

# Retention Challenges in University Law Enforcement

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## **Abstract**

*Retaining quality officers is an ongoing issue amongst all law enforcement agencies. University law enforcement agencies traditionally must work harder to retain quality officers while competing with larger agencies and other universities. The alternative is for agencies to put fewer officers on the road and allow service levels to drop and possibly compromise public safety. Neither solution is a good one for police administrators which is why it is so important to identify the reasons university police officers leave an agency. Identifying these issues could help administrators identify and utilize methods to retain productive personnel.*

## **Introduction**

One of the greatest challenges facing university law enforcement organizations today is the successful recruitment and retention of highly qualified employees. Turnover of police personnel is a significant problem because law enforcement agencies depend upon set staffing levels to put the required amount of personnel into the field on any particular day and shift, to best serve and protect their communities. Their operations revolve around and depend upon a certain number of officers to respond to calls for service and investigate crimes. When officers leave a department, a void is created and must be filled by officers on overtime or working double shifts, which will impact the agency's budget. The alternative is for agencies to allocate fewer officers on the road, allow service levels to drop, and possibly compromise public safety. Neither solution is a good one for police administrators which is why it is so important to identify why police officers leave an agency and to make changes whenever possible, to attract and retain top quality police officers. In addition, when experienced officers leave the turnover may create a department with younger, less experienced officers, that could result in the reduction in the quality of service that a community receives. The competition for law enforcement jobs is intense and departments actively search for officers with strong credentials and experience and as a result they tend to hire officers from other departments. Often times, officers from university police departments are lost to larger departments who are able to offer higher salaries, better benefits, increased training opportunities and assignments, and a greater chance for upward mobility. University police departments feel the impact of employee turnover to a greater extent than larger agencies because they have smaller budgets and with fewer personnel to fill the gaps burnout can occur from the long hours and overtime needed to cover the vacancies. University agencies also have a greater difficulty filling open positions due to their lack of resources and ability to recruit effectively compared to the larger agencies who can offer perks smaller police departments and university police departments. These perks include lateral signing bonuses, take home vehicles, and physical fitness compensation.

It is increasingly difficult for university law enforcement agencies, who not only have to compete with each other, but with county and municipal departments. The challenge is not insurmountable; however, it may very well require creative and innovative retention tactics to resolve this ongoing issue. What is it that motivates an employee to stay or leave an agency? Why do they accept a job with a particular agency? Can hiring and recruiting practices be tuned to target individuals who will be better inclined to remain with one agency through their entire law enforcement career? Finally, what tactics can agencies use to foster an environment that encourages retention? These are the questions this study examines and seeks to answer.

## **Literature Review**

### **Challenges for University police departments:**

While many of the reasons that an employee leaves a job are universal across occupations and employers, university police officers experience some issues that are unique to their work environment. The FBI's Uniform Crime Report lists 625 public campuses that employ full-time police officers throughout the United States. Armed patrol officers with full arrest powers were used at nearly 9 out of 10 agencies that employed sworn officers. The majority of these police departments are smaller departments with less than 50 police officers. Out of the 625 police departments who report for the UCR, only forty agencies employed at least fifty full-time police officers (UCR, 2007). Florida's higher education system is composed of 228 colleges and universities. Of these, 43 are public institutions, 77 are nonprofit private schools, and 108 are for-profit private institutions. The 2-year campuses do not employ full-time sworn police officers. All of the 40, 4-year campuses, employ sworn, armed university police officers. Some of the campuses also supplement with unarmed security officers who perform tasks that do not require a sworn police officer's services. University police officers typically complete the same minimum amount of training and education as other police officers in their respective states. In Florida, the Training and Standards Bureau sets the minimum standards for being a police officer. Their authority to set the law enforcement standards is granted in Florida State Statute 943.13. Currently in Florida, police officer candidates must complete a 770 hour basic training academy in addition to passing the state examination. Once hired by an agency, police officers typically undergo a field training process of varying length and they must attend mandatory in-service training each year to maintain their certification Florida Department of Law Enforcement (2021). According to the Bureau of Justice Statistics (2008), 30% of all campus law enforcement agencies had some type of college education requirement for new officers. In addition to having the same requirements to become a police officer, university officers are generally equipped the same as municipal officers and respond to the same types of calls as municipal officers. The BJS reported that nearly 9 in 10 campus agencies with sworn officers were equipped with firearms, pepper spray, and batons (BJS, 2008). The BJS also reported that about 1 in 5 sworn officers were authorized to carry hand-held conducted energy devices such as Tasers. While campus officers respond to the same types of calls as municipal officers, the frequency to which they respond to these calls is often times less. This is true for violent crime and property crime. Universities can be viewed as small villages or cities with their own central government typically with a Chancellor or President at the top. However, there are some differences in how they govern. Municipalities provide government services with law enforcement among the top of the list. There is no dispute at the

municipal level that law enforcement is necessary and vital to the goals of a safe and secure community. However, unlike municipalities, universities are created with a central goal of providing higher education and law enforcement is not generally at the top of the list for important functions on college campuses (Heinz, 2003). In recent years, this has begun to change and more campus resources are being diverted towards safety and quick responses to emergency situations, following recent tragic events on college campuses. Ultimately should the goals of the university and the university police clash, the campus administration will decide what is in the best interest of the university. Ultimately, the university Chief or Director will report to the Chancellor or President of the university, either directly, or through a chain of command. These individuals tend to have an academic background, with limited or no law enforcement background. Their goal is to keep enrollment up and to provide a top-notch education with top notch faculty and staff. The goal of the police is to provide a safe and secure campus. University police, because of their position on the hierarchy of institutional goals, have historically fallen short on resources and personnel. The values of the higher education culture can also create difficulties for the university officers. The higher education culture is liberal, theoretical, permissive, decentralized, and normally officials take time to consider all facets of an issue before coming to a decision or deciding on issues through the use of committees. These values often conflict with law enforcement work, which is often conservative, non-permissive, authoritarian, paramilitary, pragmatic, and requires quick decision making (Heinz, 2003). In addition, some proactive officers become frustrated and disillusioned with either restrictions placed on their enforcement activity, simply low activity levels on campus, or the monotonous service type calls that dominate a normal shift. These officers may leave for municipal departments with higher activity levels, more enforcement possibilities, and greater promotion and specialty assignments. In addition, most people do not join campus departments because they are seeking campus policing as a career. Instead, they view it as a stepping stone to another police agency (Pearson, 2003). The campuses lose out, as they have invested the time and money on recruitment and training, only to lose this investment to neighboring cities and counties. The strength a department enjoys when they have experienced staff is diminished when experienced officers leave and can't easily be replaced.

