Human Resources Management:

An Exploration of Strategic Human Resources Management

In Michigan Police Organizations

By: Jason L. Hunt

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Abstract

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There exists in the law enforcement community an antiquated notion that reactive

management policies and practices are sufficient for the day-to-day operations of police

organizations (Tafoya 1986, 1990; Manning, 1997; Anderson, 2000). The law enforcement

community remains highly resistant to change and unfortunately maintaining the 'status quo'

inhibits the ability of police organizations to prepare for the uncertainties of an ever-changing

environment (Tafoya, 1990; Manning, 1997; Anderson 2000).

The research presented here demonstrates the need for the law enforcement community to

evaluate management strategies and move toward proactive management practices that are

promoted from within the organization rather than from outside pressures.

Three hundred municipal police organizations in the state of Michigan were asked to

respond to questions regarding human resource activities in their organization. The results

demonstrate that that the levels of participation in human resource activities present in municipal

police organizations in the state of Michigan offer positive feedback for implementing a

proactive strategy to meet the challenges of an ever-changing environment.

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Chapter 1

Statement of Problem

1.1 Introduction to Strategic Human Resources Management

Police organizations are one of the most vital and influential institutions in society. In many respects they represent the elements that define being an American. The notions of justice and freedom are embodied by what police organizations bring to the people. Throughout the history of this country, police organizations have existed in one form or another. The basic purpose of these organizations has always been to maintain the status quo (Tafoya, 1990). Unfortunately, this antiquated notion is still the fundamental principle driving the management of police organizations to this day. This fact in itself is the root cause of the problems that police organizations are facing in an ever-changing society. In the opinion of some, police organizations have not implemented the necessary, fundamental strategies that will allow the organization to remain viable in a new era of policing (Tafoya 1986,1990; Manning, 1997; Anderson, 2000).

There has been a great deal of research in the area of police organizations. Research has utilized the expertise of both academics and professionals from many disciplines within the social sciences. Research has been greatly focused in three key areas: 1) assessments of organizational structure (Burns and Stalker, 1961; Buhler, 2002; Lawler and Mohrman, 2003); 2) assessments of personnel (Manning, 1997; Anderson, 2000; Matcalf and Dick, 2001); and 3) assessments of the role of police (Tafoya 1983, 1990; Manning 1997; Anderson 2000). More often than not, these efforts have not led to great changes within the organization. These efforts have led to innovations such as community policing and various types of training programs, but have not had a lasting effect on how the organization will meet the challenges of the future.

The fundamental problem can certainly be defined as an organizational one. However, the organization itself is not the problem. It is the administration and lack of the strategic use of resources that hinder the organization and promote the perpetuation of the status quo. Police organizations must prepare themselves for a future that unfortunately has arrived and "anticipate tomorrow in an imaginative, analytical, and prescriptive manner" (Tafoya, 1990, p.14). A sound analysis of the deficiencies in human resources will provide the starting point as well as determine the success of the organization. Understanding the elements that pose a threat or an obstacle to the organizations' goal attainment will be essential for the organization to maintain its viability in an ever-changing, volatile environment. Societal norms and value shifts will be the primary focus that drives the necessity to develop strategies to come out of the "shelter of the status quo" to which police organizations are still bound (GPO, 1967).

Personnel and the management of personnel is the crux of the issue when discussing police organizations and the strategies used to manage personnel have been the most resistant to change. The strategies used to truly affect organizational change are crucial to the success and viability of the organization because "there is no more important concept for the police administrator to understand today than resistance to change" (Tafoya, 1990, p.187). This is a crucial element due to the fact that police organizations are more resistant to change when they are forced or are pushed by outside forces (Metcalfe and Dick, 2001). The management strategy used by police organizations is the concern and basis for the research proposed here. Through a sound management strategy, the organization will become better equipped to meet the challenges facing police organizations now and in the future.

An assessment of current management practices will demonstrate the necessity for a sound strategic human resources management approach. The multitude of influence from which

police organizations receive pressure from can be broken into two categories: 1) Stakeholders and, 2) Power holders (Kaptein and van Reenen, 2001). The stakeholders are those that represent the local constituencies such as citizens, local business, and the local prosecutors' office. The power holders (over the police) are governments (governors, mayors, etc), suspects, offenders, and other law enforcement agencies. Kaptein & van Reenen (2001) and Manning (1997) point out that the relationships that these entities form with the police organization are often confrontational, selfish and misguided. Kaptein and van Reenen (2001) use the metaphor "Dilemma of the Hands" as a means to describe the phenomena that takes place in this crucial relationship of the organization. The metaphor consists of three organizational conflicts that include:

1. Entangled Hands: conflicts between interests of the employees of the organization and the organization.

2. Many hands: Many functional responsibilities of the organization are inadequately coordinated, certain responsibilities get lost.

3. Dirty Hands: Stakeholders confront organization with conflicting interests, due to organizational restraints; organization may become inclined to ignore stakeholders' expectations.

This metaphor adds to the argument for developing a strategic plan that is best done from a human resources perspective. The metaphor demonstrates that the pressures that organizations are under become more profound with the involvement of many individuals. Thus, implementing a practical and adaptable means of meeting the challenges that they present is crucial.

As evidenced by the dilemma of the hands, accountability in the view of the public at large places an enormous burden on police organizations. Public scrutiny and political pressure

are the two largest elements that police organizations face. (Manning, 1997; Kaptein and van

Reenen, 2001).The beginning of any sound strategy must make this fact a primary objective.

Having the right personnel in position to guide the organization in this area is crucial to the

success and viability of the organization. Kaptein & van Reenen (2001) and Manning (1997)

note that this is the fundamental flaw with police organizations today and that police

organizations are by far the most visible representatives of the local government. Every task for

which they are responsible will be under the scrutiny of stakeholders as well as power holders.

This is an enormous responsibility and one that the organization should be committed to

managing in an effective manner. The degree to which the organization understands the

relationship between these elements and the organization is the essence of organization reform.

1.2 Strategic Human Resources Management Defined

To begin, a differentiation between human resource management (HRM) and strategic

human resources management (SHRM) is necessary. According to the United States Office of

Personnel Management (OPM), HRM typically serves as only a reactive entity within the

organization that is responsible for the "transaction-based, procedurally-bound administrative

process" (OPM, 1998, p.7). Buhler (2002) extends this point by recognizing that the traditional

approach to human resources focuses on record keeping and administrative tasks. HRM is a

complimentary tool used to facilitate the implementation of strategy necessary to achieve SHRM

(Fombrun et al., 1984). Traditionally, few human resource (HR) offices are included in the

planning process from the beginning (OPM, 1999). The role of the HR office has typically

focused on these administrative activities rather than on the agency-wide accountability for the

effective use of human resources in accomplishing the mission of the organization. The critical

managerial task for HR and management is to align the formal structure and the human resources

systems so that together they drive the strategic objectives of the organization. The transition to

SHRM can be seen as a direct result of a rapidly changing external environment (Buhler, 2002).

SHRM is "based on the belief that realistic planning is not possible unless it takes into

consideration information on current and potential human resources" (Pynes, 1997, p.17). This

strategy offers the greatest hope to anticipate and manage the impacts of organizational issues.

This approach is not just a focus on individual employee issues; it is instrumental in integrating

human resources into the organizations strategy and becomes part of the visionary process

(Pynes, 1997). For police organizations, this should be of fundamental interest. Manning (1997)

points out seven areas of police policy problems that hinder police organizations, they include:

1. Morale
2. Discretion
3. Accountability
4. Crime-Fighting Focus
5. Rational Resource Allocation
6. Public Trust
7. Corruption

SHRM offers the best and most practical means to deliver the practical, strategic solutions to the

21st century police organization and to address the policy concerns that have plagued police

organizations for decades. According to Pynes (1997) SHRM does this by:

- Recognizing the role that employees play in contributing to the organizations success
- Forcing managers to identify future organizational needs and review the demand for and
  readily available supply of skills in the organization

- Closely monitoring an agency's external environment for changes that will impact the organizations ability to fulfill its mission

- Attempting to match the available supply of labor with the forecasted demand in the light of the strategies' plan for the agency

- Guiding management in identifying and implementing the appropriate human resources learning activities for resolving organizational problems or adapting to meet new opportunities, and

- Determining the human resources needs of the agency and ensuring that qualified personnel are recruited and developed to meet organizational needs

SHRM is the result when Human Resources Management is vertically integrated with strategic planning and horizontally integrated with other human resource functions including training and development, compensation and benefits, recruitment and selection, and labor relations (Pynes, 1997). It is clear that SHRM will provide a viable means to bring organizational effectiveness to the police organizations of today and tomorrow. It is a practical approach and one that will allow for adaptability to meet the individual needs of all organizations.

SHRM is a commitment to the organization, to the individuals within the organization, and more importantly it is a commitment to the citizens. The key to SHRM is the requirement to nurture employee commitment to the organizations' value system and goals, and the belief that this will lead to enhanced employee performance and productivity (Pynes, 1997). It is a commitment to the citizens that should make SHRM most attractive to police organizations. The organization can maintain integrity, as well as be better equipped to handle the ever-changing social climate with which they will be faced. Thus, the organization will truly be able to realize

the positive relationship with the public that was one of the goals of the community oriented

policing initiative.

1.2.1   Community Oriented Policing: COP

The organizational issues presented here are evident in the way that the public and police

have viewed some of the most progressive innovations in law enforcement to date. Community

Oriented Policing (COP) has seen much success in the way of innovation that has made real

progress. However, there is still great resentment towards the COP philosophy because "critics

have argued that community policing represents a slogan without action, style without substance,

and rhetoric without reality" (Maguire and Katz, 2002, p.503).

Maguire and Katz (2002) point to the fact that because the nature of community policing

is ambiguous and difficult to define, it has led some to view it as simply another "trendy phrase".

Critics further claim that because historically police organizations have maintained a neutral and

distant relationship with the public in an effort to promote police professionalism, there has been

little opportunity for the citizens to actively take part in the community policing process. This

issue stems from a flaw in the organizational design and management of policies and practices.

Instead of actually attempting to promote proactive change and managing that change, the "us-

them" attitude of the police (Manning, 1997) is used to maintain old organizational ideals.

This notion of maintaining old organizational ideals is a factor that led to an evolution in

the way organizations think about human resources. In the early 1900's, the focus of human

resources centered on employee safety and productivity and had no influence in organizational

development. This focus was refined in the mid-1900's to incorporate employee rights and began

to develop incentives to motivate employees. The late-1900's saw a rapid progression of

employee rights reform and provided a drastically changing workforce the benefit of an

integrated human resource function, to administer the progression of these rights. The basis for

strategic human resources management comes from the notion that in the twenty first century,

the transition from a service and support role to a consultative and leadership role will be crucial

for police organizations (Rothwell et al. 1998).

