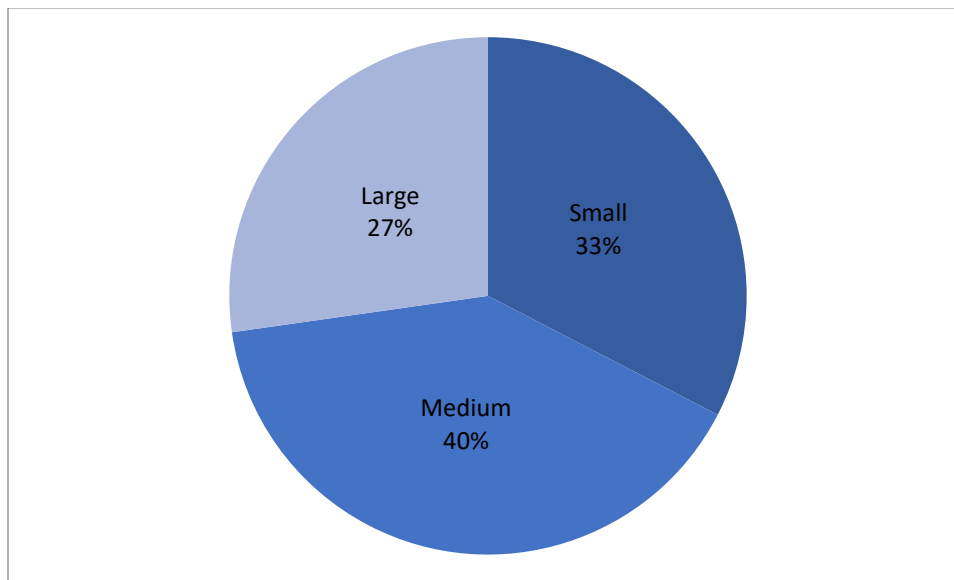


PERF Workforce Survey Preliminary Results

In October 2018, PERF fielded a survey to gather information on the state of the policing workforce. The survey was distributed to 775 local, state, and federal law enforcement agencies with chief executives in PERF's membership. Overall, 412 agencies completed the survey, resulting in a 53.2% response rate. Agencies from 45 states, Washington, DC, and Canada were represented in the survey, and responding agencies ranged in size from between 5 to 44,470 sworn personnel. The survey solicited information on the demographic makeup of law enforcement agencies, their hiring practices, recruitment and retention strategies, and voluntary resignations (see Appendix A for a copy of the survey instrument). Below are some preliminary results from the survey.

Workforce Information

Responding agencies by size



SIZE	Responses (N)
Small ¹	134
Medium ²	165
Large ³	112
Total	411

¹ Defined as agencies with between 1 and 49 full-time sworn personnel

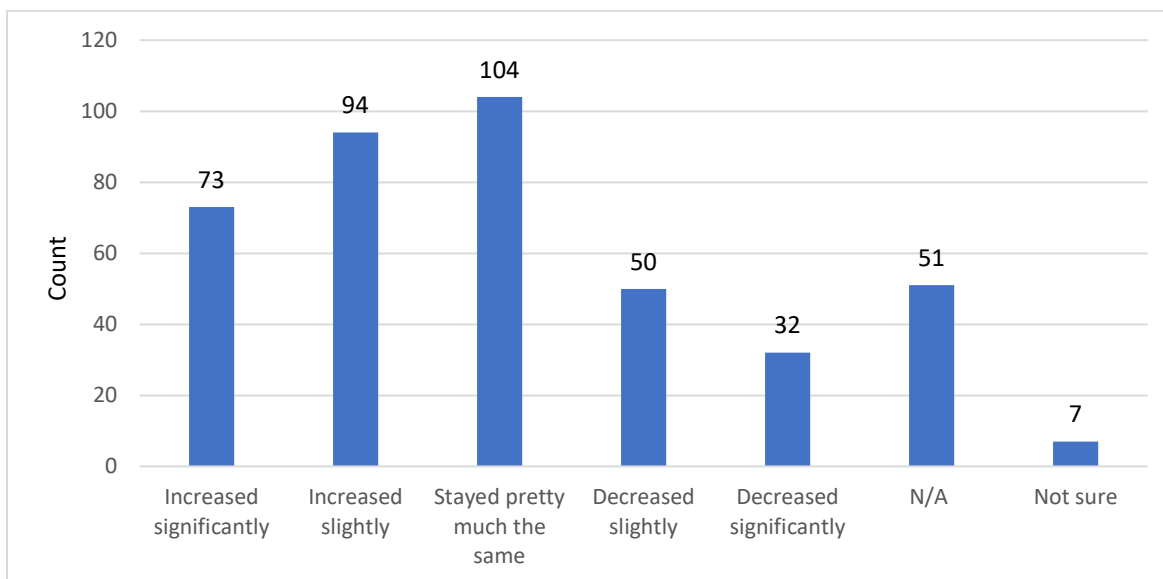
² Defined as agencies with between 50 and 249 full-time sworn personnel

³ Defined as agencies 250 or more full-time sworn personnel

Percentage of authorized full-time sworn positions filled

<i>N</i>	409
Mean (Numeric Average)	94.17% filled
Median (50 th Percentile)	95.83% filled
Mode (Most Common Response)	100.00 filled

If there is currently a shortage of full-time sworn personnel at your agency (i.e., a difference between authorized and filled positions), how does that shortage compare to 5 years ago?