### **Challenges of Retention**

Losing quality employees is generally harmful to an agency, and top performers may leave for several reasons, including poor job satisfaction, lack of motivation and low salary. High quality seasoned employees who remain with an organization, despite those issues, may cause other problems. Some of these problems include negative attitude, failure to comply with policies and procedures and demands for higher wages. Ideally, organizations would do their best to retain those employees who produce positive results for the agency and whose positive influence is greater than those of a new employee (Sigler, 1999).

The cost for a department to recruit, select, outfit, and train a new employee can have severe negative effects to a department's budget. The rule of thumb according to Orrick (2008), for estimating the cost of losing a qualified employee ranges from one to five times the employee's total salary (p. 149). High turnover rates make it difficult for faculty, staff, and students to get to know their police officers and for the police officers to get to know the campus community members. This is compounded by the fact that universities are made up of transient populations. The majority of students on most campuses are commuters, who have no real emotional, financial (other than tuition), or time-related investment in their community, which in

this case is their campus. As of 2008, private campuses had 32% of their students living on campus and public colleges had 21% of their students living on campus (BJS, 2008). The remainder of students drive to school, attend classes, and go home. Some may be involved in extra-curricular activities or sports, but certainly not the largest portion of any student body. Even the residence life students, who reside in campus housing, may only do so for one or two years and then move into apartments with friends or fraternity houses in their cities off-campus. The transient nature of this population makes it difficult for the police to build up relationships and trust. The police have a difficult time getting involvement from the commuters and if they manage to get involvement and support from housing students, these students move out after one or two years and the police must start all over again with new students. This can be frustrating for university police officers.

## **Reasons for Turnover**

There are many reasons why employees end up leaving a particular job. The reasons can be divided into voluntary and involuntary reasons. The causes of employee turnover are not unique to law enforcement. McCullum (2009) reviewed responses of employees in exit interviews and found five main factors that employees cite for leaving their job. Each of these reasons can be seen in law enforcement employees. They include: 1) bad bosses, 2) lack of employee recognition, 3) lack of advancement and growth opportunities, 4) work/life balance issues, 5) eroded trust with leadership. Salary levels are another factor to examine when determining why employees leave a job. A worker's salary level sends a message to the worker how much they are valued. When other employees at the same agency make more money working in comparable positions the employee can become frustrated and not feel appreciated. In addition, when employees do not make enough money to make ends meet at home, they experience elevated levels of stress at home and may seek for a second job or overtime assignments in order to pay the bills. The lack of family time can increase marital or personal problems at home. This results in many officers feeling anxiety and depression and they may end up getting divorced or leaving the department (Orrick, 2008). When an employee decides to leave an organization it is usually a decision that occurs over time and after a period of disengagement (Stanley, 2008). Managers often believe that employees leave for more money, while employees often cite reasons other than money for leaving an agency (Branham, 2005) as cited in Stanley (2008). Branham went on to list several reasons that cause employee disengagement and any single event could cause an employee to leave a department. Some of these reasons include being passed over for promotion, finding out the job is not as promised, conflict with a co-worker, bad performance review, and any incident that contains racial or sexual harassment (p.85). When examining employee turnover, researchers will look to reasons cited by employers for the departures and reasons given by the officers who left the agency. These reasons don't always match up. Orrick (2008) looked at some of the reasons given by departing officers as to why they left certain agencies and he came up with eight main reasons that officers give as to why they left a department. These include: 1) poor supervision, 2) lack of career growth, 3) unmet or unrealistic job expectations, 4) inadequate feedback, 5) insufficient recognition, 6) inadequate training, 7) inadequate equipment, 8) loss of trust in senior leaders Orrick 2008 (p.159-164). Examining the reasons employees cite for leaving may be more beneficial than interviewing employers, especially if the employer was not particularly close with the employee or didn't interact very often with the employee. Nothing is lost in the

translation when heard straight from the departing employee as long as the employee is free to speak and not worried about hurting the feelings of the employer.

## **Improving Retention**

Retaining quality employees can be accomplished in part by taking steps to increase job satisfaction. This can be done by allowing employees the autonomy they desire to get their jobs done. Job satisfaction can also be improved by allowing members to participate in the decision-making process when their expertise may align and by giving them meaningful work assignments. Pleasant working conditions are likely to encourage employees to remain with their current employer rather than seek other opportunities. Retention efforts should be directed at maximizing those factors which attract candidates to the agency and minimizing those that repel quality employees from it. While departments rightly seek to identify reasons why officers leave, they can improve their ability to retain officers by polling those who stay to learn what keeps them there (Sigler, 1999). At the same time, departments can identify common traits of those quality employees who remain on the job, to determine the type of individual who will be more likely to remain with the organization in the future. Compensation is critical to any employee retention strategy (Orrick, 2008). Regarding salary specifically, the theoretical relationship between pay and turnover can be explained using concepts from equity theory (Adams, 1963). Equity theory focuses on understanding how an employee's beliefs regarding how he or she is treated relative to others in the organization affect his or her behavior. In theory, an employee brings inputs to his or her job, such as education, experience, time, and effort, and in return, the individual receives outcomes such as pay, promotions, and recognition. The theory holds that an employee's perception of equity is a function of his or her beliefs of the appropriateness of the ratio of inputs to outcomes. Many believe that compensation has a strong effect on recruiting and retaining highly qualified law enforcement personnel. Employing agencies should be aware of how their compensation package compares to competing interests and market themselves accordingly. A positive work environment and high job satisfaction can minimize some of the impacts of lower financial compensation, but salary packages can be used as leverage if environmental factors are lacking. Agencies can help improve the work environment and earn the loyalty of workers by helping their employees feel valued (Gering, 2002). This can be accomplished through marketing communications, which share the agency's goals, vision, and direction, as well as keeping them informed of what they can do to stay or get things back on track. Organizational wellness programs can improve job satisfaction among employees, potentially reducing the rate of turnover (Gering, 2002). Departments with robust wellness programs are often perceived as having greater concern for their employees, thus making them more attractive places to work. Wellness programs can encourage a positive attitude, reduce stress and help employees feel better physically, which can influence attitudes toward work and life and increase productivity.