1.2.2   Compstat (Computerized Statistics)

Compstat was seen as new and imaginative when the New York Police Department

(NYPD) initiated it in 1994 as a modification of conventional community policing ideology. But

as Weisburd et al. (2003) and Moore (2003) noted, the elements of Compstat had actually been

around prior to the NYPD's coining of the phrase. The elements of 'forward looking principles'

that Compstat promoted were actually being realized as community oriented policing initiatives

that were taking hold. The principles that Compstat utilizes according to Weisburd (2003) are:

- Clarify agencies mission by focusing on its basic values and creating tangible objectives

- Give priority to operational objectives over administrative objectives

- Simplify managerial accountability for achieving those objectives

- Become more adept at scanning the organizations' environment to identify problems

  early and develop strategies to respond (data driven)

- Increase organizational flexibility to implement the most promising strategies and

- Learn about what works and what does not by following through with the empirical

  assessment of what happened

The Compstat model appeals to many police organizations because it does not seek a

"revolution in the organizational structure of American policing" that other models do. It also

promises "innovation in police organization, strategies, and tactics" (Weisburd et al. 2003, p.

438).

Compstat programs are drawn from a broad base of management principles designed to clarify the organizations mission and give priority to operational objectives (Weisburd et al. 2003; Moore 2003). Compstat gained popular support at a rapid pace because it "holds out the promise of allowing police agencies to adopt innovative technologies and problem solving techniques while empowering traditional police organizational structures" (Weisburd et al. 2003, p.421).

Therein lays the fundamental problem with the Compstat model. Components of Compstat are seen merely as a means to reinforce the bureaucratic, paramilitary model of police organizations rather than an attempt to truly reform models of American policing (Weisburd et al. 2003). It does so by creating a strategic control system, where operational objectives are viewed as more important than administrative objectives, and organizational power rests in the hands of a few individuals.

Compstat provides an "elegant managerial package" for those concerned with organizational control (Moore, 2003). This managerial package tends to reinforce the "old management in a police organization that emphasized central control over individual initiative and compliance policies and procedures over imaginative efforts focused on solving the substantive problems that police were supposed to handle" (Moore, 2003, p. 470). Compstat programs seek to empower police organizations by promoting a hierarchical structure to achieve the objectives of top management. Thus, the front line officers are usually unaware of what Compstat may or may not be doing for the organization. In this organizational environment, the model is much more concerned with control than empowering the people within the organization. This mentality of control moves away from reforming the organization and solidifies the bureaucratic and military models that undermine the efforts to adapt and change.

1.2.3 <u>Transforming Leadership Model</u>

Another forward-looking organizational change model is Anderson's (2000) Transforming Leadership model. This model points to a means by which to transform the leadership of the organization through the shifting of roles and the enhancement of communication. The transforming leadership model is a relevant model used to highlight the necessity for improving or refining the organizations' management strategy. The Transforming Leadership model establishes five skill sets that are necessary for its success:

1. Self management

2. Interpersonal communication

3. Problem management

4. Consultative skills (Team and organizational development)

5. Style, role, and skill shifting (Anderson, 2000, 52).

The Transforming Leadership Model is an interdisciplinary approach that Anderson (2000) states: "seeks to capture specific philosophical, theoretical, and scientific investigative results that together have a range of practical applications" (Anderson, 2000, 51). Anderson states that the model is not "another panacea, wonderful training or action oriented program" (Anderson, 2000, 52). The model should be seen as an enhancement of the organization and is apparent in Anderson's (2000) definition of the Leadership Organization.

Anderson defines the Leadership Organization as:

The leadership organization creates and sustains a leadership-centered culture where leaders are equipped to develop other leaders at all levels of the organization from the top down and the inside out (Anderson, 2000, p. 5).

The model utilizes a six step process for transforming leadership. Transforming leadership can be realized through these six steps:

1. Envisioning

2. Planning

3. Teaming

4. Motivating

5. Evaluating

6. Recycling (Anderson, 2000, p. 54).

Step one, envisioning, is defined as an understanding of the organizations history, is crucial because envisioning requires imagination and creativity. According to Anderson (2000), envisioning is the most difficult step because it requires originality. This fact is also highlighted by Tafoya (1990) and Manning (1997) who state that the nature of police organizations is to maintain the status quo and that police organizations still remain highly resistant to change.

Step two, planning, begins after a vision has been established. Planning involves how the vision will be implemented, where the vision will be implemented (what parts of the organization), when the vision will be implemented (establishing a timetable), and who will be responsible for implementing the vision. Step three, teaming, involves selectively delegating responsibilities for implementing the vision by matching the nature of each task with appropriate personnel. Step four, motivating, involves implementing a system of rewards to satisfy the need for recognition and the satisfaction of accomplishment to maintain morale and a positive outlook in this ongoing process. Step five, evaluating, involves the creation of realistic evaluation criteria that are not only realistic, but also desirable. Evaluating must also have a clearly defined means by which to measure the progress of implementation of the vision. Step six, recycling, involves

the periodic review of the vision for the purposes of rethinking, refreshing, and regenerating the plan.

Anderson (2000) posits the Transforming Leadership Model as more "integrative and comprehensive" in the area of police organization management. It should also be noted that the model places importance in the areas of human development, human resource development and organizational development, and is based on applicable theory in the areas of communication, counseling, and consulting.

The Transforming Leadership Model seeks long-term impact and development for the organization rather than immediate results. Satisfaction is gained through the continuation of positive development observed over time.

1.3 **Purpose of Research Project**

Although it is not possible to propose a 'one solution' answer, a sound Strategic Human Resources Management model (SHRM) offers not only a practical, but a highly adaptable approach that is needed in a volatile environment such as the police organization. Research demonstrates that reforming police practices remains a necessary and vital endeavor for police administrators and academics (GPO, 1967; Tafoya, 1986, 1990; Anderson, 2000). With the emergence of innovative reforms such as COP and Compstat, police organizations have demonstrated the necessity and willingness for change, but have not truly embraced the ideals of these reforms, in fact, police organizations remain highly resistant to change (Manning, 1997; Maguire & Katz, 2002; and Weisburd et al. 2003).

The lack of sound management and management principles demonstrates not only the need for a better management philosophy, but also a focused management philosophy. Long gone are the days where the "do as I say, not as I do" philosophy is an appropriate means by

which to define organizational objectives (Raterman, 2003, p.2). This mentality only creates

animosity among line-level officers and fosters the notion that managers are hypocritical in their

approach to organizational goals and objectives (Ratterman, 2003). Raterman (2003) offers two

plausible solutions for organizational implementation in helping to alleviate this problem:

1. Draft and maintain wise rules

2. Create and maintain a positive organizational culture

These suggestions for organizational development are crucial components for management to

consider. They are fundamental to the organizations' success and further demonstrate that a

strategic plan is needed to guide the organization, not only from an organizational perspective

but also in view of the public. The management of a strategic plan must incorporate three

considerations: 1) mission and strategy, 2) a defined formal structure, and 3) a clear human

resource system (Fombrun et al. 1984.). Fombrun et al. (1984) describe these considerations in

detail, defining mission as the organizations reason for "being" and strategy as the means by

which the organization displays information and people to carry out the mission. The formal

structure incorporates the organization of people and tasks in implementing organizational

strategy, and includes the systems of financial accounting and information dissemination.

Finally, human resources systems involve the recruitment and development of people to do jobs

defined by the formal structure as well as the monitoring and rewarding of performance to

maintain productivity (Pynes, 1997; Armstrong, 2000; Buhler, 2002). These are crucial aspects

of management and highlight the need for strategic human resources management. There are

many individual views that can influence the organization's success or failure. Following these

solutions is the first step in establishing a strategic plan. Strategic Human Resources

Management (SHRM) is a practical management strategy to ensure the organizations' success

and provides a practical transition from current management practices (Hall, 1984; Anderson,

2000, Buhler, 2002).

Chapter 2

Review of the Literature

2.1 Introduction to SHRM Literature

The expectation of SHRM is that all members of the organization will have influence in planning and strategy formulation (Armstrong, 2000; Buhler, 2003). This is necessary because line officers will eventually move into the management and leadership roles of the organization. What SHRM seeks to accomplish is to establish the strategy to guide the organization beyond tomorrow. SHRM seeks to alleviate the problems that police organizations face through sound policies and practices aimed at the assessment and development of human resources needs (Baird et. al., 1998; Baron and Kreps, 1999; Armstrong, 2000). SHRM is a practical approach that encompasses the necessity to develop and cultivate strategic policy choices. Through the cultivation of strategic policy choices, organizational effectiveness and accountability can allow for the adaptability to function in an ever changing environment.

SHRM does not rely on the rigid structure that has struggled to adapt to a volatile, ever changing environment. SHRM allows the organization to become less mechanistic where the hierarchy is tall, functionally differentiated, and rule directed, and become more organic where the hierarchy is flat, with a low degree of division of labor and little reliance on direction (rules) for conducting organizational business (Landworthy and Travis, 1999).

The organization must be changed and managed more effectively to facilitate the implementation of true change. Manning's (1997) areas of police policy problems demonstrate that it is the human condition that drives the forces behind organizational functionality. In these areas, the organization has been very resistant to change and the result is an environment that has

maintained the status quo (Tafoya, 1990). Police organizations will be forced to address these issues for the organization to truly progress and meet the demands of an ever-changing society.

The perceptions of these management issues will be a primary focus for the organization as both the public and the individuals within the organization will scrutinize the policies and practices that are currently in place. Organizations differ in history, culture, leadership style, technology, and strategy. The key challenge is to create a vision of the organization for the future that does not clash with the present vision (Sims, 2002). Managing these elements effectively will alleviate negative perceptions that currently exist.

The power of perception has an enormous impact on the police organization as a whole. The resistance to change and how changes are perceived is an organizational issue that has not been managed well. According to Anderson (2000), this resistance to change is evident in eight key organizational areas:

1. Inadequate recruitment and selection

2. Confused organizational structure

3. Inadequate control

4. Poor training

5. Low motivation and creativity

6. Poor team work

7. Inappropriate management philosophy

8. Lack of succession planning and management development

These organizational areas form the basis for the necessity of SHRM, and addressing these problems is the key to organizational change.

In the area of police organizational reform, the fundamental difference offered by SHRM is that the initiative is based on organic organizational principles rather than mechanistic. Whereas the mechanistic system is appropriate to a stable environment and stable conditions, the organic system is appropriate for changing conditions (Burns and Stalker, 1961). Therein lays the fundamental reason that SHRM would be ideal in the rethinking of police organizations, as they exist today.

Both systems rely on hierarchy and understand that power is always going to be a crucial element. In the mechanistic system, the power is taken by authority and it is not presumed that the power is in the hands of the most qualified. The organic system relies on the presumption that the power is indeed in the hands of the most qualified individuals within the organization. The mechanistic system is directive driven and has clear, written responsibilities. The organic system places emphasis on autonomy and the quest for knowledge in the tasks that are to be achieved (Burns and Stalker, 1961).

