

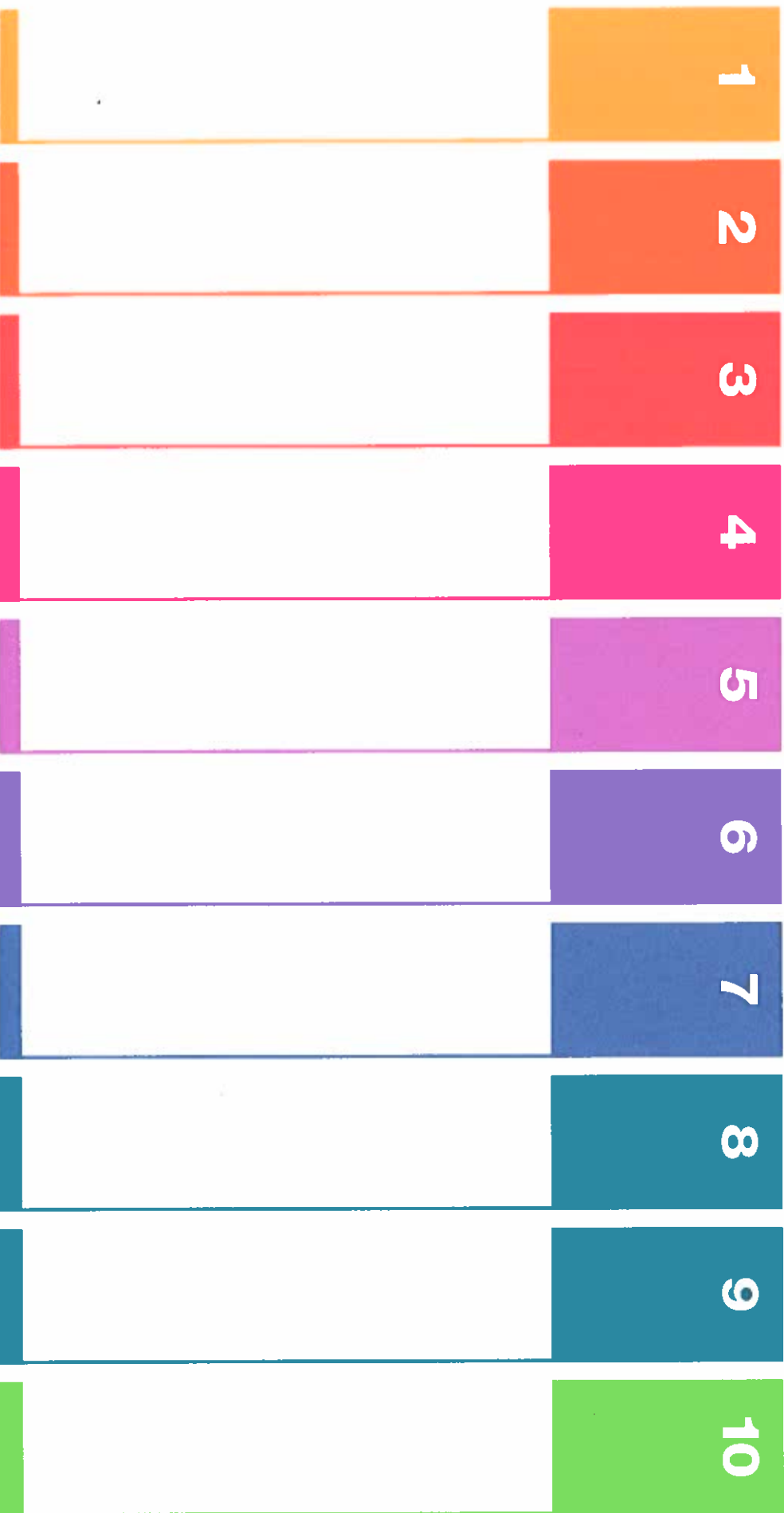
A Report on Sworn Employee Turnover



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Preface/Introduction

The recruitment, retention, and turnover of Law Enforcement Personnel continues to be one of the most significant national issues facing the law enforcement profession. I am pleased to present this report at the request of the Board of Selectmen and the Police Commission and thank them for bringing to light this important matter. I believe the information both contained in this document and publicly presented to the Police Commission will speak to the difficulties Department Leaders face when leading a public safety workforce that must provide standardized services around the clock.

The information contained in this document is reflective of personal knowledge and experience, internal documents, professional publications, and surveys. While this document discusses personnel, names of former employees are withheld. This was done intentionally to safeguard former employees' personal information and matters from unnecessary exposure as well as to limit liability to the municipality. We must remember that employment decisions are personal and happen for many reasons, including private ones.

It is also important to note that this is not the first report or discussion on Law Enforcement Turnover. The Police Commission met in Executive Session, without the Chief of Police, to discuss Turnover with labor counsel on November 25, 2019. This included a comparison of benefits especially between the Department of Police Services and the police agencies that Old Saybrook Officers were transferring to at the time. The comparison showed that, in all cases, departments to where officers transferred have substantially better pay and benefits. This past year the Police Commission and the Board of Selectmen held extensive Executive Sessions on December 14, 2020 and December 23, 2020 respectively for the sole purpose of discussing employee turnover. During these sessions, details relating to the departure of past sworn employees were presented and discussed to Town Leaders.

Finally, personnel matters have never been managed exclusively by myself as the Chief of Police. The sitting Chairman of the Police Commission and First Selectman have always been made aware of significant personnel matters from the onset with constant communication throughout the process. Additionally, the seated First Selectman at the time often played an active role in the departure of a problematic employees.



Employee Turnover

To begin, we must first explore the phrase “Employee Turnover” and remove its negative connotation, because all employee turnover is not bad. Employee Turnover is when an employee leaves our employ for any reason and must be replaced by a new employee. There are different reasons that cause employee turnover. They are; termination for cause, voluntary separation, disability, retirement, and sadly death. A specific period can be defined to determine a rate of turnover or calculate a turnover percentage. By simply altering the time frame one can manipulate data to increase or decrease a turnover rate or percentage to fit a desired agenda.

The Department does not spend much time on “how many left”. Rather we are more concerned with “Who is leaving”. In the June 29, 2020 Police1 Magazine article “Setting the record straight on law enforcement retention” by Matt Cobb, the author suggests that all employee turnover be divided into two categories – Non-regrettable turnover and Regrettable turnover. I agree.

I consider a non-regrettable turnover event when an officer voluntarily leaves or was encouraged to leave when they did not meet expectations or simply could not align their personal or professional selves to the mission, ethics, and community mindset of the Agency. A regrettable turnover event occurs when the Department loses a valued professional that not only meets or exceeds expectations daily but is someone with institutional knowledge and a promising future. Many, (but not all), full time law enforcement officers that have transferred to other police agencies can be categorized as non-regrettable turnover.

Employee Retention Expectations

When discussing employee turnover, it is important to establish retention expectations. While difficult to imagine, gone are the days that the Department should expect that all newly hired Patrolman will serve their entire Law Enforcement Career with the Department of Police Services. In fact, the United States Department of Labor, Bureau of Labor Statistics issued a report that states adults will average 12.3 jobs/careers from age eighteen (18) to age fifty-two (52) with nearly half of those jobs being prior to the age of twenty-five (25). While that may be alarming, it is important to place it into context. This is best done by thinking about the employment of oneself, friends, and family. If from the age of eighteen on, you or someone you know, has left one job/career for another, for whatever reason, you/they have created “turnover”.



Turnover by Year – Old Saybrook Police Department

Figure 1.1 depicts the amount of sworn employee turnover per year from 2009 to 2021.

Figure 1.1

Turnover By Year			
Year	Turnover	Year	Turnover
2009	1	2016	3
2010	2	2017	7
2011	1	2018	5
2012	2	2019	2
2013	1	2020	1
2014	2	2021	1
2015	5	2022	

When reviewing this data, I chose to categorize employee departure into categories. These categories are:

- Failure to Pass Field Training
- Failure to Successfully Complete Probation
- Retirement
- Resignation (Medical)
- Voluntary Resignation

This information is represented in Figure 1.2 on the following page.



Figure 1.2

Turnover Details By Year			
2010 - 2		2016 - 3	
1	Failure to Pass Field Training	1	Failure to Pass Field Training
1	Failure to Successfully Complete Probation	1	Retirement
2011 - 1		1	Voluntary Resignation
1	Retirement	2017 - 7	
2012 - 2		1	Failure to Successfully Complete Probation
1	Failure to Pass Field Training	2	Retirement
1	Voluntary Resignation	1	Resignation Do to Medical Issue
2013 - 1		3	Voluntary Resignation
1	Retirement	2018 - 5	
2014 - 2		1	Failure to Pass Field Training
1	Retirement	1	Retirement
1	Voluntary Resignation	3	Voluntary Resignation
2015 - 5		2019 - 2	
1	Failure to Pass Field Training	2	Voluntary Resignation
1	Retirement	2020 - 1	
3	Voluntary Resignation	1	Retirement
		2021 - 1	
		1	Voluntary Resignation

The years of 2015, 2017, and 2018 represent the years with the highest rate of sworn employee departure as well as more than half of all sworn employee turnover since 2009.

Among the individuals that departed in 2015, 2017, and 2018, nine (9) voluntarily resigned, six (6) of whom transferred to other Connecticut Law Enforcement Agencies. Four (4) of these individuals (sixty-six Percent 66%) completed exit interviews. Exit Interviews will be explored later in this report.

We Are Not Alone

Employee turnover is not unique to the Old Saybrook Department of Police Services nor is it unique to Law Enforcement.

Figures 1.3 and 1.4 on the following page detail employee turnover for the Old Saybrook Board of Education and Town of Old Saybrook Municipal Government.



Figure 1.3

Turnover By Year - BOE			
Year	Turnover	Year	Turnover
2009	N/A	2016	17
2010	16	2017	11
2011	10	2018	3
2012	7	2019	11
2013	16	2020	N/A
2014	10	2021	N/A
2015	4	2022	

Figure 1.4

Turnover By Year - OS			
Year	Turnover	Year	Turnover
2009		2016	
2010		2017	10
2011		2018	11
2012		2019	11
2013		2020	4
2014		2021	1
2015		2022	0

BOE Turnover does not include school administrators or seasonal employees.

Town of OS Turnover does not include per diem or seasonal employees.

Data was provided by the source represented within current HR system capabilities.

In the past ten (10) years all school principal positions have "turned over".

In the past eight years nine (9) municipal department heads have "turned over".

This local data does not represent a turnover problem but rather represents that employee turnover is a fact of life, a part of doing business, and a matter that is managed by all leaders.

Captain DePerry was assigned to contact other Connecticut Municipal Law Enforcement Agencies to discuss the topic of law enforcement turnover with them. In his report, he documents that he contacted over forty (40) agencies all of whom reported an average turnover rate near or above fifty percent (50%) of their full time sworn law enforcement personnel roster within the past ten (10) years. This average was calculated by requesting the number of full-time police officers currently on the agency roster and the number of full time police officers currently on the roster that were hired since 2011. Many used budget documents to confirm the data shared. Captain DePerry's report is located at Tab 6.

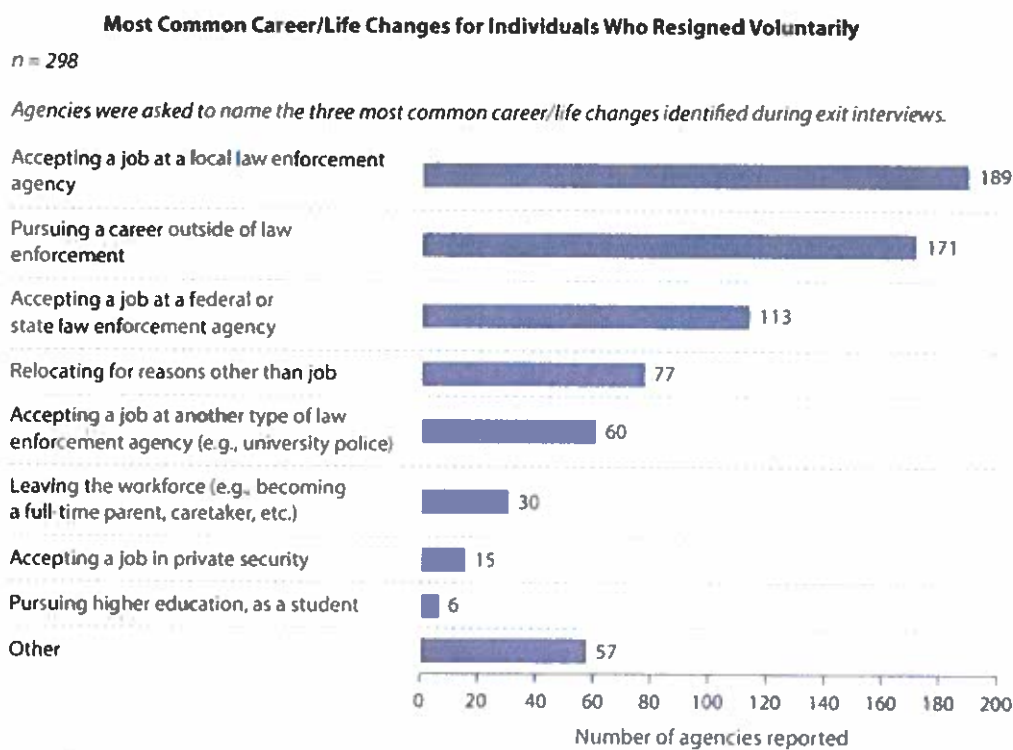
The Captain discussed the issue of LEO turnover with either the agency's second in command, an administrative officer, and/or the Chief of Police. These professionals categorized their turnover due to failure to complete field training, resignation in lieu of discipline, retirement, termination, and laterally transferring to another agency. Some law enforcement leaders referred to their agency's turnover as a "revolving door".

Captain DePerry was further directed to explore this issue as it relates to police recruits at the Connecticut Police Academy under the direction of the Police Officer Standards and Training Council. The Academy's Basic Training Director reported that from 2010 to 2020, one thousand seven hundred ninety two (1792) recruits attended the Connecticut Police Academy. During this period, one hundred fifty-three (153) recruits resigned and twenty-five (25) were terminated prior to completion of basic training. He also mentioned that four sessions, one each in 2012, 2015, 2016, and 2018 had a twenty percent (20%) failure rate. Recruits assigned to the Police Academy are employees of individual municipalities. In order to attend the Connecticut Police Academy you must first be hired by a municipal police department.



This statewide data suggests that the retention of law enforcement officers is a statewide issue that leaders must address on a continuous basis.

Nationally, the retention of law enforcement officers is a problem and has been for quite some time. The Police Executive Research Forum (PERF) stated in a 2019 study that “a number of police departments reported that retention is also a struggle, and said that they lose officers to other police agencies – or to new careers.” The national study also indicated that of the police officers that leave prior to retirement do so within the first five years on the job. We experience the same trend locally. I have found that either officers transfer prior to their fifth year of service or wait until they are vested in the Town’s pension plan after ten (10) years of service. Figure 1.5, listed below, taken from “The Workforce Crisis, and What Police Agencies Are Doing About It” by the Police Executive Research Forum (PERF) displays the most common career/life changes for individuals who resigned voluntarily.



Source: PERF Survey

In the book “Recruitment, Retention, and Turnover of Police Personnel” by W. Dwayne Orrick the author spends time discussing the various studies concerning police turnover. He comments that “Even though the problem of turnover is approaching critical levels for many law enforcement agencies, the issue has not received as much publicity as it has in other service-related professions.” He further adds, “little research has been done to establish a benchmark of acceptable or normal turnover rate for law enforcement agencies.” The author does explore the studies that have been conducted. These studies do not reveal any novel information that has not already been discussed at public meetings or that appears in this report. For example, a 1988 Vermont Criminal Justice Center report found that half of all officers that left employment had less than two years on the job and that younger officers were more likely to leave the profession or transfer to a different agency. In 1999, the Urban Institute found that two



thirds (2/3) of officers that left smaller agencies had less than five (5) years of service. In a 2004 United States Department of Justice, COPS Office national survey, it was found that one half of all small law enforcement agencies indicated difficulty in attracting qualified candidates, that there was a 33 percent vacancy rate and two thirds of officers that departed had less than five years of service. The Florida Department of Law Enforcement conducted an attrition study between 1990 and 1999. The study revealed that twenty percent (20%) of municipal officers left for other agencies or other employment during their first eighteen months of employment. In 2003 the North Carolina Department of Criminal Justice examined turnover in their state. Among municipal departments the turnover rate ranged from zero to eighty seven percent, with the average of being 14.2 percent. In a 2006 study the California Peace Officers Standards and Training Council found 22.4 percent of all police officers in California have worked for more than one agency in their career and that fifty percent of these officers did so prior to their fifth year of law enforcement service.

This small sampling of national surveys confirms and aligns with turnover data within our own Agency.

CT Law Enforcement Turnover Is So Critical A Law Was Created

The Law Enforcement Turnover Crisis rose to such epidemic proportions that in 2015 the Connecticut Legislature created a statute to reduce turnover in the first two years of employment. Connecticut General Statute 7-294dd reads in part:

“Whenever a police officer obtains certification while employed by a law enforcement unit and is subsequently hired by another law enforcement unit on or after July 1, 2016, and within two years of such officer obtaining such certification, the law enforcement unit hiring the police officer shall reimburse the initial law enforcement unit fifty per cent of the total cost of certification. The provisions of this section shall not apply to a law enforcement unit that hires a police officer two years or more after such officer obtains certification.”

This law was created to reduce the turnover of police officers within the first two years of certification in an effort ensure at least a two-year return on a municipality’s fiscal investment of training a new police officer.

Job vs Career

One of the criticisms some employees of the Agency express is my frequent reminder that their position with the Department of Police Services should be treated as a career, not simply a job. In my opinion, a job is short in duration, is held to collect money without investment, has no goals for advancement, and does not alignment with an employer’s vision and values. A career is a long-term investment both for the employee and employer. A career should include short-term and long-term professional goals, an alignment with, and support of, the employer’s visions and values, and should be filled with both a desire for and actual professional growth. With each hire the Town makes a commitment both financially and professionally. It is disappointing when employees do not reciprocate with the same level of commitment.

Employee Turnover Creates Opportunity for Cost Savings and New Efficiencies

Each employee turnover event provides an opportunity to create additional efficiencies. As an example, there have been many times during my tenure that employee turnover has permitted the elimination of costly administrative positions that were replaced by less expensive subordinate level positions. This not



only yielded short-term and long-term budgetary savings, but also permitted new operational efficiencies that eased workloads among Patrolmen, created more direct service delivery positions, and trimmed an inherited "top heavy" public safety agency. In just one case, employee turnover permitted the Agency to reduce its operating budget by \$27,837 in the first year and additional funds in perpetuity through the elimination of the position. In another case, turnover also allowed the reduction of take-home vehicles, which yielded both fiscal savings and operational efficiencies.

Local elected officials often deliver Department Leaders a confusing message, retain employees *and* reduce the budget. Fundamentally, the longer an employee stays employed, the more the employee will cost both in terms of salary and benefits and the more long-term liabilities compound such as personal leave time and retirement benefits. We cannot have it both ways.

The Financial Cost of Turnover

There are obvious costs to employee turnover. Actual costs depend on the municipality's expectation of return on the fiscal investment placed in a new police officer. Arguably, the initial outlay of fiscal capital to hire a new police officer that sadly is unable to meet standard and/or pass field training or probation is negated by the reduction of long-term liabilities if negatively retained.

As employee retention continues to be a nationwide issue for law enforcement leaders, I have taken steps to reduce the cost of turnover to our local taxpayer. These fiscal efficiencies include a self-funding hiring process, where application fees nearly or completely cover costly elements of the State mandated police officer hiring process such as the polygraph and psychological exams. Additionally, purchasing less expensive uniforms until the new employee completes field training or in some cases satisfies probation and reusing equipment when possible are other examples.

Salary related expenditures for initial training, continued professional development, and/or performance (actual work) are a net neutral because the prescribed work by the new police officer was performed for the salary paid.

Costs such as Police Academy tuition (\$3,800) and basic uniforms (\$5,000) are not able to be recovered and are classified as a budgetary loss.

When employee turnover causes a vacancy that must be backfilled, additional costs are incurred. However, I have implemented processes that have successfully and temporarily negated these backfilling costs. These measures, while fiscally prudent, sometimes negatively impact the Department's Operation.

The Operational Cost of Turnover

Employee turnover has both a positive and negative an effect on the Department's Operation. When positions are vacant or are filled with individuals completing basic police academy training, there is an increased workload for existing staff. With the goal of minimizing the fiscal impact of turnover, existing staff is required to manage an additional workload and important, yet nonpatrol related positions and/or supervisory positions, are not filled allowing personnel resources to be committed to the Department's primary function of patrol.

There are times, and most certainly many times over the past twelve years, that employee turnover has resulted in much positivity and an increase in morale. While many surprisingly choose not to voice



opposition about employees that are detrimental to the workplace, there is a sense of relief and an immediate change in culture when employees that do not meet standard or are not a right fit for Old Saybrook depart. Non-Regrettable Turnover.

Finally, there are certainly times when we lose good police officers to other law enforcement agencies, retirement, or to life happenings. These are most certainly Regrettable Turnover Events. These occasions bring a sadness to the Department, a loss of institutional knowledge and maturity, or simply the loss of a good employee.

Bad Hires Yield Turnover

It is very possible that individuals that have since left, or will be leaving soon, should not have been hired in the first place. First, I must be clear that a "bad hire" does not necessarily mean the individual is a "bad person". Not everyone can be successful at everything they try. This is no different for the law enforcement profession. Secondly, the mandated hiring process is as best as it can be. No other professional currently has such a rigorous process. No hiring process will be able to sort out everyone that is not suited now for the profession, nor can future behaviors be properly predicted. Sometimes a bad hire is not obvious at the time of hiring. There have been individuals that completed the police academy and chose not to complete field training, despite encouragement to do so, because they realized being a police officer was simply not for them. There have been instances where individuals have had difficulty with advanced standardized tests offered in the hiring process but portray other attractive qualities that cause administrators and screening professionals to give them another opportunity to analyze their fit for the profession.

This is exemplified in Captain DePerry's conversation with the Police Academy's Basic Training Director. He states in his report that the Director commented that the selection process is not always capable of determining who will be a good police candidate. Local Departments rely on the Police Academy to further evaluate an individual's ability to serve, which is why sometimes a municipality's recruit is dismissed. The Director also commented that the current generation of police recruits often have an overinflated view of police work and do not have an understanding that they will serve in entry level positions. These sentiments are echoed among law enforcement leaders and professionals involved in our hiring process.

There is also an amazing amount of pressure to fill open police officer positions or risk losing the funding for the vacant position during the budget process. Vacancies that occur between November and March are most troubling because that is the time frame when the Department's Operating Budget is under the most scrutiny.