## **Improving Recruitment**

Several techniques can be employed to enhance a department's recruiting efforts. A strong internet presence is an important step toward presenting a positive image to potential job candidates and allows the department to control the message, presenting the most positive aspects of the job. Websites should be informative, dynamic and interactive, as serious candidates will very likely research the agency through its own website. Other means of

recruitment include using those currently in the hiring process to recruit their friends and acquaintances (Orrick, 2008). It is likely that excellent job candidates may be associated with other similarly qualified individuals, making them great potential recruiters. Religious organizations often have job outreach ministries, and networking with these organizations can lead to recruiting some outstanding candidates. Additionally, developmental programs such as internships and explorer posts can foster early interest in an organization, creating a future recruiting pool. (Orrick, 2008) New and innovative techniques are needed to attract newer generations of employees. By taking into consideration what younger employees value, departments can make adjustments to make themselves more attractive to these generations. At the same time, the pool of candidates can be expanded by looking outside of the traditionally targeted age groups. If possible, signing bonuses can be explored as a potential recruitment tool (Gordon, 2004).

## **Methods**

The purpose of this qualitative study was to explore the existing retention strategies in university law enforcement agencies and identify new methods for retaining university police officers. The problem addressed in this study was the lack of retention of university police officers within law enforcement.

Survey questions were designed to determine the level of job satisfaction among personnel and whether employees have considered leaving their agency, currently or in the past, and why. The sample size for this case study was over 284 university law enforcement officers with various agencies. Data was gathered through online surveys given to members of the Florida State University Police Department, University of Florida Police Department, University of Central Florida Police Department, University of South Florida Police Department, and Florida Agricultural and Mechanical University. A letter was sent to each agencies Chief requesting permission to solicit officers to participate in an interview. The letters contained all the important aspects of a research study inclusive of privacy, confidentiality of the officers and permission to solicit their participation in the survey. Once the survey was approved from department heads, the survey was emailed to the departments designee who forwarded the survey to the officers via email. The participants were given 3 weeks to complete the surveys.

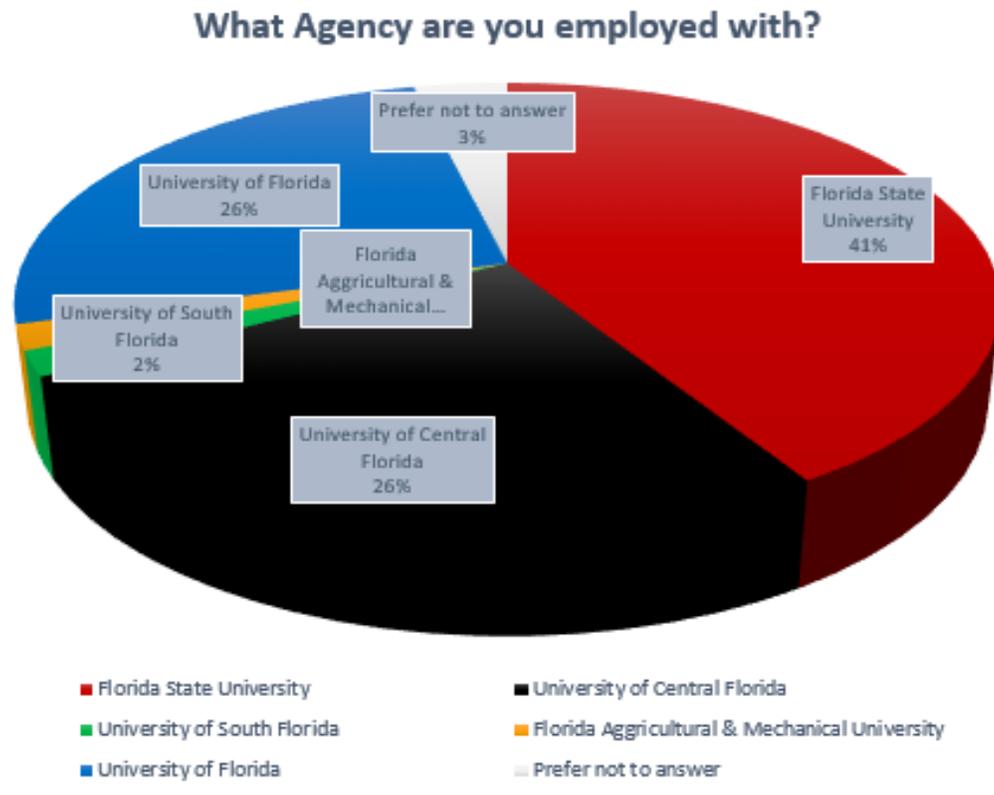
Data regarding level of education and years of service was requested to determine whether other correlating factors existed. Questions also asked participants to identify long-term career goals and whether they saw value in remaining with a single employer. The survey was anonymous in order to encourage truthful answers and a greater response.

A lack of candor remains a concern despite assurances of confidentiality and anonymity to all participants. Research based on the survey results of law enforcement officers could benefit agencies to develop new strategies for officer retention in university law enforcement.

