

# ADVISORY BOARD MEETING #2

Focus:

- Extrinsic Motivation
- Salary and Step Increases
- Intrinsic Motivation
- Training
- Optimal Employee Utilization
- Equipment

# EXTRINSIC MOTIVATION

- Extrinsic Motivation occurs when we are motivated to perform a behavior or engage in an activity in order to earn a reward or avoid a punishment.
  - e.g.: Tempe PD offers a reward of one paid day off when an officer performs exceptionally well on a call or encounter, such as catching a robbery suspect.
    - This may not be possible due to current staffing levels, but a similar reward system should be looked into as a possibility.
- An employee's salary needs to be high enough that it is extrinsically motivating; especially when compared to peers in the same profession and region.
- If compensation for services provided is not extrinsically motivating, employees are far more likely to seek other employment opportunities.

# SALARY

- Although Officers, Sergeants, and Commanders recently received pay raises, ASU PD pays significantly less than surrounding agencies over time.
- ASU PD has a respectable starting salary, but there are no annual increases. We currently have new officers making the same as 10-year officers (or laterals with 20+ years experience). This makes employees question their future here, and look to other agencies who give annual increases.
- Dispatchers and Police Aides also make considerably less than their peers at other agencies.
- The tuition waiver is often touted as one of the reasons our employees make less. Surrounding agencies give tuition reimbursements; this is comparable to what ASU offers because those employees are free to attend any school they choose. They are also reimbursed for school supplies.

# SALARY

- The next few slides are of relevant job postings from surrounding agencies that I have been collecting since late October of 2013.
- Many of these postings are still active.

# MESA PD OFFICER SALARY

THE OFFICIAL WEBSITE OF THE CITY OF MESA, ARIZONA

Test Size: A A A | Feedback

mesa:az

CITY SERVICES THINGS TO DO BUSINESS CITY HALL JOBS

Job Opportunities

powered by NEOGOV

**Job Title:** Police Officer Lateral - In State and AZPOST Certified Non-Lateral

**Closing Date/Time:** Continuous

**Salary:** \$50,960.00 - \$72,862.40 Annually

**Job Type:** HRM Position

**Location:** PO Box 1466, Mesa, Arizona

[Print Job Information](#) | [Apply](#)

Description/Duties | Benefits | Supplemental Questions

Please view and print the Job Announcement document for additional information related to minimum qualifications and requirements as well as testing and hiring process.

**Job Announcement**  
[www.mesaaz.gov/Job/PDF/JobAnnouncements/POLateralJobAnnouncement.pdf](http://www.mesaaz.gov/Job/PDF/JobAnnouncements/POLateralJobAnnouncement.pdf)

A Police Officer performs general duty police work or specialized police work in the protection of life and property. In carrying out the responsibilities of an entry-level Arizona Peace Officer, a Mesa Police Department Police Officer interacts with a culturally and socially diverse population; employs discretion in solving problems; maintains public order; prevents crime; enforces laws and ordinances; conducts investigations; makes arrests; issues summonses/citations, and warnings; assists the public; and may perform administrative support tasks. This class is responsible for performing related duties as required. Work normally consists of routine patrol, preliminary investigations, and traffic control duties in a designated area on an assigned shift. The employee's primary responsibility is to respond to public safety calls for service. Incumbents may work on an assignment, which necessitates specialized abilities and knowledge usually attained through experience as a uniformed officer. Police Officers may be assigned to: assist in the training and evaluation of Police Officer-Recruits; perform traffic control and enforcement on a police motorcycle or bicycle; handle high risk tactical operations or hostage situations; handle hazardous devices; work with specially trained K-9 police dogs; conduct crime scene investigations for the detection of latent impressions and other physical evidence; work in the Criminal Investigations Division to perform detailed follow-up investigations and prepare cases for prosecuting; perform specialized investigations in the area of organized crime and maintain complex criminal intelligence files; and conduct aerial surveillance on assignment as a helicopter observer/pilot. Work assignments are made by a Police Sergeant or other superior. Work methods are checked through personal observation, interviews, and documents. (Minimum experience: three (3) years of uniformed police work.)