Finally, the applicant pool for new police officers is "not like it used to be!". Sure, there are outstanding candidates still looking for law enforcement careers, but they are small in numbers and actively being sought out by many agencies at once. These prospective police officers can shop departments seeking the best benefits because they know they are in high demand. Salary/benefit comparison is simply done on a smart phone. Knowing that we do not offer the best compensation and benefit package, we typically offer a faster hiring process to gain commitment from top candidates with a desire to be "signed". While this has worked, there are times that individuals agreed to our offer, gained certification, worked their

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100

statutory mandated time for our agency and then transferred to an Agency with better compensation and benefits.

Voluntary Resignations – After Being Asked to Resign

There have been instances where employees were asked to seek employment elsewhere or were encouraged to seize the opportunity to voluntarily resign. While I am not proud that I have been forced to have these difficult conversations, maintaining an adequate, professional, and capable workforce that possesses integrity, technical competency, and a finely tuned moral compass is my responsibility as the Chief of Police. The Agency must employ police officers that meet Agency and public expectations. While missteps happen by human employees, they must be, and are, rectified through professional development, coaching and counseling sessions, and progressive discipline. However, sometimes individuals are not suited for the law enforcement profession or are simply not a right fit for Old Saybrook.

Sworn Members of the Department that exhibited risky behaviors that could result in increased liabilities or failure to properly serve the public were asked to exit. While not all inclusive, these behaviors included sexual harassment, refusing assistance with substance abuse ailments, racism, sexism, other negative prejudicial, untruthfulness, failure to investigate, favoritism, failure to supervise, refusal to meet standard, mischievous behavior, misuse of Town Time, and acts of bullying.

I quit! – See You Tomorrow!

There have been six (6) instances in my tenure where employees have separated full time service but remained employed by the Agency. Some have retired and then taken a different position with the Department. Others left to pursue other employment opportunities but remained on in a per diem capacity. These individuals are very important to the success of our Agency. This is a testament to the Department, its working environment, our employee centric workplace, and most importantly, to those individuals that we asked to stay with us to continue serving.

Exit Interviews

Early in my tenure (2010) I established an exit interview process for departing employees. When I established the procedure I was unable to find any law enforcement resource to assist me. Instead, the current exit interview is created with a business acumen and tailored to our Agency. Exit interviews are voluntary and may, depending on the departing employee's mindset, confirm suspicions as to why the employee is leaving the organization. Exit Interviews are voluntary in nature and are conducted in writing by the departing employee. The written form asks for detail pertaining to a departing employee's reasons for leaving and their views on their supervisors, workload, and benefits.

Specifically, the exit interview form seeks input on the following questions:

Why are you leaving The Old Saybrook Department of Police Services?

What circumstances would have prevented your departure?

What did you like most about your job?

What did you like least about your job?



What did you think of your immediate first line supervisors (solely in their capacity as a first line supervisor) on the following points: Was consistently fair, provided recognition, resolved complaints, was sensitive to employees' needs, provided feedback on performance, was receptive to open communication, and followed department policies.

What did you think of the Department's Executive Officer (NAME) on the following points: Was consistently fair, provided recognition, resolved complaints, was sensitive to employees' needs, provided feedback on performance, was receptive to open communication, and followed Department policies.

What did you think of your overall supervisor (Chief Spera) on the following points: Was consistently fair, provided recognition, resolved complaints, was sensitive to employees' needs, provided feedback on performance, was receptive to open communication, and followed department policies.

How would you rate the following: Cooperation within your division/program, cooperation with other divisions, personal job training, equipment provided (materials, resources, facilities), Department's performance review system, Department's new employee orientation program, rate of pay for your job, career development/advancement opportunities and physical working conditions.

Was the work you were doing approximately what you expected it would be?

Was your workload usually: too heavy, about right, or too light.

What is the Old Saybrook Department of Police Services particularly good at?

What is an area that the Old Saybrook Department of Police Services needs improvement with?

How would you describe morale in the Department? Within your division?

Would you recommend the Department of Police Services to a friend as a good organization to work for?

What suggestions do you have to make the Old Saybrook Department of Police Services a better place to work?

If you have suggestions, have you raised them in the past? With whom? Do you feel your concern(s) were heard and/or acted upon?

What were your working relationships like your colleagues?

Exit interviews are now only offered to Department employees that have successfully completed probation and are completely separating service. Twenty employees since 2010 have been offered exit interviews with eleven (11) choosing to participate in the process. Overwhelmingly, those who chose to transfer to another law enforcement agency, cite a lack of benefits and a low salary as the primary reason for separation. As an example, those that departed our employ and transferred to the Middletown Police Department enjoyed many additional benefits. These include a (20) twenty-year retirement instead of twenty-five (25) years of service and medical insurance upon retirement as opposed to no health care benefits when departing.

When completed, the form is reviewed by the Department's Second in Command with the exiting employee. Responses are reviewed and follow up questions for clarification purposes are asked and documented. The Exit interview is then submitted to me for review. When reviewing a departing



employee's comments much must be taken into consideration including the employee's tenure, disciplinary record, and job performance. A tenured employee with no recent disciplinary or work dysfunction issues has more credibility than a less tenured employee with recent discipline or identified workplace dysfunctions. Martyr style exit interviews created by disgruntled ex-employees as a last chance to "get the last word" or "settle a score" are highly uncreditable. Exit interviews are always shared with the Police Commission. I am concerned, that because we have made such a public spectacle, about our exit interview process, it has diminished the value of the process. I hope in time, as external and internal political rhetoric dissipates, value will be restored.

Exit Interviews that the Department has on file are found at Tab 2. Names of employees have been redacted.

The Exit Interview process is not the only mechanism for an employee to meet with the Commission. Employees that have a work-related issue enjoy the contractual benefit of availing their issue to the grievance procedure. In both unions the Police Commission is a mandatory second step. Additionally, employees can reach the Commission at public meetings, through written communication, and individually when delivering business related items to their homes or simply contacting them. This has been done in the past and will occur in the future. It is unrealistic to think that sworn investigators are not able to navigate their way to the Commission to air a grievance.

I assigned Executive Assistant Jennifer D'Amato to conduct a survey among Connecticut's Municipal Police Departments concerning employee exit interviews. Sixty-seven (67) of the ninety (90) agencies that she contacted responded. Forty-eight (48) police departments have no formal exit interview process, fourteen (14) agencies reported that the city human resource office conducts all onboarding and offboarding activities for employees and only five (5) Connecticut Police Departments conduct their own formal exit interviews. Forms were obtained from two of these agencies, and after review, were less detailed than the form used at our Agency. Thirty-one (31) Departments did report that, depending on circumstances, the Chief of Police may informally meet with an officer that is leaving the Department. Mrs. D'Amato's report is found at Tab 7.

Stay Interviews

A more valuable tool than Exit Interviews of a departing employee is conducting "Stay Interviews" for current employees. This process is conducted every two (2) years by me following an officer's annual self-evaluation. (*Stay interviews were not conducted last year due to COVID-19*). Below are the questions asked during the last stay interview with sworn law enforcement staff:

- What do you learn about your professional self when doing your Professional Contribution Survey?
- What area(s) of the Self Evaluation caused you make the most reflection? Why?
- How would you summarize your professional self in 2020?
- What workplace performance progression do you think you should achieve in 2020?
- How can I help you achieve this?
- What workplace behavior progression do you think you should achieve in 2020?
- How can I help you achieve this?
- What was your greatest accomplishment in 2020?



- What are your expectations of me?
- Are they realistic?
- Do I meet them, if so, how consistent are they?
- Do you feel I am reachable and accessible to you? Explain.
- What are some of my strengths?
- What are some areas of growth you would like me to work on in 2021?
- How can I serve you better?
- How can I serve the Department Better?
- Is my Leadership Team effective? Disseminating messages, direction?
- If you were the Chief of Police, how would you change the makeup or responsibilities of the Leadership Team? Detail.
- How can I make your job easier?
- What are your short and long term goals?
- Are you interested in leaving the agency? Why? In a process now?
- What do you want to learn in 2021?
- What opportunities do you want in 2021?
- How is your personal morale?
- How do you think Department Morale is? Why?
- Have you done anything to improve it? What?
- What bothers you the most about work? Explain.
- What do you enjoy the most about work? Explain.
- What do you think the Community's perspective of our agency is?
- How important is your safety while at work. Scale of 1-10/Example
- How important do you think your safety at work is to your Shift Supervisor. Scale of 1-10/Example
- How important do you think your safety at work is to the Town's Elected Officials? 1-10/Example.
- Do you feel valued by the Me, your supervisor, The Department, The Community, Political leaders? Explain.
- Do you have any ideas on how to make the Department operate in a more efficient manner?
- What is one workplace rule, practice, policy, etc. that you wish could be changed?
- How can we make work more fun?
- What else should I know?

Stay interviews are not common in the workplace, especially in law enforcement. As COVID-19 Protocols change, "stay interviews" will commence.

"Employees Don't Quit Their Jobs, They Quit Their Bosses."

This common phrase found in numerous online articles concerning employee turnover is an overly simplistic analysis of why employees leave an organization. Have full time law enforcement officers left the Old Saybrook Department of Police Services because they "did not like me"? Yes, I would assume that is part of the reasoning that some of the employees that have departed, especially among those who I asked to leave.



During my tenure employees that strive to do their best a large majority of the time (some everyday!), desire to advance professionally, truly care about those who they are privileged to serve, have positive outlooks, and welcome constructive criticism to improve. I enjoy working with these types of employees and turn to them for assistance during critical times. Then there are employees who are mischievous, passive aggressive with administrators, consistently negative, underperform, and choose not meet standard – not because they do not have the capability to do so – but because they refuse to do so. I do not desire to have these types of employees on my team. I do seek to assist them return to the proper path and assist them to achieve professional success. It is known in business that leaders are forced to spend more time leading difficult employees than working on other, more important organizational issues. These matters are further complicated when the difficult employee is a first line leader or middle manager.

During past private and public conversations concerning my leadership I have described myself as one who has high expectations for employees. Over the course of this assignment, I have spent time reviewing this statement, as one might think that my expectations for employees are too high, perhaps causing the Agency to be a difficult workplace to achieve professional success. I reviewed employee discipline and employee coaching and counseling activities over the past year. These instances highlight matters that have caused official executive or middle management corrective action concerning workplace expectations that are not being met. These subjects include:

- Being on time for work.
- Reporting for assignments.
- Completing police reports in a timely manner.
- Completing police reports properly. (grammar, content, completion of State Forms)
- Properly and thoroughly conducting investigations.
- Notifying regulatory agencies.
- Proper handling of prisoners.
- Complying with Technology Policies (Wearing of the Body Worn Camera).
- Complying with Directives concerning meeting “car to car” and meal breaks.
- Being deceptive.
- Adherence to the Pursuit Policy.
- Taser Discipline.
- Firearm discipline.

Many of the employees that failed to meet standard accepted the discipline and/or employee coaching that was offered and then moved on striving to improve. While some, have become argumentative, hold ill will, have further decompensated as an employee and/or have become very passive aggressive. Soon additional conversations will be had with these employees which will most likely result in additional non-regrettable turnover. Difficult employees blame their bosses for getting caught violating workplace rules. Positive employees that misstep, acknowledge their momentary poor performance, learn from their mistakes, assume consequences, and move forward. Problematic employees dwell in the past instead of moving forward. Almost all workplace mistakes are momentary, and all employees have been given opportunities and offered mentorship to succeed.

I further reviewed some of the latest directives that I have issued. They include:



- Only one police officer may take a meal break at a time, unless prior approval is granted.
- When working a private duty job, officers must be out of their vehicles, attentive to traffic, and not on their cell phones or have earbuds in listening to music.
- Police Officers must not be parked "car to car" when assigned to patrol.
- Ensure radio transmissions are professional.
- Strive to provide superior customer service.
- Provide full and best efforts to investigate all assigned cases in a timely manner.
- Responded to calls for service in a timely manner / have a sense of urgency.
- Be outside of the police vehicle and engaged when on a school campus security assignments.
- Reduce station time / increase patrol time and time spent on proactive motor vehicle enforcement.
- Properly complete time sheets
- Maintain a Team mindset / environment.

I firmly believe in the concept of "a full day's work for a full day's pay". Full time LEOs earn a salary paid for by the taxpayers. We are compensated well. While I do not expect employees to be "actively" working for eight (8) straight hours, I do expect a full day's work for the rightfully earned tax payer born salary.

It has also been my experience that employees demand a fair and consistent working environment with respect to expectations and discipline. I completely agree and subscribe to this leadership theory. I firmly believe that employees must be aware of workplace expectations in order to achieve professional success. Therefore, I spend much time communicating in writing and in person these expectations. It is also my experience that some employees, who demand this environment, do not want it applied to them or to anyone in their friend or peer group.

Being a small agency, corrective actions, while as private as possible, become widely known, most often because the employee involved speaks to others internally and externally about the matter. Sometimes the most minor of issues is exacerbated in an attempt to conceal the improper workplace behavior. Because the matter at hand is a confidential personnel matter, Department Leaders are left with the inability to comment or show facts to mitigate the rumor of draconian expectations or harsh discipline.

Currently the Agency seems to be "clicky" with small pockets of friend groups spanning over the current twenty-three (23) full time sworn employees. Additionally, six (6) full time LEOs are currently in personal relationships. *(twenty six percent (26%))*. This complicates matters when holding employees accountable as it emotionally impacts more than the employee that has failed to meet standard. Over my twenty five plus years being affiliated with the Department the social aspect of employees changes from time to time just as friend groups change in life from time to time.

Because there is only one law enforcement union, in accordance with state statute, first line supervisors are in the same bargaining unit as their subordinates. This creates an unavoidable conflict at times. This is one of the reasons that it is important for executive personnel to respond to calls for service both to ensure proper supervision and proper service delivery but also to exemplify and mentor proper supervision and service delivery. Unless otherwise directed, I will continue to ensure that our law enforcement officers are meeting standard, are mindful of standardized customer service, deliver community policing style service delivery, hold those who violate the law and create victims accountable,

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and be mindful of the tremendous responsibility they hold and the power to make a positive difference in the lives of human beings every day.

Those that Respond to Personal Issues Have Personal Issues

I frequently remark that police work and calls for service are often “personal and private”. Employee issues are not much different. Each of us have our own personal issues that we must manage. Sometimes these matters impact our professional selves and in turn, our workplaces. This is nothing that any person should be ashamed of nor does it imply an employee weakness. Rather, it is a reminder that our employees are human and should be treated as such.

During my tenure as Chief, I have been able to assist many employees with a wide variety of personal matters. One might immediately ask, why would an employer become involved with the personal matters of an employee? For one simple reason – human capital is the most important asset a business or Police Department maintains. Therefore, I devote the necessary time to support all employees in their time of need. The level of support ranges from listening, a shoulder to lean on, or taking action to aid in improving a situation.

Issues pertaining with an employee’s health, the health of their family, finances, relationships, death, life milestones (positive and negative), and legal matters have been voluntarily discussed with me by employees either out of workplace necessity or more commonly to seek comfort and advice. Most of these types of conversations are initiated by employees. However, there are times when an employee is performing poorly, that the root cause of the poor performance is an underlining personal matter.

People also change throughout their lives and therefore throughout their career. A person who had a positive mindset when initially hired may not have one after serving just a few years. Some develop negative attitudes or dismal outlooks on life which makes them an unhealthy law enforcement professional. This is why the Department subscribes to the Public Safety Employee Assistance Program (EAP) and always makes sure that officers are aware of the resource. In fact, even when advising a police officer that they are under investigation or are being issued discipline, EAP services are offered.

There are also some people that for whatever reason simply cannot see the glass as half full and are always negative. There is no pleasing these types of employees. These individuals may blame others or their work environment for their difficulties, when the source of their trouble is actually themselves. In fact, until their mindset changes everywhere they go – they will be.

Personal matters are also sometimes the root cause of employee turnover. Employees that choose to change professions, relocate for family reasons, pursue new opportunities, desire better compensation, benefits and/or a more conducive work life balance or seek a “fresh start” or simply retire create turnover. We must support and celebrate these personal quests.

There are also times when an employee cannot attain professional success with our Department but may achieve success in another agency. This may be in part because the employee has learned a life lesson, changed course to avoid a workplace dysfunction at a new job, or received medical attention that allows for a better perspective. I applaud these former employees for bettering themselves.



I also support the new Police Accountability Law that requires behavioral assessments of all personnel within a five (5) year period. While this provision still has many details to be worked out, this statutory provision will be an additional tool to ensure that only those who are emotionally well and stable are able to continue to serve as a professional law enforcement officer. This is important for both the health and safety of the police officer but also for the health of the organization they are employed by.

The Grass IS Greener!

When exit interviews told us that employees were leaving for better benefits, we conducted some limited research while the Police Commission formally met on the issue. While I was not involved in the Executive Session the Commission chose to hold with the Town’s Labor Attorney, I am aware that the topic of the conversation was employee turnover and a salary and benefit comparison between the Department of Police Service and other municipal police departments.

I performed a contract comparison between the Old Saybrook Police Department and the Middletown Police Department triggered by turnover in 2017. Figure 1.6 and 1.7 detail what I found.

(Old Saybrook is on the left / Middletown is on the right)

Figure 1.6

Sick Time - Patrolman - July 1, 2018	
1 day per month - Max of 195	1.25 days per month - No limit
Sick Time - Annual Cash Out	
None	Can cash out 30% of unused time each year
Sick Time - Retirement Cash Out	
81 Days	75 Days
Personal Days - Patrolman - July 1, 2018	
0	4
Compensatory Time ("Comp Time") - Patrolman - July 1, 2018	
None	Max 120 HRS - 15 Days
Off Duty Injury - Light Duty Program	
NO	YES - Max 1 year

Figure 1.7

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Advancement Opportunity	
K-9 / Detective / Sergeant / Lieutenant / Chief	Traffic / K-9 / SWAT / Bicycle Unit / Motorcycle Unit / Street Crimes / Detective / Sergeant / Lieutenant / Captain / Deputy Chief / Chief
Retirement - Years of Service Required	
25	20
Retirement - Department Over Time Included in Pension	
NO	Yes
Retirement - Medical Coverage	
NO	YES

The obvious increase in benefits as they relate to personal leave time, professional opportunity, having to work five (5) years less in order to retire, and retirement benefits such as medical coverage and the inclusion of Department Overtime are attractive to a professional law enforcement officer.

Law Enforcement is also a profession that allows an individual to retire at a young age, receive compensation for twenty (20) plus years of unused sick time, immediately begin collecting a pension, and begin a second law enforcement career. This allows the law enforcement professional to dramatically increase their income using an existing honed skill set, often with less responsibility which yields a reduction in workplace stress. We have had several employees take advantage of this professional opportunity and recently hired a new police officer that is enjoying this similar life benefit.

Employee Input on Turnover

Each year the Department holds an internal strategic planning session with all Department Members. At the session, Members are divided into "Micro-Departments" consisting of a senior and junior Patrolman, a Public Safety Dispatcher, and Members of the Support Division such as clerical, Animal Control, and Marine Patrol Personnel. Patrol Sergeants rotate Micro Departments top facilitate discussions. These group discussions revolve around topics introduced by the facilitator and the Six Pillars of Law Enforcement. (*Building Trust & Legitimacy, Technology & Social Media, Training & Education, Policy & Oversight, Community Policing & Crime Reduction and Officer Wellness & Safety*) Groups then elect a spokesperson to share their ideas with the entire Department. From this exercise annual goals are established and plans to implement employee-born ideas are formulated.

Additionally, employees are also asked to complete "Direct Input Activities". These activities ask employees to share their own thoughts with The Chief of Police on a variety of topics which in the past have included such as:

- How can we make your professional life better?
- What should our staffing and structure look like?
- What is one thing that you wish you had to make your job safer, easier, or to better deliver services?
- What would you like to say to me?



- If you were Chief for a Day – What would you stop?
- If you were Chief for a Day – What would you start?
- What is something that we do as an Agency that you really don't understand why we do it?
- How can I support you better?
- How can I Help?

While there is a spot on the "Direct Input Exercises" for an employee to list their name, they are reminded in the activity instructions that they do not have to do so and may remain anonymous. During both the 2018 and 2019 Strategic Planning Sessions Department Employees were asked to complete Direct Input Exercises on "Employee Turnover".

In 2018 the assignment read "Employee Retention – Do you think its an issue? What is the issue? How is it realistically resolved.....don't make a list, tell me how we can make it happen! If it's about benefits – speak your mind (well write it down...). Overwhelmingly, employees cite retention issues are caused by a lack of retirement benefits, limited opportunities for professional growth, and a lack of personal use time. Copies of the 2018 Employee submissions, with names redacted, are attached and located at TAB 3.

In 2019 the assignment read "Employee Retention – I WANT OUR TEAM TO STAY TOGETHER – How can I help make that happen? Don't make a list, tell me how we can make it happen!" Again, employees cited retirement benefits, the amount of personal leave time, adding maternity/paternity leave, and limited professional growth opportunities due to the size of our Agency. Copies of the 2019 Employee submissions, with names redacted, are attached and located at TAB 4.

The Past Year Has Been Tough.....For Everyone....And It May Impact Turnover

This past year has been a difficult one for all, including our police officers, and including me.

The stress caused by the pandemic, constant unprecedented changes in the workplace to keep employees safe, and the changing landscape of the law enforcement profession has made the past thirteen months difficult.

Dedicated staff were faced with a year of uncertainty. COVID-19 created a fast moving, ever changing work environment which included:

- Different expectations and different procedures
- Wearing different levels of respiratory protection
- Not being allowed to take their uniforms home
- Learning about respirators
- Socially distancing from their peers
- Cancelling popular programs
- Learning new operational directives

There was not always an opportunity to explain or gently implement these changes which caused a workplace disruption. In addition, employees worrying about personal matters, especially the safety of their families, and how their public safety job could impact the health of their loved ones, caused additional stressors.



I did my best to try to mitigate this workplace stress for our employees. Constant email communication, exemplifying how their safety is a priority, and supplying their family members with face masks when there were no masks available. I also chose to force positive interactions between staff and the community in an attempt to increase their self-worth while helping others such as maintaining the Turkey Drive and taking on the entire Toy Drive during the pandemic. I even sent letters to their homes for their families to see, thanking them for their service during difficult times and explaining how much they are valued as employees. Thanks to a joint effort between an anonymous citizen and myself (personal), each employee was provided with a thirty-dollar (\$30) gift card to use on their meal breaks – just as a simple thank you and a gesture to represent that they are valued.