## Results

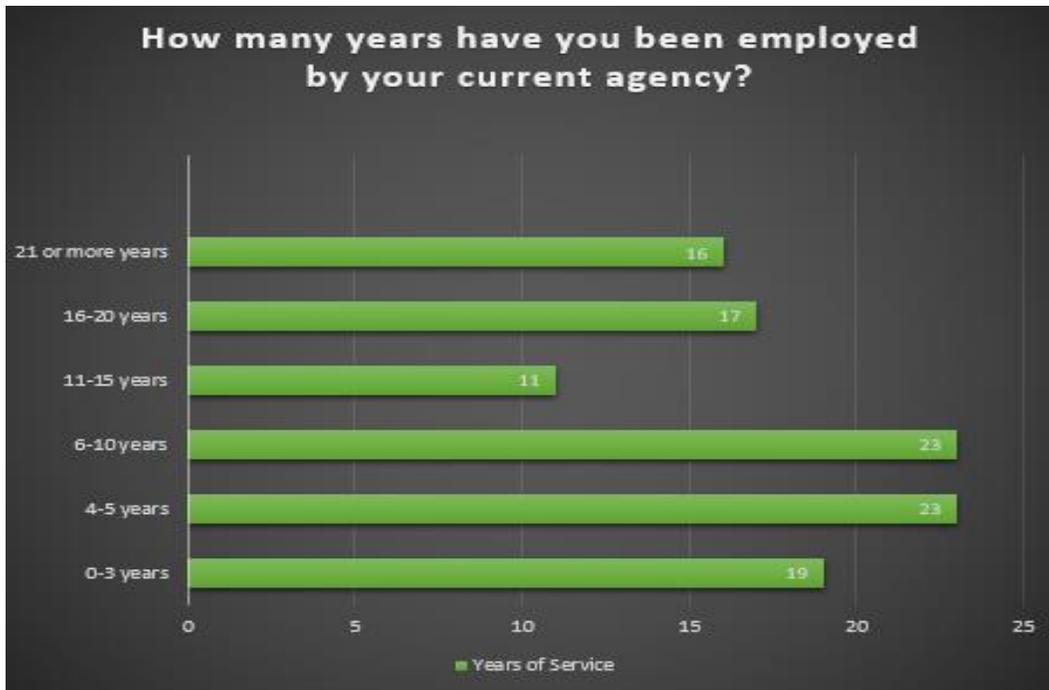
The survey was sent to 284 university law enforcement officers electronically. Law enforcement officers from Florida State University Police Department, The University of South Florida Police Department, The University of Central Florida Police Department, Florida Agricultural & Mechanical University Police Department, The University of Florida, and The University of Central Florida all participated. I received 132 responses, for a response rate of 46.5%.

Table 1: Employing Agencies of participants



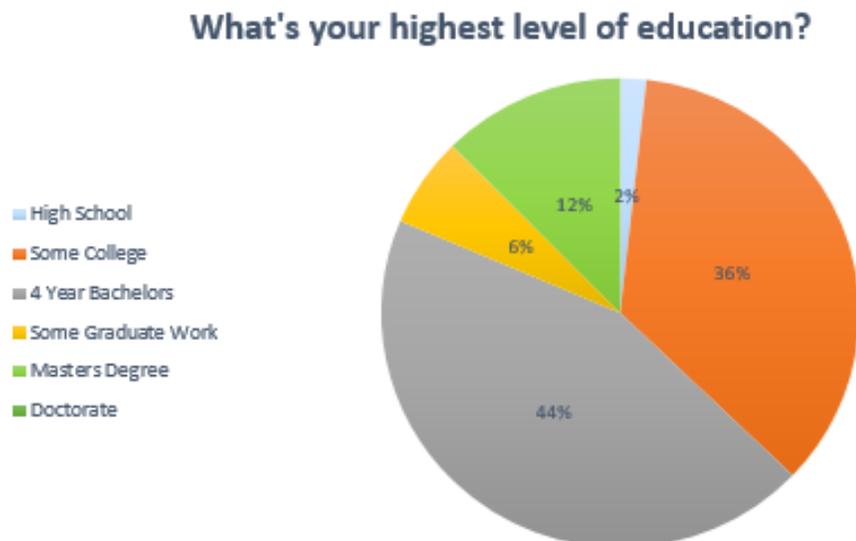
Question 1 asked survey respondents to identify what agency they worked for: Fifty-three respondents (41%) reported they work for Florida State University Police Department, while twenty-four (24%) reported working for The University of Central Florida. The University of South Florida was represented by two (2%) of the respondents and two (2%) of the respondents reported they were employed by Florida Agricultural and Mechanical University. Thirty-Two (24%) of those taking the survey reported they were employed by the University of Central Florida Police Department. Four respondents (3%) selected prefer not to answer.

Table 2: Years of Service



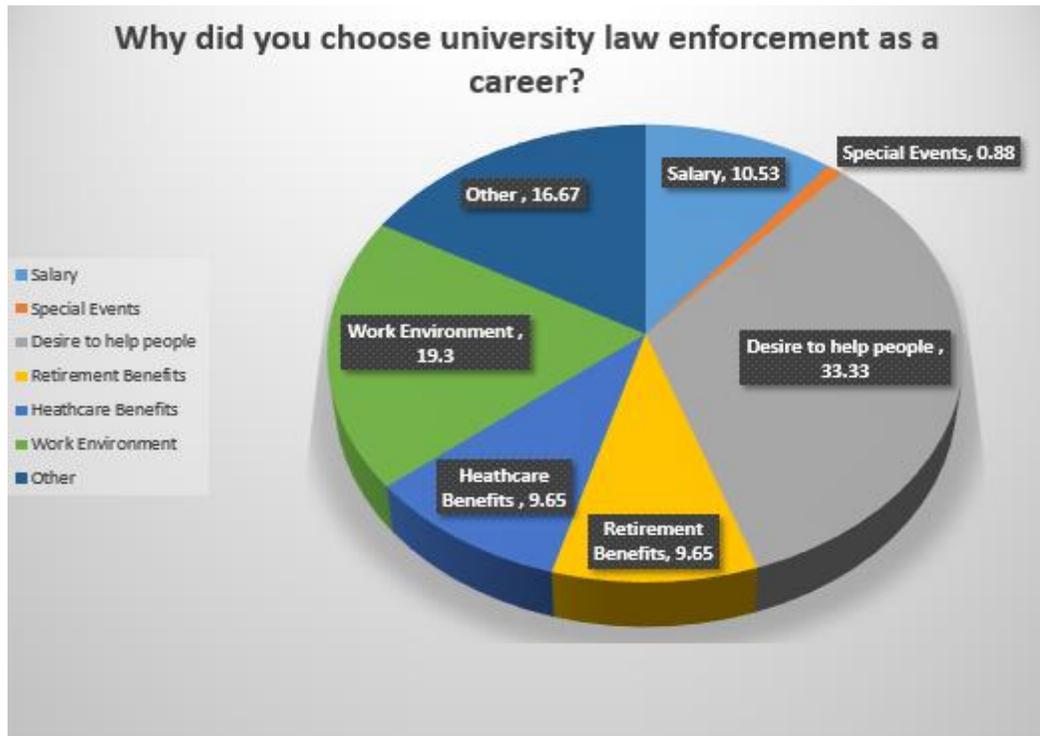
Question 2 asked participants to indicate their years of service. Nineteen (16.8 %) respondents reported having between 1 and 3 years of service. Twenty-Three (20.4%) participants reported 4-5 years of service; Twenty-Three (20.4%) had 6-10 years; Eleven respondents (9.7%) reported 11-15 years; Seventeen respondents (15%) reported 16-20 years; and 16 respondents (14.2%) reported 21 or more years of experience. Four survey participants (3.5%) preferred not to answer this question.