In the SHRM perspective, these two represent a polarity not a dichotomy, meaning these principles should not be viewed as separate or competing systems but should be viewed as vital, contrasting tendencies dependent of one another. Progression of the police organization as a whole is dependent on the implementation of strategies that are based on the understanding that the goal is the creation of an organization that strives for the organic, adaptive nature to ensure organizational stability. Literature in human resource, organization, and police management theory have demonstrated through the examples of current models and trends that organizational reform has not truly been realized because these examples still cling to the old bureaucratic, mechanistic notions of organization functionality (Tafoya, 1986, 1990; Manning, 1997; Anderson, 2000; Armstrong, 2000).

The fundamental problem with the COP methodology is that it is still centered on power from a few at the top and never truly realizes the autonomous nature that it seeks to achieve (Trajanowicz, 1990; Tafoya, 1997; Maguire and Katz, 2002). The Compstat model made a real attempt to adopt the COP philosophy but again never achieved its true nature. The model never truly affected organizational change because the power rested with administrators and many front line officers either knew of Compstat only as a term or not at all (Henry, 2002; Moore, 2003; Weisburd et. al. 2003). Finally, the model relies on the fact that the organization must undergo a complete transformation to see real change (Anderson, 2000; Henry et. al., 2002; Moore, 2003; Weisburd et. al., 2003). The notion that the organization must undergo a complete transformation is important because the model still demonstrates a very mechanistic nature.

2.2 HRM and SHRM Literature

SHRM evolved out of the human relations movement because organizational effectiveness and efficiency are crucial to an organizations' success. In the organizational setting, this was affecting the overall quality of services being provided, and the old, mechanistic means of functioning were no longer sufficient. Thompson (1967) points out the differences in management philosophies that were being utilized to demonstrate their ineffectiveness. He points to three distinct styles: 1) Scientific management, 2) Administrative management and 3) Bureaucratic management.

The origins of scientific management date back to the mid 1800's in Manchester, England as labor saving devices emerged, and the philosophy assumes that goals are known, tasks are repetitive, and that resources in uniform quality are available (Taylor, 1916). The ultimate criterion of scientific management is economic efficiency. Planning procedures according to technical logic, setting standards, and exercising controls maximizes efficiency

(Thompson, 1967). The administrative management philosophy focuses on structural relationships between production, personnel, supply, and other service units of the organization. The ultimate criterion of administrative management is economic efficiency. Specializing tasks, and grouping them together maximizes efficiency (Thompson, 1967). Bureaucratic management focuses on staffing and structure as a means of handling clients and disposing of cases. The ultimate criterion for bureaucratic management is efficiency. Defining offices in relation to hierarchy, and establishing rules maximizes efficiency (Thompson, 1967). Although efficiency is a vital element to the success of an organization, efficiency independent of effectiveness is an antiquated notion that SHRM seeks to remedy. Police organizations still function under these management strategies. The point that Thompson (1967) makes, that is crucial for the organization, is that these strategies are closed systems. These are dependant on control, and the ability to predict all variables that the organization may face. The police organization works in an open system environment where there is an expectation of uncertainty. Realizing that the organization must focus on coping with this uncertainty presents a new concept that demonstrates a major advance.

2.2.1 HRM and SHRM Literature Elements

Organizations are comprised of the people and units or departments that are responsible for the day-to-day operations of the organization. The focus here is to demonstrate how these elements have a crucial role in the day-to-day operations of the organization. The relationship that these elements have with each other is known as coupling (Maguire and Katz, 2002).

The notion of elements within the organization being related or independent of one another is not a new concept to organization theory. In 1976, social psychologist Karl Weick

introduced the idea of loose coupling (Maguire and Katz, 2002). Maguire and Katz (2002) define

the loose coupling as follows:

- Coupling- degree to which organizational elements are linked, connected, related or

  interdependent, therefore:

- Loose coupling-implies that organizational elements are only loosely or minimally

  connected (Maguire and Katz, 2002, p. 505).

The notion of coupling is crucial to the effective delivery of services. The organization must

ensure that organizational properties are connected. Orton & Weick (1990) and Weick (1979)

point out areas of coupling properties (i.e. departments, units) as those between respective

subunits, hierarchical levels, goals and actions, structure and technology, and policy and practice.

These relationships promote the necessity of SHRM in an effort to maximize organizational

effectiveness.

Maguire and Katz (2002) were primarily focused on the notion of loose coupling in

relation to community policing. They were concerned with the police organizations' general

claims about community policing and the specific activities in which they claim to participate.

The literature has demonstrated that community policing is viewed widely as a true innovation,

measuring the relatedness of community policing claims with what is actually done gives an

accurate picture of the functionality of the organizations goals and objectives (Trajanowitz,

1990; Tafoya, 1997; Maguire and Katz, 2002). Here, the idea of loose coupling is exhibited by

demonstrating the relationship of claiming participation in activities between hierarchal levels,

goals and actions, structure and technology, and policy and practice, and actual participation in

these activities.

A strategic plan should enable an organization to recognize and address the impact of loose coupling. In adapting to an ever-changing environment, organizations need to decrease the number of management levels, eliminate unnecessary formal policies and thin out the administrative components of the organization (Maguire and Katz, 2003). Community policing, perhaps the best innovation in policing in the last twenty years, highlights the shortcomings in efforts to implement a strategic plan. According to Maguire and Katz (2002) community policing has targeted police reform in the following areas:

- Citizens: community input is sought for assessing impact of police services.

- Patrol Officers: Work more closely with community, stress on autonomy and problem solving.

- Police Managers: Total Quality Management (TQM), contemporary management reforms, emphasis is on role of middle management.

- Police Organizations: Organization wide changes in formal structure, policies, training programs, as well as hiring and promotion strategies.

For as innovative as community policing was upon its introduction, Maguire and Katz (2002) suggest that community policing did not live up to its intent because 1) the goals and objectives of the organization are not in line with one another and 2) the organizational strategy is flawed and misguided. Maguire and Katz (2002) suggest that the goals and objectives of the organization are out of line because:

- Citizens: Little opportunity is provided for input.

- Patrol Officers: Stress is on problem solving but with very little autonomy.

- Police Managers: Management reforms are competing with new emphasis on middle management.

- Police Organizations: There have been no real changes to formal structures, policies and training have seen only modest change, and hiring and promotion strategies have seen little or no change at all.

Maguire and Katz (2002) suggest that the organization has a flawed and misguided strategy because:

- Citizens: Input is viewed as trendy and without reality.

- Patrol Officers: Strategy is its own enemy without autonomy, and organizational support.

- Police Managers: Emphasis should be on line officers in the community, TQM is too susceptible to corruption when power rests with the few (middle managers).

Organization-wide changes must have the support of all personnel within the organization. Real innovation needs to impact policies and training, as well as hiring and promotion strategies. SHRM seeks to facilitate organization wide support for real innovation and change.

Success or failure is reliant on the ability of leaders within the organization to employ a strategic plan. Effective communication of ideas and principles within an organization, requires support of the communicator, because the... "Secret to success is strategic not tactical or operational" in communicating organizational objectives (Buice, 2002, p.12). A strategic plan is crucial for the organization in motivating all levels of personnel within the organization to accept the proposed vision. At the organizational level, this vision must be shared and promoted as a strategy, and must be viewed as a progressive step, not merely a trendy solution.

Pynes (1997) points out that strategic planning in human resources is the best means to achieve reform as a progressive step. SHRM is a means to integrate a strategic focus rather than rely on a crisis orientation to function. Although there are many elements that comprise what

SHRM exactly is, a functional definition for the purposes of research is necessary. According to Pynes (1997) and OPM (1999) SHRM can be defined as:

> The strategic alignment of human resource functions with the mission and goals of the organization to maximize organizational effectiveness.

SHRM forces managers to identify the future needs of the organization by monitoring the external environment and utilizing market constraint information to determine the labor needs of the organization in light of the strategic plan of the organization. SHRM distinguishes between the training and development needs of the organization. Training is fundamental as it pertains to the immediate needs of the organization, and development is concerned with the long term objectives of the organization. This is crucial for the organization in its effort to reform as it addresses the current as well as future needs of the organization. SHRM is the bridge that links the strategic planning of the organization with the organization's human resource needs.

Framing the elements of strategic planning and human resource needs into an organizational design, Lawler & Mohrman (2003) provide research in strategic human resources management that provides a framework to begin exploring the human resource activities that comprise a SHRM model. These activities form the basis for a human resource perspective and provide the human resource functional areas that define a SHRM strategy. Table 1 shows the five functional areas of human resource management along with associated activities for each area.

Table 1

Human Resource Functional Areas

Functional Area	Activities
Design and Organizational Development	HR Planning
	Organizational development
	Organizational design
	Strategic planning
Compensation and Benefits	Compensation
	Benefits
Legal and Regulatory	Employee record keeping
	Legal Affairs
	Affirmative action
	Employee assistance
Employee Development	Employee training/education
	Management development
	Performance appraisal
	Career planning
	Competency/talent assessment
Recruitment and Selection	Recruitment
	Selection

From Lawler and Mohrman's *Creating a Strategic Human Resources*

Organization: An Assessment of Trends and New Directions

2.2.2 <u>Public and Private Sector Influence</u>

Public sector influence is driven by cost effective service strategies, to function in the environment that they exist. The public sector influence of SHRM is seen as a means to provide a better quality of services to the public at large. The beginning of any strategic analysis should identify social trends and influences to look for opportunities to help provide a better quality of services (Harrison, 2003). Drucker (2003) highlights this point further by noting that organizations must adapt to current trends and not rely on old assumptions if they are to remain viable. SHRM is the best means to enhance the productivity and effectiveness of an organization in an effort to remain cost effective (Daley et al. 2002).

Effective delivery of services is a crucial component for organizations, which can be a determining factor in its success or failure. SHRM measures how well an organization performs its mission and accomplishes the goal of service delivery (Daley et al. 2002). A quality strategy aims at continuously improving the input-output process to maximize the overall quality of service delivery to affect and improve customer (public) satisfaction (Mak & Akhter, 2003). The bottom line for an organization should be to produce results, please customers, and work within a sound framework to prevent the wasting of vital tax dollars. Currently, organizations overlook this fact, simply to avoid mistakes and to ensure job security (Gore, 1993).

Private sector influence is somewhat different than public sector influence. Competition for goods and services is important, but the ultimate driving force is bottom line economics. Bottom line economics according to Meisinger (2003) is concerned with the overall efficiency of the organization which is driven by cost. Kenny (2003) expands on this point by demonstrating

that the organization concentrates on internal activities and services rather than on the delivery of services to key stakeholders. Meisinger (2003) adds that this occurs because the organization becomes so entrenched in the immediate situation that it fails to plan ahead. When bottom line economics are the primary concern, it is all the more important to align organizational goals with the goals of human resources (Meisinger, 2003). Thinking strategically in regard to human resources is the primary factor for the organization to consider when seeking to influence the bottom line (Kenny, 2003).