In addition to the stress of the pandemic, we went from escorting drive by birthday party parades and providing random acts of kindness joining us very close to the community to a transformational time were horrific acts committed by police officers time zones away shattered our world. This brought into question our worth at a time when employee were giving their all. This included new legislation impacting our profession that, in some cases, further questions our integrity. We also responded to legal demonstrations that were filled with anti-law enforcement sentiments. This coupled with a consistent and personal negative social media campaign against our profession and agency. We also responded to a tropical storm with a resulting multi-day power outage event during the pandemic, which we once again worked very hard to serve the public. I can only imagine how this affected the emotional well-being of our staff, especially those with less tenure or a multitude of personal matters on their plate.

Whether it was the pandemic or not, there was a noticeable change in employee behavior this year. More employees, many of whom truly know better, made poor decisions and/or choices over the past year. From intentionally violating direct, legal, lawful orders to being late to work was part of a new plague of employee misconduct that we have never encountered. This, coupled with increasing demands to hold law enforcement professionals accountable, made it necessary to hold coaching and counseling sessions with employees and apply discipline when warranted. This upset personnel which sadly may lead to future turnover.

The pandemic has forced all public safety leaders into a consistent crisis leadership mode. In public safety, crisis leadership is usually only used for a short duration, normally when responding to and recovering from a crisis. The COVID-19 Public Health Emergency has caused the longest durational crisis leadership assignment of any public safety leader's career. Sadly, consistent crisis leadership is not healthy for an organization and is not healthy for the individual crisis leader. Crisis leaders must often take quick and decisive actions. During the pandemic, this included creating policies, programs, and directives designed to keep the community, its visitors, and employees safe.

I am aware that some decisions made during the response to the pandemic upset staff. The intent of the decisions was to maximize employee safety. I know that community events such as Masks for All, PPE Baskets for the elderly, May Flower Deliveries, delivering EOC Smile Prizes, and the Random Acts of Kindness Programs were not supported all police officers. However, the events were immensely supported by support staff including public safety dispatchers, clerical staff, animal control personnel, and executive leaders. Despite lack of support from some police officers, the events continued because it was good for our community and appreciated by our citizens. These events were also beneficial for our relationships with the community. Positive activities like this demonstrate to the law enforcement

professional that there is much more to being a police officer than having a badge, gun, and enforcement powers. These activities should remind police officers that we are all human, and human connections and sharing positivity are important. I hoped that police officers who signed up for a job to help people, would receive some personal satisfaction out of being paid to make others feel cared for or simply to bring some sunshine to people's lives during a dark uncertain time.

Some have claimed that the Department is only concentrated on enforcement or are "non physically heavy handed" when it comes to enforcement. Our activities over the past year we to support our community illustrates that claim is false. Employees that feel the Department is solely concentrated on enforcement yet choose not to actively participate in community related programs, have no credibility. One cannot say they believe in community policing but not practice it.

While I am honored to serve as both the Chief of Police and Director of Emergency Management for the Town Old Saybrook, my actions during this pandemic were and are in my capacity as the Chief of Police. My role as the Director of Emergency Management is to ensure we are prepared and to coordinate resources, my role as Police Chief is to respond, and in some cases command the response. We have been responding now for thirteen months. I am proud of what we are doing internally and externally to keep people safe. I am, however, eager for the response to conclude.

The pandemic also robbed me of my style of leadership. Getting the entire team together to conduct strategic planning activities as mentioned previously, holding social appreciation events for employees and their families, and being available to everyone always have been hallmarks of my leadership style for over a decade. I long to return to that style of leadership.

I mention this because I believe that the pandemic and/or the recent changes in respect for law enforcement by *some* governmental leaders and *some* members of the public can and will cause turnover. Additionally, there are employees that have demonstrated over the past year that they do not believe in community policing and do not believe in making positive connections with those we serve. This does not meet the standards or expectations that I have set for the Agency. It may be possible that they will no longer be in our employ.

Employees are Valued

One of the ways to reduce employee turnover is for leadership to demonstrate that employees are valued. Because we are a public agency and not a private business, we cannot offer fiscal rewards to high performing employees nor can we make counter offers when we learn they may be leaving in an attempt to retain them. However there are many things that we can do, and we do them.

During my tenure we have both created and implemented a Department Awards Program. Ceremonies have been held over the years to honor all Department Members, bestowing well deserved honors, in front of friends and family at a private event designed to honor them. In some cases the very people who's lives were saved bestow the honor on the law enforcement officer. These are very powerful moments designed to assign self-worth to our employees. As a continuation of the formal presentation, Department Members, their families, and friends are then honored at a luncheon. Costs for this program are paid for by donations.



Once a year (except in 2020), I personally invite all employees and their families to my house for a party in their honor. This event is designed to simply to say thank you for all the work and family sacrifices that are made over the year that yields the Department success. Costs for this event are paid for by me.

Each major holiday I pen a message to all Department employees. These detailed messages spend time thanking them for their service, speaking about recent accomplishments and good will performed by the Department and future endeavors that we will be taking on as a team. Over the past year, these have been shared with the Commission. I would like to think the employees share these thoughtful writing with their family.

Our Agency must be the most "uniformed" agency in the State, meaning that I have gone to great lengths to ensure that each officer has what they need and that we are both safe and comfortable while performing our jobs. We are finally able to order uniforms following a year where factories were at a standstill. This issue may have caused new employees not to feel valued, but we will make up for it in short order.

Each year we conduct a strategic planning session where employees are given a true voice to chart the Agency's future. These sessions have been held each year (except in 2020). Employee input at these meetings over the years have fostered operational policy change, the implementation of less than lethal force options, the purchase of specific equipment, the creation of programs, and have assisted me in developing my own annual executive goals. Most recently, employee input from 2019's session caused the purchase of new style vehicles, a new CAD/Records Management System, and a reorganization and update of the Department's Rules Regulations Policies and Procedures. All projects are currently underway. These day-long meetings also allow for communication within and across peer groups and permits Department Leaders to explain their vision for the Department. Each annual session has opened with a welcoming message from the Chairman of the Police Commission.

The safety of all police officers has always been a priority for me. Additionally, I have always advocated for our officers to have the best equipment to perform their dangerous jobs in the most safe, efficient, and effective manner. These efforts do demonstrate that I value all employees.

I also provide formal and informal praise throughout the year for a job well done. This may be in the form of a phone call, a text message, an email or an in-person conversation. There are also times where employees are treated to a meal or snack as a thank you. Additionally, I often publicly praise employees for their efforts at public meetings.

Letters sent to the Department thanking individual employees are shared with all employees. This both celebrates the individual mentioned in the card or note but also encourages others to perform in such a manner that they are celebrated in the next letter! As I say, every interaction matters.

Sadly, praise is not always appreciated. For example, a few years ago the Department Celebrated sixty (60) years of service. Many events were held to both celebrate this milestone and publicly honor the current staff. This included a parade in their honor and an awards ceremony/luncheon for employees and their families. These events were professional and honorable. While attended by all Department Employees, some police officers demanded payment for their time at these events. Requesting payment for attending an event to bestow awards for excellence in service in front of their friends and family seemed petty and unappreciative to me. Yet the officers that request pay, were compensated.



Ways to Reduce Employee Turnover and Recommendations

While employee turnover in some instances may be unavoidable or desired, we must discuss ways to reduce regrettable turnover events. The suggestions that follow with my professional recommendations are based on research, firsthand experience, and formal and informal employee input.

Reduce Employee Expectations

Employees that have less workplace expectations, have less employment related stress. This may foster an environment where substandard employees thrive. I obviously do not recommend this action. The taxpayers of the Town of Old Saybrook compensate our sworn personnel to be professional law enforcement professionals. We must have high, yet attainable, expectations with adherence to workplace rules, the law, appearance, and work product.

Increase Personal Leave Time – Establish a Culture of Work / Life Balance

This recommendation is derived both from contemporary professional writings and from departing and current personnel antidotally and in their exit interviews. It is a concept easily embraced yet difficult to implement. We want our law enforcement professionals well rested and both emotionally and physically well. We want them to have positive experiences outside of work and to spend time with family and friends who are not part of their law enforcement day. These relationships keep law enforcement professionals' perspectives and mindsets well balanced. While we wish all these things for our employees and have an obligation to ensure our workforce is healthy, we also have a responsibility to field a public safety team in the most fiscally responsibility manner possible. To simply increase the amount of personal leave time for personnel, additional funding would be required. I am not against this concept and would enjoy enhancing this benefit for our employees. However, we must be mindful of the short-term and long-term liabilities associated with increasing this benefit. Additionally, we must never minimize our responsibility to protect the "at work workforce". This is one area however, that the Town could demonstrate value towards current employees and making contractual benefits attractive to current certified police officers seeking a lateral transfer. Significant strides, based on employee input, were made during the last police contract negotiations in this area. Police Officers now earn three (3) additional vacation days once they obtain their Emergency Medical Technician Certification, now have an additional vacation day (Christmas Eve) and the opportunity to earn two (2) additional vacation days each year for perfect attendance.

Reduce Supervision

This recommendation is self-explanatory and equally not advisable. Proper supervision is paramount for operational success. A less tenured police force requires more supervision and mentoring than a veteran force. While employees may desire an environment where there is little to no interaction with a supervisor, this is simply not possible. When a police officer has to take any action that infringes on a person's constitution rights, supervision is paramount both for the police officer, the suspect, the Department, and our Community. Proper Supervision at all levels is important to our agency's success and that is why it is part of our culture.

Establish a New Minimum Hiring Age of Twenty-Five (25)



This is recommended with some exceptions. It is known that turnover is most likely to occur with individuals that are less than twenty-five (25) years of age and within the first five (5) years of their career. In Old Saybrook hiring "older" will attract more mature individuals with life experience. This could make for a better employee who is more accepting of workplace rules and is able to process "adult" matters without difficulty. There must be an exception to this rule for individuals that have "grown" while part of our Agency. The police explorer, to dispatcher, to police officer path is advantageous as the Department knows the work ethic and moral makeup of the individual prior to police officer selection.

Increase Long Term Benefits (Retirement)

This must be part of a future discussion and it will cost money. When First Selectman Michael Pace chose to negotiate the removal of healthcare upon retirement from the police contract, the Town made a conscious decision to prioritize reducing long term employee liabilities over promoting employee retention. Also, most every conversation had with personnel about turnover includes statements about a lack of retiree benefits for a long serving employee. We must look at pension enhancements that include Department overtime in the pension calculation. If we desire employees to stay, we must provide retirement benefits that serve as incentives that create employee longevity.

Increase Professional Development Opportunities

Less tenured police officers often desire to attend a professional development course to enhance their knowledge. While this is admirable and supported, requests must be approved in moderation during the first few years of employment. Following twenty-six weeks in the police academy classroom and another ten weeks in a field training program, new officers must gain experience in the field prior to attending advanced courses. As a fan of lifelong learning and professional development, I endorse sending newer officers to professional development courses but only when field experience exists for the advanced training to build upon.

Increase Compensation

It is important that the Town maintain a very competitive salary for its law enforcement professionals. When seeking employment, highly qualified candidates that are in demand, are attracted to agencies with higher pay scales. Additionally, there must be provisions made that would allow a tenured police officer seeking to transfer to our Agency to obtain a salary higher than one offered to new, uncertified police officers. Using the saying "you get what you pay for", Old Saybrook must compensate their police officers well if we desire the level of professionalism that we have come to expect and enjoy.

Provide Frequent Career Growth Opportunities / Create Diverse Temporary Assignments

These recommendations, like others, are derived from professional recommendations on how to reduce turnover and from staff seeking these types of opportunity. As a small Law Enforcement Agency, there are limited opportunities for advancement as there are only so many leadership positions with rank. Also being a small Agency there are limited opportunities for temporary special assignment. The reasons are obvious. I do not recommend increasing leadership positions to allow for more promotional opportunities as do not want to have a "top heavy" Agency with an elevated supervisor to subordinate ratio. Additionally, the creation of additional leadership positions increases costs. It should also be noted that while staff claim they want these positions, many are reluctant to pursue them as they do not want their



work schedule to change upon promotion. We have experienced this over the past three (3) Patrol Sergeant Promotional Exams. While I support the creation of very temporary special assignments, we cannot lose focus of our primary mission, which is to work patrol and answer calls for service. Traditionally, police officers seek variety or a change of pace around their fifth year of service. However, the current generation of police officers seem to be seeking job classification diversity within their first (1st) to third (3rd) year of service. In some respects, new police officers must understand that promotional or special assignment opportunities only come with some tenure and field experience.

Improve Field Training Experience (Including the Actual Field Training Officer)

Arguably, a Field Training Officer is the “face” of the Department to a Police Officer Trainee who has recently completed training at the police academy and is at an extremely impressionable point in their career. Therefore, Police Departments must choose who will serve in the capacity as a Field Training Officer carefully. In fact, there is more to consider when selecting a Field Training Officer than technical proficiency. Characteristics such as attitude, a proper moral compass, maturity, compassion, big picture thinking, and innovation must all be considered. Not all FTOs are created equal and some have done exceptional jobs and some simply have not. It is possible, and perhaps we have suffered from this, that a poor choice of a Field Training Officer can negatively impact a new police officer’s outlook and cause eventual turnover.

We have enhanced our field training experience over the years to compensate for Field Training Officers that were selected solely because they met the minimum qualifications established by the Police Officer Standards and Training Council and not because they were the best to train. These experiences include a “mid term practical exam” which allows Administrative staff to watch the performance of new recruits in training. Additionally a Patrol Sergeant is assigned to oversee the Field Training Process and routinely reviews the FTOs daily observation reports to make adjustments if needed.

Conclusion

In summary, data shows that we do not have a turnover problem but that we are experiencing what other Law Enforcement Agencies experience in Connecticut and around the country. We will continue to work hard to retain employees that are worth retaining. We will also continue to seek the removal of those employees that do not meet professional standards. We will do this in collaboration with our employees, unions, the Police Commission and Town Leaders.

We will not reduce our standards.

The Department will continue to seek to employ and retain those professionals who exemplify the characteristics and personal traits of a law enforcement professional who seeks justice for victims of crime and has a community policing mindset.



TAB

2

Old Saybrook Department of Police Services

36 Lynde Street
Old Saybrook, Connecticut 06475
860-395-3142

Employee EXIT INTERVIEW

1. Why are you leaving The Old Saybrook Department of Police Services?

Benefits 36-month Pensionment - Cost of Living - Medical (Family)
- 20/00+
Career opportunities - Specialized Duties
Took job with Middletown Police Department

2. What circumstances would have prevented your departure?

Medical upon retirement, cost of living adjustment
Pension, Comp time

3. What did you like most about your job?

The adventure, constant change of work (work load)
Freedom / Independence

4. What did you like least about your job?

More civil calls
Amount of Paperwork - Sgt wants every little detail

3/26/08 DW-COP

5. What did you think of your immediate first line supervisors (solely in their capacity as a first line supervisor) on the following points:

Master Sergeant van der Horst

1-2 days / 1-2 hrs

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

Some of the "pink slips" follow-ups were for un-needed or un-called-for
 - Ridiculous - Check on of Friday person who
 ↳ Chewes - years & years ago.

hand

Sergeant DePerry

very Resaly in 16-17 4 years

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	()	()	(✓)	()

Other Comments:

when working in the patrol - direction on the road
 one of the best Sergeants in the Admin - fraction
 not fields reports and overbearing
 - Admin - "over the top" - understood his Admin Role

Sergeant DeMarco

was 1-2 days per week

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

good supervisor B.t. needs to tone back the
critiquing other Sergeants Decisions in the Department / roll call
S.I.V.M

Roll call Review of other S's

Sergeant Bergantino

Ph
2000
M
2000

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Great Sergeant great to work under - very positive

Sergeant Walsh

Walsh
2
2000

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Very fair great Sergeant to work under

*Work with
Ciccone
taken a week*

Sergeant Hackett

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

*Still learning But doing a great job
willing to take calls and help w/ work load*

*Worked
with
Ciccone
4 months*

Sergeant Ciccone

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

still learning but doing a good job

6. What did you think of the Department's Executive Officer (Lieutenant Roche) on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

Didn't have the ability to resolve many issues

7. What did you think of your overall supervisor (Chief Spera) on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	()	(✓)	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

Needs to delegate more jobs/tasks (Schedule)

8. How would you rate the following:

	Excellent	Good	Fair	Poor
Cooperation within your division/program	(✓)	()	()	()
Cooperation with other divisions	()	(✓)	()	()
Personal job training	()	(✓)	()	()
Equipment provided (materials, resources, facilities)	(✓)	()	()	()
Department's performance review system	()	(✓)	()	()
① Department's new employee orientation program	()	()	(✓)	()
Rate of pay for your job	()	(✓)	()	()
② Career development/Advancement opportunities	()	()	(✓)	()
Physical working conditions	()	(✓)	()	()

Comments:

① The lack of an FTG schedule hurts both the trainees and the FTG shift -

② Being a small Department the opportunities are limited in its nature - But inter-Department (other PDs) opportunities should be explored

↳ Work with Charles PD/East Lyne -
open communication - increase -
Joint "Car call Detectives" to serve
Both Towns

9. Was the work you were doing approximately what you expected it would be?

Yes No

Comments: _____

 Work load varied week to week - one big in depth case would create a backlog.
 "Nature of the job"

10. Was your workload usually: Too heavy About right Too light

11. How did you feel about the employee benefits provided by the Town of Old Saybrook?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays - want work time as well	()	()	()	<input checked="" type="checkbox"/>	()
Paid vacation	()	<input checked="" type="checkbox"/>	()	()	()
Medical plan	()	()	<input checked="" type="checkbox"/>	()	()
Dental plan	()	()	<input checked="" type="checkbox"/>	()	()
Vision plan	()	()	<input checked="" type="checkbox"/>	()	()
Flexible spending plans	()	<input checked="" type="checkbox"/>	()	()	()
Sick leave	()	()	()	()	<input checked="" type="checkbox"/>
Retirement plan	()	()	()	<input checked="" type="checkbox"/>	()
Educational assistance	()	()	()	<input checked="" type="checkbox"/>	()

12. What is the Old Saybrook Department of Police Services particularly good at?

- Patrol Division works very well together. Guys are always willing to help - and want to work
 - Large events / scenes are well managed

13. What is an area that the Old Saybrook Department of Police Services needs improvement with?

- Needs to work with other local Depts. (Some types of crimes / criminals)
 - Contract needs to be revamped
 - The lack of vacation time for new hires is Deploable - going to alienate them and overwork them. For a job that has a rotating shift and not every weekend off nor holidays off - not right

Morale issues
Survival Contract

14. How would you describe the morale in the Department? Within your division?

low.
After serving on the unions Contract committee and going to negotiations some of the towns proposals/comments were Deploable - I completely understand the towns negotiating team is looking in the best interest of the town - but it really showed the towns lack of support for town employees/officers

15. Would you recommend The Department of Police Services to a friend as a good organization to work for?

Most definitely () With reservations () No (X)

Because of the Contract Equip not great Working Environment

16. What suggestions do you have to make the Old Saybrook Department of Police Services a better place to work?

- revamp the contract - Town is constantly taking away benefits that's left
- The Town needs to support the officers - evidently do not i.e. want to get rid of Pension, and other Benefits that will retain employees

17. If you have suggestions, have you raised them in the past? With whom? Do you feel your concern(s) were heard and/or acted upon?

Some weeks vacation time/time off - officers need to hear back within a reasonable amount of time

- Great Dept - learned a lot - Good Backup - felt safe

18. What were your working relationships like with your colleagues?

- very good both at and outside of work
- will stay in contact with a good amount after any leaving

AAA

Old Saybrook Department of Police Services

36 Lynde Street
Old Saybrook, Connecticut 06475
860-395-3142

Employee EXIT INTERVIEW

1. Why are you leaving The Old Saybrook Department of Police Services?

I am leaving the Old Saybrook Police Department to join the Greenwich Police Department with my two brothers and my father. This is an opportunity of a life time and a dream that became reality for me.

2. What circumstances would have prevented your departure?

If my family was not in law-enforcement or did not have the location I do to my home-town.

3. What did you like most about your job?

PRACITION, PERSONAL DEX-15, HOLDING A SHIFT DIFFERENTIAL
The people I worked with and being able to make a difference to this community in various ways.

4. What did you like least about your job?

Being a MAN for 2 years.

5. What did you think of your immediate first line supervisors (solely in their capacity as first line supervisor) on the following points:

Lieutenant J. DePerry

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

I had the privilege to work with Lt. DePerry as both a Lt. and a Sgt. He was a truly dedicated and devoted Sgt. to the patrolman and supervisor needs, whenever asked upon. He will continue to be successful as the second in command.

Master Sergeant R. van der Horst

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	()	(✓)	()
Resolved complaints	()	()	(✓)	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	()	(✓)	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Did not have the opportunity to work with Msc. Sgt. to other but was always helpful when ever asked so.

Sergeant C. DeMarco

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sgt. DeMarco is and was a great person to work with. Being my final FTO during training, he was able to teach me why it was necessary to write a consistently detailed report and how to be self-sufficient when going on my own.

Sergeant W. Bergantino

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sgt. B was a ~~primary~~ primary supervisor of mine for many months. Sgt. Bergantino taught me many skills and tricks that I used throughout my career at CPD and was always there when I needed him. There wasn't anything I couldn't go to him about nor did he care to see about. Always looked to better me as a police officer.

Sergeant R. Walsh

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	()	(✓)	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sgt. Walsh was a primary supervisor on nights to me. He's a great supervisor and good person. He worked well with others and divided up work fairly and efficiently.

Sergeant S. Hackett

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sgt. Hackett was my first primary sgt. on evenings. Although a younger sgt. he was able to do his job and did it well. Any questions or concerns I had, he was there. A great friend, had helped employees and supervisor, he did a job well.

Sergeant P. Ciccone

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sgt. Ciccone was my last primary midnight shift sgt. Besides being a great supervisor and department member he was a great friend. Always willing to help and be there when needed. Always had great insight into problems and was willing to do what it took to get a job done.

9. Was your workload usually: Too heavy () About right (X) Too light ()

10. How did you feel about the employee benefits provided by the Town of Old Saybrook?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays	()	(X)	()	()	()
Paid vacation	()	()	()	(X)	()
Medical plan	()	()	()	()	(X)
Dental plan	()	()	()	()	(X)
Vision plan	()	()	()	()	(X)
Flexible spending plans	()	()	()	()	(X)
Sick leave	()	(X)	()	()	()
Retirement plan	()	()	()	(X)	()
Educational assistance	()	()	()	()	(X)

NOT ON TOWN PLAN
 TOWN PLAN
 INCLUDE OT
 MEDICAL PLAN
 RETIRE

11. What is the Old Saybrook Department of Police Services particularly good at?

Seeing this community not w/ just police officers coming from a low stand point. This department and its members help see about the town of old saybrook and all who live here not with.