Table 3: Highest level of education



Question 3 looked at educational background and asked survey participants to report the highest level of education they've received. Of the 114 respondents, (2.6%) had a high school diploma or GED. Forty respondents (35.1%) had some college. Fifty respondents (43.9%) held a bachelor's degree. Seven respondents (6.1%) had performed some graduate work. Fourteen respondents (12.3%) held a master's degree. No respondents (0%) had obtained a doctorate, PhD or law degree. Eighteen respondents chose to skip this question.

Table 4: Why did you choose university law enforcement as a career?



Question 4 asked participants to indicate why they chose university law enforcement as a career. 114 respondents answered this question. Thirty-eight respondents (33.3%) reported the desire to help people. Twenty-Two (19.3 %) respondents reported work environment. Nineteen (16.6%) reported “other” which respondents listed first agency to offer employment, tuition free educational opportunity, and less work with decent pay. (10.5%) reported salary or pay. Eleven respondents (9.6%) reported healthcare benefits. Eleven respondents reported retirement benefits (9.6%). One respondent (0.8%) reported special events.

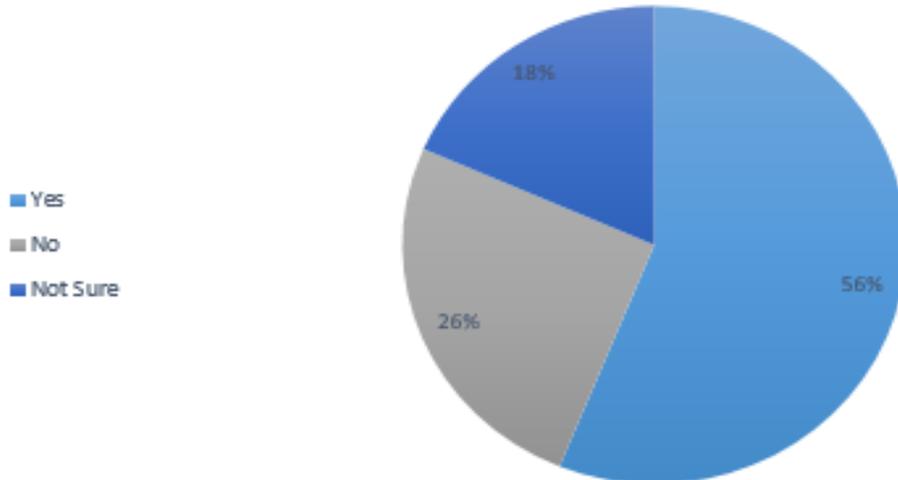
Table 5: Rank your career goals...



Question 5 asked participants to prioritize their career goals by utilizing the numbers 1-6. 1 being the highest priority and 6 the least most important priority. Eighty-One (61%) respondents replied to this question. Thirty-five participants (33%) reported promoting within their agency as the highest priority. Twenty-four (23%) respondents reported retiring with their current agency was the second highest priority. Twenty-three (22%) reported working in a specialty unit was the third highest priority. Fourteen (13%) respondents reported obtaining a position or promotion with a higher paying law enforcement agency as the fourth highest priority. Obtain a position with a federal agency and obtaining a position with a private company had the lowest priority. Fifty-One respondents (38%) preferred not to answer this question. Question 5 asked participants to prioritize their career goals by utilizing the numbers 1 through 6.

Table 6: Importance to remain with one agency throughout career.

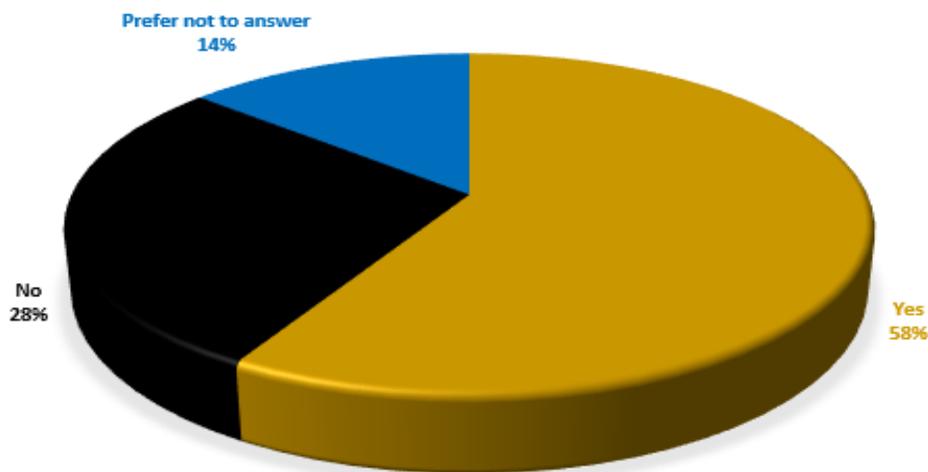
**Do you feel that it's valuable to remain with one department or agency throughout your career?**



Question 6 asked participants if they felt it was valuable to remain with one department or agency throughout their career. Of the 114 respondents, 64 (48.5%) reported that they had considered leaving their agency. Twenty-Nine (22%) respondents reported they had not considered resigning. 21 (15.9 %) reported they were not sure. 18 (13.6%) respondents preferred not to respond to this question.