**Human Resources Office**  
20 E. Main Street  
Suite 130  
Mesa, AZ 85201  
480-844-2365

[Location Map](#)

**Office Hours:**  
Monday - Thursday  
7:00 a.m. - 6:00 p.m.  
Closed Fridays, weekends and holidays

**Police Position Questions:**  
(800) 864-5460

[City of Mesa Applicant Log In](#)  
[Jobs Home](#)  
[Job Opportunities](#)  
[Promotional Opportunities](#)  
[Other Employment Opportunities](#)  
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scottsdale PD.png

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start | Advisory Board Meet... | Mesa - Google Chrome | 1:01 AM

# GLENDALE PD OFFICER SALARY

**GLENDALE** 24/7  
Latest City News

Departments Services City Officials Residents Visitors Businesses Online Services Important Updates Home

## Job Opportunities

[Jobs Home Page](#) [Applicant Login](#) [Job Opportunities](#) [Internal Job Opportunities](#) [Job Descriptions](#) [Job Interest Card](#)

powered by **NEOGOV**

**Job Title:** Police Officer - Lateral  
**Closing Date/Time:** Continuous  
**Salary:** \$52,492.00 - \$73,861.00 Annually  
**Job Type:** Full Time  
**Location:** Main Station 6025 N. 57th Drive, Arizona

[Print Job Information](#) | [Apply](#)

**Description** | **Benefits** | **Supplemental Questions**

**The Glendale Police Department is only accepting applications from candidates who possess an active Arizona POST certification.**

Performs general and specialized police work involving the enforcement of laws and ordinances, protecting life and property, detection and arrest of violators, crime prevention, community services or other specialized assignments of comparable responsibility.

**Example of Duties:**

1. Patrols assigned area of the City, by automobile, motorcycle, on foot or bicycle, for the prevention of crime and enforcement of all applicable criminal, traffic, and liquor laws and City Ordinances.
2. Responds to calls for service involving crimes such as robberies, assaults, homicides, and narcotics violations.
3. Responds to general public service calls for civil or societal problems.
4. Secures the scene of a crime; makes arrests; books prisoners.
5. Responds to hazardous materials incidents and traffic accidents; investigates traffic accidents; detects impaired drivers; administers first aid; directs traffic and requests medical assistance.
6. Prepares reports to accurately document information.
7. Participates in problem oriented policing efforts by identifying problem areas, recommending and implementing solutions, and monitoring the results.
8. Handles hostage negotiations; performs suicide prevention interventions; transports mentally ill patients; performs surveillance operations.
8. Performs a variety of general and specialized criminal investigations involving property and persons crimes; gathers evidence; preserves crime scenes; prepares cases for prosecution.
10. Provides training on gang-related issues, firearms, defensive driving, defensive tactics, impact weapons and other related police topics.
11. Writes and executes search warrants.

# SCOTTSDALE PD OFFICER SALARY

The screenshot shows a web browser window displaying a job posting page. The page title is "Home / Human Resources / Employment Opportunities" and the main heading is "Employment Opportunities". The job details are as follows:

- Job Title:** Police Officer Recruits, Laterals & Waivers
- Closing Date/Time:** Wed. 11/06/13 5:00 PM Arizona Time
- Salary:** \$54,932.80 - \$79,664.00 Annually
- Job Type:** Full-Time Regular
- Location:** • Scottsdale, Arizona
- Department:** Police
- Classification:** Classified
- FLSA:** Determined by Position

Below the job details, there are two links: [Print Job Information](#) and [Apply](#).

