to participate in the criminal justice training academy classes. The next most common methods candidates found the academy was the three candidates that were personally recruited; closely followed by the two that were referred to by a friend or family. Ninety-eight percent of the candidates were in training of their own volition and not because of outside influences. This may be a local phenomenon due to the restricted area surveyed. In reviewing the employment values candidates held

important the clear choice is "job satisfaction'. This ambiguous term indicates a strong desire to be largely happy with their work and environment. The second choice reflects a desire to have opportunities to achieve positions within specialty services such as SWAT and Dive teams. This may be in line with the research indicating impatience amongst Generation Y employees and a desire to move into varied positions as they often get bored quickly and seek new challenges. A shortcoming of the survey is when the candidate expected to achieve one of these positions was not explored. This Generation does value a structured retirement benefit over wages (slightly). This desire differs from other research indicating Generation Y employees do not consider retirement planning. The generally conservative nature of police officers and candidates may indicate more traditional values and thinking than the general populous. The next area of value supports current research this Generation is in tune with various high technology equipment and weapons. This surpassed life insurance; take home cars and tuition assistance as desirable job benefit desires. This generation of employee has great experience with technology and clearly, the criminal justice candidate reflects the demographic of other research. Tuition assistance placed very low in desire as an employment benefits, finishing second to last. This was surprising until reviewing the surveys and determining that 21 percent of the students possess their high school diploma. Twenty one percent have some college classes while 58 percent possess an educational degree. This indicates today's criminal justice candidate tends to have a great portion if not all of their classic education achieved before seeking employment. Since this generation is technologically savvy, questions were posed on what types of technology they use as well as the use of electronic social networking. The cellular telephone was the preferred item followed by the personal computer. This seems to follow the generational pattern. This was followed by the conventional landline phone and then television. Video game and pager use was minimal. The conclusion supports the Generational need to stay connected with friends and family through technology items. This is supported to the indication that email and texting are the most common method of communication for electronic connectivity. Candidates indicated they do participate in social networking such as "Facebook and MySpace." Newer communications using Cellular Video, "Twitter and Blogging" were not widely used by those surveyed. When asked what a candidate valued when seeking employment differed slightly from those when valuating a position they currently held. Job satisfaction was still the most preferred aspect thought the interest changed slightly to wages, retirement, and health insurance in that order. Next was opportunity for specialty and promotional opportunities. In fact, many current wage and benefit packages reflect the desires of today's criminal justice candidates.

Recommendations

In order to attract and retain employee's criminal justice agencies should periodically evaluate current recruiting methods for their effectiveness. First, an agency must determine the true cost to hire, equip, and train a candidate for criminal justice service. Afterwards, these probationary employees are supervised and evaluated by line supervisors until the completion of the probationary period. It is apparent that many of the conventional wage and benefit packages still attract Generation Y candidates to agencies. These agencies quickly lose candidates to agencies with higher starting wages. In order to counter this issue, agencies should have a starting wage close to that of surrounding agencies and include frequent incentive raises for benchmarks, such as 1% raise for completing phase 1 Field Training, etc. This should be followed by anniversary step raises that exceed the starting wage of competing agencies. This investment both offsets the cost of training a new recruit to replace that candidate; it discourages the wage cannibalism syndrome. It is apparent these candidates seek Departments with opportunities with variety, such as SWAT and Dive Teams. This gives a decided edge to larger agencies whose budgets can afford such services. Smaller agencies should seek regionalized units to offset these costs if they desire to provide these services. Likewise, agencies may wish to consider career rotation programs where specialty assignments are rotated periodically. This presents the variety Generation Y candidates desire. Since research indicates the social nature of Generation Y employees, time away from work appeals to this group. Compensatory time programs or time awarded for holidays instead of pay may offer a cost savings and boost morale. In addition, Departments who use integrated technology into their operations will have a decided edge in attracting and retaining candidates. Modern integrated equipment will help attract candidates as the preference indicates a desire to use the items often.