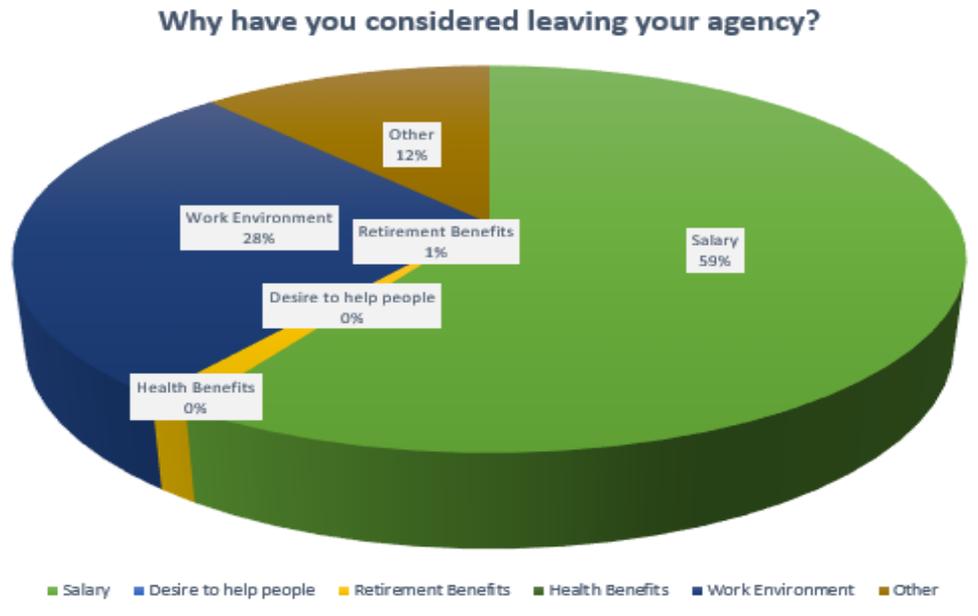
Table 7: In the past 3 years have officers considered leaving the agency.

**IN THE PAST 3 YEARS, HAVE YOU CONSIDERED LEAVING YOUR CURRENT AGENCY?**



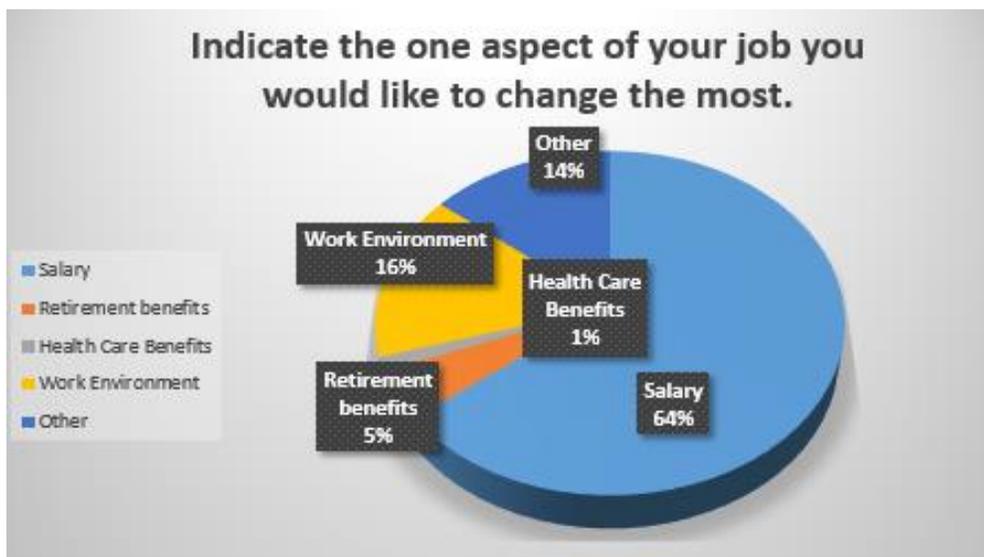
Question 7 asked participants in the past 3 years if they had considered leaving their agency. Of the 114 respondents, 77 (67.5%) reported that they had considered leaving their agency. Thirty Seven (32.5%) reported they had not considered leaving their agency within the past three years.

Table 8: Why Have You Considered Leaving Your Agency?



Question 8 asked respondents why they had considered leaving their agency. Of the 114 respondents who answered this question 45 (59%) reported that they considered leaving because of salary or pay. Twenty One (28%) respondents reported work environment. 1 respondent (1.32%) reported health benefits. Twelve (12%) reported other as their reason for consideration.

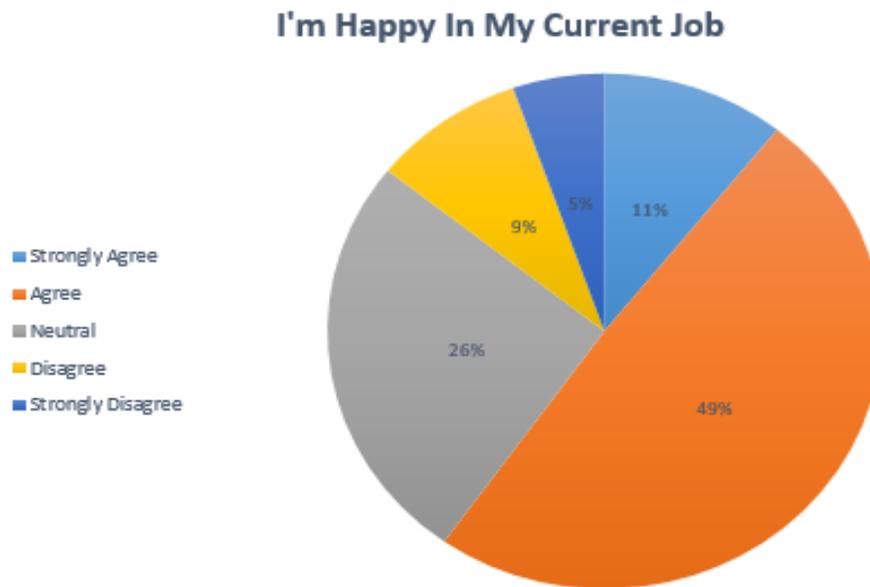
Table 9: Indicate the one aspect of your job you would like to change the most.



Question 9 asks respondents to indicate one aspect of their job they would like to see changed the most. They were informed if they did not want to make any changes select “none.” Of the 112 respondents who answered this question 70 (62.5%) reported salary or pay. Nineteen (16.9%) respondents reported work environment. Seventeen (15.2%) reported other which included take home vehicles, leadership from the university, and management. Five (4.46%) reported retirement. One (0.9%) reported they wouldn’t make any changes.