12. What is an area that the Old Saybrook Department of Police Services needs improvement with?

- Contract for new hires
 - ~~Supervisory~~ Supervisory authority needed among sergeants/Lt/Sgt more. MORE DEFINED ROLLS.
 - Lack of more projects.
 - Continue to work department respect how to better department / needs.

13. How would you describe the morale in the Department? Within your division?

In my division the morale was always high and we as a team were not only a unit, but a group of friends I miss in light of recent departures, the morale has gone down, however,
 - STAFF DECREASE

6. What did you think of your overall supervisor (Chief Spera) on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(<input checked="" type="checkbox"/>)	()	()	()
Provided recognition	()	(<input checked="" type="checkbox"/>)	()	()
Resolved complaints	(<input checked="" type="checkbox"/>)	()	()	()
Was sensitive to employees' needs	(<input checked="" type="checkbox"/>)	()	()	()
Provided feedback on performance	(<input checked="" type="checkbox"/>)	()	()	()
Was receptive to open communication	(<input checked="" type="checkbox"/>)	()	()	()
Followed Department policies	(<input checked="" type="checkbox"/>)	()	()	()

Other Comments:

Chief has always been there for me not only as an officer but as a friend. He was always asking how my family was and how he could help me with my current department needs. Never had issues with unfair treatment or a concern of being left out.

7. How would you rate the following:

	Excellent	Good	Fair	Poor
Cooperation within your division/program	(<input checked="" type="checkbox"/>)	()	()	()
Cooperation with other divisions	(<input checked="" type="checkbox"/>)	()	()	()
Personal job training	()	()	(<input checked="" type="checkbox"/>)	()
Equipment provided (materials, resources, facilities)	()	(<input checked="" type="checkbox"/>)	()	()
Department's performance review system	()	()	(<input checked="" type="checkbox"/>)	()
Department's new employee orientation program	()	()	(<input checked="" type="checkbox"/>)	()
Rate of pay for your job	()	(<input checked="" type="checkbox"/>)	()	()
Career development/Advancement opportunities	()	()	()	()
Physical working conditions	(<input checked="" type="checkbox"/>)	()	()	()

Comments:

- Didn't receive my training opportunity
 - My new employee orientation / FTO training was not as organized as it currently is with the structure.
 - Never did a second performance review -> no follow-up

8. Was the work you were doing approximately what you expected it would be?

Yes No

Comments: Yes but I didn't expect all my work to be so low enforcement busy as it is.

MEDICALS / CRIMS / COMMUNICATIONS / BAD CALLS

it is still higher than when we tracked support numbers during my first year here as in other

14. Would you recommend The Department of Police Services to a friend as a good organization to work for?

Most definitely With reservations () No ()

15. What suggestions do you have to make the Old Saybrook Department of Police Services a better place to work?

- Use the shirts for 500 uniforms in the summer time always. (Class Uniform)
- Make an incentive for officers to make extra such as DUE checks and community work.
- One at full staff, provide new K-9 (2 dogs) and a new detective or 2.

(mentioned)
Employee
K9
Program

16. If you have suggestions, have you raised them in the past? With whom? Do you feel your concern(s) were heard and/or acted upon?

n/a

17. What were your overall working relationships like with your colleagues?

This place and its employees were my second family for the past three years. From the day I was hired to the day I resigned, I felt like family to all who I have worked with. I appreciate them all very much and look forward to seeing them in the near future.

Old Saybrook Department of Police Services

36 Lynde Street
Old Saybrook, Connecticut 06475
860-395-3142

Employee EXIT INTERVIEW

1. Why are you leaving The Old Saybrook Department of Police Services?

FAMILY MATTERS (CRITICAL SICKNESS)

2. What circumstances would have prevented your departure?

AT THIS TIME NOTHING

3. What did you like most about your job?

THE PEOPLE I WORK WITH, FROM THE CHIEF TO THE
JANITORIAL STAFF

4. What did you like least about your job?

THE AMOUNT OF TIME OFF. IT'S CONTRACTUAL, BUT IT DOES
TAKE ITS TOLL.

- LIMITED VACATION DAYS
- HOLIDAY PAYOUT INSTEAD OF DAYS OFF
- RATHER HAVE THE DAYS OFF.
- NO SICK BANK - LIMITED LUNES'S

5. What did you think of your immediate first line supervisors (solely in their capacity as a first line supervisor) on the following points:

Lieutenant DePerry

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

- WORK w/ CHIEF TO BRING ALL SUPERVISORS TO THE SAME LEVEL.
 - LET THE SGTs TO TAKE RESPONSIBILITY AND RUN SCENE / SEARCH WARRANT
 - FOCUS ON OVERALL OVERSIGHT
 - SGT IS ROAD SUPERVISOR

Master Sergeant van der Horst

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

- NO INTERACTION
 - PLEASANT

Sergeant DeMarco

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

- DOES IT RIGHT
- DOES NOT VARY FROM GAME PLAN

Sergeant Bergantino

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

- CONSISTENT

Sergeant Walsh

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	()	()	()
Provided recognition	()	()	()	()
Resolved complaints	()	()	()	()
Was sensitive to employees' needs	()	()	()	()
Provided feedback on performance	()	()	()	()
Was receptive to open communication	()	()	()	()
Followed Department policies	()	()	()	()

Other Comments:

I DID NOT WORK WITH SER. WALSH ENOUGH TO ANSWER ANY OF THE QUESTIONS FAIRLY AND ACCURATELY.

Sergeant Hackett

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	()	()	()
Provided recognition	(S)	()	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	()	()	()
Provided feedback on performance	(S)	()	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

I ONLY WORKED WITH SGT. HACKETT A FEW TIMES. DURING THESE TIMES HE WAS A GOOD SUPERVISOR. I BELIEVE HE NEEDS MORE EXPERIENCE IN DEALING WITH COMPLEX SITUATIONS TO BECOME AN EXCELLENT SUPERVISOR.

Sergeant Ciccone

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	()	()	()
Provided recognition	(S)	()	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	()	()	()
Provided feedback on performance	(S)	()	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

I WORKED WITH SGT. CICCONO SEVERAL TIMES. I FEEL THAT WHEN DEALING WITH HIS SUBORDINATES ALL OF THE ABOVE ANSWERS ARE CORRECT. HOWEVER WHEN DEALING WITH THE PUBLIC, MY ANSWERS WOULD BE DIFFERENT. DURING A DUI ARREST, I THOUGHT THAT BOTH AS A SUPERVISOR AND A POLICE OFFICER, HE COULD HAVE HANDLED THE SITUATION DIFFERENTLY.

6. What did you think of the Department's Executive Officer (Lieutenant Roche) on the following points:

- MORE ACCOUNTABILITY ON MIDNIGHT SHIFT.
- MORE CAN BE DONE.
- SUPERVISOR DOES NOT COORDINATE - DO ONLY WHAT HAVE TO.

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	()	()	()
Provided recognition	()	()	()	()
Resolved complaints	()	()	()	()
Was sensitive to employees' needs	()	()	()	()
Provided feedback on performance	()	()	()	()
Was receptive to open communication	()	()	()	()
Followed Department policies	()	()	()	()

Other Comments:

- NOT EVERYONE IS SELF MOTIVATED - SUPERVISORS JOB
- NOT HAVING A PERMANENT SECOND SUPERVISOR
- MIDNIGHT SHIFT HURTS CONTINUITY OF
- COMMAND HURTS CONTINUITY OF STAFF

7. What did you think of your overall supervisor (Chief Spera) on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

- CARING, NICE PLACE TO WORK
 - OPEN DOOR POLICY IS GOOD
 - GOOD SERGEANTS, LET THEM VOICE AND HELP THEM LEARN AT CALLS. - AFTER ACTION REVIEW
 - SMALL AGENCY NEED EVERYONE

8. How would you rate the following:

	Excellent	Good	Fair	Poor
Cooperation within your division/program	(X)	()	()	()
Cooperation with other divisions	(X)	()	()	()
Personal job training	(X)	()	()	()
Equipment provided (materials, resources, facilities)	(X)	()	()	()
Department's performance review system	(X)	()	()	()
Department's new employee orientation program	(X)	()	()	()
Rate of pay for your job	(X)	()	()	()
Career development/Advancement opportunities	(X)	()	()	()
Physical working conditions	(X)	()	()	()

Comments:

- PROVIDED SUPPORT FOR THE TRANSITION AS A LATERAL TRANSFER
 - LATERAL TRANSFER COMPUTER SYSTEM TRAINING COULD BE OF ASSISTANCE, 10-2 DAYS.
 - LOTS OF SYSTEMS, INTEGRATE

9. Was the work you were doing approximately what you expected it would be?

Yes No

Comments

- FAIR
- NOT A RETIREMENT JOB!
- PATROL WORK.

10. Was your workload usually: Too heavy () About right Too light ()

11. How did you feel about the employee benefits provided by the Town of Old Saybrook?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays	<input checked="" type="checkbox"/>	()	()	()	()
Paid vacation	()	()	()	<input checked="" type="checkbox"/>	()
Medical plan	()	()	()	()	()
Dental plan	()	()	()	()	()
Vision plan	()	()	()	()	()
Flexible spending plans	()	()	()	()	()
Sick leave	()	()	()	()	()
Retirement plan	()	()	()	()	()
Educational assistance	()	()	()	()	()

12. What is the Old Saybrook Department of Police Services particularly good at?

SERVING THE TOWN ON A WHOLE. OSPD, ALMOST TO A FAULT, RESPONDS TO THE NEEDS OF ITS CITIZENS. THERE IS ALMOST NOTHING OSPD WILL NOT DO FOR THE TOWN PEOPLE.

13. What is an area that the Old Saybrook Department of Police Services needs improvement with?

RECOGNIZING THAT, NOT EVERY CALL FULL SERVICE NEEDS THE IMMEDIATE ATTENTION OF AN OFFICER. THERE ARE INCIDENTS THAT CAN BE HANDLED WITH A TELEPHONE CALL, THAT WOULD BE JUST AS EFFECTIVE AS AN PERSON INTERVIEW. THAT IN TURN WOULD PUT LESS STRESS ON THE OFFICERS FOR MATTERS THAT TRULY NEED AN OFFICER'S ATTENTION.

- BECOMES EXPECTED.

14. How would you describe the morale in the Department? Within your division?

IN MY TIME HERE, I WOULD SAY THAT OVERALL THE MORALE IS GOOD. LIKE EVERY DEPARTMENT, THERE ARE THOSE WHO NEVER COMPLAIN, THOSE WHO ALWAYS COMPLAIN, AND THE REST WHO ARE IN THE MIDDLE, WHO MAKE DECISIONS ON HOW THINGS MAY AFFECT THEM PERSONALLY.

15. Would you recommend The Department of Police Services to a friend as a good organization to work for?

Most definitely With reservations () No ()

16. What suggestions do you have to make the Old Saybrook Department of Police Services a better place to work?

AGAIN, I BELIEVE THAT THE LACK OF TIME OFF, WILL HAVE A NEGATIVE EFFECT ON THE DEPARTMENT ON A WHOLE, IF IT ISN'T ADDRESSED IN THE FUTURE CONTRACT NEGOTIATIONS. YOU HAVE A GROUP OF GOOD YOUNG OFFICERS, YOU DON'T WANT THEM LURED AWAY BY OTHER DEPARTMENTS. DOWN TIME IS IMPORTANT FOR POLICE OFFICERS, WHETHER THEY REALIZE IT OR NOT.

17. If you have suggestions, have you raised them in the past? With whom? Do you feel your concern(s) were heard and/or acted upon?

N/A
- ADDRESSED IF ANYTHING CAME UP.

18. What were your working relationships like with your colleagues?

EXCELLENT, AS I COMMENTED ON EARLIER, I ENJOYED COMING TO WORK, BECAUSE I LIKED THE PEOPLE I WORKED WITH.



Michael A. Spera
Chief of Police

TOWN OF OLD SAYBROOK DEPARTMENT OF POLICE SERVICES

36 Lynde Street • Old Saybrook, Connecticut 06475

Employee EXIT INTERVIEW

1. Why are you leaving The Old Saybrook Department of Police Services?

Better benefits at Southington PD, more opportunities for movement at Southington, shorter commute and working for hometown PD

2. What circumstances would have prevented your departure?

Better Contract with ~~comp~~ similar benefits to other police departments

3. What did you like most about your job?

The family atmosphere at OSPD and my coworkers

4. What did you like least about your job?

Felt micro-managed, and other political battles against town, order in's often as a junior officer, lack of vacation time, administrative days

5. What did you think of your immediate first line supervisors (solely in their capacity as a first line supervisor) on the following points:

Sergeant J. DePerry

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	()	()	(✓)	()

Other Comments:

Sgt. DePerry was a great supervisor to work for and a great firearms instructor

Sergeant C. Demarco

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sgt. Demarco was a great instructor in use of force. I learned a lot from him.

Sergeant W. Bergantino

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sergeant Bergantino was one of my role models in this agency. I looked up to him like a father and was my favorite supervisor to work for.

Sergeant R. Walsh

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sgt. Walsh was another supervisor I enjoyed working for. I loved that he ~~used~~ allowed officers to use discretion.

Sergeant S. Hackett

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

I think Sgt. Hackett will be a great supervisor and
I enjoyed working for him.

Master Sergeant R. vanderHorst

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sergeant Ciccone

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	(✓)	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

Sgt. Ciccone is a good friend and I think will be a great supervisor.

Master Sergeant J. Rankin

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	()	()	()
Resolved complaints	()	()	()	()
Was sensitive to employees' needs	()	()	()	()
Provided feedback on performance	()	()	()	()
Was receptive to open communication	()	()	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

Lieutenant Kevin Roche

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Lt. Roche did a great job being in charge of the
agency when Chief Speda was away.

6. What did you think of your Field Training Officers on the following points:

Patrolman XXXX

Zioilkowski, Miller, Barnes, Perrotti

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

These officers made me the officer I am today. I
appreciate everything they have done for me and taught me.
I am forever thankful for them.

Detective Sergeant E. Heiney

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	()	()	()
Provided recognition	(S)	()	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	()	()	()
Provided feedback on performance	(S)	()	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

Master Sergeant R. van der Horst

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	()	()	()
Provided recognition	(S)	()	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	()	()	()
Provided feedback on performance	(S)	()	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

Lieutenant T. McDonald

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

6. What did you think of your Field Training Officers on the following points:

Patrolman DeMarco

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	(X)	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

He knows his job very well and previous it passed on a great deal of knowledge.

Patrolman Bergantino

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

I learned the most from him. He was always there when I need on and off the job. He is the reason I went it to law enforcement.

Patrolman Smith

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

The most dedicated person here. He helped me with many things and is a great patrolman.

7. What did you think of your overall supervisor (Chief Spera) on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

8. How would you rate the following:

	Excellent	Good	Fair	Poor
Cooperation within your division/program	(✓)	()	()	()
Cooperation with other divisions	(✓)	()	()	()
Personal job training	(✓)	()	()	()
Equipment provided (materials, resources, facilities)	(✓)	(✓)	()	()
Department's performance review system	()	(✓)	()	()
Department's new employee orientation program	(✓)	()	()	()
Rate of pay for your job	()	(✓)	()	()
Career development/Advancement opportunities	(✓)	()	()	()
Physical working conditions	(✓)	()	()	()

Comments:

9. Was the work you were doing approximately what you expected it would be?

Yes _____ No X

Comments: A lot more paperwork

10. Was your workload usually: Too heavy (✓) About right () Too light ()

11. How did you feel about the employee benefits provided by the Town of Old Saybrook?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays	()	(✓)	()	()	()
Paid vacation	()	(✓)	()	()	()
Medical plan	(✓)	()	()	()	()
Dental plan	(✓)	()	()	()	()
Vision plan	(✓)	()	()	()	()
Flexible spending plans	()	(✓)	()	()	()
Sick leave	()	(✓)	()	()	()
Retirement plan	()	(✓)	()	()	()
Educational assistance	()	(✓)	()	()	()

12. What is the Old Saybrook Department of Police Services particularly good at?

13. What is an area that the Old Saybrook Department of Police Services needs improvement with?

New station.

14. How would you describe the morale in the Department? Within your division?

Very Positive

15. Would you recommend The Department of Police Services to a friend as a good organization to work for?

Most definitely With reservations () No ()

16. What suggestions do you have to make the Old Saybrook Department of Police Services a better place to work?

17. If you have suggestions, have you raised them in the past? With whom? Do you feel your concern(s) were heard and/or acted upon?

Sgt. Roche. He acted upon very fast.

18. What were your overall working relationships like with your colleagues?

Very positive and I enjoyed coming to work every day while I was here.



Michael A. Spera
Chief of Police

TOWN OF OLD SAYBROOK DEPARTMENT OF POLICE SERVICES

36 Lynde Street • Old Saybrook, Connecticut 06475

Employee EXIT INTERVIEW

1. Why are you leaving The Old Saybrook Department of Police Services?

More room for upward and lateral growth & larger agency

2. What circumstances would have prevented your departure?

more specialized units, better contract

3. What did you like most about your job?

Good town. Great co-workers. Good equipment.

4. What did you like least about your job?

limited room for growth

5. What did you think of your immediate first line supervisors (solely in their capacity as a first line supervisor) on the following points:

Sergeant J. DePerry

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	(✓)	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	(✓)	(✓)	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

Sergeant C. Demarco

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sergeant W. Bergantino

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

Sergeant R. Walsh

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	()	(X)	()	()
Resolved complaints	(X)	(X)	()	()
Was sensitive to employees' needs	()	(X)	()	()
Provided feedback on performance	()	(X)	()	()
Was receptive to open communication	(X)	(X)	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

Sergeant S. Hackett

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	()	()	()
Provided recognition	(S)	()	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	()	()	()
Provided feedback on performance	(S)	()	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

Master Sergeant R. vanderHorst

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	()	()	()
Provided recognition	(S)	(S)	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	()	()	()
Provided feedback on performance	(S)	(S)	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

Master Sergeant J. Rankin

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	()	()	()
Provided recognition	(S)	(S)	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	()	()	()
Provided feedback on performance	(S)	(S)	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

Lieutenant Kevin Roche

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	()	()	()
Provided recognition	(S)	()	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	()	()	()
Provided feedback on performance	(S)	(S)	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

6. What did you think of your Field Training Officers on the following points:

Patrolman XXXX

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	()	()	()
Provided recognition	(S)	()	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	()	()	()
Provided feedback on performance	(S)	()	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

7. What did you think of your overall supervisor (Chief Spera) on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(S)	(S)	()	()
Provided recognition	(S)	(S)	()	()
Resolved complaints	(S)	()	()	()
Was sensitive to employees' needs	(S)	(S)	()	()
Provided feedback on performance	(S)	(S)	()	()
Was receptive to open communication	(S)	()	()	()
Followed Department policies	(S)	()	()	()

Other Comments:

8. How would you rate the following:

	Excellent	Good	Fair	Poor
Cooperation within your division/program	(✓)	()	()	()
Cooperation with other divisions	(✓)	()	()	()
Personal job training	(✓)	()	()	()
Equipment provided (materials, resources, facilities)	(✓)	()	()	()
Department's performance review system	()	(✓)	()	()
* Department's new employee orientation program	(✓)	()	(✓)	()
Rate of pay for your job	(✓)	()	()	()
* Career development/Advancement opportunities	()	()	(✓)	()
Physical working conditions	(✓)	()	()	()

Comments:

* More organized / structured FTO Program.

** Get better continue to send people to training even if credit hours not necessary may better the officer. Situation hard in smaller agency

9. Was the work you were doing approximately what you expected it would be?

Yes No

Comments:

10. Was your workload usually: Too heavy () About right (✓) Too light ()

Explain:

LT
Recite
in minutes

11. How did you feel about the employee benefits provided by the Town of Old Saybrook?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays	()	()	(✓)	()	()
Paid vacation	()	(✓)	()	()	()
Medical plan	()	(✓)	()	()	()
Dental plan	()	(✓)	()	()	()
Vision plan	()	(✓)	()	()	()
Flexible spending plans	()	(✓)	()	()	()
Sick leave	()	(✓)	()	()	()
* Retirement plan	()	()	()	(✓)	()
* Educational assistance	()	()	()	(✓)	()

For new employees

* Retirement - Dept or included.
- medical for self & family

** Ed. Assistance - higher amount to take. / Higher stipend if you have degree

12. What is the Old Saybrook Department of Police Services particularly good at?

Good at providing you with proper training & tools to perform job

13. What is an area that the Old Saybrook Department of Police Services needs improvement with?

Needs more special assignments

- small dept its difficult

- traffic divisions - accidents / mv enforcement.

- Drug investigation unit. (Statewide resources)

14. How would you describe the morale in the Department? Within your division?

Fair. Better contact would increase morale

15. Would you recommend The Department of Police Services to a friend as a good organization to work for?

Most definitely () With reservations (✓) No ()

IF contact better would recommend.

16. What suggestions do you have to make the Old Saybrook Department of Police Services a better place to work?

A Town that didnt want to take away more benefits from its employees

17. If you have suggestions, have you raised them in the past? With whom? Do you feel your concern(s) were heard and/or acted upon?