The popularity of strategic planning has grown due to accelerating changes in industries and economies. The notion of strategic planning appeals to executives because it is forward looking and its methods are driven by organizational goals (Harrison, 2003). Principles utilized are systematic and rely on investigation of the surrounding environment to gain insight, and this is the foundation of the strategic management process (Harrison, 2003). The strategic focus on human resources is a logical transition due to the fact that human resources are not as limited as equipment or facilities (Mak & Akhter, 2003). This is crucial because human resources are the life line of the organization, allowing the organization to effectively function. It only follows that "combining human resource practices with a focus on the achievement of organizational goals and objectives can have a substantial effect on the ultimate success of the organization" (Daley et al., 2002, p. 360).

Strategic contribution is the aim of SHRM in the private sector. The ability to create an organizational culture that focuses on meeting the needs of the customer will come from the implementation of strategies that align executive and employee behaviors with desired business outcomes (Meisenger, 2003). It is the challenge and responsibility of human resources personnel to link those behaviors to the strategic focus aimed at affecting the bottom line, and this focus

allows the organization to be quick and respond to changes in the environment to remain competitive (Buhler, 2003).

Research has suggested that the dynamic, volatile environment requires an organic structure to be successful (Buhler, 2003). This is in direct contrast with the current state of many organizations today. The flexibility that the organic environment offers is an environment in which SHRM can truly flourish. Flexibility must be addressed to truly change the organization (Buhler, 2003). Research in recent years has indicated that spending in human performance areas translates into bottom line growth (Cuddihey, 2003). According to Cuddihey (2003) bottom line growth is attracting and retaining talent to maximize and ensure human and organizational performance. In the current environment, retirement and ineffective retention initiatives represent a financial and knowledge drain that severely limits the growth of the organization. Buhler (2003) suggests that while there is no single answer to promote bottom line growth, promoting a flexible organization to meet the demands of a changing environment is the best means to ensure the success of the organization. SHRM promotes flexibility and provides the opportunity for organizations to match the human resources needs and goals with the organizations' goals, in an effort to increase the bottom line of the organization.

2.3 Conclusion

In order for the organization to truly reform and adapt to the pressures of the new century, a strategic plan that begins with the human resources needs of the organization is the most practical solution. A strategic plan that begins with the human resource needs of the organization as its foundation will also begin from the organization itself not from external pressure to reform. SHRM is not only the most practical means of addressing the problems of today's police organizations but also the best means to realize organizational effectiveness. It is

the best means of a systems approach because as Clifford and Jones (2002) point out, the solutions of a systems approach to human resources management is a "win-win" situation that is relatively low cost and is highly beneficial to personnel in the law enforcement field. The traditional bureaucratic, military style of "output focus" way of doing business is no longer a viable organizational goal (Ursino, 2001). The traditional hierarchal chain of command will only hinder the readiness and necessity for change (French and Stewart, 2001). The focus of modern law enforcement organizations is on empowerment, team work, and participative management that do not fit in the current organizational framework (French and Stewart, 2001). SHRM is the most practical tool for law enforcement to alter the organizational framework and meet the demands of a new century that has arrived. The technology, policing styles, and community demands are changing and law enforcement organizations must be prepared to meet and adapt to those changes.

The success or failure of the organization will directly depend on the development of personnel, leadership, and management decisions within the organization (Anderson, 2000). Police organizations are no longer in a position to expect that the authoritative philosophies of a bureaucratic mentality will remain viable in an environment that will require a management style that places emphasis on leadership ability and interpersonal relationship building (Youngs, 2003). Police organizations are going to have to adapt to an open environment, one that has been created by the adoption of a community based approach. The organization must build on the foundation that the community based approach has set and truly change the organization. Ursino (2001) suggests that a new management philosophy requires a complete organizational transformation, and to accomplish this an agency must adapt its infrastructure to support the philosophies and ideologies being implemented. The true value of a SHRM philosophy is found

here. With a SHRM philosophy, the change comes from within, and every individual has a stake

in the outcomes of the organizational change. Most importantly, with a human resources frame,

the emphasis is on connecting the employee's needs, skills, and values with goals and objectives

of the organization (Pynes, 1997).

The establishment of a SHRM model will promote organizational integrity and viability

to the public that it serves (Pynes, 1997; Alsabrook et al. 2001). Alsabrook et al. (2001) highlight

five principles that denote organizational excellence:

1. Quality and Productivity: Quality is fundamentally about the effectiveness
   of the agencies service delivery.

2. Performance Measurement: To be successful, an agency's administration
   has to ensure that all employees understand the evaluation process and
   why measurement is being conducted.

3. Reward System: Employees are more productive when they are
   recognized for their work.

4. Cost Structures: Efficiency depends heavily on cost structure.

5. Citizen Satisfaction: Agencies should gauge customer satisfaction from
   the standpoint of viability.

These principles are the essence of a SHRM model. The means to achieve organizational

excellence will be realized by assessing the needs of the organization and having a strategy that

identifies human resources needs to accomplish the vision of that strategy. Quality and

productivity will be met by selecting capable leaders and creating sound policies. Performance

measures will be clear and employees will have a direct impact on what and how performance

measures will be utilized. A reward system that is clear and based on merit will promote

professionalism and commitment from all levels of personnel. The efficiency of the organization

will be maximized with a strategic plan that meets 1) human resources needs, which are the most

costly element of the organization, and 2) the operational needs by insuring that all departments

have the necessary tools to accomplish their duties in line with the organizations' objectives

(Pynes, 1997; Armstrong, 2000; Buhler, 2002).

Chapter 3

Methods

3.1 Introduction

The purpose of this chapter is to outline the methods and procedures used to investigate the Human Resource Management practices of municipal police organizations in the state of Michigan. The primary research question was to investigate, to what extent, if any, municipal police organizations in the state of Michigan participate in activities that demonstrate a strategic initiative in Human Resources Management (HRM).

Municipal departments in the state of Michigan were selected for three reasons. First, municipal departments were selected because their structures are more uniform and not as politically charged as County Sheriff's departments. County Sheriff's departments are politically charged due to the fact that County Sheriff's are elected officials (Clare County, 2003).

Second, Michigan was selected due to the lack of prior research in the area of Strategic Human Resource Management in municipal police organizations, and its size would provide an adequate sample size conducive to survey research. Finally, Michigan was selected as a matter of convenience; the researcher currently works and resides in the state. Selecting Michigan also provided the opportunity to keep research administration costs to a minimum and provided research participants an opportunity for quick and easy research survey response.

3.2 Research Questions

Theoretical and empirical research in the areas of HR theory, organization theory, and police management theory suggest that the management of police organizations is an area that will benefit from research into current management practices from a human resources perspective. Investigating management practices from a human resource perspective focuses

directly on the personnel and activities responsible for the day to day operation of the organization. The human resource focus is crucial because it allows the organization to adapt to changing conditions that the organization may face. Therefore, this research is guided by two fundamental research questions:

1. Do Municipal police organizations in the state of Michigan utilize Strategic Human Resources Management as an organizational management strategy?

2. Do Municipal police organizations in the state of Michigan participate in activities that denote the presence of Strategic Human Resources Management to some extent?

3.3 Research Design: One Shot Case Study (RXO)

The research design used to explore the nature and extent to which SHRM practices are present in Michigan police organizations is a cross-sectional, contextual design, a "one shot case study" (Campbell & Stanley, 1966). This one shot case study is a quasi-experimental design because the study used random selection of research subjects and also lacks a treatment group and control group (Campbell & Stanley, 1966; Babbie, 1990; O'Sullivan & Stanley, 1999; Heffner, 2004). This design is ideally suited for survey research because it provides a qualitative analysis to better understand variables that are difficult to quantify (Campbell & Stanley, 1966; Babbie, 1990; Heffner, 2004). A qualitative analysis is used to draw a picture about a specific population to gather information that may later lead to a quantifiable study (Campbell & Stanley, 1966; Babbie, 1990; Heffner, 2004).

With the lack of a controlled environment, every effort must be made to ensure the legitimacy of the results. A research design must be valid and reliable. A research design can be considered valid when it reflects true or real meaning of the questions or concepts being

investigated (Campbell & Stanley, 1966; Babbie, 1990; O'Sullivan & Rassel, 1999). The research design can be considered reliable when the survey, or measuring devise is consistent. (Campbell & Stanley, 1966; Babbie, 1990; O'Sullivan & Rassel, 1999, Heffner, 2004).

A valid research design will have both internal and external validity. Internal validity is achieved when research variables are causally related. That is, the independent variables, found in section one of the survey, lead to changes in the dependent variables, found in section of the survey. External validity is achieved when the results can be generalized or inferred to hold true in other settings, time, and populations that differ from those used in the research (Campbell & Stanley, 1966; Babbie, 1990; O'Sullivan & Rassel, 1999, Heffner, 2004). Finally, a research design can be considered reliable when the results are the same when the research technique is duplicated (Campbell & Stanley, 1966; Babbie, 1990; O'Sullivan & Rassel, 1999, Heffner, 2004).

Validity and reliability are threatened in all research projects for several reasons. The history, maturation, selection and mortality of the variables and subjects all threaten internal validity. First, the threat of history occurs because variables or events other than the independent variable affect the dependent variables over time. History does not pose a threat in cross-sectional designs because the study is conducted at on point in time and is not subjected to outside factors that may occur over time (Campbell & Stanley, 1966; Babbie, 1990; O'Sullivan & Rassel, 1999, Heffner, 2004).

Second, the threat of maturation occurs when natural change takes place in the subjects being studied. This threat too is not a factor in cross-sectional designs because the study is done at one point in time. Third, internal validity is threatened when the selection of subjects being studied are not randomly assigned. The threat of selection can be ruled out because the subjects

were selected using simple random selection from the Michigan Commission on Law

Enforcement Standards (MCOLES) 2003 Directory Publication for.

Finally, external validity is a separate issue that is threatened in this research. The

selection and attitudes of subjects will affect the outcome as they cannot be generalized outside

of municipal police organizations in the state of Michigan. This threat is minimized because this

research is to investigate actual SHRM practices that municipal police organizations in the state

of Michigan actually take part in. Since this research does not focus on attitudes or beliefs

regarding SHRM and focuses on actual practices, the results are considered factual in origin

(Campbell & Stanley, 1966; Babbie, 1990; O'Sullivan & Rassel, 1999, Heffner, 2004).

3.3.1   The Survey Instrument

In order to investigate the human resource practices of municipal police organizations in

the state of Michigan, a survey instrument was constructed. This survey included questions

regarding actual practices in the area of human resources management. The survey was

constructed in a three-stage process to gather information and feedback regarding police

organization management practices. The first stage involved two interviews with law

enforcement representatives. The interviews involved two officers at different levels of the same

municipal department. The two officers selected, a Lieutenant and patrol officer, were selected

because they were available through personal contacts of the researcher. Second, the survey

model was constructed and reviewed to ensure that the ideas and language of the survey were

general enough for law enforcement personnel to understand, in order to take part in the survey.

This is noted due to the nature of the questions included in the survey and subject of study in this

research project. Finally, the structure and questions were revised based on the second stage

review and had one final review prior to mailing.