The page has three tabs: **Introduction**, **Benefits**, and **Supplemental Questions**. The **Introduction** tab is selected, showing the following text:

The Police Officer patrols designated areas of the City to protect life and property, to prevent and deter crime, enforce laws, respond to citizen requests for assistance and perform investigations.

The Police Officer Recruit is an entry-level position prior to becoming a certified Police Officer. Participates in formal, structured training at a police academy as well as customized departmental training classes and field training program arranged by in-service trainers.

A Police Officer Lateral is a police officer who has current Arizona P.O.S.T. Peace Officer's Certification, experience and training.

Applicant eligibility for the waiver (out-of-state certified police officers) program will be determined during the background process. An applicant whose career spanned a variety of special assignments must have successfully completed field training and probation and operating as a fully functional peace officer. Correctional officers and law enforcement administrators, whose career ladder did not include the above, do not qualify for the waiver program.

The screenshot also shows a Windows taskbar at the bottom with icons for Internet Explorer, File Explorer, and Adobe Reader. The system tray shows the time as 1:57 PM on 10/30/2013.

# GILBERT POLICE AIDE SALARY

The screenshot shows a web browser window displaying a job posting on the NEOGOV website. The page title is "PA pay gilbert.pdf - Adobe Reader". The navigation menu includes "Home", "About Gilbert", "Town Services", "eServices", "Meetings", "Departments", and "Contact Us". A search bar is located on the left side. The main content area is titled "Job Opportunities" and features a "powered by NEOGOV" logo. The job details are as follows:

- Job Title:** Civilian Patrol Technician
- Closing Date/Time:** Sun. 10/27/13 11:59 PM Arizona Time
- Salary:** \$16.99 - \$25.49 Hourly
- Job Type:** Full Time
- Location:** Gilbert, Arizona

Below the job details, there are links for "Print Job Information" and "Apply". The "Overview & Qualifications" section is currently selected, showing the following text:

The Town of Gilbert is seeking a detail-oriented self starter to fill the position of Civilian Patrol Technician in the Gilbert Police Department. The individual selected will perform a variety of non-sworn enforcement duties such as the collection of latent and DNA property crime scene evidence, transporting and interviewing victims and witnesses, investigation of non-injury traffic collisions, traffic control and security.

Gilbert has a history of steady population growth and a commensurate increase in demand for law enforcement services. We offer an excellent benefits package that includes medical and dental insurance, tuition

That is \$35,399-\$53,019 annually.



# GILBERT DISPATCHER SALARY

The screenshot shows a web browser window with the URL [agency.governmentjobs.com/gilbert/default.cfm?action=view/job&jobID=645077&hit\\_count=yes&headerFooter=1&promo=0&transfer=0&WDDXJobSearchParams=<w](http://agency.governmentjobs.com/gilbert/default.cfm?action=view/job&jobID=645077&hit_count=yes&headerFooter=1&promo=0&transfer=0&WDDXJobSearchParams=<w). The page is titled "Job Opportunities" and features a search bar and a sidebar with navigation links such as "Site Index", "Human Resources", and "Job Opportunities". The main content area displays the following job details:

- Job Title:** Police Telecommunicator - Lateral
- Closing Date/Time:** Continuous
- Salary:** \$22.86 - \$34.29 Hourly
- Job Type:** Full Time
- Location:** Gilbert, Arizona

Below the job details, there are tabs for "Overview & Qualifications", "Benefits", and "Supplemental Questions". The "Overview & Qualifications" tab is selected, showing the following text:

The Town of Gilbert is seeking applicants for the position of Police Telecommunicator. Telecommunicators facilitate the flow of information between the public and police officers by answering emergency (911) and non-emergency calls for service and dispatching police officers and/or other resources as needed.

The work of a Telecommunicator is demanding and rewarding. Individuals selected to fill these critically important positions work in a fast-paced, exciting environment and provide an invaluable service to the local community and citizens they serve.