18. What were your overall working relationships like with your colleagues?

Overall got along with all employees

Old Saybrook Department of Police Services

225 Main Street
Old Saybrook, Connecticut 06475
860-395-3140

Employee EXIT INTERVIEW

1. Why are you leaving The Old Saybrook Department of Police Services?

Got offered a job with the Groton police department

2. What circumstances would have prevented your departure?

3. What did you like most about your job?

The ever changing work environment

4. What did you like least about your job?

The changing shifts

5. What did you think of your immediate first line supervisors (solely in their capacity as a first line supervisor) on the following points:

Sergeant D. Hull

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(<input checked="" type="checkbox"/>)	()	()	()
Provided recognition	(<input checked="" type="checkbox"/>)	()	()	()
Resolved complaints	(<input checked="" type="checkbox"/>)	()	()	()
Was sensitive to employees' needs	(<input checked="" type="checkbox"/>)	()	()	()
Provided feedback on performance	(<input checked="" type="checkbox"/>)	()	()	()
Was receptive to open communication	(<input checked="" type="checkbox"/>)	()	()	()
Followed Department policies	(<input checked="" type="checkbox"/>)	()	()	()

Other Comments:

Sergeant M. Gardner

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(<input checked="" type="checkbox"/>)	()	()	()
Provided recognition	(<input checked="" type="checkbox"/>)	()	()	()
Resolved complaints	(<input checked="" type="checkbox"/>)	()	()	()
Was sensitive to employees' needs	(<input checked="" type="checkbox"/>)	()	()	()
Provided feedback on performance	(<input checked="" type="checkbox"/>)	()	()	()
Was receptive to open communication	(<input checked="" type="checkbox"/>)	()	()	()
Followed Department policies	(<input checked="" type="checkbox"/>)	()	()	()

Other Comments:

Lieutenant K. Roche

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

Master Sergeant J. Rankin

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

Sergeant C. Mercer

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sergeant J. DePerry

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sergeant C. DeMarco

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(<input checked="" type="checkbox"/>)	()	()	()
Provided recognition	(<input checked="" type="checkbox"/>)	()	()	()
Resolved complaints	(<input checked="" type="checkbox"/>)	()	()	()
Was sensitive to employees' needs	(<input checked="" type="checkbox"/>)	()	()	()
Provided feedback on performance	(<input checked="" type="checkbox"/>)	()	()	()
Was receptive to open communication	(<input checked="" type="checkbox"/>)	()	()	()
Followed Department policies	(<input checked="" type="checkbox"/>)	()	()	()

Other Comments:

Sergeant W. Bergantino

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(<input checked="" type="checkbox"/>)	()	()	()
Provided recognition	(<input checked="" type="checkbox"/>)	()	()	()
Resolved complaints	(<input checked="" type="checkbox"/>)	()	()	()
Was sensitive to employees' needs	(<input checked="" type="checkbox"/>)	()	()	()
Provided feedback on performance	(<input checked="" type="checkbox"/>)	()	()	()
Was receptive to open communication	(<input checked="" type="checkbox"/>)	()	()	()
Followed Department policies	(<input checked="" type="checkbox"/>)	()	()	()

Other Comments:

Detective Sergeant E. Heiney

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(<input checked="" type="checkbox"/>)	()	()	()
Provided recognition	(<input checked="" type="checkbox"/>)	()	()	()
Resolved complaints	(<input checked="" type="checkbox"/>)	()	()	()
Was sensitive to employees' needs	(<input checked="" type="checkbox"/>)	()	()	()
Provided feedback on performance	(<input checked="" type="checkbox"/>)	()	()	()
Was receptive to open communication	(<input checked="" type="checkbox"/>)	()	()	()
Followed Department policies	(<input checked="" type="checkbox"/>)	()	()	()

Other Comments:

Master Sergeant R. van der Horst

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

6. What did you think of your Field Training Officers on the following points:

Patrolman Kiako

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Patrolman Smith

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(<input checked="" type="checkbox"/>)	()	()	()
Provided recognition	(<input checked="" type="checkbox"/>)	()	()	()
Resolved complaints	(<input checked="" type="checkbox"/>)	()	()	()
Was sensitive to employees' needs	(<input checked="" type="checkbox"/>)	()	()	()
Provided feedback on performance	(<input checked="" type="checkbox"/>)	()	()	()
Was receptive to open communication	(<input checked="" type="checkbox"/>)	()	()	()
Followed Department policies	(<input checked="" type="checkbox"/>)	()	()	()

Other Comments:

Patrolman Walsh

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(<input checked="" type="checkbox"/>)	()	()	()
Provided recognition	(<input checked="" type="checkbox"/>)	()	()	()
Resolved complaints	(<input checked="" type="checkbox"/>)	()	()	()
Was sensitive to employees' needs	(<input checked="" type="checkbox"/>)	()	()	()
Provided feedback on performance	(<input checked="" type="checkbox"/>)	()	()	()
Was receptive to open communication	(<input checked="" type="checkbox"/>)	()	()	()
Followed Department policies	(<input checked="" type="checkbox"/>)	()	()	()

Other Comments:

Detective Perrotti

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Patrolman Sourimath

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

7. **What did you think of your overall supervisor (Chief Spera) on the following points:**

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(✓)	()	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	(✓)	()	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

8. How would you rate the following:

	Excellent	Good	Fair	Poor
Cooperation within your division/program	(<input checked="" type="checkbox"/>)	()	()	()
Cooperation with other divisions	(<input checked="" type="checkbox"/>)	()	()	()
Personal job training	()	(<input checked="" type="checkbox"/>)	()	()
Equipment provided (materials, resources, facilities)	(<input checked="" type="checkbox"/>)	()	()	()
Department's performance review system	(<input checked="" type="checkbox"/>)	()	()	()
Department's new employee orientation program	(<input checked="" type="checkbox"/>)	()	()	()
Rate of pay for your job	()	(<input checked="" type="checkbox"/>)	()	()
Career development/Advancement opportunities	(<input checked="" type="checkbox"/>)	()	()	()
Physical working conditions	(<input checked="" type="checkbox"/>)	()	()	()

Comments:

9. Was the work you were doing approximately what you expected it would be?

Yes No

Comments:

10. Was your workload usually: Too heavy () About right () Too light ()

11. How did you feel about the employee benefits provided by the Town of Old Saybrook?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays	()	(X)	()	()	()
Paid vacation	()	(X)	()	()	()
Medical plan	()	(X)	()	()	()
Dental plan	()	(X)	()	()	()
Vision plan	()	(X)	()	()	()
Flexible spending plans	()	(X)	()	()	()
Sick leave	()	(X)	()	()	()
Retirement plan	()	(X)	()	()	()
Educational assistance	()	(X)	()	()	()

12. What is the Old Saybrook Department of Police Services particularly good at?

Attention to detail with cases and patrol work

13. What is an area that the Old Saybrook Department of Police Services needs improvement with?

14. How would you describe the morale in the Department? Within your division?

Good

15. Would you recommend The Department of Police Services to a friend as a good organization to work for?

Most definitely (X) With reservations () No ()

16. What suggestions do you have to make the Old Saybrook Department of Police Services a better place to work?

NONE

17. If you have suggestions, have you raised them in the past? With whom? Do you feel your concern(s) were heard and/or acted upon?

N/A

18. What were your overall working relationships like with your colleagues?

very good, ~~everyone~~ everyone held great respect for one another.

Old Saybrook Department of Police Services

6 Custom Drive

Old Saybrook, Connecticut 06475

860-395-3140

Employee EXIT INTERVIEW

1. Why are you leaving The Old Saybrook Department of Police Services?

MOVING OUT OF STATE DUE TO MARRIAGE

2. What circumstances would have prevented your departure?

NOT GETTING MARRIED

3. What did you like most about your job?

THE UNPREDICTABILITY OF THE JOB

4. What did you like least about your job?

SHORT CHANGED LAURENS

5. What did you think of your immediate first line supervisors (solely in their capacity as a first line supervisor) on the following points:

LT Kevin Roche

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	()	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sergeant M. Gardner

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sergeant D. Hull

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(-)	()	()	()
Provided recognition	()	(-)	()	()
Resolved complaints	()	(-)	()	()
Was sensitive to employees' needs	(-)	()	()	()
Provided feedback on performance	()	(-)	()	()
Was receptive to open communication	(-)	()	()	()
Followed Department policies	(-)	()	()	()

Other Comments:

Master Sergeant J. Rankin

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(-)	()	()
Provided recognition	()	(-)	(-)	()
Resolved complaints	()	(-)	()	()
Was sensitive to employees' needs	()	(-)	()	()
Provided feedback on performance	()	(-)	()	()
Was receptive to open communication	(-)	()	()	()
Followed Department policies	()	(-)	()	()

Other Comments:

Sergeant J. DePerry

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(-)	()	()
Provided recognition	()	(-)	()	()
Resolved complaints	(✓)	()	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Sergeant C. DeMarco

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(-)	()	()
Provided recognition	()	(-)	(✓)	()
Resolved complaints	()	(-)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

DID NOT WORK TOO MANY SHIFTS WITH SGT. DEMARCO

Sergeant W. Bergantino

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	()	()
Provided feedback on performance	()	()	(✓)	()
Was receptive to open communication	()	()	(✓)	()
Followed Department policies	(✓)	()	()	()

Other Comments:

Detective Sergeant E. Heiney

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(-)	()	()
Provided recognition	()	(-)	()	()
Resolved complaints	()	(-)	()	()
Was sensitive to employees' needs	()	(-)	()	()
Provided feedback on performance	()	(-)	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	()	(✓)	()	()

Other Comments:

Master Sergeant R. van der Horst

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	()	(-)	()
Provided recognition	()	(✓)	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	()	(✓)	(-)	()
Provided feedback on performance	()	()	()	()
Was receptive to open communication	()	(✓)	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

6. What did you think of your overall supervisor (Chief Spera) on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	(✓)	()	()
Provided recognition	(✓)	()	()	()
Resolved complaints	()	(✓)	()	()
Was sensitive to employees' needs	(✓)	()	()	()
Provided feedback on performance	()	(✓)	()	()
Was receptive to open communication	(✓)	()	()	()
Followed Department policies	(✓)	()	()	()

Other Comments:

7. How would you rate the following:

	Excellent	Good	Fair	Poor
Cooperation within your division/program	()	()	()	()
Cooperation with other divisions	()	(✓)	()	()
Personal job training	()	(✓)	()	()
Equipment provided (materials, resources, facilities)	()	(✓)	()	()
Department's performance review system	()	()	(✓)	()
Department's new employee orientation program	()	(✓)	()	()
Rate of pay for your job	()	()	(✓)	()
Career development/Advancement opportunities	()	(✓)	()	()
Physical working conditions	()	()	(✓)	()

Comments:

8. Was the work you were doing approximately what you expected it would be?

Yes (✓) No ()

Comments: _____

9. Was your workload usually: Too heavy () About right (✓) Too light ()

10. How did you feel about the employee benefits provided by the Town of Old Saybrook?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays	()	()	()	()	()
Paid vacation	()	()	()	()	()
Medical plan	()	(✓)	()	()	()
Dental plan	()	(✓)	()	()	()
Vision plan	()	(✓)	()	()	()
Flexible spending plans	()	()	(✓)	()	()
Sick leave	(-)	()	()	()	()
Retirement plan	()	()	(✓)	()	()
Educational assistance	()	(✓)	()	()	()

11. What is the Old Saybrook Department of Police Services particularly good at?

BEING SENSITIVE TO THE NEEDS OF THE COMMUNITY
PROVIDING FOR THE COMMUNITY WITHIN THE
NEEDS

12. What is an area that the Old Saybrook Department of Police Services needs improvement with?

COMMUNITY FOR EMPLOYEES

13. How would you describe the morale in the Department? Within your division?

LOW DUE TO CONSTANT CHANGES IN SCHEDULES
Very low morale

14. Would you recommend The Department of Police Services to a friend as a good organization to work for?

Most definitely (✓) With reservations () No ()

7. What did you think of your overall supervisor (Chief Spera) on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	()	()	()	()
Provided recognition	()	()	()	()
Resolved complaints	()	()	()	()
Was sensitive to employees' needs	()	()	()	()
Provided feedback on performance	()	()	()	()
Was receptive to open communication	()	()	()	()
Followed Department policies	()	()	()	()

Other Comments:

No Comments

8. How would you rate the following:

	Excellent	Good	Fair	Poor
Cooperation within your division/program	(✓)	()	()	()
Cooperation with other divisions	(✓)	()	()	()
Personal job training	(✓)	()	()	()
Equipment provided (materials, resources, facilities)	(✓)	()	()	()
Department's performance review system	(✓)	()	()	()
Department's new employee orientation program	(✓)	()	()	()
Rate of pay for your job	(✓)	()	()	()
Career development/Advancement opportunities	(✓)	()	()	()
Physical working conditions	(✓)	()	()	()

Comments:

9. Was the work you were doing approximately what you expected it would be?

Yes No

Comments:

10. Was your workload usually: Too heavy () About right (✓) Too light ()

11. How did you feel about the employee benefits provided by the Town of Old Saybrook?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays	(✓)	()	()	()	()
Paid vacation	(✓)	()	()	()	()
Medical plan	(✓)	()	()	()	()
Dental plan	(✓)	()	()	()	()
Vision plan	(✓)	()	()	()	()
Flexible spending plans	()	()	()	()	(✓)
Sick leave	(✓)	()	()	()	()
Retirement plan	()	()	(✓)	()	()
Educational assistance	(✓)	()	()	()	()

12. What is the Old Saybrook Department of Police Services particularly good at?

SERVICING THE NEEDS OF THE PUBLIC

13. What is an area that the Old Saybrook Department of Police Services needs improvement with?

PUBLIC RELATIONS AND FINDING A BETTER BALANCE BETWEEN ENFORCEMENT AND OFFICER DISCRETION.

14. How would you describe the morale in the Department? Within your division?

VERY LOW

15. Would you recommend The Department of Police Services to a friend as a good organization to work for?

Most definitely () With reservations (X) No ()

16. What suggestions do you have to make the Old Saybrook Department of Police Services a better place to work?

NO COMMENT

17. If you have suggestions, have you raised them in the past? With whom? Do you feel your concern(s) were heard and/or acted upon?

NO COMMENT

18. What were your overall working relationships like with your colleagues?

VERY GOOD

2

Smith Exit Interview 5/21/2015 10:00 am

- Didn't want to comment on individual people
felt we were all family and wanted to leave that way
- Regarding other no comment areas he wanted to leave on good terms and felt his feeling would neither hurt or benefit the Dept.

#13 Felt we need to do more to improve our image in the community.

He felt when Musca was here we extremely laid back did very few arrests. When Chief Spore started we went to the other extreme and everyone got arrested and officer discretion was less.

- He felt it should be more balanced.

14. Moral law. - he said many younger officers feel they are talked down to. He said others take offense to the "tone" of emails.

- When I asked what emails is most that I see are work related as to performing their jobs. ~~at~~

- He said its just how they feel.

Old Saybrook Department of Police Services

6 Custom Drive

Old Saybrook, Connecticut 06475

860-395-3140

Employee EXIT INTERVIEW

1. Why are you leaving The Old Saybrook Department of Police Services?

RETIREMENT

2. What circumstances would have prevented your departure?

NONE - DUE TO SOCIAL SECURITY RULES

3. What did you like most about your job?

THE PEOPLE I HAD THE OPPORTUNITY TO WORK WITH

4. What did you like least about your job?

REALLY NOTHING I DON'T LIKE

5. What did you think of your immediate supervisors?

Lieutenant K. Roche

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

Enjoyable to work with

Master Sergeant J. Rankin

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

Easy to get along with

Detective Sergeant E. Heiney

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

*Received great help when I was working
Detective Unit.*

Master Sergeant R. van der Horst

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(X)	()	()	()
Provided recognition	(X)	()	()	()
Resolved complaints	(X)	()	()	()
Was sensitive to employees' needs	(X)	()	()	()
Provided feedback on performance	(X)	()	()	()
Was receptive to open communication	(X)	()	()	()
Followed Department policies	(X)	()	()	()

Other Comments:

A very good Supervisor

6. What did you think of your overall supervisor (Chief Spera) on the following points:

	Almost Always	Usually	Sometimes	Never
Was consistently fair	(<input checked="" type="checkbox"/>)	()	()	()
Provided recognition	(<input checked="" type="checkbox"/>)	()	()	()
Resolved complaints	(<input checked="" type="checkbox"/>)	()	()	()
Was sensitive to employees' needs	(<input checked="" type="checkbox"/>)	()	()	()
Provided feedback on performance	(<input checked="" type="checkbox"/>)	()	()	()
Was receptive to open communication	(<input checked="" type="checkbox"/>)	()	()	()
Followed Department policies	(<input checked="" type="checkbox"/>)	()	()	()

Other Comments:

Close friends and confidants whom I deeply respect

7. How would you rate the following:

	Excellent	Good	Fair	Poor
Cooperation within your division/program	(<input checked="" type="checkbox"/>)	()	()	()
Cooperation with other divisions	(<input checked="" type="checkbox"/>)	()	()	()
Personal job training	(<input checked="" type="checkbox"/>)	()	()	()
Equipment provided (materials, resources, facilities)	(<input checked="" type="checkbox"/>)	()	()	()
Department's performance review system	(<input checked="" type="checkbox"/>)	()	()	()
Department's new employee orientation program	(<input checked="" type="checkbox"/>)	()	()	()
Rate of pay for your job	(<input checked="" type="checkbox"/>)	()	()	()
Career development/Advancement opportunities	(<input checked="" type="checkbox"/>)	()	()	()
Physical working conditions	(<input checked="" type="checkbox"/>)	()	()	()

Comments:

8. Was the work you were doing approximately what you expected it would be?

Yes No

Comments: _____

9. Was your workload usually: Too heavy () About right () Too light ()

10. How did you feel about the employee benefits provided by the Town of Old Saybrook?

	Excellent	Good	Fair	Poor	No Opinion
Paid holidays	(<input checked="" type="checkbox"/>)	()	()	()	()
Paid vacation	(<input checked="" type="checkbox"/>)	()	()	()	()
Medical plan	()	(<input checked="" type="checkbox"/>)	()	()	()
Dental plan	()	(<input checked="" type="checkbox"/>)	()	()	()
Vision plan	()	()	(<input checked="" type="checkbox"/>)	()	()
Flexible spending plans	()	(<input checked="" type="checkbox"/>)	()	()	()
Sick leave	(<input checked="" type="checkbox"/>)	()	()	()	()
Retirement plan	()	(<input checked="" type="checkbox"/>)	()	()	()
Educational assistance	()	(<input checked="" type="checkbox"/>)	()	()	()

11. What does the Old Saybrook Department of Police Services do well?

*Provide up to date Law Enf. for the Community
and constantly promotes officer safety*

12. What could the Old Saybrook Department of Police Services do better?

possibly provide additional training to new recruits

13. How could the Department better itself?

Closer oversight of the FTO program

14. How would you describe the morale in the Department? Within your division?

Very Good

15. Would you recommend The Department of Police Services to a friend as a good organization to work for?

Most definitely () With reservations () No ()

16. What suggestions do you have to make the Old Saybrook Department of Police Services a better place to work?

*Bi monthly Dept meetings to increase communication
within*

17. If you have suggestions, have you raised them in the past? With whom? Do you feel your concern(s) were heard and/or acted upon?

*Any concerns I had at any time were addressed
in a timely manner*

18. What were your overall working relationships like with your colleagues?

Very Good

19. What has helped the Department the most during your career?

My commitment to my work and to the

20. What has hurt the Department the most during your career?

Internal Issues of Personnel is Gossip.

21. What has been the most significant change in your law enforcement career?

My Decision to Leave.

TAB

3

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (well write it down..)

~~GETS~~

Same vacation days for all fulltime employees please.

days for years worked.

Thank you chief.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

WHAT IS THE ISSUE? # OF EMPLOYEES WHO HAVE LEFT THIS DEPT. FOR 1 REASON OR ANOTHER.

BURNOUT (LESS OFFICERS TO COVER AN INCREASING WORK LOAD)

HIRING PROCESS? WHAT IS GOING WRONG?

SOCIETY ISSUES – VALUES + LOYALTY

NEW-APPEALING
BENEFITS – VACATION TIME / P-DAYS / MEDICAL OR RETIREMENT

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Employee work/life balance

↳ consistent

Burnout from understaff
with continual order-ins for
shift + Road Jobs, Inploy flaggers

Benefits

- get rid of A-days
- medical on retirement
- more vacation days for new employees

Make a lateral transfer package appealing

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Contract (I know you can't personally control it, but it's a factor)

outside training opportunities - all across the board, all levels,
sworn and not-sworn

Task force assignments

Specialties - permanent or temporary

Team building events - softball games, outside agencies that
conduct trainings, steak nights

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Employee work / life balance → burnout ~~from~~ not having staffing at what it should be.

Dispatch → A lot of the issue is finding a somewhat normal human being that knows how to use a computer.
↳ clearly from the interviews → it's difficult to find a somewhat normal human being.

- If we can do a dispatch shadow with all potential hires

- Maybe advertising on Facebook that we are hiring

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Take home car - Cops pay the lease or it's taken out of their check, but town pays for lights, insurance, (other P.O.s do it)

Yes, it is an issue.

- Benefits is a major issue with people. Work closely with union.
- Have to offer better incentives for people to stay at least one.
- Vacations days (more of them) or more comp time.

- Get sent to classes to further one experience

- Get assigned tasks force. (DEA/FBI)

- Allow uniform choice

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

- ~~Retention~~ ^{Yes} ~~pro~~ ~~advancement by creating~~ ~~positions for~~
- Creating room for advancement with new Detective positions
- OT for more proactive work if wanted
ex. (Follow up on informant info) / surveillance of leads/
leads
- More opportunities for classes
- Allow class C for midnights

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

- YES there is an issue.
- ~~#~~ Other departments are more desirable.
contracts / career opportunities
- Contract needs to get better
- work with union to make contract better
- The uniforms (class S) were a big hit
stuff like this is good.
- Allow uniform choice on Eves/mids.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Uniforms

- Allow officers/Dispatchers to wear uniform of choice on shift

Facial Hair

- Mustaches are creepy
- Allow neatly trimmed beards/Gotee's

Dispatch Schedule

- Come up with some other options for dispatch schedule so you're not stuck on eves/weekends for whole career

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (well write it down..)

- LIFE EXPERIENCE - PAST EMPLOYMENT
- LOCAL CONNECTION
- KNOWLEDGE OF JOB
- PAST PUBLIC SAFETY EXPERIENCE - PREFERENCE

HIRING / RECRUITMENT

RETENTION

- INCREASE LATERAL MOVEMENT OPPORTUNITIES
- INCREASE YEARLY INSENTIVE AFTER 25 YEARS
- LONGEVITY INCREASE

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (well write it down..)

- Prior work experience
- Local connection
- Knowledge of what the job exactly entails
- More specific oral questions?

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

- I believe it is an issue
- Not enough specialized opportunities/poor benefits package/differential treatment lateral movement ~~opportunities~~ opportunities.

Some ways to resolve the issue is to offer a better benefits package remembering what works in the private sector does not work in Policing.

Offer more specialization (Detective/Traffic/K-9/Tac team)

Ensure ^{dept} rules are enforced equally across the board

More promotional opportunities

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Yes

- Not as much room to advance, young Sergeants, smaller detective division
- work with union to better contract
- Sometimes, when you get information on a case it is tough to follow through while on patrol. (1260 Bokum Road possibly selling marijuana) I would like to be able to use an unmarked car and work residence without getting diverted, use CI's and get confidential informants, make large dent in flow of drugs through O.S. using communities help.

continue positive and forward moving atmosphere in department, we are very forward thinking and current and I think people lose sight of that.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Yes, with the current culture in our country no one wants to be cops. Contractual issues will always come up. Time off is a large issue with new employees and needs to be addressed during negotiations. Also opportunities for good employees to move laterally in the agency.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Hire People with:

Previous Public Safety experience
Knowledge of public safety terms and Protocols
Volunteer public Safety experience.

Create an exit interview/survey to determine top reasons for employee's to leave.

If there is drama creating negative atmosphere, pin point where its coming from and end the drama or gossip ~~then~~ It can be left at the door so Everyone can do their job.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

- Hire people w/ more life experience; appreciation for what comes w/ this job.
- Give Senior patrolman the opportunity to "screen" potential CO-workers

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Pension Benefits:

→ All OT should count towards pension

→ All outside OT counts towards pension

I think the dept. Study will help align this, if it shows best practices compared to other agencies.