The next step was the creation of the survey design. In the beginning, the idea was to design an instrument that could be distributed via the Internet. A web-based survey was developed and subjects would be sent a web link via email that would then direct the subjects to the Police Organization Management Survey (POMS). This concept was eventually abandoned as the collection of email addresses for law enforcement personnel proved too large an obstacle to generate adequate numbers for survey research. The survey design was adapted to a paper-based survey that was then mailed to participants.

The survey concepts and format were adapted from Lawler and Mohrman's (2003) *Creating a Strategic Human Resources Organizations: An Assessment of Trends & new Directions*. The research by Lawler and Mohrman (2003) tested the concepts of SHRM to assess the concepts at the organizational level. The research conducted and presented by Lawler and Mohrman (2003) was adapted to assess the same concepts and principles in municipal police organizations in the State of Michigan. This model provided the format for the design of human resource areas to study and the principles associated with each human resource area. After the questions specific to each human resource area to be researched had been developed, the survey was constructed.

3.3.2 The Subjects

The research project investigates the actual HR practices utilized by municipal police organizations in the state of Michigan. To investigate these practices, the survey was randomly distributed to three hundred municipal police organizations in the state of Michigan, which is comprised of police organizations at the state, county and local levels. Subjects were selected from organizations at the local level and exclude university and tribal organizations. University and tribal organizations were excluded.

The subjects were chosen using the method of simple random selection. Numbers were assigned to municipal departments listed in the MCOLES 2003 publication directory. The numbers were randomly selected to generate a sample size of three hundred out of a population of four hundred seventy seven. The survey was then sent to the Chief (police departments) or Director (public safety departments) listed in the direstory. The subjects were divided into regions denoted by telephone area code. Table 2 shows these regions and includes classifications and response rates. Each organization was classified as small (1-25), medium (26-50), and large (51+) with the numbers representing overall personnel (sworn officers + non-sworn officers/personnel).

TABLE 2

Total Number of Respondents by Region and Response Rate with

Organization Size Classification

Area Code	Population (N)	Sample (n)	%	Size of Organization		
				Small	Medium	Large
810	32	8	25.0	6	2	0
616	22	8	36.4	2	3	3
517	33	10	30.3	8	1	1
231	33	11	33.3	8	3	0
269	38	12	31.6	10	1	1
989	49	14	28.6	11	2	1
248	26	12	46.2	4	1	7
734	25	9	36.0	2	5	2
906	22	6	27.3	5	1	0
586	10	5	50.0	1	1	3
313	9	5	55.6	0	1	4
Blank	--	7	--	5	0	2
Total	299	107	35.8	--	--	--

Notes: Total number of organizations surveyed is 300. Area code 225 was listed but does not exist. It is believed the respondent entered the prefix of the phone number. Therefore, that particular survey is not inlcuded in this table. Total number of responses is 107 but seven respondents did not enter an area code. Small organizations have fewer than 26 employees, organizations with 26 to 50 are classified as medium, and large organizations have more than 50 employees.

3.4 Variables

Variables were developed to measure the extent to which municipal police organizations in the State of Michigan participate in activities that support the claim of participation in SHRM. Section one of the survey consists of independent variables at the nominal and ordinal level. Section two of the survey consists of the dependent variables of the research and all questions provide ordinal level data. Likert scales are used to measure responses at the ordinal level.

3.5 Statistical Methods Used to Test Research Questions

To evaluate responses, descriptive statistics were used to analyze and describe reported data and contingency tables were used to show frequencies and relation of independent and dependent variables (Babbie, 1990; Greenwood, 1996; Heffner, 2004)

3.5.1 Descriptive Statistics

Descriptive statistics are used to describe known data to provide analysis of a population. They are used to organize or better understand information (Babbie, 1990; Greenwood, 1996; Heffner, 2004). In this research, descriptive statistics were used to organize data to facilitate exploration of the extent to which human resources practices are present in municipal organization in relation to the size of the organization in the state of Michigan. These statistics include percentages of responses to both independent and dependent variables.

3.5.2 Contingency Tables

Contingency tables present variables simultaneously to organize and analyze nominal level and ordinal level data. Contingency tables are used to show the frequencies of independent and dependent variables (Babbie, 1990; Heffner, 2004).The significance of these tables will be tested using chi-square method. Chi-square is used to determine whether or not a contingency table should be interpreted (Dahiya, 1970; Greenwood, 1996; Heffner, 2004). A significant chi-

square test means the table should be interpreted, as it shows a significant relation or association between variables (Dahiya, 1970; Greenwood, 1996; Heffner, 2004). A non-significant chi-square test means the table should not be interpreted, as it shows no significant relation or association between variables (Dahiya, 1970; Greenwood, 1996; Heffner, 2004). Chi-square is statistically significant when the p-value is 5% (0.05) or less. Alternately, chi-square is statistically insignificant when the p-value is greater than 5% (0.05) (Dahiya, 1970; Greenwood, 1996; Heffner, 2004).

Chapter 4

Police Organization Management Survey: The Findings

4.1 Overview of Descriptive Statistics

As reviewed in chapter 3, descriptive statistics and contingency tables are used to analyze the responses to the research questions. Descriptive statistics provide a framework for more in-depth analysis of responses. Descriptive statistics also provide an overview of the data to simplify the ideas and concepts of the research. Contingency tables were used to analyze data provided by descriptive statistics. The purpose of this chapter is to report the findings of descriptive statistics and the results of contingency tables.

Surveys were distributed via mail to administrators of 300 municipal police organizations in the state of Michigan. The total number of surveys returned was 117 (n=117), a response rate of 39 percent. Although 117 were returned, 9 were not used in compiling statistical results. One survey was returned due to the organization no longer operating, three were returned with incomplete information, and five were returned with question number 8 being rated instead of ranked. Total number of usable surveys is 108 (n=108), yielding a response rate of 36 percent.

Table 3 shows the use of SHRM in relation to the size of the organization. Of the 108 organizations responding (n=62; 57.40%) are classified as small, (n=22; 20.37%) are classified as medium, and (n=24; 22.22%) are classified as large. Of the 108 organizations (n=54; 50.00%) reported that their organization participates in SHRM and (n=54; 50.00%) reported that their organization does not participate in SHRM. The results show that there is a statistically significant difference for participation in SHRM in relation to the size of the organization.

Table 3

Use of SHRM in Relation to Size of Organization

Use of SHRM	Size of Organization			
	Small	Medium	Large	Total
Yes	25 (40.32)	11 (50.00)	18 (75.00)	54 (50.00)
No	37 (59.67)	11 (50.00)	6 (25.00)	54 (50.00)
Total	62 (100)	22 (100)	24 (100)	108 (100)

Note:x^2 = .008.

Table 4 shows the time frame for hiring, financial, and tactical planning initiatives in relation to the use of SHRM. The results show that there is no statistically significant difference between hiring and financial planning initiatives in relation to the use of SHRM. However, there is a statistically significant difference for tactical planning initiatives in relation to the use of SHRM.

Table 4

Hiring, Financial, and Tactical Planning Initiatives in

Relation to Use of SHRM

Hiring	Use of SHRM		
Time Frame	YES	NO	Total
3-18	44 (81.48)	51 (94.44)	95 (87.96)
19-24	8 (14.81)	2 (3.70)	10 (9.25)
Beyond 24	2 (3.70)	0 (0.00)	3 (2.77)
Total	54 (100)	54 (100)	108 (100)

Note: Time Frame in Months;x^2 = .058

Financial	Use of SHRM		
Time Frame	YES	NO	Total
3-18	43(79.62)	48 (88.88)	91 (84.25)
19-24	3 (5.55)	2 (3.70)	5 (4.62)
Beyond 24	7 (12.96)	2 (3.70)	9 (8.33)
Total	54 (100)	54 (100)	108 (100)

Note: Time Frame in Months;x^2=.096

Tactical	Use of SHRM		
Time Frame	YES	NO	Total
3-18	38 (70.37)	46 (85.18)	84 (77.77)
19-24	8 (14.81)	2 (3.70)	10 (9.25)
Beyond 24	5 (9.25)	4 (7.40)	9 (8.33)
Total	54 (100)	54 (100)	108 (100)

Note: Time Frame in Months;x^2= .004

Table 5 shows the use of computers to keep human resource data in relation to the use of

SHRM. The results show that there is a statistically significant difference for the use of

computers to keep human resource data in relation to the use of SHRM.

Table 5

Use of a Computer to Keep HR Data in Relation to Use

of SHRM

Use Of Computer	Use of SHRM		
	Yes	No	Total
Yes	35 (64.81)	14 (25.92)	49 (45.37)
No	19 (35.18)	40 (74.07)	59 (54.62)
Total	54 (100)	54 (100)	108 (100)

Note: $x^2 = .000$.

Table 6 shows the use of formal written guidelines for the selection of employee

candidates in relation to the use of SHRM. The results show that there is a statistically significant

difference for the use of formal written guidelines for the selection of employee candidates in

relation to the use of SHRM.

Table 6

Use of Formal Written Guidelines for the Selection of

Employee Candidates in Relation to Use of SHRM

Use of Guidelines	Use of SHRM		
	Yes	No	Total
Yes	46 (85.18)	37 (68.51)	83 (76.85)
No	8 (14.81)	17 (31.48)	25 (23.14)
Total	54 (100)	54 (100)	108 (100)

Note: $x^2 = .029$.

Table 7 shows the distribution of responses for characterizing the use of strategic planning and the use of human resource data in planning initiatives in relation to the use of SHRM. Of the respondents using SHRM, the majority (n=32; 59.25%) reported that the use of strategic planning and the use of human resource data in planning initiatives is characteristic. Of the respondents reporting not to participate in SHRM, the majority (n=36; 66.66%) of respondents reported that the use of strategic planning and the use of human resource data in planning initiatives is not characteristic to only slightly characteristic.

Table 7

Strategic Planning and the use of HR Data in Planning Initiatives in

Relation to the Use of SHRM.

Strategic Planning &	Use of SHRM		
HR Data Use	Yes	No	Total
NSC	3	6	9
NSC	6	10	16
NSC	7	20	27
CHR	14	5	19
CHR	16	7	23
CHR	2	4	6
SC	6	1	7
SC	0	1	1
Total	54	54	108

Note: NSC=Not to Slightly Characteristic; CHR=Characteristic; SC=Strongly

Characteristic

Table 8 shows hiring, financial, and tactical planning initiatives in relation to the size of

the organization. The majority of all respondents reported that hiring (n=95; 87.96), financial

(n=91; 84.25%), and tactical (n=84; 77.77%) planning initiatives are done only three to eighteen

months out. The results show that there is no statistically significant difference in the time frame

for hiring, financial, and tactical planning initiatives in relation to the size of the organization.