Lieutenant Curtis Barger has been in law enforcement for 30 years, with 21 years at the Melbourne Police Department. Curt has worked in Patrol, Accreditation, Traffic, Motor Cycle Enforcement and served as a member of several specialty units. He currently serves as the Lieutenant of the Criminal Investigations Division and is on several law enforcement committees benefiting the community.

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Appendixes

(Blank Survey)

Survey for Law Enforcement Officers

1)   How long have you served a sworn law enforcement officer?

        o   less than a year
        o   1 year to 2 years
        o   More that 2 years but less than 5 years
        o   More than 5 years to 7 year
        o   More than7 years

2)   What prompted you to become a law enforcement officer? Scale this question in order of importance to you: (1-11 with 1 having the greatest importance)

        o   Friend or relative is an officer
        o   Police recruiter
        o   Needed employment
        o   Personal desire
        o   Wages
        o   Benefits
        o   Desire for public service
        o   Media
        o   Video games
        o   Job Fairs
        o   Other

3)   How did you find your current position?

        o   Newspaper add
        o   Online advertisement
        o   Online professional link, (Officer.com, Policeone.com, IACP.org, etc.)
        o   Professional publication
        o   Job referral, (military programs, job referral services, etc.)
        o   Personally recruited
        o   Friend or family referral
        o   Sought out by yourself

4)   What is the most important aspect of your job? Scale this question in order of importance to you: (1-12 with 1 having the greatest importance)

        o   Wages
        o   Retirement
        o   Health insurance
        o   Life insurance

- o Dental insurance
- o Vision insurance
- o Job satisfaction
- o Equipment (Technology, weapons, etc.)
- o Take home vehicle
- o Tuition assistance
- o Promotional opportunity
- o Opportunity for special assignments (SWAT, Dive teams, Motorcycle Unit, Etc.)

5) Do you use high technology items? Please indicate which ones you and their importance by order. (Number 1-6, with 1 as the most important)

- o Computer
- o Cellular telephone
- o Pager
- o Telephone
- o Television
- o Video games

6) Do you use electronic social networking? Please indicate which and their importance to you by order. (Number 1-6, with 1 as the most important)

- o Myspace, Facebook or other web based social network
- o Texting
- o Blogging
- o Twitter
- o Email
- o Cellular Video

7) If a Department were seeking candidates' for hire, what is the most important consideration for you to apply? Scale this question in order of importance to you: (1-12 with 1 having the greatest importance)

- o Wages
- o Retirement
- o Health insurance
- o Life insurance
- o Dental insurance
- o Vision insurance
- o Job satisfaction
- o Equipment (Technology, weapons, etc.)
- o Take home vehicle
- o Tuition assistance
- o Promotional opportunity
- o Opportunity for special assignments (SWAT, Dive teams, Motorcycle Unit, Etc.)

8) In attracting you to apply, what medium would most likely attract you? Scale this question in order of importance to you: (1-10 with 1 having the greatest importance)

- o Newspaper
- o Professional journals and magazines, (IACP, Police, Online law enforcement publications)
- o Online job services and links, (Monster, etc.)
- o Myspace, Facebook or other web based social network
- o Texting
- o Blogging
- o Twitter
- o Email
- o Cellular Video
- o Video games

9) What is your age range?

- o 19 to 21
- o 22 to 25
- o 25 to 30
- o 30 to 35
- o Greater than 35

10) Are you?

- o Male
- o Female

11) What is you race or ethnic background?

- o African American
- o Caucasian
- o America Indian
- o Of Asian decent
- o American Eskimo
- o Hispanic

12) What is your formal educational experience?