This is a lucrative area that I think drives our talent away to municipalities that offer better pensions

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

- Yes.
- Both new officers and new dispatchers don't have the benefits of many comparable jobs. Specifically the days off earned time.
 - Ways to fix are advanced opportunities. The chance to become a detective, or 49 holder. Some of those can be increased. Detectives can be rotated (or promoted).
 - assign a dispatcher or two to become certified for PROQA reviews.
 - Continue the marine patrol practice of certifying all officers.
 - Consider training all civilians to do certain aspects too.
 - Advanced training opportunities for dispatch police.
 -

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

The issue w/ ACO retention is the lack of consistent hours. We spend so much on training and development they cannot guarantee any kind of regular income. We practically ask them to go elsewhere after training.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

I believe that some of the reason people are leaving is due to a lack of opportunity to get into special units i.e. Detective, Drug task force. Some of it is the lack of vacation days and the lack of health insurance upon retirement. Some ways that we can maybe solve this ^{new} is to try to set up task forces and allow ^{new} people to help out so they can learn. I don't have all the answers to this but maybe it is a start.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Our contract is a huge issue. The efficiencies have broken us. Admin days, holiday payout, no h/c on retirement. NEED TO SLOWLY GET THESE BACK.

-WE LACK GROWTH OPPORTUNITIES. PATROL NEEDS INCENTIVE TO DEVELOP THEMSELVES. NEED ON GOING PROMOTIONAL PROCESSES. CI-SGT ELT DEVELOP ROTATING CI SLOT
FILL VACANT SGT POSITION - HAVE ACTIVE LISTS EVEN IF NOT ABLE TO FILL - GREAT PROFESSIONAL DEVELOPMENT

-PROBATIONARY OFFICERS NEED TO ROTATE (DOING IT NOW)
SEE ALL SHIFTS FOR THAT 1ST YEAR

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

- Create or maintain more opportunities for promotion/ advancement - (Desk patrolman/sgt, K9 supervisor etc)
(patrolman first class)
- Improved Benefits - better pension

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

No, I do not. If some one doesn't want to stay then there's not much you can do or should do to keep them around.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

I THINK THREE COPS LEAVING TO GO TO THE SAME DEPT LEADS ME TO BELIEVE THERE'S AT LEAST A SMALL ISSUE. IN MY OPINION I THINK FOR BOTH POLICE OFFICERS AND DISPATCHERS THE "NEWER" CONTRACTS THAT ALLOW FOR LESS VACA TIME AND FEWER VACA DAYS IS TERRIBLE. WE WORK JOBS THAT SHOULD ENCOURAGE MORE MENTAL HEALTH BREAKS, NOT FEWER.

IN GENERAL, OTHER AREAS THAT ENCOURAGE RETENTION - TIME OFF REQUESTS GRANTED, SCHEDULES PROVIDED IN TIMELY FASHION, LESS ORDERING-IN (WHEN EMPLOYEE LEAVES, BEGIN HIRING PROCESS IMMEDIATELY). MONEY ISN'T A MOTIVATOR TO EVERYONE. OPPORTUNITIES FOR JOB ADVANCEMENT AS WELL.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

No, I do not think it's an issue.

But, if it was an issue: Being aware of Employee's work, attitude, contribution, attendance, and performance;
↳ Should be evaluated if any of the above fails to compliment the agency's mission & goals.

Each individual's needs are different, thru one on one consult, can the agency & the employee be more aware of their needs & if their vision to succeed fits their current work occupation.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

- Retention And Hiring Problem Run Hand In Hand

Starts w/ Benefits ~~Contract~~ Contract Problem in O.S.

Desirable (expensive) to employees

- Don't know how to solve the problem if all contract remains in the local tier answer other necessary departments in the state

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (well write it down..)

I think it has been an issue in the recent past, I think that continuing to foster a positive environment and insisting that people be invested in not only their ~~career~~ ^{career}, but the agency as a whole.

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Issue - Better Benefits
Closer to Home
Department Policy's
Personal ~~difficulties~~ conflicts
Lotto winner

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

- BENEFIT PACKAGE
- ① NO MEDICAL UPON RETIREMENT
 - ② VACATION DAYS: NEW HIRES WANT TIME OFF NOT PAY
 - ③ MAKING UP 96 HRS AS "A" DAYS. MEMBERSHIP DOESN'T LIKE "GETTING BETTER W/ AMENDMENTS"
 - ④ PENSION: SHOULD BE ON YOUR DEPARTMENT TIME (OT INCLUDED)
- NOT PRIVATE JOBS
 - ⑤ TOWN NEEDS TO SEE THIS BUT I THINK THEY RATHER LOSE PERSONNEL THAN PAY THESE BENEFITS ..

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

Open communication –

You always have an open door policy!

have meetings ~~more~~ ~~often~~ more often

Direct Input Exercise # 3

Employee Retention

Do you think it is an issue?

What is the issue?

How is it realistically resolved.....don't make a list, tell me how we can make it happen!

If it's about benefits – speak your mind! (we'll write it down..)

I think you are a leader in fostering a family/open door/^{vteam} policy and in turn is the key for employee retention, (makes for vested employees)



TAB

4

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

+ WHY?

- IMPORTANCE ON TEAMWORK, COHESIVENESS ON SHIFT.
- CONSIDERING OFC SAFETY, POLICY + ^{PUBLIC} PERCEPTION, CONTINUE TO ENCOURAGE GROUP LUNCH / DINNER, ETC AT SELECT TIMES / OCCASIONS.
- MATERNITY AND PATERNITY LEAVE, ABILITY TO USE SICK AND VACATION TIME POSSIBLY. ABILITY FOR OTHERS / CO-WORKERS TO DONATE SICK AND/OR VACA TIME TO THOSE WHO NEED MATERNITY / PATERNITY TIME.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

I believe cross training will give people a better understanding of each others job thereby relieving stress and improving morale.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Fight for retirement healthcare in the new contract. Many Department's have it (or are getting it back). Healthcare is expensive specially for people with previous health conditions.

Also to add maternity leave to the contract. There are now multiple female officers with limited sick days which makes it hard to take the appropriate time off for medical issues/child care.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

WE NEED TO ADJUST OUR CONTRACT + BENEFITS.

Sit w/ union and come up w/ what we FEEL
NEEDS to be changed and what we can work
together on.

WE HAVE ONE BENEFIT- OUR TIME OFF.

NEW GUYS HAVE LIKE 0 TIME OFF- Burn out and
Sickness will be an issue.

- A days need adjustment. w/ 32 hour work week + OT
- Personal days back - take away a FEW sick days + exchange

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Continue to support new officers development.

Reward for good police work however still maintain

balance of putting in time on patrol.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Extra pay for being a CTO. Training honestly sucks, and it would be nice to be compensated for being attached to someone for months.

Higher pay, because we all know I'm high maintenance and I would like to keep living that way. No but really our job is difficult.

walking on the treadmill on break. Haha just kidding

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

more vacation days to allow us to spend time w/ family.

Take home vehicles to decrease wear on existing fleet and give officers a sense of ownership, investment in the department. Additionally the gas costs for the officers would be reduced, adding the attractiveness to the department.

Tuition reimbursement for currently enrolled college classes, as the costs can add up, and encourages a professional atmosphere.

~~Load bearing~~

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Equivalent pay and benefits packages relative to other CT law enforcement agencies.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

BE RESPECTFUL OF EMPLOYEES TIME OFF. ~~BE~~ GIVE ADEQUATE NOTICE WHEN POSSIBLE FOR MANDATORY MEETINGS, ETC AS THAT EMPLOYEES MAY HAVE TO RESCHEDULE A DRS APPT, ETC. OR OTHER FAMILY OR PERSONAL OBLIGATIONS. GIVE AS MUCH NOTICE AS POSSIBLE. I DON'T KNOW IF THIS IS MAKING SENSE...

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Keep interests interesting ~ Bring
new people into a conversation
more opportunities of self interests
what's your speciality, ~~and more~~
~~bring here~~ and wants in the departments

comment/suggestion - Pass out the direct
INPUTS prior to meeting - TOO HARD
TO CONSISTENTLY with everyone talking, would
get better comments

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

More meetings like this one - best of all I've attended. Good sharing of info & very insightful.
Excellent job!

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

I AGREE that this current group is the best group ever in my History.

Downstream benefits ARE A huge issue, and one that led me to my decision to leave Full Time. Retirement medical, and COLA ARE Big Items, but Absent those, then A 20 year vs. 25 year defined benefit may be more palatable. It's no secret that folks who just graduate the Academy keep in touch. We have seen the effects of this as three of our people went to Middletown PD. All 3 have mentioned to me that the 20 year pension was a contributing factor.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Continue team building events.
(possibly 2 times a year).

Continue to be personally involved with each member of the department and their well being.

Can I please have a job shirt?



Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

- CONTINUE TO BATTLE TOWN POSITIVELY FOR BETTER WAGES & BENEFITS - MAKE THAT THE 3rd PRIORITY
- I THINK THE RESOURCES V-DON'T, A-DON'T (ALTHOUGH HOW MUCH PRACTICABLE) ALONG WITH PERSONAL LEVEL (N. HEALTH INS) ^{WILL} ~~WILL~~ ULTIMATELY CONTINUE TO AFFECT RETENTION
- THERE ARE LIMITS TO WHAT CAN BE DONE AS IT IS CONTRACTUAL

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

- Like you have said, Medical upon retirement is a big factor for people that have left the Department in the past. The way this can happen ~~with~~ have to be through ~~working~~ working with the town/Selectmen.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

I've got nothing I'm happy i'

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

- Maybe different health insurance? High deductible seems odd to me (just different copays are the only thing I've ever known)
- A weekend off here and there (without having to use vacation) for those who do not get any weekends off - would like to see my husband every now and then

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Part time employees be allowed to have another law enforcement position at another agency. I.e. ACO for other towns & at O.S.

-only working 1- X hours at OSPD as a State certified/licensed ACO but can fill/work more hours for another agency part time as well

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Improve contract / benefits package

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

- Contract negotiations : medical after retirement, COLA.
- Incentives for officers (rewards)

Long term benefits extending into retirement.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

*Keep providing the Department with the best equipment
for officer safety.*

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Every Contract since I have been here ~~has been~~ things have been taken away or added to negatively impact our benefits. Even A day take OT out of our pockets. The town seems to keep taking and give nothing in return to benefit us.

If we can work together to get things that would attract people to stay and not leave to go somewhere that has a better contract

Example Get V days back for those that only have 10

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

- Increase opportunities - Example- implement a "Traffic Division" for traffic staff or other opportunities that ~~will~~ others would enjoy.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

allowing a few PTO/mental health day
throughout the year.

adding maternity/paternity leave.
Self explanatory, several young
offices on the department who
will one day (or currently)
want families.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Continuing to foster ~~the~~ being a family atmosphere

~~to have~~ to have

Potential around A-day / vacation days

Potential for new assignments / plain clothes / surveillance
etc

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

- More support for new dispatchers for retention
More of a how can I help you than
hey you screwed up
- CTO Pay / More CTO's
- More dispatch uniform options Cops have so many
but dispatch just has class B unless there's a
Sturstorm
- Our uniforms look like Cops but we
don't have guns so if we're getting
Coffee at Dunkin' we can be mistaken
for a Cop in a good or bad way.

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Continue to facilitate
the "family" atmosphere
with outside of work
team building opportunities

More V-Days

Direct Input Exercise # 5

Employee Retention

I WANT OUR TEAM TO STAY TOGETHER!!!

How can I help make that happen??

Don't make a list, tell me how we can make it happen!

Better benefits:

- Health insurance after retirement!!!
- Better educational incentives!!!

TAB

5

A Report on Employee Turnover



Presented by:
Michael A. Spera
Chief of Police

March 29, 2021



1

Introduction

- The Recruitment, Retention, and Turnover of LE Personnel continues to be one of the most significant national issues facing the law enforcement profession.
- Not the First Conversation about OSPD Turnover
 - Police Commission Meeting – November 25, 2019
 - Police Commission Meeting – December 14, 2020
 - Board of Selectmen Meeting – December 23, 2020
- Personnel Matters Not Managed Exclusively by COPOS
 - Police Commission Chairman
 - First Selectman



2

Employee Turnover

- Remove Negative Connotation from the word TURNOVER
- Not all Employee Turnover is bad.
- Different Reasons for Turnover
 - Termination for Cause
 - Voluntary Separation
 - Disability / Medical Reasons
 - Retirement
 - Sadly Death
- Data can be manipulated to demonstrate a percentage of turnover to fit a desired agenda.
- Focus on **Who is Leaving** rather than **How Many Left**.
- Non-Regrettable Turnover vs Regrettable Turnover
- We have experienced both – most turnover has been Non-Regrettable.



3

Employee Retention Expectations

- Important to establish retention expectations.
- Not all new hires will complete 25 years of service.
- United States Department of Labor, Bureau of Labor Statistics issued a report that states adults will average 12.3 jobs/careers from age eighteen (18) to age fifty-two (52) with nearly half of those jobs being prior to the age of twenty-five (25).
- If from the age of eighteen on, you or someone you know, has left one job/career for another, for whatever reason, you/they have created "turnover".



4

Actual Turnover

Turnover By Year			
Year	Turnover	Year	Turnover
2009	1	2016	3
2010	2	2017	7
2011	1	2018	5
2012	2	2019	2
2013	1	2020	1
2014	2	2021	1
2015	5	2022	

- Failure to Pass Field Training
- Failure to Successfully Complete Probation
- Retirement
- Resignation (Medical)
- Voluntary Resignation



5

Turnover Details

Turnover Details By Year			
2010 - 2		2016 - 3	
1	Failure to Pass Field Training	1	Failure to Pass Field Training
1	Failure to Successfully Complete Probation	1	Retirement
2011 - 1		2017 - 7	
1	Retirement	1	Failure to Successfully Complete Probation
2012 - 2		2018 - 5	
1	Failure to Pass Field Training	2	Retirement
1	Voluntary Resignation	1	Resignation Do to Medical Issue
2013 - 1		2019 - 2	
1	Retirement	3	Voluntary Resignation
2014 - 2		2020 - 1	
1	Retirement	1	Failure to Pass Field Training
1	Voluntary Resignation	1	Retirement
2015 - 5		2021 - 1	
1	Failure to Pass Field Training	3	Voluntary Resignation
1	Retirement	2	Voluntary Resignation
3	Voluntary Resignation	1	Retirement
		2022 - 1	
		1	Voluntary Resignation

- 2015, 2017, & 2018 represent 50% of all turnover since 2009.
- In those years....17.....
 - 4 Retired
 - 1 Medical Issue
 - 3 Failed Probation / Field Training
 - 9 Resigned
 - 6 of the 9 went to other Agencies
 - 4 of the 9 completed Exit Interviews



6

We Are NOT Alone!

Turnover By Year - OS			
Year	Turnover	Year	Turnover
2009		2016	
2010		2017	10
2011		2018	11
2012		2019	11
2013		2020	4
2014		2021	1
2015		2022	0

Turnover By Year			
Year	Turnover	Year	Turnover
2009	1	2016	3
2010	2	2017	7
2011	1	2018	5
2012	2	2019	2
2013	1	2020	1
2014	2	2021	1
2015	5	2022	

Turnover By Year - BOE			
Year	Turnover	Year	Turnover
2009	N/A	2016	17
2010	16	2017	11
2011	10	2018	3
2012	7	2019	11
2013	16	2020	N/A
2014	10	2021	N/A
2015	4	2022	

BOE Turnover does not include school administrators or seasonal employees.

Town of OS Turnover does not include per diem or seasonal employees.

Data was provided by the source represented within current HR system capabilities.

In the past ten (10) years all principal positions have "turned over".

In the past eight years nine (9) municipal department heads have "turned over".

This local data **does not** represent a turnover problem but rather represents that employee turnover is a fact of life, a part of doing business, and a matter that is managed by ALL leaders.



7

We Are NOT Alone!



- Captain DePerry Assigned to Conduct Survey.
- Interacted with over 40 CT LE Agencies.
- Average turnover rate of fulltime LEO roster near, at, or above 50% over the last 10 years.
- Some described it as a "Revolving Door".
- Police Academy – 1,792 Recruits – 2010 to 2020
 - 153 Recruits Resigned
 - 25 Terminated
 - 20 % Failure Rate in one class in '12,'15,'16,and '18.



8

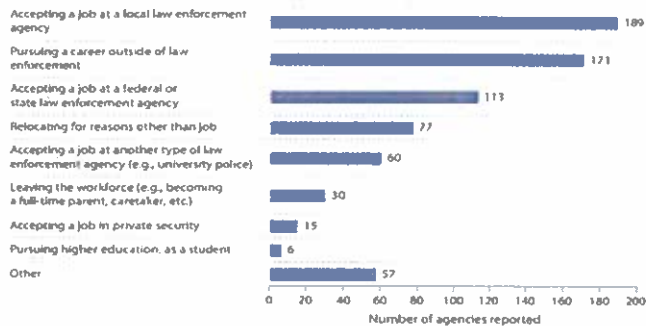
We Are NOT Alone!

- Police Executive Research Forum (PERF)
 - 2019 National Study – Retention is a struggle
 - PD's reported they lose employees to other PD's/Careers



Figure 9: Most Common Career/Life Changes for Individuals Who Resigned Voluntarily
n = 298

Agencies were asked to name the three most common career/life changes identified during exit interviews.



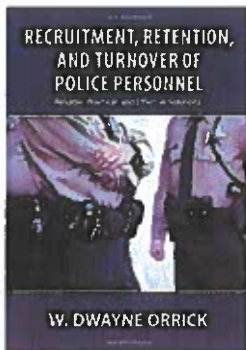
Source: PERF Survey



9

We Are NOT Alone!

- 1988 Vermont Criminal Justice Center
- 1999 Urban Institute
- 2004 United States Department of Justice, COPS Office
- 1990-1999 Florida Department of Law Enforcement
- 2003 North Carolina Department of Criminal Justice
- 2006 California Peace Officer Standards and Training Council
- Studies Found...
 - Police Officers leave within two years
 - Younger Officers more likely to leave/transfer
 - Difficult to recruit / retain – less tenured current staff
 - 20% leave within first 18 months of employment
 - Average turnover rate 14.2 %
 - 22.4 % of all CA Police Officers worked for more than 1 Agency



10

CT LE Turnover is So Critical We Created a Law

2015 the Connecticut Legislature created a statute to reduce turnover in the first two years of employment.

Connecticut General Statute 7-294dd reads in part:

"Whenever a police officer obtains certification while employed by a law enforcement unit and is subsequently hired by another law enforcement unit on or after July 1, 2016, and within two years of such officer obtaining such certification, the law enforcement unit hiring the police officer shall reimburse the initial law enforcement unit fifty per cent of the total cost of certification. The provisions of this section shall not apply to a law enforcement unit that hires a police officer two years or more after such officer obtains certification."



11

Job vs Career

- Position with OSPD is a Career not a Job
- Long term Investment – Employer and Employee
- Short and Long Term Goals
- Employee Alignment of Employer's Vision and Values
- Desire for Professional Growth
- Old Saybrook makes a professional and financial commitment
- Disappointing when employees treat a career as a "job".



12

Turnover Creates Opportunities To Create Efficiencies

- Eliminate costly Administrative Positions – replaced with less costly service delivery positions
- Eased workloads among Patrolmen
- Saved \$27,837 in one Fiscal Year
- Savings in perpetuity
- Reduced Take-home Vehicles
 - Fiscal and Operational Savings
- Confusing Message from Local Political Leaders
- Retain and Reduce
 - Retain Employees
 - Reduce costs
- The longer an employee is retained – the more costly the Employee Becomes.
 - Salary Increase
 - Long Term Liabilities Increase
- Cannot have it both ways!



13

The Financial Cost of Turnover

- Actual costs depend on return-on-investment expectations.
 - State Statute Suggests Two Years?
- COPOS has taken steps to reduce the cost of Turnover.
 - Almost Self Funding Hiring Process
 - Conservative Uniform Purchasing
 - Special Assignments – Placed on hold
- Salary is net neutral – Employee paid for work performed
- Initial Costs – Non-Returnable
 - Police Academy \$3,800
 - Starter Uniforms \$5,000



14

The Operational Cost of Turnover

- Turnover has Positive and Negative Effects
- Increased workload on existing Patrol Staff
- Special Assignments not filled
- Increased Positivity / Increase Morale
 - Negative individual harms culture
 - Increased work does not yield happiness however!
- Regrettable Turnover Events have a Negative Impact-loss of..
 - Tenured LEOs
 - Institutional Knowledge
 - Maturity / Balanced Approach
 - Young LEOs that had a very bright future. (Regrettable Turnover)
 - (Still try to get them to come back!)



15

Bad Hires Yield Turnover

- A Bad Hire DOES NOT Mean Bad Person
- Bad Hires are not always immediately obvious
- Law Enforcement is not for everyone – That's OK!
- I have made mistakes recommending applicants to the Commission
- Negatively Retaining a Bad Hire is WORSE. (We've Done this....)
- POST – "Current generation of police recruits often have an overinflated view of police work and do not have an understanding that they will serve in entry level positions."
- Political Pressure to Fill Positions or Lose Them – Budget Process
- Applicant pool is shallow – Good Candidates are out there but we must have benefits to recruit them - A shiny new car and a view of the water is not enough!



16

Voluntary Resignations

After Being Asked to Resign

- My Job is to ensure a proper workforce.
- LEO Workforce Must be:
 - Professional
 - Capable
 - Integrity
 - Technical Competency
 - Fine tuned Moral Compass
 - Meet Agency Expectations
 - Meet the Public's Expectations
- Not proud to have had the difficult conversations – but I have asked employees to seek other employment or to resign.
- Risky Behaviors Inspire these difficult conversations
 - sexual harassment
 - refusing assistance with substance abuse ailments
 - racism, sexism, other negative prejudicious,
 - untruthfulness,
 - failure to investigate,
 - favoritism,
 - failure to supervise,
 - refusal to meet standard, mischievous behavior, misuse of Town Time, and acts of bullying



17

I Quit – See You Tomorrow



- 6 Professionals have left...but stayed!
- Left for other employment – stayed on Per diem
- Retired – Returned to work per diem
 - Police Officers, IT Administrator, SROs
- Able to keep
 - Institutional knowledge
 - Tenure / Maturity among staff
- A testament to the Agency's Employee Centric Workplace



18

Exit Interviews

- Established by COPOS in 2010 – No Template Available
- Completed in writing by the Employee
- Reviewed with the Second in Command for Clarification
(*notations/report created*)
- Submitted to me for review / Forwarded to the Commission
- Since 2010 – 11 Employees have participated
- Those that transfer to other LE Agencies cite Benefits/Salary as the reason
- Credibility Must Be Considered
 - Less Tenured Employees with Discipline and Workplace Dysfunctions – Less Credibility
 - More Tenured Employees with NO Recent Discipline/Dysfunctions – More Credible
- Martyr Style, Disgruntled Employee “getting the last word” – Immature /No Credibility



19

Exit Interviews – Who is Doing Them?