Table 8

Hiring, Financial and Tactical Planning Initiatives in Relation to Organization Size

| Hiring | Size of Organization | | | |
Time Frame	Small	Medium	Large	Total
3-18	53 (85.48)	21 (95.45)	21 (95.45)	95 (87.96)
19-24	6 (9.67)	1 (4.54)	3 (12.50)	10 (9.25)
Beyond 24	3 (4.83)	0 (0.00)	0 (0.00)	3 (2.77)
Total	62 (100)	22 (100)	24 (100)	108 (100)

Note: Time Frame in Months; $x^2 = .088$

| Financial | Size of Organization | | | |
Time Frame	Small	Medium	Large	Total
3-18	55 (88.70)	16 (72.72)	20 (83.33)	91 (84.25)
19-24	3 (4.83)	2 (9.09)	0 (0.00)	5 (4.62)
Beyond 24	3 (4.83)	3 (13.63)	3 (12.50)	9 (8.33)
Total	62 (100)	22 (100)	24 (100)	108 (100)

Note: Time Frame in Months; $x^2 = .095$

| Tactical | Size of Organization | | | |
Time Frame	Small	Medium	Large	Total
3-18	45 (72.58)	20 (90.90)	19 (79.16)	84 (77.77)
19-24	7 (11.29)	0 (0.00)	3 (12.50)	10 (9.25)
Beyond 24	7 (11.29)	1 (4.54)	1 (4.16)	9 (8.33)
Total	62 (100)	22 (100)	24 (100)	108 (100)

Note: Time Frame in Months; $x^2 = .141$

Table 9

Numbers (%) For Factors That Influence Organization Decision Making Strategy

Factors	Small Organizations			Medium Organizations			Large Organizations			x^2
	LI	I	MI	LI	I	MI	LI	I	MI	
ECO	14(22.58)	9(14.51)	39(62.90)	8(36.36)	2(9.09)	12(54.54)	6(25.00)	0(0.00)	18(75.00)	0.138
POL	44(70.96)	10(16.12)	8(12.90)	9(40.90)	7(31.81)	6(27.27)	15(62.50)	4(16.66)	5(20.83)	0.036
PUB	34(54.83)	11(17.74)	17(27.41)	12(54.54)	2(9.09)	8(36.36)	12(50.00)	6(25.00)	6(50.00)	0.189
LEG	18(29.03)	19(30.64)	25(40.32)	11(50.00)	3(13.63)	8(36.36)	10(41.66)	8(33.33)	6(25.00)	0.137
ORG	22(35.48)	10(16.12)	30(48.38)	4(18.18)	8(36.36)	10(45.45)	5(20.83)	6(25.00)	13(54.16)	0.226

Notes. LI= Least Important, I= Important, MI= Most Important ;

ECO=Economic, POL=Political, PUB=Public, LEG=Legal, ORG=Organizational

Table 9 shows the distribution of responses reported for the importance of factors that influence the organizations' decision making strategy in relation to the size of the organization. Regardless of the size of the organization, economic factors are considered the most important factors (n= 69; 63.88%) influencing the organizations' decision making strategy while political factors (n=19; 17.59%) are considered the least important. Organizational factors (n=53; 49.07%) are considered the second most important. Public and legal factors show a difference in the level of importance among organizations. Small organizations reported legal factors (n=25; 40.32%) as the third most important and public factors (n=17; 27.41%) as the fourth most important issue. Medium organizations reported that public and legal factors are equally important (n=8; 36.36%) and large organizations reported public factors (n=6; 50.00%) to be the third most important and legal factors (n=6; 25.00%) as the fourth most important.

4.2 Research Question 1

Descriptive statistics show that 50 percent of respondents use SHRM as a management strategy and 50 percent do not use SHRM as a management strategy. Table 10 shows the characteristics of strategic planning in relation to the size of the organization. The majority (n=52; 48.14%) of respondents report that strategic planning is not or only slightly characteristic for their organization. The results show that there is no statistically significant difference in the context of strategic planning in relation to the size of the organization.

Table 10

Strategic Planning in Relation to Organization Size

Strategic	Size of Organization			
Planning	Small	Medium	Large	Total
NSC	32 (51.61)	9 (40.90)	11 (45.83)	52 (48.14)
CHR	25 (40.32)	9 (40.90)	8 (33.33)	42 (38.88)
SVC	5 (8.06)	4 (6.45)	5 (20.83)	14 (12.96)
Total	62 (100)	22 (100)	24 (100)	108 (100)

Note: NSC= Not to Slightly Characteristic; CHR= Characteristic; SVC=

Strongly to Very Strongly Characteristic; x^2 = .130

Table 11 shows the use of computers to keep human resource data in relation to the size

of the organization. The majority (n=59; 54.62%) reported not using a computer to keep human

resource information. The majority of small organizations (n=42; 67.74%) reported not using a

computer to keep human resource data. The majority of large organizations (n=19; 79.16%)

reported using a computer to keep human resource data. The results show that there is a

statistically significant difference in the use of a computer to keep human resource data in the

context of the size of the organization.

Table 11

Use Computer to Keep Human Resource Data in Relation to

Organization Size

Computer	Size of Organization			
Use	Small	Medium	Large	Total
Yes	20 (35.25)	10 (45.45)	19 (79.16)	49 (45.37)
No	42 (67.74)	12 (54.54)	5 (20.83)	59 (54.62)
Total	62 (100)	22 (100)	24 (100)	108 (100)

Note: x^2 = .000.

Table 12 shows the use of human resource data in planning initiatives in relation to the size of the organization. The majority (n=67; 62.03%) of respondents reported that the extent to which their organization uses human resource data in planning initiatives ranges from not at all, to only a little extent. The results show that there is no statistically significant difference in the use of human resource data in planning initiatives in relation to the size of the organization.

Table 12

Use of HR Data in Planning Initiatives in Relation to

Organization Size

Use of HR	Size of Organization			
Data	Small	Medium	Large	Total
NLE	42 (67.74)	11 (50.00)	14 (58.33)	67 (62.03)
ME	15 (24.19)	8 (36.36)	8 (33.33)	31 (28.70)
GVE	5 (8.06)	3 (13.63)	2 (8.33)	10 (9.25)
Total	62 (100)	22 (100)	24 (100)	108 (100)

Note: NLE= None to little Extent; ME= Moderate Extent; Great to Very Great

Extent;x^2=.175

Table 13 shows the use of formal written guidelines for the selection of employee

candidates in relation to the size of the organization. The majority (n=83; 76.85) of respondents

reported the use of formal written guidelines for the selection of employee candidates. The

findings show that there is a statistically significant difference in the use of formal written

guidelines for the selection of employee candidates in relation to the size of the organization.

Table 13

Use of Formal Written Guidelines for Selection of Employee

Candidates in Relation to Organization Size

| Use of | Size of Organization | | | |
Guidelines	Small	Medium	Large	Total
Yes	41 (66.12)	18 (81.81)	24 (100)	83 (76.85)
No	21 (33.87)	4 (18.18)	0 (0.00)	25 (23.14)
Total	62 (100)	22 (100)	24 (100)	108 (100)

Note: x^2= .001.

4.3 Research Question 2

Contingency tables were used to investigate the extent to which, if any, municipal police organizations in the state of Michigan participate in SHRM activities in the five human resource functional areas: Design and Organizational Development (Dod), Compensation and Benefits (ComBen), Legal and Regulatory (Lreg), Employee Development (EmDev) and Recruitment and Selection (Rsel). Each functional area was analyzed to determine if there was a statistically significant relationship between the size of the organization and the extent to which human resource activities are present for that particular functional area.

Table 14 shows the extent to which respondents participate in Design and Organizational Development activities in relation to the size of the organization. The majority of small organizations (n=38; 61.29%) reported that flexibility in the organizations' structure is most applicable to their organization. The majority of medium organizations (n=14; 63.63%) reported that periodic review of policies and procedures along with organizational flexibility are most

applicable to their organizations. The majority of large organizations (n=18; 75.00%) reported that periodic review of policies and procedures is most applicable to their organizations. The results show that there is no statistically significant difference for participation in activities for the first human resource functional area, Design and Organizational development, in relation to the size of the organization.

Table 15 shows the extent to which respondents participate in Compensation and Benefits activities in relation to the size of the organization. The majority of small (n=22; 35.48%), medium (n=9; 40.90%) and large (n=11; 45.83%) organizations reported that the use of benefits packages as a tool to attract and retain employees. The results show that there is no statistically significant difference for participation in activities for the second human resource functional area, Compensation and Benefits, in relation to the size of the organization.

Table 14

Numbers (%) For HR Activities in Design and Organizational Development

Question	Small Organizations			Medium Organizations			Large Organizations			x^2
	NLE	ME	GVE	NLE	ME	GVE	NLE	ME	GVE	
9	26(41.94)	21(33.87)	15(24.19)	4(18.08)	8(36.36)	10(45.45)	1(4.17)	13(54.17)	10(41.67)	0.08
10	22(35.48)	20(32.25)	20(35.25)	8(36.36)	9(40.90)	5(22.72)	10(41.6)	11(45.83)	3(12.50)	0.88
11	16(25.80)	32(51.61)	14(22.58)	5(22.72)	10(45.45)	7(31.81)	10(41.66)	11(45.83)	3(12.50)	0.87
12	17(27.41)	21(33.87)	24(38.70)	3(13.63)	9(40.90)	10(45.45)	2(8.33)	11(45.83)	11(45.83)	0.80
13	14(22.58)	24(38.70)	24(38.70)	3(13.63)	5(22.72)	14(63.63)	4(16.66)	2(8.33)	18(75.00)	0.17
14	6(9.67)	18(29.03)	38(61.29)	5(22.72)	3(13.63)	14(63.63)	4(16.66)	10(41.66)	10(41.66)	0.60

Note. NLE= None to Little Extent; ME= Moderate Extent; GVE= Great to Very Great Extent

Table 15

Numbers (%) For HR Activities in Compensation and Benefits

	Small Organizations			Medium Organizations			Large Organizations			
Question	NLE	ME	GVE	NLE	ME	GVE	NLE	ME	GVE	x^2
15	19(30.64)	21(33.87)	22(35.48)	4(18.18)	9(40.90)	9(40.90)	6(25.00)	7(29.16)	11(45.83)	0.98
16	30(48.38)	19(30.64)	13(20.96)	13(59.09)	2(9.09)	7(31.81)	16(66.66)	5(20.83)	3(12.50)	0.62
17	18(77.41)	9(14.51)	5(8.06)	18(81.81)	2(9.09)	2(9.09)	20(83.33)	4(16.66)	0(0.00)	0.96
18	51(82.25)	6(9.67)	5(8.06)	15(68.18)	6(27.27)	1(4.54)	20(83.33)	3(12.50)	1(4.16)	0.80
19	47(75.80)	10(16.12)	5(8.06)	16(72.72)	3(13.63)	3(13.63)	17(70.83)	5(20.83)	2(8.33)	1.00

Note. NLE= None to Little Extent; ME= Moderate Extent; GVE= Great to Very Great Extent

Table 16 shows the extent to which respondents participate in Legal and Regulatory activities in relation to the size of the organization. The majority of small (n=35; 56.25%), medium (n=14; 63.63%), and large (n=16; 66.66) organizations reported monitoring the legal environment and that the basis for policy and procedure guidelines are legal and regulatory guidelines are the most applicable to their organizations. The results demonstrate that there is no statistical significance for the participation in activities for the third human resource functional area, Legal and Regulatory, in relation to the size of the organization.