Ideal candidates will possess the unique ability to deal with critical situations, under pressure, quickly and effectively. They will be adept at processing information from multiples sources simultaneously, and determining the most appropriate course of action. They will extend the same level of courtesy and professionalism to each call for service. Requirements for the position are a high school diploma or GED and three years of full-time police emergency services dispatching experience.

The Police Telecommunicator position represents an excellent career opportunity with the Town of Gilbert. The Town offers a competitive salary and an excellent benefits package that includes medical and dental insurance, paid vacation and sick leave, tuition assistance and Arizona State Retirement System benefits.

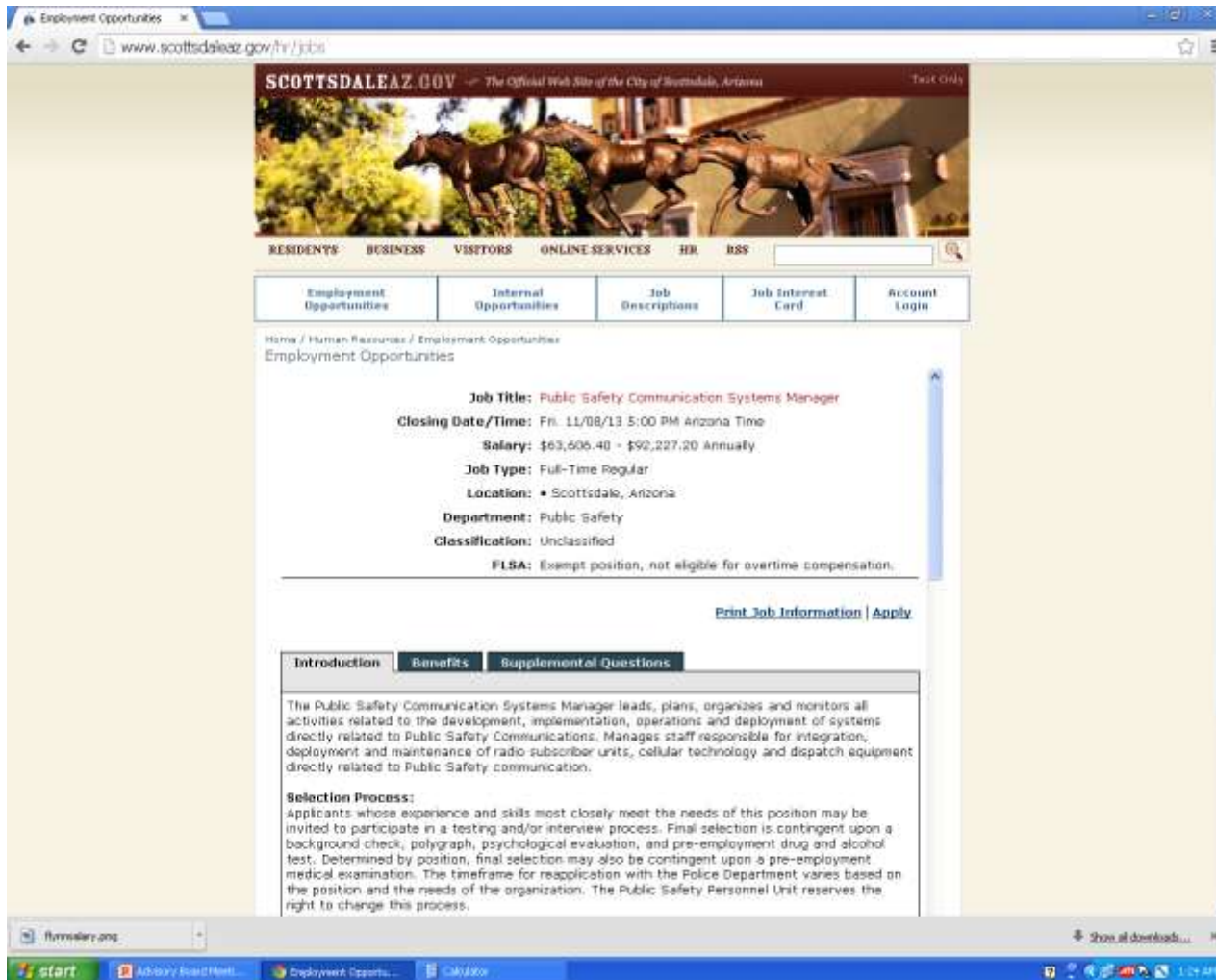
Visit [www.gilbertaz.gov/hr/default.cfm](http://www.gilbertaz.gov/hr/default.cfm) to complete and submit an online employment application. Resumes will be accepted only as an attachment to a completed application.