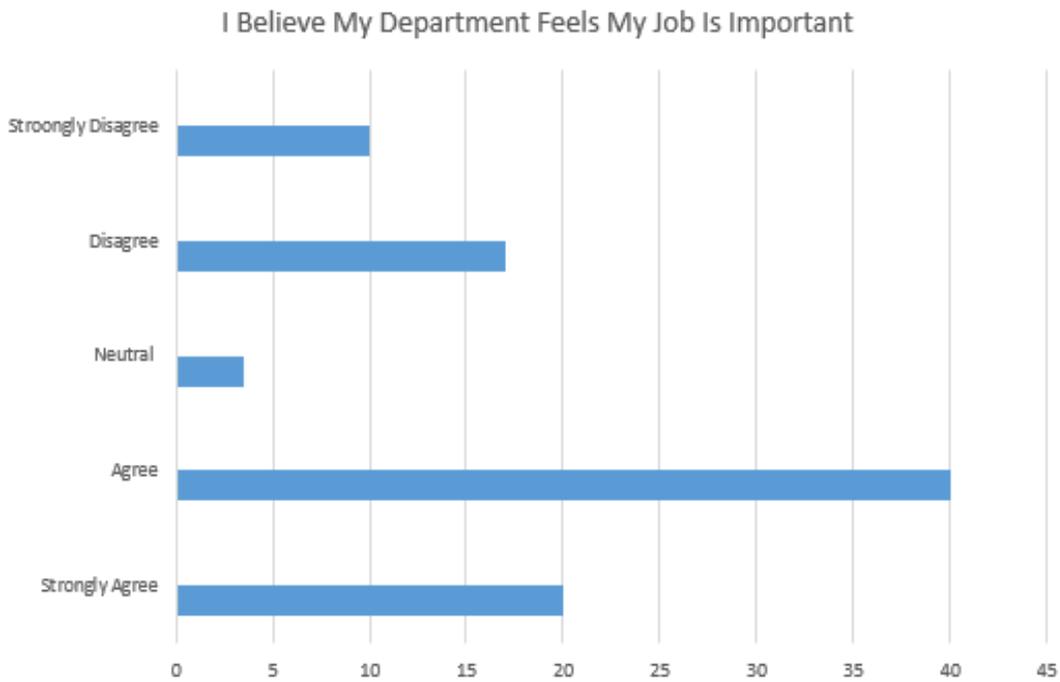
Table 9: Indicate the one aspect of your job you like to change the most.

Table 10: I am happy in my current job



Question 10 asked respondents if they were happy in their current job. Of the 114 respondents who answered this question 55 respondents (49%) agreed. Twenty Nine respondents (26%) they were neutral. Twelve respondents (11%) agreed. Ten respondents (9%) reported they disagreed. Six respondents (5%) reported they strongly disagreed.

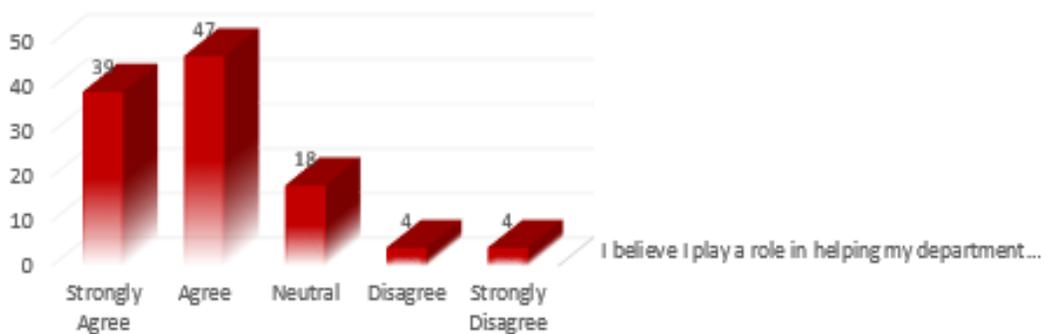
Table 11: I believe my department feels my job is important.



Question 11 asked respondents if they believe their job is important. Forty (30.3 %) selected they agreed. Twenty Five (19%) respondents selected neutral. Seventeen ( 12. 9%) respondents selected disagree. Ten (7.6 %) selected strongly disagree. Twenty (15.2 %) did not respond to this question.

Table 12: I believe I play a role in helping my department advace its mission.

### I BELIEVE I PLAY A ROLE IN HELPING MY DEPARTMENT ADVANCE ITS MISSION



Question 12 asked respondents if they believe they played a role in helping their department advance its mission. Forty Seven (42 %) selected they agreed. Thirty Nine (35%) respondents selected they strongly agreed. Eighteen ( 16%) respondents reported they were neutral. Four repondents (4%) selected strongly disagree, and four respondents (4 %) selected they disagreed.

Table 13: I Feel My Department Values My Work

### I FEEL MY DEPARTMENT VALUES MY WORK



Question 13 asked respondents if they felt their agency valued their work. One Hundred and twelve participants responded to this question. Seventeen (15 %) repondents selected they strongly agreed. Thirty Nine (35%) respondents selected they strongly agreed. Thirty Two (28%) respondents reported they were neutral. Four repondents (3.5%) selected disagree. Four respondents (3.5%) selected they strongly disagreed.

## Discussion

The results of the survey indicate university police officers enter law enforcement careers most often for reasons other than money. A desire to help other people, work environment, and benefits accounted for over 70% of the respondents' reasons for pursuing a law enforcement career. 56% of respondents said they felt it was valuable to remain with one agency throughout their career, 59% nonetheless considered leaving their current agency within the past 3 years. Among those who admitted they have considered leaving; the data shows nearly the opposite from the reasons people said they entered law enforcement careers. Salary and work environment were cited as the reason for considering leaving their current agency by 79% of those participants. Salary and work environment were also the two areas respondents identified as aspects they liked least about their jobs, as well as the two aspects they would most like changed.