Table 17 shows the extent to which respondents participate in Employee Development activities in relation to the size of the organization. The majority of small (n=35; 56.45%) and medium (n=13; 59.09%) organizations reported that employee development is most applicable to their organizations. The majority of large (n=16; 66.66%) organizations reported both the level of training/education for each position along with employee development are the most applicable to their organizations. The results show that there is no statistically significant difference for the participation in activities for the fourth human resource functional area, Employee Development, in relation to the size of the organization.

Table 18 shows the extent to which respondents participate in Recruitment and Selection activities in relation to the size of the organization. The majority of small (n=52; 83.87%) and large (n=23; 95.83%) organizations reported that the candidate selection process being critical, is most applicable to their organizations. The majority of medium organizations (n=20; 90.90%) reported that recruitment of talented and knowledgeable individuals is most applicable to their organizations. The results show that there is no statistically significant difference for participation in Recruitment and Selection activities, in relation to the size of the organization.

Table 16

Numbers (%) For HR Activities in Legal and Regulatory

	Small Organizations			Medium Organizations			Large Organizations			
Question	NLE	ME	GVE	NLE	ME	GVE	NLE	ME	GVE	x^2
20	24(38.70)	20(32.25)	18(29.03)	8(36.36)	7(31.81)	7(31.81)	11(45.83)	3(12.50)	10(41.66)	0.88
21	7(11.29)	20(32.25)	35(56.45)	2(9.09)	6(27.27)	14(63.63)	2(8.33)	6(25.00)	16(66.66)	1.00
22	43(69.35)	15(24.19)	4(6.45)	16(72.72)	5(22.72)	1(4.54)	18(75.00)	4(16.66)	2(8.33)	1.00
23	27(43.54)	12(19.35)	23(37.09)	4(18.18)	8(36.36)	10(45.45)	5(20.83)	12(50.00)	7(29.16)	0.20
24	4(6.45)	23(37.09)	35(56.45)	1(4.54)	7(31.81)	14(63.63)	1(4.16)	7(29.16)	16(66.66)	1.00

Note. NLE= None to Little Extent; ME= Moderate Extent; GVE= Great to Very Great Extent

Table 17

Numbers (%) For HR Activities in Employee Development

	Small Organizations			Medium Organizations			Large Organizations			
Question	NLE	ME	GVE	NLE	ME	GVE	NLE	ME	GVE	x^2
25	23(37.09)	16(25.80)	23(37.09)	4(18.18)	6(27.27)	12(54.54)	1(4.16)	7(29.16)	16(66.66)	0.19
26	43(69.35)	14(22.58)	5(8.06)	16(72.72)	3(13.63)	3(13.63)	18(75.00)	4(16.66)	2(8.33)	0.99
27	26(41.93)	18(29.03)	18(29.03)	11(50.00)	4(18.18)	7(31.81)	10(41.66)	4(16.66)	10(41.66)	0.96
28	47(75.80)	8(12.90)	7(11.29)	17(77.27)	5(22.72)	0(0.00)	18(75.00)	3(12.50)	3(12.50)	0.88
29	34(54.83)	12(19.35)	16(25.80)	11(50.00)	4(18.18)	7(31.81)	9(37.50)	8(33.33)	7(29.16)	0.94
30	7(11.29)	20(32.25)	35(56.45)	2(9.09)	7(31.81)	13(59.09)	3(12.50)	5(20.83)	16(66.66)	0.99

Note. NLE= None to Little Extent; ME= Moderate Extent; GVE= Great to Very Great Extent

Table 18

Numbers (%) For HR Activities in Recruitment and Selection

	Small Organizations			Medium Organizations			Large Organizations			
Question	NLE	ME	GVE	NLE	ME	GVE	NLE	ME	GVE	x^2
31	25(40.32)	13(20.96)	24(38.70)	4(18.18)	2(9.09)	16(72.72)	4(16.66)	6(25.00)	14(58.33)	0.26
32	11(17.74)	19(30.64)	32(51.61)	3(13.63)	2(9.09)	17(77.27)	2(8.33)	3(12.50)	19(79.16)	0.39
33	6(9.67)	11(17.74)	45(72.58)	2(9.09)	0(0.00)	20(90.90)	2(8.33)	2(8.33)	20(83.33)	0.73
34	19(30.64)	11(17.74)	32(51.61)	2(9.09)	4(18.18)	16(72.72)	3(12.50)	4(16.66)	17(70.83)	0.61
35	7(11.29)	11(17.74)	44(70.96)	3(13.63)	0(0.00)	19(86.36)	2(8.33)	1(4.16)	21(87.50)	0.55
36	3(4.83)	7(11.29)	52(83.87)	2(9.09)	0(0.00)	20(90.90)	1(4.16)	0(0.00)	23(95.83)	0.65

Note. NLE= None to Little Extent; ME= Moderate Extent; GVE= Great to Very Great Extent

The extent to which municipal police organizations in the state of Michigan participate in human resource activities is not contingent on the size of the organization. There is no statistical evidence that denotes a pattern for the extent of participation in human resource activities based on organization size. The one similarity across the size of organizations is that all organizations report the greatest extent in participation for Recruitment and Selection activities and the least extent in participation for Compensation and Benefits activities.

Chapter 5

Discussion of Findings and Concluding Remarks

5.1 Introduction to Findings and Final Remarks

Overall, results demonstrate that municipal police organizations in the state of Michigan do not utilize SHRM as a management strategy. Furthermore, the validity of survey question 2, whether or not the municipality participates in SHRM, is questioned. It is questioned from a conceptual perspective. Due to the responses, it is believed that respondents either do not know what SHRM is or the respondent does not understand the concept. However, the findings of this research demonstrate that there is participation, on some level, in activities that would enable an organization to utilize SHRM as a management strategy.

It can be concluded from survey responses that municipal police organizations are in an ideal position to implement SHRM as a management strategy. In doing so, the organization could promote its strengths and inevitably improve organizational weaknesses. The findings demonstrate that municipal police organizations continue to utilize reactive management practices that inhibit reform and change initiatives within the organization. This research provides the framework to enable municipal police organizations to implement a proactive management strategy that will benefit the organization, municipality, and law enforcement community, by maximizing effective and efficient service output.

5.2 SHRM Participation

Research findings demonstrate that there is participation in activities that denote the presence of SHRM on some level. For the five human resource functional areas, all respondents reported to participate in human resource activities to some extent. For example, in the area of recruitment and selection alone, fifty percent of all organizations reported to participate in human

resource activities at a great to very great extent. This is a great indication that municipal police organizations already have the capabilities to implement and utilize SHRM as a management philosophy.

Although the level of participation does vary across the five human resource functional areas, there is clear evidence that all of the organizations regardless of size, are participating at a moderate extent in 60 percent of human resource functional area activities. The results of the functional area responses indicate that participation in human resource activities is independent of the use of SHRM as a management strategy. However, the results demonstrate the possibility of implementing SHRM as a management strategy. Combined with the fact that 42 percent of respondents report economic influences as the most important factors in planning initiatives, SHRM presents a practical philosophy for the management of municipal police organizations.

5.3 Summary and Conclusion

It has been demonstrated through statistical analysis that municipal police organizations in the state of Michigan do not participate in SHRM as a management strategy. However, they do participate in activities that denote the presence of SHRM. The participation in these activities demonstrates the practicality of SHRM, but also the necessity of adopting SHRM as a management strategy. Statistical results highlight the positive strides that police organizations have made in the area of human resources management. Statistical results also confirm that police organizations still maintain bureaucratic, mechanistic management principles that only perpetuate the status quo.

From a practical standpoint, the fact that the majority of all responding organizations has, and utilize formal, written guidelines for the selection of employee candidates (Table 6, P.43) is an important example of organizations establishing proactive management strategies. The

practicality of a SHRM philosophy is also highlighted by economic factors. The majority of

respondents reported that the most important factors that influence the organization's decision

making strategy are economic factors. (Table 9, p. 46) Implementing a SHRM strategy will

allow the organization to deal effectively and efficiently with the threats posed by economic

factors in large part because human resources are the largest economic burden for an

organization.

Statistical results also show that a SHRM strategy is necessary in an ever-changing

environment. Hiring, financial, and tactical planning initiatives were reported to only be

forecasted out over a three to eighteen month time frame, (Table 8, p. 45) inhibiting the

organizations' progress in implementing proactive management strategies. The most crucial

factor that highlights the necessity for adopting a SHRM philosophy is that currently, the

majority of responding organizations do not utilize human resource data in planning initiatives to

the extent that would allow the organization to initiate proactive management strategies. (Table

12, p.49) This fact demonstrates that a collaborative effort, between organization managers and

human resource managers is a vital element in creating proactive management strategies.

Enhancement of the organization as a whole, as well as the personnel within the

organization, is the goal of reform initiatives. Statistical results show that municipal police

organizations in the state of Michigan are in an excellent position to implement the practical and

necessary strategies of a SHRM strategy. The majority of respondents report participation in

activities (to some extent) that denote the presence of SHRM. Statistical analysis for the five

human resource functional areas: Design and Organizational Development (Table 14, p. 52),

Compensation and Benefits (Table 15, p.53), Legal and Regulatory Activities (Table 17, p. 53),

Employment and Development Activities (Table 17, p. 57), and Recruitment and Selection

Activities (Table 18, p.58) highlight the positive strides that have been made in initiating

organizational reform. The results also highlight that enhancing and promoting these activities is

a logical progression toward the transition and implementation of a SHRM strategy.

5.4 Final Comment: Proactive Management and the Future

William Tafoya wrote that police organizations must prepare for the future and

"anticipate tomorrow in an imaginative, analytical, and prescriptive manner" (Tafoya, 1990, p.

14). SHRM allows police organizations to do this without extreme changes in activities and

initiatives currently in place. SHRM allows the organization to come out of the "shelter of the

status quo" in which police organizations currently operate (GPO, 1967). In reality, police

organizations still remain highly resistant to change and operate under reactive management

practices and philosophies that seriously inhibit the organization in today's volatile, ever-

changing environment.

SHRM is not only practical but a realistic approach for today's police organizations.

SHRM allows the organization to implement a proactive management strategy that can be

adapted from current organization policies and practices, and enhance and promote activities that

denote the presence of SHRM, which these organizations report to already participate.

Implementing SHRM as a management strategy also allows the organization to alleviate its

largest concern when formulating decision-making strategy, economic factors. By forecasting

human resource needs, the organization can better prepare itself to handle economic influences

because human resources comprise the majority of the organizations economic (financial) burden

(Pynes, 1997; Buhler, 2002). SHRM allows the organization to deal effectively and efficiently

with the uncertainties that the organization will inevitably face, in a proactive manner instead of

the reactive manner that only perpetuates the status quo and therefore, SHRM is a viable management strategy.