**Licenses & Certifications:**

Must possess and maintain a valid Arizona Criminal Justice Terminal Operator Certification or be able to obtain within six months of hire.

That is \$47,548-\$71,323 annually.

# SCOTTSDALE DISPATCH MANAGER SALARY



Employment Opportunities

www.scottsdaleaz.gov/hr/jobs

SCOTTSDALEAZ.GOV - The Official Web Site of the City of Scottsdale, Arizona

RESIDENTS BUSINESS VISITORS ONLINE SERVICES HR BSS

Employment Opportunities Internal Opportunities Job Descriptions Job Interest Card Account Login

Home / Human Resources / Employment Opportunities

Employment Opportunities

**Job Title:** Public Safety Communication Systems Manager

**Closing Date/Time:** Fri, 11/08/13 5:00 PM Arizona Time

**Salary:** \$63,606.40 - \$92,227.20 Annually

**Job Type:** Full-Time Regular

**Location:** • Scottsdale, Arizona

**Department:** Public Safety

**Classification:** Unclassified

**FLSA:** Exempt position, not eligible for overtime compensation.

[Print Job Information](#) | [Apply](#)

**Introduction** | **Benefits** | **Supplemental Questions**

The Public Safety Communication Systems Manager leads, plans, organizes and monitors all activities related to the development, implementation, operations and deployment of systems directly related to Public Safety Communications. Manages staff responsible for integration, deployment and maintenance of radio subscriber units, cellular technology and dispatch equipment directly related to Public Safety communication.

**Selection Process:**  
Applicants whose experience and skills most closely meet the needs of this position may be invited to participate in a testing and/or interview process. Final selection is contingent upon a background check, polygraph, psychological evaluation, and pre-employment drug and alcohol test. Determined by position, final selection may also be contingent upon a pre-employment medical examination. The timeframe for reapplication with the Police Department varies based on the position and the needs of the organization. The Public Safety Personnel Unit reserves the right to change this process.

flmmsalary.png

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start Advisory Board Meeting Employment Opportunities Calculator 1:24 AM

# TUCSON DISPATCH MANAGER SALARY



The screenshot shows a web browser window with the URL [www.tucsonaz.gov/igims/JobDetails.aspx?Postings=4938](http://www.tucsonaz.gov/igims/JobDetails.aspx?Postings=4938). The page features the City of Tucson logo and a navigation menu with links for Government, Neighborhoods, Business, City Info, Departments, and A-Z Answers. Below the navigation is a section titled "ONLINE EMPLOYMENT SYSTEM" with buttons for "Main Employment Page", "View Job Openings", "Job Descriptions", "Login", and "My Employment Profile". A link for "Printable Version" is also present.