- Executive Assistant Assigned to Conduct a Survey
- 67 LE Agencies Responded
 - 48 Have no formal process
 - 14 Have Municipal / City Human Resource Departments that handle onboarding and off boarding activities
 - 5 Perform Formal Exit Interviews
 - Received 2 Forms
 - Found ours more detailed
- 31 LE Agency Chiefs do have an informal conversation/meeting with the exiting employee if circumstances warrant.



20

Stay Interviews

- What do you learn about your professional self when doing your Professional Contribution Survey?
- What area(s) of the Self Evaluation caused you make the most reflection? Why?
- How would you summarize your professional self in 2020?
- What workplace performance progression do you think you should achieve in 2020?
- How can I help you achieve this?
- What workplace behavior progression do you think you should achieve in 2020?
- How can I help you achieve this?
- What was your greatest accomplishment in 2020?
- What are your expectations of me?
- Are they realistic?
- Do I meet them, if so, how consistent are they?
- Do you feel I am reachable and accessible to you? Explain.
- What are some of my strengths?
- What are some areas of growth you would like me to work on in 2021?
- How can I serve you better?
- How can I serve the Department Better?
- Is my Leadership Team effective? Disseminating messages, direction?
- If you were the Chief of Police, how would you change the makeup or responsibilities of the Leadership Team? Detail.
- How can I make your job easier?
- What are your short and long term goals?
- Are you interested in leaving the agency? Why? In a process now?
- What do you want to learn in 2021?
- What opportunities do you want in 2021?
- How is your personal morale?
- How do you think Department Morale is? Why?
- Have you done anything to improve it? What?
- What bothers you the most about work? Explain.
- What do you enjoy the most about work? Explain.
- What do you think the Community's perspective of our agency is?
- How important is your safety while at work. Scale of 1-10/Example
- How important do you think your safety at work is to your Shift Supervisor?
- How important do you think your safety at work is to the Town's Elected Officials?
- Do you feel valued by the Me, your supervisor, The Department, The Community, Political leaders? Explain.
- Do you have any ideas on how to make the Department operate in a more efficient manner?
- What is one workplace rule, practice, policy, etc that you wish could be changed?
- How can we make work more fun?
- What else should I know?



21

Employees Don't Quit Their Jobs They Quit Their Bosses

- Have LEOs Exited Because They Don't "Like Me" – YES. Especially when I asked them to leave.
- A Majority of Employees do their best, serve the public very well, meet /exceed workplace standards
- SOME are passive aggressive, refuse to meet standard, are negative
- Difficult Employees are very time consuming.
- Recent Formal Corrective Action
 - Being on time for work.
 - Reporting for assignments.
 - Completing police reports in a timely manner.
 - Completing police reports properly. (grammar, content, completion of State Forms)
 - Properly and thoroughly conducting investigations.
 - Notifying regulatory agencies.
 - Proper handling of prisoners.
 - Complying with Technology Policies (Wearing of the Body Worn Camera).
 - Complying with Directives concerning meeting "car" and meal breaks.
 - Being deceptive.
 - Adherence to the Pursuit Policy.
 - Taser Discipline.
 - Firearm discipline.



22

Employees Expectations

- Only one police officer may take a meal break at a time, unless prior approval is granted.
- When working a private duty job, officers must be out of their vehicles, attentive to traffic, and not on their cell phones or have earbuds in listening to music.
- Police Officers must not be parked "car to car" when assigned to patrol.
- Ensure radio transmissions are professional.
- Strive to provide superior customer service.
- Provide full and best efforts to investigate all assigned cases in a timely manner.
- Responded to calls for service in a timely manner / have a sense of urgency.
- Be outside of the police vehicle and engaged when on a school campus security assignments.
- Reduce station time / increase patrol time and time spent on proactive motor vehicle enforcement.
- Properly complete time sheets
- Maintain a Team mindset / environment.

A Full Day's Work for a Full Day's Pay



23

Corrective Actions – “Tricky”

- Small Agency – One Action affects Everyone
- Often Confidential Corrective Conversations Become Public Because of the Employee – People Talk!
- When one employee continues to not meet standard – appearance of being targeted by others.
- Department Leaders Unable to rebut rumors or to “set things straight”
- Sergeants and Patrolmen in Same Union – Potential Unavoidable Conflict
- 6 OSPD LEOs out of 23 are in a relationship (26%)
- I will continue to ensure workplace expectation compliance unless directed otherwise.



24

Those That Respond to Personal Issues Have Personal Issues

- Calls for Service are Personal and Private.
- Police Officers are HUMAN!
- LEOs have Personal and Private Matters – it makes them HUMAN
- Department Leaders Assist When Possible.
- Human Capital us VERY Important!
- People Change! Good / Bad
- Some Changes make individuals no longer compatible with the Law Enforcement Profession
- EAP Offered Often – At Times of Discipline
- Personal Matters CAUSE Turnover
- New Mandate for Behavioral Health Screening is Positive



25

The Grass IS Greener

Old Saybrook	Middletown
Sick Time - Patrolman - July 1, 2018 1 day per month - Max of 195	1.25 days per month - No limit
Sick Time	Annual Cash Out
None	Can cash out 30% of unused time each year
Sick Time	Retirement Cash Out
81 Days	75 Days
Personal Days - Patrolman - July 1, 2018	
0	4
Compensatory Time ("Comp Time") - Patrolman - July 1, 2018	
None	Max 120 HRS - 15 Days
Off Duty Injury - Light Duty Program	
NO	YES - Max 1 year

Old Saybrook	Middletown
Advancement Opportunity	
K-9 / Detective / Sergeant / Lieutenant / Chief	Traffic / K-9 / SWAT / Bicycle Unit / Motorcycle Unit / Street Crimes / Detective / Sergeant / Lieutenant / Captain / Deputy Chief / Chief
Retirement - Years of Service Required	
25	20
Retirement - Department Over Time Included in Pension	
NO	Yes
Retirement - Medical Coverage	
NO	YES



26

This Past Year Has Been Tough.....& It May Create Turnover

- This past year has been a difficult one for all, including our police officers, and including me. (Constant Crisis Leadership – Not Healthy)
- Constant Changing Fast Moving Environment / Workplace Procedures
- What was - was no longer
- New Expectations Not Rolled Out in Normal Fashion
- Continued to show employees they are valued
- In General LEOs did not support Pandemic Efforts to Bring Joy (Disappointing)
- Haters turned up the Hate!
- This Past Year WILL Cause Turnover – Some Regrettable – Some Not



27

Employees Are Valued

- Cannot Offer Fiscal Rewards
- Can't make counter offers to retain good LEOs about to exit
- Award Ceremonies with Families
- Safety Equipment – The Best
- Uniforms – MANY Uniforms
- Email Communication
- Strategic Planning Activities – Gives EVERYONE a Voice
- Consistent Praise Provided
- Individual Complements Shared with ALL – Every Interaction Matters Concept
- Hosted Family Social Events
- Accessible at ALL Hours to Staff
- Some Employees not appreciative of Value Initiatives



28

Ways to Reduce Turnover

Reduction Activity

- Reduce Employee Expectations
- Increase Personal Leave Time
- Reduce Supervision
- New Hiring Age – 25 – Life Experience
- Increase Long Term Retirement Benefits
- Increase Compensation
- Increase Professional Development

Recommendation

- NOT Recommended
- Recommended – Funds Needed
- NOT Recommended
- Internal Candidates 21 / External 25
- Highly Recommended – Funding
- Starting Wage Increase
- Recommend – Plan Discussed upon hiring – Set Expectations



29

Ways to Reduce Turnover

Reduction Activity

- Frequent Career Growth Opportunities
- Create Diverse Temporary Assignments
- Improve Field Training Experience
- New Hiring Age – 25 – Life Experience
- Alter Leadership Style for New Generation

Recommendation

- Recommended in Moderation
- Recommended – People Needed
- Recommended
- Internal Candidates 21 / External 25
- Highly Recommended – Being Done



30

In Summary

- Data shows that we do not have a Turnover Problem but that we are experiencing what other Law Enforcement Agencies experience in Connecticut and around the country.
- We will continue to work hard to try to retain employees that are worth retaining. We will do this in collaboration with our employees, unions, the Commission and Town Leaders.
- We will NOT reduce our standards.
- We will only seek to employ and retain those professionals who exemplify the characteristics and personal traits of a law enforcement professional who seeks justice for victims of crime and have a community policing mindset.



31



32

ТАВ

6



TOWN OF OLD SAYBROOK DEPARTMENT OF POLICE SERVICES

36 Lynde Street • Old Saybrook, Connecticut 06475

Michael A. Spera
Chief of Police

Official Memorandum

TO: CHIEF MICHAEL A. SPERA
FROM: CAPTAIN JEFFREY M. DEPERRY *CAPT J M DEPERRY*
SUBJECT: EMPLOYEE TURNOVER DISCUSSION
DATE: 3/25/2021

At your direction, over the past few days I have made contact with over half of the municipal police agencies across the State of Connecticut to conduct informal interviews related to police turnover and retention with police administrators. Police agencies with similar demographics and size were contacted but larger, city departments were not. These conversations were conducted with either the second command of the agency, an administrative supervisor, or in several cases, the Chief of Police. The conversations were focused to evaluate employee turnover and retention in the last ten years in each agency. I believe that it is important to note that many of the administrators initially minimized their agency turnover, however, when approached in a positive manner with a numbers based approach, the actual turnover was realized. Others were very blunt and advised that it is a "revolving door". The following facts were derived from these conversations:

- Municipal agencies across Connecticut have an average attrition rate near or above 50% since 2011.
 - Normal retirements, resignations, and termination are among the reasons for "natural attrition" discussed with each agency.
 - This average was calculated by requesting the number of full-time police officers currently on the agency roster and the number of full time police officers currently on the roster that were hired since 2011.
 - Many agency administrators reported that several hires in this ten year period also resigned or were "recycled" for various reasons, including failure to successfully complete field training, resignation in lieu of disciplinary proceedings or termination, and laterally transferring to another agency.
 - These were not calculated into the average as the agencies do not maintain a list and the information was not readily available.
 - None of the agency administrators indicated that they have completed a report related to turnover or retention rates to their town board or commission but indicated that each individual retirement, resignation, and termination is discussed, as necessary, with their town board or commission on an individual basis.
 - Many of the administrators utilized their annual budget documents to provide the requested information.



Also, at your direction, I contacted the Connecticut Police Office Standards and Training Council (POSTC) to request police academy completing rates. A Connecticut police officer does not complete basic training and become certified by POSTC until completion of field training at their agency. POSTC Director, Marc Fasano provided the following data:

- 2010-2020 – 1792 municipal recruits attended the Connecticut Police Academy.
- 153 resigned and 25 were terminated prior to completion of certification, 9.93% failure rate.
- Four training sessions in this ten year period had over a 20% failure rate:
 - Class 339 – 2012
 - Class 348 – 2015
 - Class 353 – 2016
 - Class 358 - 2018

Director Fasano advised that the selections process is not always capable of determining who will be a good police candidate and the police academy attempts to assist both the departments and recruits with realizing the demands and professionalism required from police officers. Director Fasano advised that from his oversight at POSTC he has directly observed that the current generation of police recruits often have an overinflated view of police work and don't understand that they will be starting from the ground up. I also had the same conversation related to turnover and retention in police agencies across Connecticut and current trends. Director Fasano's statements were consistent with the statements provide by municipal police agency administrators.

Many additional commonalities were derived from these conversations related to turnover and retention of police officers that include:

- Municipalities prefer hiring certified officers with no disciplinary issues due to cost savings, maturity, and an understanding of police work.
- Lateral transfers out to other agencies occur less in municipalities that have a better pension and more contractual benefits, with increased time off being a current trend.
- Agencies enrolled in the Connecticut's Municipal Employees Retirement System (CMERS) plan are more attractive to lateral transfers.
- Agencies without pension plans and with minimal defined pension benefits are less attractive and police officers are more likely to transfer out of.
- Recent legislation has had an impact on retention and caused actual turnover in policing.
 - Many officers that are eligible to retire have retired or have announced their intent to retire with the current legislation being the deciding factor.
 - In some agencies, police officers have recently resigned to change professions based on concerns related to officer safety and personal liability related to current legislation.
- Entry level police officers are more interested in specialized assignments within the agency than patrol assignments.
- Entry level police officers are more difficult to supervise, resist active supervision, and often create additional work by initially attempting to avoid work.
- Entry level police officers have the ability to job shop to look for a better contract with better benefits but in some instances, look to agencies that have less structure because they do not like to be held accountable to their supervisors.
- Current agency administrators are actively seeking creative ways to reduce turnover, including decreasing time requirements for special assignments within the agency, new special assignments within the agency, time off incentives, and educational stipends.



Thank you for allowing me the opportunity to assist with this project. The professional conversations with municipal agency administrators was beneficial and provided feedback indicating that our agency turnover is consistent with police departments across the state and our practices to enhance current benefits and working conditions to reduce turnover are in concert with current trends.



TAB

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TOWN OF OLD SAYBROOK DEPARTMENT OF POLICE SERVICES

36 Lynde Street • Old Saybrook, Connecticut 06475

Michael A. Spera
Chief of Police

MEMORANDUM

To: Michael A. Spera, Chief of Police
From: Jennifer Damato, Executive Assistant to the Chief of Police
Subject: CT Municipal Police Department Exit Interviews

At your request I contacted all 90 municipal police departments to inquire about their exit interview process. Out of the 90 contacted 67 responded. Of those that responded:

48 have no formal process

14 indicated that the town/city human resource department handles the process

5 has a formal process at the Police department level

31 Departments did indicate that the Chief, depending on circumstances, does informally meet with officer who are leaving the department.

I have attached a chart detailing the responses to this memo.



Town	Formal Exit Interview Y/N	Who conducts	Template or Form	Can I get a copy
Ansonia				
Avon	Yes	HR-Town Hall		
Berlin	Yes	Chief/Deputy	Yes	YES
Bethel	No			
Bloomfield	Yes	HR-Town Hall		
Branford	Yes	HR-Town Hall		
Bridgeport	No		No-Informal Discussion with Chief	
Bristol	No	HR-Town Hall		
Brookfield				
Canton	No		No-Informal Discussion with Chief	
Cheshire	No (will do if Officer requests it)			
Clinton	No		No-Informal Discussion with Chief	
Conventry	No		No-Informal Discussion with Chief	
Cromwell	No		No-Informal Discussion with Chief	
Danbury	No			
Darien	Yes	HR-Town Hall		
Derby				
East Hampton	No	Chief	No-Informal Discussion with Chief	
East Hartford				
East Haven	No		No-Informal Discussion	
East Windsor	No		Looking to add form & process	
Easton				
Enfield	No	Chief	No-Informal Discussion with Chief	
Fairfield	No			
Farmington	No	Chief	No-Informal Discussion with Chief	
Glastonbury	Yes	Chief/HR Town Hall	HR-Yes PD- No-Informal Discussion	
Granby	No	Chief	No-Informal Discussion with Chief	
Greenwich	No	Chief	No-Informal Discussion with Chief	
Groton City	Yes	Internal HR Department	Yes	
Groton Long Point				
Groton Town	No	Chief	No-Informal Discussion with Chief	
Guilford	No	Deputy Chief	No-Informal Discussion	
Hamden	No	Chief/Deputy	No-Informal Discussion	
Hartford				
Madison				
Manchester	No	Chief	No-Informal Discussion with Chief	
Meriden	No	Chief	No-Informal Discussion with Chief	
Middlebury	No	Chief	No-Informal Discussion with Chief	
Middletown				
Milford	No	Chief	No-Informal Discussion with Chief	
Monroe	No	Chief	No-Informal Discussion with Chief	
Naugatuck	No			
New Britain	No	Deputy Chief /Captain	No-Informal Discussion	
New Canaan	Yes	Chief	Yes	YES
New Haven	Yes-but not with everyone	Chief	Yes but don't use it	
New London	Yes	HR-Town Hall		
New Milford				
Newington	No	Chief/LT	No-Informal Discussion with Chief	

Newton	No			
North Branford	No			
North Haven				
Norwalk	No	Chief/LT	No-Informal Discussion with Chief	
Norwich	Yes	HR-Town Hall/ Chief	Informal discussion with Chief	
Orange	No	Chief/Assistant Chief	No-Informal Discussion with Chief	
Plainfield	No	Chief	No-Informal Discussion with Chief	
Plainville				
Plymouth				
Putnam				
Redding	No			
Ridgefield				
Rocky Hill				
Seymour				
Shelton				
Simsbury				
South Windsor	No			
Southington				
Stamford	Yes	Captain of Administration	Equipment Return Form/Exit Interview	
Stonington	Yes	HR-Town Hall		
Stratford	No			
Suffield	Yes	HR-Town Hall		
Thomaston	No			
Torrington	No			
Trumbull	No			
Vernon	No			
Wallingford	No			
Waterbury	No		No-Informal Discussion with Chief	
Waterford				
Watertown	No			
West Hartford	Yes	HR-Town Hall / Chief	No-Informal Discussion with Chief	
West Haven	Yes	Chief	Executive Session	
Weston				
Westport	No	Chief	No-Informal Discussion with Chief	
Wethersfield	Yes	HR-Town Hall		
Willimantic	No	Chief	No-Informal Discussion with Chief	
Wilton	Yes	HR-Town Hall		
Winchester				
Windsor	Yes	HR-Town Hall		
Windsor Locks	No	Chief	No-Informal Discussion with Chief	
Wolcott	No			
Woodbridge	No			



TAB

8

**Old Saybrook Department of Police Services
2008-2009 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	Christina Burnham	(R)	(09)
Vice Chairman	Tim Conklin	(R)	(11)
	Ernest Sparaco	(R)	(11)
	Jean Winkler	(R)	(09)
	Raymond Dobratz	(D)	(09)
	Richard Metsack	(D)	(09)
	David M. Gallicchio	(R)	(11)

POLICE SERVICES

Chief	Edmund H. Mosca
Deputy Chief	Michael Spera
Lieutenants	Timothy McDonald
	Adam Stuart
Detective Sergeant	Eugean Heiney
Sergeants	Donald Hull
	Robbert van der Horst
	Michael Gardner (Appointed 7/1/08)
	Kevin Roche (Appointed 7/2/08)
	Jay Rankin (Appointed 7/3/08)

POLICE OFFICERS

Samuel Barnes
Christopher DeMarco
Thanousinh Souriyamath
Jeffrey DePerry
Larry Smith
Brian Ziolkovski
Charles Mercer
David Perrotti
James Kiako
William Bergantino
Ryan Walsh
Michael Mulvihill (p.t. per diem)

CANINE: Beny

EXECUTIVE ASSISTANT JoAnne Klingerman

RECORDS DIVISION Donna Ladner Jeanmarie Harvey

EMERGENCY COMMUNICATIONS DIVISION

Robert Dahlstrom	Richard Goduti
Lisa Crowley	William McGregor (p.t.)
Tina Spinelli	Deborah Mill (p.t.)
James Shake	Stephen Hacket (p.t. 12/08)

COMMUNITY SERVICE OFFICERS

Thomas Newton	Kenneth Reid
James Schneider	Donald Selby

POLICE EXPLORERS

Teresa Maynard	Kathryn Onorato
Josh Painter	Thomas Rochette
Chase Smith	Stephen Hacket
Dan Clark	Travis Brestelli
Thomas Koski	Matthew Stuart

MARINE PATROL Det. Sgt. Eugene Heiney
Grant Westerso
Carl Ponzillo

CITIZEN VOLUNTEERS Chester Milewski

BUILDING MAINTENANCE Peter Lempicki (p.t.)

**Old Saybrook Department of Police Services
2009-2010 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	Christina Burnham	(R)	(13)
Vice Chairman	Tim Conklin	(R)	(11)
	Ernest Sparaco	(R)	(11)
	Jean Winkler	(R)	(13)
	Richard Metsack	(D)	(13)
	David M. Gallicchio	(R)	(11)
	Thomas Zemieneski	(D)	(13)

POLICE SERVICES

Chief	Michael A. Spera
Lieutenant	Timothy McDonald
Master Sergeant	Robbert van der Horst
Detective Sergeant	Eugean Heiney
Sergeants	Donald Hull
	Michael Gardner
	Kevin Roche
	Jay Rankin
	Charles Mercer
	Jeffrey DePerry

Detectives	Samuel Barnes
	David Perrotti

POLICE OFFICERS

Christopher DeMarco
Thanousinh Souriyamath
Larry Smith
Brian Ziolkovski
James Kiako
William Bergantino
Ryan Walsh
Shannon Miller
Michael Mulvihill (p.t. per diem)

CANINE: Zeus

RECORDS DIVISION	Donna Ladner	Jeanmarie Harvey
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EMERGENCY COMMUNICATIONS DIVISION

Robert Dahlstrom
Lisa Crowley
Tina Spinelli
James Shake

Richard Goduti
William McGregor (p.t.)
Deborah Mill (p.t.)
Stephen Hacket (p.t. 12/08)

COMMUNITY SERVICE OFFICERS

Thomas Newton
James Schneider
Patrick Hanley

Kenneth Reid
Donald Selby

POLICE EXPLORERS

Teresa Maynard
Josh Painter
Chase Smith
Dan Clark
Thomas Koski

Kathryn Onorato
Thomas Rochette
Stephen Hacket
Travis Brestelli
Matthew Stuart

MARINE PATROL

Det. Sgt. Eugean Heiney
Grant Westerso
Carl Ponzillo

CITIZEN VOLUNTEERS

Chester Milewski

BUILDING MAINTENANCE

Peter Lempicki (p.t.)