5.5 Directions for Future Research

The research presented here provides the foundations and a beginning for further research in the area of strategic human resources management for police organizations. Although SHRM is by no means a new concept in management strategy, it is a new concept as a management strategy for police organizations. This research provides a foundation, concepts, and subjects for future research in the area of SHRM as a police organization management strategy. The foundation is an investigation into police organization management from a new perspective. Professionals and academics alike have devoted efforts to the investigation of police organization management strategies and SHRM offers an alternate view to current methodologies (Tafoya, 1986, 1990; Manning, 1997; Anderson, 2000).

Conceptually, the results of this study show SHRM offers future research something new and perhaps, more importantly, proactive. SHRM forces the organization to forecast human resource needs. This concept initiates a new strategy that drives and enhances change based on personnel needs, availability, and qualifications. The transition to SHRM can be achieved with attention given to six key strategies: 1) envisioning, 2) teaming, 3) motivating, 4) nurturing, 5) evaluation, and 6) assessment (Anderson, 2000, p. 53).

The transition strategies suggested here are vital to the successful transition to SHRM. The first strategy, envisioning, requires that the organization understand that reactive management strategies are no longer viable. The organization must envision a strategy that calls on new and creative ideas to meet the challenges of an ever changing environment.

The second and third strategies include teaming and motivating personnel within the organization. The second strategy, teaming, requires the integration of human resource functions into the organizations' decision-making process. Human resources personnel must be viewed as partners in the decision making process and the establishment of the organizations mission, values, policies and procedures. The third strategy, motivating, is a call for the organization to motivate personnel throughout the transition to SHRM, and long after SHRM has been adopted as a management strategy. Individual success in problem solving and contribution to the organization will be the motivation to implement and utilize SHRM.

The fourth and fifth strategies include nurturing and evaluating the implementation of a SHRM strategy. The fourth strategy, nurturing, calls for the organization to establish team and organizational commitment. The focus is on communication and the shifting of roles to allow all employees the opportunity to contribute to the mission and values of the organization. The fifth strategy, evaluation, calls for the organization to move away from the reactive management practices of the past and develop proactive management strategies. Each organization must evaluate how SHRM can benefit their individual organization, and how the organization can implement and keep the strategies from failing.

Finally, the sixth strategy focuses on the assessment of implementing a SHRM straegy. The sixth strategy, assessment, calls for the organization to review the strategies at an established, agreed upon time. SHRM is a long-term, ongoing process that will inevitably need to be revised over time.

The subjects of this research, being of a human resource nature, offer a unique approach in police organization management. Although the nature of human resource concepts is new in

this area, police organizations should not be turned away due to a lack of understanding. The subjects are highly adaptable to meet individual organizational needs.

From a theoretical standpoint, SHRM allows for the generation of multiple theoretical questions. This research was not to prove or disprove any theoretical questions. This research was conducted to provide a qualitative analysis of the use of SHRM as a management strategy in municipal police organizations in the state of Michigan and the extent to which municipal police organizations participate in activities that denote the presence of SHRM. This research has pointed to the investigation of human resource activities, the probability of implementing SHRM as a management strategy, and the impact of SHRM activities within police organizations, as potential theoretical questions for future research.

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Appendix A

Cover Letter to Police Administrators

Police Organization Management Survey

Police Administrator:

The enclosed survey is being sent to you as part of a Master's Thesis research project.

My name is Jason Hunt and I am a Master of Science Candidate at Grand Valley State University. My Master's Thesis is on Human Resource Management Practices in police agencies in the state of Michigan. In order to gain a better understanding of the Human Resource practices of police agencies, I have developed a survey to explore the nature and extent of Human Resource Management practices in police agencies in Michigan. Your feedback is needed for the completion of my Master's Thesis.

The survey consists of 36 questions and your responses are confidential. The data collected will be used in aggregate form only. This survey should take about 10-15 minutes to complete. When you have some free time to complete this survey, please use a black or blue ball point pen and simply return it in the postage paid envelope provided.

Thank you in advance for your help with my Master's Research.

Jason Hunt
Master of Science Candidate, Grand Valley State University

Police Organization Management Survey

Welcome to the Police Organization Management Survey. The goal of this survey is to gain insight into the management strategies currently being used by municipal police organizations throughout the state of Michigan. The focus of the survey is in the area of human resources management. The survey is confidential and the data collected will be used in aggregate form only. Thank you for taking part in this research survey.

<div align="right">

Jason Hunt
Master of Science Candidate
Grand Valley State University

</div>

The Survey:

The survey consists of 36 questions and should take only 10-15 minutes of your time. The purpose of this survey is to evaluate the actual practices of your organization in the context of Human Resource Management. Part I will ask general questions about your organization. Part II will address the five (5) functional areas of Human Resource Management that include:

1. Design and Organizational Development
2. Compensation and Benefits
3. Legal and Regulatory
4. Employee Development
5. Recruitment and Selection

Below are terms that will be used throughout the survey:

1. Benefits: Indirect compensation. Economic goods granted to employees in addition to base pay. Also known as fringe benefits.
2. Compensation: Direct, financial based package given to employees for job performance. Compensation includes: base pay, social security benefits, unemployment compensation benefits, and workers' compensation benefits.
3. Development: Focuses on the preparation needed for future jobs.
4. Human Resources: The people that staff and operate the organization (including their knowledge, skills, and abilities).
5. Human Resources Data: Data maintained on each employee of the organization. Information may include all elements of an individual's background, education, and employment history.
6. Human Resource Management: Activities focused on the effective management and development of employees.
7. Organizational Development: A planned and systematic strategy for improving the management and operation of the organization.
8. Strategic Human Resources Management: The pattern of planning human resource deployments and activities to enable the organization to achieve its goals.
9. Strategic Planning: The process of identifying the probable or most likely issues, opportunities, threats, and options that an organization will face over the next five or more years.
10. Training: Focuses on learning the necessary skills and acquiring the knowledge required to perform a job.

Part I: Organizational Information

1. What is the size of your organization? (Sworn officers + non-sworn officers)
   ☐ 1-25   ☐ 26-50   ☐ 51+

2. Strategic Human Resources Management is defined as: *The pattern of planning human resource deployments and activities to enable the organization to achieve its goals.* Does your municipality participate in Strategic Human Resources Management?
   ☐ Yes
   ☐ No
   If yes, who is responsible for leading the strategic initiative?
   ☐ Mayor/City Manager   ☐ City Council   ☐ County H. R. /Personnel Department
   ☐ Other _____

3. What time frame best represents planning initiatives in the following areas, for your organization? (Check one for each category)

Hiring (Personnel needs)	Financial	Tactical
☐3-6 months	☐3-6 months	☐3-6 months
☐7-18 months	☐7-18 months	☐7-18 months
☐19 months – 2 years	☐19 months – 2 years	☐19 months – 2 years
☐3-5 years	☐3-5 years	☐3-5 years
☐6 or more years	☐6 or more years	☐6 or more years

4. Strategic Planning is defined as: *The process of identifying the probable or most likely issues, opportunities, threats, and options that an organization will face over the next five or more years.* Characterize the nature of strategic planning for your organization.
   ☐Not characteristic
   ☐Slightly characteristic
   ☐Characteristic
   ☐Strongly characteristic
   ☐Very strongly characteristic

5. Do you keep Human Resources Data in a computer?
   ☐ Yes   ☐ No

6. Characterize the use of human resources data in planning initiatives.
   ☐Not characteristic
   ☐Slightly characteristic
   ☐Characteristic
   ☐Strongly characteristic
   ☐Very strongly characteristic

7. Does your organization have formal written guidelines for the selection of employee candidates?
   ☐ Yes   ☐ No

8. For your organization, what influences your decision making strategy?
   [**Rank** from (5) Most important to (1) least important.]
   _____ Economic (e.g. budget constraints, taxes)
   _____ Political Issues (e.g. city council, mayor, union)
   _____ The Public (e.g. citizen review boards, media)
   _____ Legal Issues (e.g. crime legislation, federal regulations)
   _____ Organizational (e.g. staffing levels, employee morale)

Part II: Human Resource Functional Areas

To determine the extent to which the following statements apply to your organization, place an X or √ mark in the box next to the appropriate response.

Design and Organizational Development

9. Human resource planning is viewed as a very important part of organizational development.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

10. Data in human resource information system matches personal qualities required for jobs with personal qualities possessed by employees. (i.e. assertiveness, self-reliance, dependence, responsibility).
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

11. Strategic planning is used in the creation organizations' written policies and procedures.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

12. Organizational development is a continuous process done to meet the demands of a changing environment.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

13. The organization is set up to allow for review of policies and procedures at periodic intervals.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

14. Organization's structure is flexible to deal with changing environmental constraints (e.g. budget allocation, regulations, community concerns).
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

Compensation and Benefits

15. Benefits packages are used as a tool to attract and retain employees.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

16. Organization's benefits plan is flexible to respond to the challenges of supporting a diverse workforce with varied needs.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

17. Organization uses a cafeteria style benefits plan (employees can select from a variety of options).
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

18. Organization's benefits package is used as a tool for promoting talented individuals.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

19. Organization's compensation plan uses seniority as means of promoting individuals.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

Legal and Regulatory

20. Employee records are reviewed annually as part of the employee evaluation process.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

21. Organization closely monitors the legal environment to assure compliance with changing federal, state, and local laws.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

22. Organization has a formal written plan to analyze the composition of its workforce that reflects the local labor market.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

23. The relationship with the police union is a partnership built on collaboration.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

24. Legal and regulatory requirements (e.g. case law) are the basis for the organizations' policy and procedure guidelines.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

Employee Development

25. The level of training/education for each position is clearly written and available to all employees
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

26. Organization uses a formal written action plan for identifying and developing personnel for management positions.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

27. Organization's performance appraisal system is clearly written and available to all employees.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

28. Organization uses a written, formal process to provide career planning guidance for all employees.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

29. Organization uses a formal written policy to assess employee competency and talent for each job classification. (i.e. performance evaluations, reviews)
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

30. Organization recognizes that employee development is fundamental to the success of the organization.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

Recruitment and Selection

31. Organization uses clearly defined steps for the recruitment of employees.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

32. Organization uses formal written guidelines to identify qualified employee candidates. (i.e. guidelines, criteria for minimum qualifications)
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

33. Organization recognizes that recruitment of talented and knowledgeable individuals is fundamental for organizational success.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

34. Organization's written guidelines for employee selection are specific to position being filled.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

35. Organization recognizes that the candidate recruitment process is critical.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

36. Organization recognizes that the candidate selection process is critical.
☐ No Extent ☐ Small Extent ☐ Moderate Extent ☐ Great Extent ☐ Very Great Extent

For Statistical Purposes, Please Enter Your Area Code Only.

_____   _____   _____

[e.g. 616,517, etc.]

Thank you again for your time and feedback!