- o High School graduate
- o GED
- o In College or University
- o AA or AS Degree
- o BS or BA Degree
- o Masters Degree
- o Doctorate Degree

Appendix B
Survey with results

Survey for Law Enforcement Officers 104 Surveyed, 1 deemed invalid. 103 Analyzed

1)   How long have you served a sworn law enforcement officer?

        o   Candidate for hire   90%
        o   less than a year   8%
        o   1 year to 2 years   1%
        o   More that 2 years but less than 5 years   0%
        o   More than 5 years to 7 year   0%
        o   More than7 years   1%

2)   What prompted you to become a law enforcement officer? Scale this question
        in order of importance to you: (1-11 with 1 having the greatest importance)

        o   Friend or relative is an officer (Ranked Answers)   4
        o   Police recruiter   7
        o   Needed employment   6
        o   Personal desire   1
        o   Wages   5
        o   Benefits   3
        o   Desire for public service   2
        o   Media   10
        o   Video games   11
        o   Job Fairs   9
        o   Other   8

3)   How did you find your current position?

        o   Newspaper add   0%
        o   Online advertisement   4%
        o   Online professional link, (Officer.com, Policeone.com, IACP.org, etc.) 0%
        o   Professional publication   0%
        o   Job referral, (military programs, job referral services, etc.)   4%
        o   Personally recruited   2%
        o   Friend or family referral   17%
        o   Sought out by yourself   71%

4)   What is the most important aspect of your job? Scale this question in order of
        importance to you: (1-12 with 1 having the greatest importance)

        o   Wages   4
        o   Retirement   3
        o   Health insurance   5
        o   Life insurance   8

- Dental insurance   10
- Vision insurance   12
- Job satisfaction   1
- Equipment (Technology, weapons, etc.)   7
- Take home vehicle   9
- Tuition assistance   11
- Promotional opportunity   6
- Opportunity for special assignments (SWAT, Dive teams, Motorcycle Unit, Etc.)   2

5) Do you use high technology items? Please indicate which ones you and their importance by order. (Number 1-6, with 1 as the most important)

- Computer   2
- Cellular telephone   1
- Pager   5
- Telephone   4
- Television   3
- Video games   6

6) Do you use electronic social networking? Please indicate which and their importance to you by order. (Number 1-6, with 1 as the most important)

- Myspace, Facebook or other web based social network   3
- Texting   2
- Blogging   4
- Twitter   6
- Email   1
- Cellular Video   5

7) If a Department were seeking candidates' for hire, what is the most important consideration for you to apply? Scale this question in order of importance to you: (1-12 with 1 having the greatest importance)

- Wages   2
- Retirement   3
- Health insurance   4
- Life insurance   8
- Dental insurance   10
- Vision insurance   12
- Job satisfaction   1
- Equipment (Technology, weapons, etc.)   7
- Take home vehicle   9
- Tuition assistance   11
- Promotional opportunity   6
- Opportunity for special assignments (SWAT, Dive teams, Motorcycle Unit, Etc.)   5

8) In attracting you to apply, what medium would most likely attract you? Scale this question in order of importance to you: (1-10 with 1 having the greatest importance)

- o Newspaper 4
- o Professional journals and magazines, (IACP, Police, Online law enforcement publications) 3
- o Online job services and links, (Monster, etc.) 1
- o Myspace, Facebook or other web based social network 6
- o Texting 5
- o Blogging 7
- o Twitter 10
- o Email 2
- o Cellular Video 8
- o Video games 9

9) What is your age range?

- o 19 to 21 7%
- o 22 to 25 40%
- o 25 to 30 30%
- o 30 to 35 15%
- o Greater than 35 8%

10) Are you?

- o Male 81%
- o Female 19%

11) What is you race or ethnic background?

- o African American 16%
- o Caucasian 56%
- o America Indian 0%
- o Of Asian decent 2%
- o American Eskimo 0%
- o Hispanic 21%

12) What is your formal educational experience?

- o High School graduate 21%
- o GED 0%
- o In College or University 21%
- o AA or AS Degree 21%
- o BS or BA Degree 19%
- o Masters Degree 11%
- o Doctorate Degree

Appendix C
Minimum cost to train an academy graduate through probation.

The Melbourne Florida Police Departments cost for training an officer who has graduated from the academy until the completion of the probationary period was $74, 623.99 in 2008. This does not include the cost of equipment and materials and reflects personnel costs alone. (Melbourne, 2008) this assumption is based on the successful completion of the officers training period and does not account the training of a new officer to replace them nor the lost productivity time spent in training.