**EMERGENCY COMMUNICATIONS MANAGER (SECURITY CERTIFIED)**  
Tucson Fire Department

Grade: 817 Salary Range: \$58,675 - \$98,611 annually  
Hiring Salary: \$58,675 - \$85,000/DOE

**AS THE EMPLOYER OF CHOICE FOR SOUTHERN ARIZONA,  
WE OFFER EXCELLENT BENEFITS AND AN OUTSTANDING WORKING ENVIRONMENT!**

You are encouraged to print this bulletin because it contains important dates and information that will not be available online once this position closes. This recruitment will establish a civil service list which will be utilized for vacancies occurring within the next 6 months. Qualified applicants whether current City Employees or general public are encouraged to apply. Employees in these classifications earn 104 hours of sick leave and 104 hours of vacation leave annually. Vacation accrual rates increase with seniority. Sick Leave balances are unlimited and Vacation balances have a cap of 288 hours. [Click for Complete Listing of Benefits](#)

The City of Tucson Fire Department is looking for a career professional to serve as an Emergency Communications Manager, responsible for planning, organizing, and administering the technical components and operating systems of the E-911 Communications Center. The applicant should be experienced and proficient in coordinating the efforts of technical staff, system engineers, software and hardware vendors, and contractors, for a large, urban dispatch center environment. Applicants should possess a wide range of knowledge of radio, telephonic, CAD, reporting, and data management systems related to emergency call center operations.

The Communications Center is a 24/7 operation. Incumbents will be required to serve in an on-call status and available to respond on short notice to issues and emergencies extending beyond regular work hours.

This is a security certified position. The successful candidate(s) will be required to pass a comprehensive background check. [polygraph](#)

# STEP INCREASES

- The main problem with our current salary situation is that ASU PD employees are not guaranteed incremental salary increases. Other departments give salary step increases. To be competitive, ASU must do the same.
- Employment at ASU Police is treated as a “job” by most, rather than as a “career”. By that, I mean many sworn and unsworn personnel use the Department as a stepping stone and are actively looking to leave once they get the AZPOST certification and some experience, a degree, or both.
- For maximum retention rates, ASU needs to change this image of the Department being only a job, and transform it into a career for our officers and civilians.

# STEP INCREASES

- ◉ Step increases need to be initiated so that pay raises are incremental, measureable, and guaranteed.
- ◉ Step increases need to be included in an employment contract for all Police Department employees.
- ◉ Employees should “top out” after no longer than ten years with the Department. Some Departments top out as early as five years (Mesa PD and Ohio State University PD).
- ◉ The maximum pay for an officer according to the ASU Job Descriptions is \$70,715 with a starting salary of \$44,138. That is a \$26,577 difference.
- ◉ Based on this, an officer should receive a salary increase of at least \$2,657 per year for a “3” or above rating until he or she is “maxed out”.
- ◉ Officers and civilians should be given salary “bumps” for educational achievements or past experience at other agencies.
  - This will show employees that the Department values education and self-improvement.

# CURRENT ASU PD EMPLOYEE SALARY SCHEDULES

jobtitledescriptions.asu.edu

ASU Home | ASU A-Z Index | My ASU | Colleges & Schools | Directory | Map

ARIZONA STATE UNIVERSITY

Low Mid High

Search

170995	<a href="#">Police Aide</a>	41	29643	38443	47243	CLS	HRY	N	190	Public Safety
170997	<a href="#">Police Aide Lead</a>	42	32037	41668	51299	CLS	HRY	N	190	Public Safety
170998	<a href="#">Police Aide Supervisor</a>	43	34705	45270	55835	CLS	HRY	N	190	Public Safety
171110	<a href="#">Police Corporal</a>	63	52529	68220	83911	CLS	HRY	N	190	Public Safety
171150	<a href="#">Police Dispatch Supervisor</a>	52	40480	52719	64959	CLS	SAL	E	190	Public Safety
170990	<a href="#">Police Evidence/Property Tech</a>	42	32037	41668	51299	CLS	HRY	N	190	Public Safety
171130	<a href="#">Police Lieutenant</a>	65	61838	80309	98780	CLS	SAL	E	190	Public Safety
171100	<a href="#">Police Officer</a>	61	44123	57419	70715	CLS	HRY	N	190	Public Safety
117943	Police Officer Events	32	26085	33106	40128	CLS	HRY	N	190	Public Safety
171000	<a href="#">Police Officer Recruit</a>	61	44123	57419	70715	CLS	HRY	N	190	Public Safety
171140	<a href="#">Police Radio Dispatcher</a>	43	34705	45270	55835	CLS	HRY	N	190	Public Safety
171145	<a href="#">Police Radio Dispatcher Sr</a>	51	37308	48628	59948	CLS	HRY	N	190	Public Safety
171155	<a href="#">Police Records Clerk</a>	33	28041	35551	43062	CLS	HRY	N	180	Clerical & Admin Support
171156	<a href="#">Police Records Clerk Sr</a>	41	29643	38443	47243	CLS	HRY	N	180	Clerical & Admin Support
171120	<a href="#">Police Sergeant</a>	64	57257	74360	91463	CLS	HRY	N	190	Public Safety
190895	Police Supvr, Non-Traffic Even	-	0	0	0	CLS	SAL	E	190	Public Safety