The results indicated the desire to help others remained the aspect survey participants liked most about their jobs. This data suggests that while university law enforcement officers may have various reasons for joining an agency most officers who consider leaving want realistic tangible reasons for staying. Salary and a desirable work environment were at the top of the list. The comments left by respondents suggest that a distinction can be made between the type of work performed and the managerial and peer climate in which it is performed. That is to say that while respondents mentioned work environment as being an aspect of their job they disliked and one they'd like to see changed. Based on the data provided survey participants indicated they enjoyed the work they did. They felt the job they did was important.

77% percent of participants indicated they strongly agreed or agreed that they felt their job was important. 50% believed they played a role in helping their current department. However, 4% disagreed, 4% strongly disagreed. 16% were neutral as to whether they felt their department valued the work they did. The desire to help others remained the aspect respondents liked most about their jobs. This data suggests that university law enforcement officers listed various reasons for joining an agency. Officers who considered leaving want practical, tangible reasons for staying. Salary and a desirable work environment were at the top of the list. Respondents mentioned work environment and salary being an aspect of their job they would like to see changed. Survey participants indicated they enjoyed the work they did. Survey participants also felt the job they did was important.

The data collected revealed how university law enforcement officers feel about their jobs. 77% percent indicated they strongly agreed or agreed that they felt their job was important. 77% believed they played a role in helping their department advance its mission. However, 4% disagreed, and 4% strongly disagreed they played a role in helping their department advance its mission. 28% were neutral as to whether they felt their department valued their work performance.

## Recommendations

The results of the survey indicate that university law enforcement officers want to make a difference and help others, but they want to be compensated and feel appreciated while doing their jobs. The survey data suggests that salary and pay play a much larger role in whether officers feel appreciated. When pay is significantly lower compared to other professionals with similar jobs and responsibilities, employees express feeling their agency does not appreciate their work as much as another agencies.

Managers and supervisors should work to create a culture that is balanced between accountability and caring. Members should be held accountable for their actions, but they should also be rewarded for their hard work. University agencies can partner with university organizations i.e. President's Office, Student Government, University Relations, to help provide rewards, recognition and monetary incentives to high performing members. Agency missions should always be emphasized, and members should be reminded how they play a vital role in executing the mission. The mission should be clear from the recruitment phase, so that new recruits can get on board early and know exactly what their role will be. Retention starts with recruitment, and from the earliest phases of the hiring process, potential new hires should be given a clear and realistic picture of the job they are accepting. Recruiters should be positive, but honest. Potential recruits should be educated on what the department does and how and why it does it so both employer and employee can be certain they are the right fit for each other.

Agencies should focus on new media technologies, social networking, and staying up-to-date on web technologies and trends. A strong internet presence with helpful information is imperative. Recruitment and retention are not two separate issues, but rather the same coinciding issue. By tuning recruiting techniques to help hire the right people for the right job, agencies can put themselves in a better position to keep well-qualified employees. At the same time, by taking steps to enhance employee retention by incorporating meaningful employee appreciation programs and encouraging agency buy-in, university law enforcement agencies can build a strong recruiting force and foster an environment in which people will want to work. With regards to salary and pay, this is an area that university law enforcement departments have little control over. The universities determine the salary and benefit packages for each university law enforcement agency in the state of Florida. As the survey data and the literature indicate, officer's want to feel that their department values them and their work. While numerous agencies are looking to raise salaries, it takes time. Supervisors and managers should look for other ways to stress to their members how valuable they really are on a consistent basis as recommended through rewards, recognition and monetary incentives to high performing members.

Lieutenant Gregory Washington began his law enforcement career as a patrol officer with the Florida State University Police Department (FSUPD) in 2004. Lieutenant Washington has held several positions with the agency which have culminated to his current position as Lieutenant. He has served as the Lieutenant of Special Operations at FSUPD since 2018. Lieutenant Washington received a Bachelor of Science in Criminal Justice from Alabama State University a Master's of Science degree in Criminal Justice from Nova Southeastern University.

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## **Appendix A: Survey Questions**

Introduction:

Thank you for taking the time to participate in this survey by the Senior Leadership Program at the Florida Criminal Justice Executive Institute. The purpose of this survey is to identify challenges faced by university law enforcement agencies in retaining valuable officers. This survey is anonymous and needs to be completed by February 24, 2022.

This survey shouldn't take more the 10 minutes of your time, and the information you provide will be vital in helping to identify methods to hopefully improve retention. Please answer the questions candidly and honestly. Your responses to these questions will be anonymous.

What agency do you currently work for?

- Florida State University
- University of South Florida
- University of Central Florida
- Florida Agricultural & Mechanical University
- University of Florida
- Prefer not to answer

How long have you worked for your current agency?

- 0-3 years
- 4-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21 or more year

What is your highest level of education attained?

- High school / GED
- Some college
- 4-year / bachelor's degree
- Some graduate work
- Master's degree
- Doctorate, PhD or Juris Doctorate

Why did you choose university law enforcement as a career?

- Salary or pay
- Special Events (concerts, sporting events)
- Desire to help people
- Retirement benefits
- Health care benefits
- Work environment
- Other (Please Specify): \_\_\_\_\_

From the following list, please rank your career goals from 1-6, with 1 being the goal that is most important to you and 6 being the goal that is least important:

- Retire in my current rank with my current agency
- Promote within my agency and remain until retirement
- Work in a specialty position such as K-9, crime prevention, investigations, training, etc.
- Obtain a position with a federal law enforcement agency
- Obtain a position or promotion with a higher paying law enforcement agency
- Obtain a position with a private company

Do you feel that it's valuable to remain with one department or agency throughout your career?

- Yes
- No
- Not sure

In the past 3 years, have you considered leaving your current agency?

- Yes
- No

Why have you considered leaving your agency?

- Salary or pay
- Desire to help people
- Retirement benefits
- Health care benefits
- Work environment
- Other (Please Specify): \_\_\_\_\_

Please indicate the one aspect of your job you would like to see changed most. If you would not want to change anything, select "none."

- None
- Salary or pay
- Opportunity to help people
- Retirement benefits
- Health care benefits
- Work environment
- Other (Please Specify):\_\_\_\_\_

Please rate each statement:

I am happy in my current job.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

I believe my department feels my job is important.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

I believe I play a role in helping my department advance its mission.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

I feel my department values the work that I do.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

If you feel any important questions were left out of this survey, please let me know in the comment box below.