**Old Saybrook Department of Police Services
2010-2011 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	Christina Burnham	(R)	(13)
Vice Chairman	Tim Conklin	(R)	(11)
	Ernest Sparaco	(R)	(11)
	Jean Winkler	(R)	(13)
	Richard Metsack	(D)	(13)
	David M. Gallicchio	(R)	(11)
	Thomas Zemieneski	(D)	(13)

POLICE SERVICES

Chief	Michael A. Spera
Lieutenant	Kevin Roche
	Timothy McDonald (Retired)
Master Sergeant	Robbert van der Horst
	Jay Rankin
Sergeants	Donald Hull
	Michael Gardner
	Charles Mercer
	Jeffrey DePerry
	Christopher DeMarco
	William Bergantino
Detectives	Samuel Barnes

POLICE OFFICERS

Philip Ciccone
Bretton Robbins
Michael Small
Stephen Hackett
James Kiako
Joseph Mackin
Shannon Miller
Larry Smith
Thanousinh Souriyamath
Ryan Walsh
Brian Ziolkovski
Michael Mulvihill (p.t. per diem)

**CANINE
ANIMAL CONTROL**

Zeus
Jennifer Hart
Kate Cryder

Patrick Hanley

CRIMINAL INVESTIGATIONS DIVISION

Detective Sergeant Eugean Heiney
Detectives David Perrotti

YOUTH SERVICES DIVISION

Detective Samuel Barnes
School Resource Officers

Ryan Walsh
James Kiako

Police Explorers

Dan Clark
Matthew Stuart
Bridget Balosie
Matt Morin
Alexandra Steward
Freddy Thstin
Mike Touranjoe
Josh Stankiewicz
Nick Dubord

EMERGENCY COMMUNICATIONS DIVISION

EMS Director Phil Coco
Marine Patrol Grant Westerson
Carl Ponzillo

Public Safety Dispatchers

Robert Dahlstrom
Richard Goduti
Tina Spinelli
Brian DeBlasiis
Michael Paradis
James Shake
William McGregor (p.t.)
Thomas Rochette

RECORDS DIVISION

Records Specialist

Michelle Berner (PT)
Mary Lou Sunday (PT)
Trent Gerbers (PT per diem)
Sonal Sharma (PT per diem)

COMMUNITY SERVICE OFFICERS

Community Services Officers

Thomas Newton

James Schneider
Patrick Hanley
Kenneth Reid

BUILDING MAINTENANCE

Patrick Hanley (PT)
Peter Lempicki (PT)

**Old Saybrook Department of Police Services
2011-2012 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	Christina Burnham	(R)	(13)
Vice Chairman	Richard Metsack	(D)	(13)
	Ernest Sparaco	(R)	(15)
	Jean Winkler	(R)	(13)
	David Dunlap	(R)	(15)
	J. Robert Finch	(R)	(15)
	Adam Stuart	(D)	(13)

EXECUTIVE

Chief of Police	Michael A. Spera
Lieutenant	Kevin R. Roche

PATROL DIVISION

Master Sergeant	Robbert van der Horst Jay Rankin
Sergeants	Donald Hull Michael Gardner Charles Mercer Jeffrey DePerry Christopher DeMarco William Bergantino
Patrolmen	Brian Ziolkovski Larry Smith Thanousinh Souriyamath Shannon Miller Joseph Mackin Stephen Hackett Philip Ciccone Michael Small Oscar Delima Brianna Santello Michael Mulvihill (per diem)
Police K-9	Zeus Kendo
Professional Development	Marshall Segar (PT)
Animal Control	Jennifer Hart (per diem) Kate Cryder (per diem)

Patrick Hanley (per diem)

CRIMINAL INVESTIGATIONS DIVISION

Detective Sergeant	Eugean Heiney
Detective	David Perrotti

YOUTH SERVICES DIVISION

Detective	Samuel Barnes
School Resource Officers	Ryan Walsh
	James Kiako

Police Explorers	Matt Morin
	Alexandra Steward
	Josh Stankiewicz
	Nick Dubord
	Steven Anuszkiewicz

EMERGENCY SERVICES DIVISION

EMS Director	Phil Coco (PT)
Marine Patrol	Grant Westerson (per diem)
	Carl Ponzillo (per diem)

EMERGENCY COMMUNICATIONS DIVISION

Public Safety Dispatchers	Robert Dahlstrom
	Richard Goduti
	Tina Spinelli
	Brian DeBlasiis
	Michael Paradis
	James Shake
	William McGregor (PT per diem)
	<i>Michael Mehrrens (Trainee)</i>
	<i>Jennifer Hart (Trainee)</i>
	<i>Dayton Dell (Trainee)</i>
	<i>Robert Grauer (Trainee)</i>
	<i>Solomon Hardy (Trainee)</i>
	<i>Thomas Gunning (Trainee)</i>
	<i>Andrew Faust (Trainee)</i>

RECORDS DIVISION

Records Specialist

Michelle Berner (PT)
Marylou Sunday (PT)
Trent Gerbers (PT)
Sonal Sharma (PT per diem)

COMMUNITY SERVICE OFFICERS

Community Service Officers

Thomas Newton (per diem)
James Schneider (per diem)
Patrick Hanley (per diem)
Kenneth Reid (per diem)

BUILDING MAINTENANCE

Patrick Hanley (PT)
Peter Lempicki (PT)

**Old Saybrook Department of Police Services
2012-2013 Annual Town Report -- Department Roster**

POLICE COMMISSION

Chairman	Christina Burnham	(R)	(13)
Vice Chairman	Richard Metsack	(D)	(13)
	Ernest Sparaco	(R)	(15)
	Jean Winkler	(R)	(13)
	David Dunlap	(R)	(15)
	J. Robert Finch	(R)	(15)
	Adam Stuart	(D)	(13)

EXECUTIVE

Chief of Police	Michael A. Spera
Lieutenant	Kevin R. Roche

PATROL DIVISION

Master Sergeant	Robbert van der Horst Jay Rankin
Sergeants	Donald Hull Michael Gardner Charles Mercer Jeffrey DePerry Christopher DeMarco William Bergantino
Patrolmen	Brian Ziolkovski Larry Smith Thanousinh Souriyamath Shannon Miller Joseph Mackin Stephen Hackett Philip Ciccone Michael Small Oscar Delima Brianna Santello Michael Mulvihill (per diem)
Police K-9	Zeus Kendo
Professional Development	Marshall Segar (PT)
Animal Control	Jennifer Hart (per diem) Kate Cryder (per diem)

Patrick Hanley (per diem)

CRIMINAL INVESTIGATIONS DIVISION

Detective Sergeant	Eugean Heiney
Detective	David Perrotti

YOUTH SERVICES DIVISION

Detective	Samuel Barnes
School Resource Officers	Ryan Walsh
	James Kiako
	Tim McDonald

Police Explorers	Matt Morin
	Alexandra Steward
	Josh Stankiewicz
	Nick Dubord
	Steven Anuszkiewicz

EMERGENCY SERVICES DIVISION

EMS Director	Phil Coco (PT)
Marine Patrol	Grant Westerson (per diem)
	Carl Ponzillo (per diem)

EMERGENCY COMMUNICATIONS DIVISION

Public Safety Dispatchers	Robert Dahlstrom
	Richard Goduti
	Tina Spinelli
	Brian DeBlasiis
	Michael Paradis
	James Shake
	William McGregor (PT per diem)
	Michael Mehrtens
	Jennifer Hart

RECORDS DIVISION

Records Specialist	Michelle Berner (PT)
	Marylou Sunday (PT)
	Trent Gerbers (PT)
	Sonal Sharma (PT per diem)

COMMUNITY SERVICE OFFICERS

Community Service Officers

Thomas Newton (per diem)
James Schneider (per diem)
Patrick Hanley (per diem)
Kenneth Reid (per diem)
Solomon Hardy (per diem)

BUILDING MAINTENANCE

Patrick Hanley (PT)
James Schneider (PT)

**Old Saybrook Department of Police Services
2013-2014 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	J. Robert Finch	(R)	(15)
	Christina Burnham	(R)	(17)
	David Dunlap	(R)	(15)
	Joseph Maselli	(D)	(17)
	Vito Savino	(R)	(17)
	Ernest Sparaco	(R)	(15)
	Adam Stuart	(D)	(17)

EXECUTIVE

Chief of Police	Michael A. Spera
Lieutenant	Kevin R. Roche

PATROL DIVISION

Master Sergeant	Robbert van der Horst
	Jay Rankin
Sergeants	William Bergantino
	Christopher DeMarco
	Jeffrey DePerry
	Michael Gardner
	Donald Hull
	Larry Smith
Patrolmen	Ryan Walsh
	Andrew Brooks
	Philip Ciccone
	Oscar Delima
	James Forte
	Stephen Hackett
	James Kiako
	Shannon Miller
	Brianna Stantello
	Michael Small
	Eric Williams
	Brian Ziolkovski
	Timothy McDonald (PT/per diem)
Charles Mercer (PT/per diem)	
Michael Mulvihill (PT/per diem)	
Allyson Tanner (PT/per diem)	
Information Technology	Michael Gardner (stipend)

Animal Control

Kate Cryder (per diem)
Patrick Hanley (per diem)
Jennifer Hart (PT/per diem)

CRIMINAL INVESTIGATIONS DIVISION

Detective Sergeant
Detective/Youth Officer
Detective

Eugean Heiney
Samuel Barnes
David Perrotti

EMERGENCY COMMUNICATIONS DIVISION

Public Safety Dispatchers

Robert Dahlstrom
Daniel Adams
Jennifer Hart
Stephanie Milardo
Tina Olszewski
Michael Paradis
James Shake Jr
William McGregor (PT/per diem)
Joshua Stankiewicz (PT/per diem)

RECORDS DIVISION

Records Specialist

Michelle Berner (PT/per diem)
Trent Gerbers (PT/per diem)
Sonal Sharma (PT/per diem)
Mary Lou Sunday (PT/per diem)

COMMUNITY SERVICE OFFICERS

Community Service Officers

Patrick Hanley (PT/per diem)
Thomas Newton (PT/per diem)
Kenneth Reid (PT/per diem)
James Schneider (PT/per diem)

MARINE PATROL

Kenneth Reid (PT/per diem)
Carl Ponzillo (PT/per diem)
Grant Westerson (PT/per diem)

BUILDING MAINTENANCE

Patrick Hanley (PT/per diem)

James Schneider (PT/per diem)



**Old Saybrook Department of Police Services
2014-2015 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	J. Robert Finch	(R)	(15)
Vice Chairman	Vito Savino	(D)	(15)
	Ernest Sparaco	(R)	(15)
	Christina Burnham	(R)	(17)
	Joseph Maselli	(I)	(17)
	David Dunlap	(R)	(15)
	Adam Stuart	(D)	(17)

EXECUTIVE

Chief of Police	Michael A. Spera
Lieutenant	Kevin R. Roche
Executive Assistant	Jennifer Damato

PATROL DIVISION

Master Sergeant	Robbert van der Horst Jay Rankin
Sergeants	Michael Gardner Jeffrey DePerry Christopher DeMarco William Bergantino Ryan Walsh
Patrolmen	Brian Ziolkovski Larry Smith Shannon Miller Stephen Hackett Philip Ciccone Michael Small Oscar Delima Brianna Santello Eric Williams Andrew Brooks James Forte Neil Ayotte Anthony Cerra Michael Mulvihill (per diem) Charles Mercer (per diem)
Police K-9	Zeus Kendo

**Old Saybrook Department of Police Services
2015-2016 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	Adam Stuart	(D)	(17)
Vice Chairman	Carl S. Von Dassel	(R)	(19)
	Bryan Coppes	(R)	(19)
	Christina Burnham	(R)	(17)
	Joseph Maselli	(U)	(17)
	A. Donald Cooper	(D)	(19)
	Dan Moran	(D)	(19)

EXECUTIVE

Chief of Police	Michael A. Spera
Lieutenant	Kevin R. Roche
Executive Assistant	Jennifer Damato

PATROL DIVISION

Master Sergeant	Robbert van der Horst Jay Rankin
Sergeants	Jeffrey DePerry Christopher DeMarco William Bergantino Ryan Walsh Stephen Hackett
Patrolmen	Andrew Brooks Brian Ziolkovski Michael Small Neil Ayotte Tyler Schulz Solomon Hardy Philip Ciccone Stephanie Milardo Brianna Santello Shannon Miller Eric Williams William O'Connor Allyson Tanner James Forte (per diem) James Kiako (per diem) Michael Mulvihill (per diem)
Police K-9	Kendo

Information Technology Michael Gardner (stipend)

Animal Control Jennifer Hart (per diem)
Kate Cryder (per diem)
Patrick Hanley (per diem)

CRIMINAL INVESTIGATIONS DIVISION

Detective David Perrotti
Detective Samuel Barnes

YOUTH SERVICES DIVISION

School Resource Officers Steve Crowley
Timothy McDonald
Lawrence Rooney

Police Explorers Peter McNeil
Patrick Sirisoukh
Michaela Burke
Kate Beaudry
Ryan Dubord
Matt Barnes
Chase Hackett
Steven Anuskiewicz
Dominic Banning
Margaret Collison
Paul Listorti
Shannon Smirnow
Cooper Graves
Robert Barrett

EMERGENCY SERVICES DIVISION

EMS Director Phil Coco (PT)
Marine Patrol Grant Westerson (per diem)
Carl Ponzillo (per diem)
Tom Brown (per diem)
Tom Pitasi (per diem)

EMERGENCY COMMUNICATIONS DIVISION

Public Safety Dispatchers Robert Dahlstrom
Michael Paradis
James Shake

Jennifer Franklin
Dan Adams
Joshua Stankiewicz
Andrea Gosselin
William McGregor (per diem)
Robert Barrett (per diem)
Nicholas DuBord (per diem)
Kevin Lyon (per diem)

RECORDS DIVISION

Records Specialist	Michelle Berner (PT) Mary Lou Sunday (PT) Sonal Sharma (per diem)
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COMMUNITY SERVICE OFFICERS

Community Service Officers	Thomas Newton (per diem) James Schneider (per diem) Patrick Hanley (per diem)
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BUILDING MAINTENANCE

Patrick Hanley (PT)
James Schneider (PT)

**Old Saybrook Department of Police Services
2016-2017 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	Adam Stuart	(D)	(17)
Vice Chairman	Carl S. Von Dassel	(R)	(19)
	Bryan Coppes	(R)	(19)
	Christina Burnham*	(R)	(17)
	Joseph Maselli	(U)	(17)
	A. Donald Cooper	(D)	(19)
	Dan Moran	(D)	(19)

**Past Chairman*

EXECUTIVE

Chief of Police	Michael A. Spera
Lieutenant	Kevin R. Roche
Executive Assistant	Jennifer Damato

PATROL DIVISION

Master Sergeant	Robbert van der Horst Jay Rankin
Sergeants	Jeffrey DePerry Christopher DeMarco William Bergantino Ryan Walsh Stephen Hackett Philip Ciccone
Patrolmen	Samuel Barnes Andrew Brooks Michael Small Tyler Schulz Solomon Hardy Stephanie Milardo Brianna Santello Shannon Miller Eric Williams William O'Connor Allyson Tanner James Forte (per diem) James Kiako (per diem) Michael Mulvihill (per diem)
Police K-9	Kendo

Information Technology Michael Gardner (stipend)

Animal Control Jennifer Hart (per diem)
Kate Cryder (per diem)
Patrick Hanley (per diem)
Dawn Caffery (per diem)
Katherine Demur (per diem)
Kaitlyn Muckle (per diem)

CRIMINAL INVESTIGATIONS DIVISION

Detective David Perrotti

YOUTH SERVICES DIVISION

School Resource Officers Steve Crowley
Timothy McDonald
Lawrence Rooney

Police Explorers Peter McNeil
Patrick Sirisoukh
Michaela Burke
Kate Beaudry
Ryan Dubord
Matt Barnes
Chase Hackett
Steven Anuszkiewicz
Dominic Banning
Margaret Collison
Paul Listorti
Shannon Smirnow
Cooper Graves
Robert Barrett

EMERGENCY SERVICES DIVISION

EMS Director Phil Coco (PT)
Marine Patrol Grant Westerson (per diem)
Tom Brown (per diem)
Tom Pitasi (per diem)

EMERGENCY COMMUNICATIONS DIVISION

Public Safety Dispatchers James Shake
Michael Paradis

**Old Saybrook Department of Police Services
2017-2018 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	Dan Moran	(D)	(19)
Vice Chairman	Carl S. Von Dassel	(R)	(19)
	Renee Shipee	(D)	(21)
	A. Donald Cooper	(D)	(19)
	Frank Glowski	(D)	(21)
	Frank D. Keeney	(R)	(21)
	Kenneth Reid	(R)	(21)

EXECUTIVE

Chief of Police	Michael A. Spera
Lieutenant	Jeffrey DePerry
Executive Assistant	Jennifer Damato

PATROL DIVISION

Master Sergeant	Robbert van der Horst
Sergeants	Christopher DeMarco William Bergantino Ryan Walsh Stephen Hackett Philip Ciccone
Patrolmen	Andrew Brooks Tyler Schulz Solomon Hardy Stephanie Milardo Shannon Miller Eric Williams William O'Connor Mark Micowski Christopher Palmieri Kurt Puzucki Heather Stratidis Albert Tabor Jared White Joshua Zarbo James Kiako (per diem) Michael Mulvihill (per diem) Steve Crowley (per diem) Allyson Tanner (per diem)

Police K-9	Chase
Information Technology	Michael Gardner (stipend)
Animal Control	Jennifer Hart (per diem) Kate Cryder (per diem) Patrick Hanley (per diem) Dawn Caffery (per diem) Katherine Demur (per diem) Kaitlyn Muckle (per diem)

CRIMINAL INVESTIGATIONS DIVISION

Detective	David Perrotti
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YOUTH SERVICES DIVISION

School Resource Officers	Karen Gabianelli (part time) Timothy McDonald (part time) Lawrence Rooney (part time)
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Police Explorers	Peter McNeil Patrick Sirisoukh Michaela Burke Kate Beaudry Ryan Dubord Matt Barnes Chase Hackett Dominic Banning Margaret Collison Paul Listorti Shannon Smirnow Cooper Graves Robert Barrett
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EMERGENCY SERVICES DIVISION

EMS Director	Phil Coco (PT)
Marine Patrol	Grant Westerson (per diem) Tom Brown (per diem) Tom Pitasi (per diem)

EMERGENCY COMMUNICATIONS DIVISION

Public Safety Dispatchers	James Shake
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**Old Saybrook Department of Police Services
2018-2019 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	Dan Moran	(D)	(19)
Vice Chairman	Carl S. Von Dassel	(R)	(19)
	Renee Shipee	(D)	(21)
	A. Donald Cooper	(D)	(19)
	Frank Glowski	(D)	(21)
	Frank D. Keeney	(R)	(21)
	Kenneth Reid	(R)	(21)

EXECUTIVE

Chief of Police	Michael A. Spera
Lieutenant	Jeffrey DePerry
Executive Assistant	Jennifer Damato

PATROL DIVISION

Master Sergeant	Robbert van der Horst
Sergeants	Christopher DeMarco
	William Bergantino
	Ryan Walsh
	Stephen Hackett
	Philip Ciccone
Patrolmen	Shannon Warren
	Eric Williams
	Stephanie Milardo
	Solomon Hardy
	Tyler Schulz
	Mark Micowski
	Heather Stratidis
	Albert Tabor
	Jared White
	Christopher Palmieri
	Joshua Zarbo
	John Baldino
	Justin Hanna
	Charles Kostek
	Amanda Tourjee
	James Kiako (per diem)
	Michael Mulvihill (per diem)
	Steve Crowley (per diem)

	Allyson Tanner (per diem)
Police K-9	Chase
Information Technology	Michael Gardner (stipend)
Animal Control	Jennifer Hart (per diem) Kate Cryder (per diem) Patrick Hanley (per diem) Dawn Caffery (per diem) Kaitlyn Muckle (per diem)

CRIMINAL INVESTIGATIONS DIVISION

Detective	David Perrotti
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YOUTH SERVICES DIVISION

School Resource Officers	Karen Gabianelli (PT) Timothy McDonald (PT) Lawrence Rooney (PT)
Police Explorers	PATRICK SIRISOUKH PAUL LISTORTI ZACH GILBERT PETER MCNEIL CONNOR DOUGLAS RYAN DUBORD TREVOR BROWN MATT BARNES CHASE HACKETT MARGARET COLLISON KATE BEAUDRY

EMERGENCY SERVICES DIVISION

EMS Director	Phil Coco (PT)
Marine Patrol	Grant Westerson (per diem) Tom Brown (per diem) Tom Pitasi (per diem)

EMERGENCY COMMUNICATIONS DIVISION

Public Safety Dispatchers	James Shake Michael Paradis Jennifer Franklin
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Dan Adams
Andrea Gosselin
Nicholas Alvarado
Craig Maerkel
William McGregor (per diem)
Robert Barrett (per diem)

RECORDS DIVISION

Records Specialist	Michelle Berner Mary Lou Sunday (PT) Sonal Sharma (per diem)
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COMMUNITY SERVICE OFFICERS

Community Service Officers	Thomas Newton (per diem) James Schneider (per diem) Patrick Hanley (per diem) PJ DiMaggio (per diem)
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BUILDING MAINTENANCE

Patrick Hanley (PT)
Patrick Sirisoukh (PT)

Roster as of June 30, 2018

**Old Saybrook Department of Police Services
2019-2020 Annual Town Report – Department Roster**

POLICE COMMISSION

Chairman	Frank D. Keeney	(R)	(21)
Vice Chairman	Kenneth Reid	(R)	(21)
	Joseph Maselli	(R)	(23)
	Lorraine Cortese-Costa	(D)	(23)
	Renee Shippe	(D)	(21)
	Susan Quish	(R)	(21)
	Carl Von Dassel	(R)	(23)

EXECUTIVE

Chief of Police	Michael A. Spera
Lieutenant	Jeffrey DePerry
Executive Assistant	Jennifer Damato

PATROL DIVISION

Master Sergeant	Robbert van der Horst
Sergeants	Christopher DeMarco Ryan Walsh Stephen Hackett Philip Ciccone
Patrolmen	Stephanie Milardo Solomon Hardy Tyler Schulz Mark Micowski Heather Stratidis Albert Tabor Jared White Christopher Palmieri Joshua Zarbo John Baldino Justin Hanna Charles Kostek Amanda Tourjee Austin Harris James Kiako (per diem) Michael Mulvihill (per diem) Steve Crowley (per diem) Allyson Tanner (per diem)

Police K-9

Chase
Sonny

Information Technology

Michael Gardner (stipend)

Animal Control

Jennifer Franklin (per diem)
Kate Cryder (per diem)
Andrea Gosselin (per diem)
Patrick Hanley (per diem)
Dawn Caffery (per diem)
Kaitlyn Muckle (per diem)

CRIMINAL INVESTIGATIONS DIVISION

Detective First Class
Detective

David Perrotti
Eric Williams

YOUTH SERVICES DIVISION

School Resource Officers

Karen Gabianelli (PT)
Timothy McDonald (PT)
Lawrence Rooney (PT)

Police Explorers

Patrick Sirisoukh
Zach Gilbert
Ian Douglas
Connor Douglas
Matt Barnes
Daniel Fox
Maizy Libby
Nicholas Barros
Alixandria Giannini

EMERGENCY SERVICES DIVISION

EMS Director
Marine Patrol

Phil Coco (PT)
Grant Westerson (per diem)
Tom Brown (per diem)
Tom Pitasi (per diem)

EMERGENCY COMMUNICATIONS DIVISION

Public Safety Dispatchers

James Shake
Michael Paradis
Jennifer Franklin
Dan Adams

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