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All Department employees should reach their top-end salary after no more than 10 years, reaching the midpoint after no more than five years. Increases should be given for educational achievements (associates, bachelors, and graduate degrees) and prior experience.

# STEP INCREASES

- Giving employees a comparable wage with incremental increases is essential to slowing the loss of staffing that ASU Police is facing (increasing extrinsic motivation).
- By taking this step immediately, employees that are actively looking to leave may opt to stay; this will also make the agency more attractive to new hires.
- Pay is not the only incentive when it comes to a conducive, productive work environment. However, taking financial strain off of employees will improve retention.
- This step will also show employees that actions are being taken to better the workplace.

# PAY ABOVE BASE

- ⦿ The Pay Above Base (PAB) is a temporary bonus that supplements an employee's salary. It is not guaranteed on an annual basis.
- ⦿ Civilians are not offered the Pay Above Base. This sends a non-intended message that civilians are not as valued/important as sworn personnel.
- ⦿ There is a very small percentage of employees who are solely internally motivated. The rest *need* to be motivated extrinsically; otherwise they are likely to leave.



# INTRINSIC MOTIVATION

- ◉ Intrinsic motivation involves engaging in a behavior because it is personally rewarding; essentially, performing an activity for its own sake rather than the desire for an external reward (salary/bonus).
- ◉ For a career to be intrinsically motivating, most individuals require dynamic roles throughout their employment.
- ◉ Training allows officers and civilians to become experts in areas that are interesting and rewarding to each individual.
  - It is the norm for some Command Personnel to deny training requests to *free* training courses when there is no negative impact to minimum staffing levels. This ideal must be changed.
- ◉ If employees have little or no intrinsic motivation in their current capacity, it is likely that they will seek more satisfying employment opportunities elsewhere.
- ◉ Researchers have found that offering positive praise and feedback when people do something better in comparison to others improves intrinsic motivation.
- ◉ *Recognizing* and *acknowledging* employee accomplishments is critical for building intrinsic motivation within an organization.

# TRAINING

- ⦿ Training is a critical aspect of employee retention.
- ⦿ New hires deserve to have Field Training Officers who are certified, competent, and experienced instructors. This will ensure that the maximum number of new hires will pass Field Training which increases our staffing levels.
- ⦿ Current employees need the opportunity to grow within their profession. Employee satisfaction often comes from mastering one skill set, and then having the ability to move to a new skill set (if desired).
- ⦿ When training is not available or not approved by Command, employees become frustrated. This may eventually contribute reason to leave the agency for more intrinsically motivating career opportunities.
- ⦿ The public expects our officers to be well trained and highly motivated. It is a disservice to our customers to have anything but.

# TRAINING

- ◉ FTO – All Field Training Officers should be General Instructors *and* FTO certified (NAFTO). This will help reduce the attrition of new hires and improve the overall training experience for the OIT.
- ◉ The FTO program needs to be revised as well. What we currently have is not working per comments received by current department members, and also by the number of officers who have failed Field Training.
- ◉ HGN – Most of our calls for service stem from alcohol use. The nature of the environment we police makes it a necessity for all sworn employees to be HGN certified.
- ◉ DRE – The above also goes for DRE; we should have a minimum of one Drug Recognition Expert per shift.
- ◉ Phlebotomy – ASU Police should have at least one phlebotomist on staff per shift. This will make ASU PD far more self-reliant when processing DUI suspects.

# TRAINING

- More training needs to be available to line officers and civilians.
- Many officers complain that their requests for free training offered by other departments are often denied.
- The Department should be making all training available to as many employees as possible.
- Motivated employees who show initiative and want training should not be denied their request unless absolutely necessary.
  - Even if it means putting out Department overtime to cover the training employees' shift.
  - *Investing* in employees this way makes them feel valued by the organization and also more confident in their skill set.
- More training equates to a more effective, safe, professional and satisfied staff.
  - This will likely lead to a reduction of external complaints.

# TRAINING

- ⦿ Every officer employed by ASU PD should be experts when it comes to active shooter scenarios. ASU PD should be the leading expert in Arizona and hosting training for other agencies.
- ⦿ The fact is, ASU is the largest university in the country. The question is not *if* we will have an active shooter, but *when*. We must invest in training to prepare ourselves and prevent as much harm to our community as possible when tragedy strikes.
- ⦿ All officers should all be rifle certified, and should also be issued sound suppressors; as it is likely that they will discharge their rifles inside of a building during the pursuit of an active shooter.
  - The possibility of severe, permanent injury to the officer is great if a high-powered rifle is fired indoors without proper sound suppression; as is the significant disorientation and pain commonly associated with perforated eardrums.

# OPTIMAL EMPLOYEE UTILIZATION

- Currently we have many officers who have retired from other agencies.
  - Several of these officers have stated that they wish to do more within our organization.
- Experienced, well-trained officers like these are an invaluable resource. We need to fully utilize them in Training and Operations.
- Police Aides should be cross trained as Detention Officers, so that Police Officers can be made available more rapidly after an arrest. This will help alleviate staffing problems when arrests are made and reduce Officer administrative time on shift.

# OPTIMAL EMPLOYEE UTILIZATION

- Police Aides should be trained in the following areas:
  - Respond to, and take traffic accident reports.
  - Issue civil citations.
  - Be given the opportunity to become Taser certified.
- The outlying campuses at this time often have only one officer on staff; having a Police Aide available for less lethal coverage would be an excellent asset during periods of low staffing.

# EQUIPMENT

- ◉ Although it may appear aggressive to some, the duties that a Police Officer carries out on a daily basis require specific equipment. Officers should be able to utilize load-bearing outer vest carriers if they wish.
- ◉ It is important to equip rifles with sound suppressors. As stated before, a high powered rifle discharged indoors poses a hazard to the officers who are utilizing or are near the weapon.
- ◉ The current uniform requisition system is ineffective. All employees that were surveyed are very dissatisfied with the current system.
  - E.g., PA Flynn submitted 6 different requisitions over a period of 10 months before finally receiving a pair of replacement boots. Unintentionally, this can be viewed as unprofessional both internally and externally. Similar instances occur with many employees who submit clothing/uniform requisitions.
- ◉ This allowance can come in the form of a voucher to be redeemed at Universal Police Supply, or in cash.



# *SUPERVISORS AND LINE STAFF MUST ALL ASK THEMSELVES A QUESTION...*

- Think about this question objectively, and answer honestly.
- What is the incentive for an employee to stay with the ASU Police Department?
- *What are the influencing intrinsic and extrinsic motivators offered by ASU that will retain employees?*
  - Pay?
  - Training opportunities?
  - Recognition?
  - Benefits?
  - Workplace environment?
  - Morale?