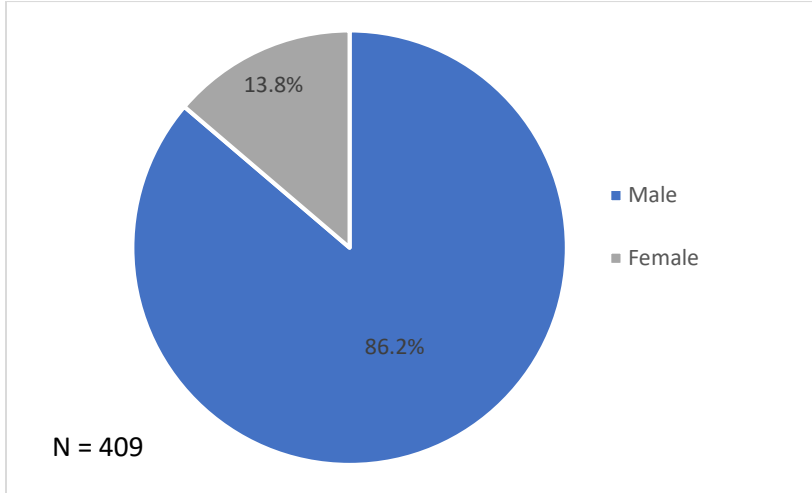


Answer Choices	Responses
Increased significantly	73 (17.8%)
Increased slightly	94 (22.9%)
Stayed pretty much the same	104 (25.3%)
Decreased slightly	50 (12.2%)
Decreased significantly	32 (7.8%)
N/A - my agency doesn't have a shortage of full-time sworn personnel	51 (12.4%)
Not sure	7 (1.7%)
Total	411

Average Responding Agency Profile

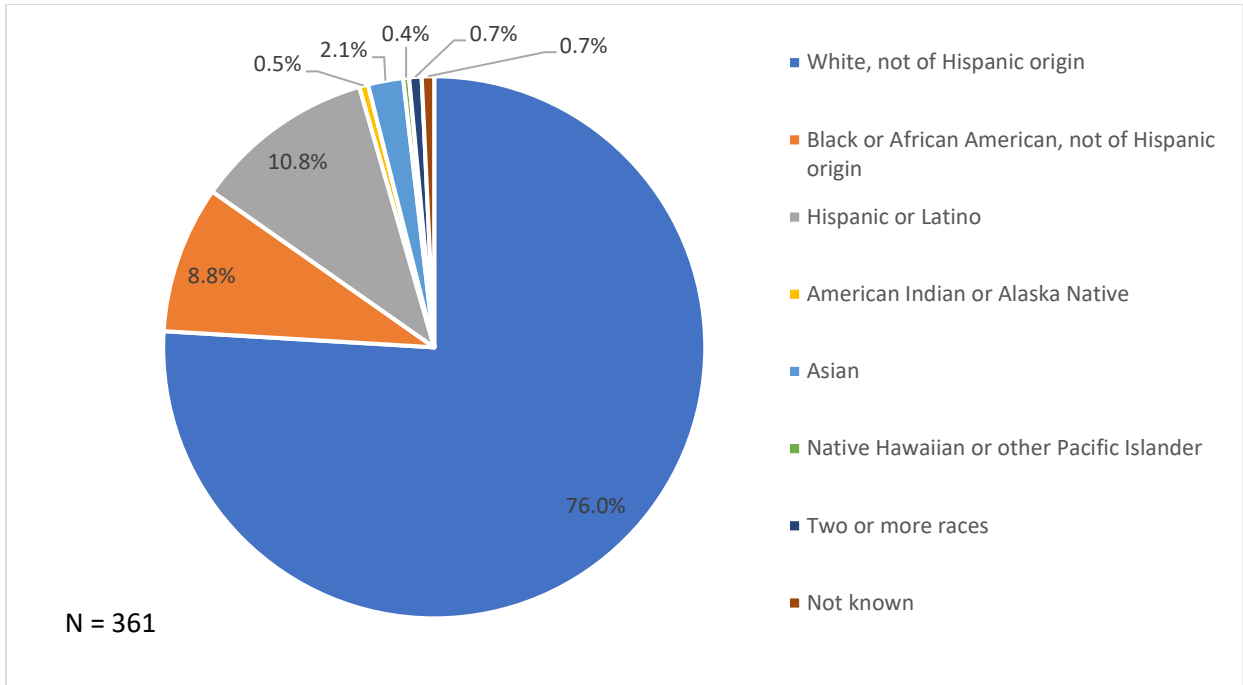
The following charts show what the average or typical agency's officer demographic profile looks like.

Mean percentage of full-time sworn employees by GENDER



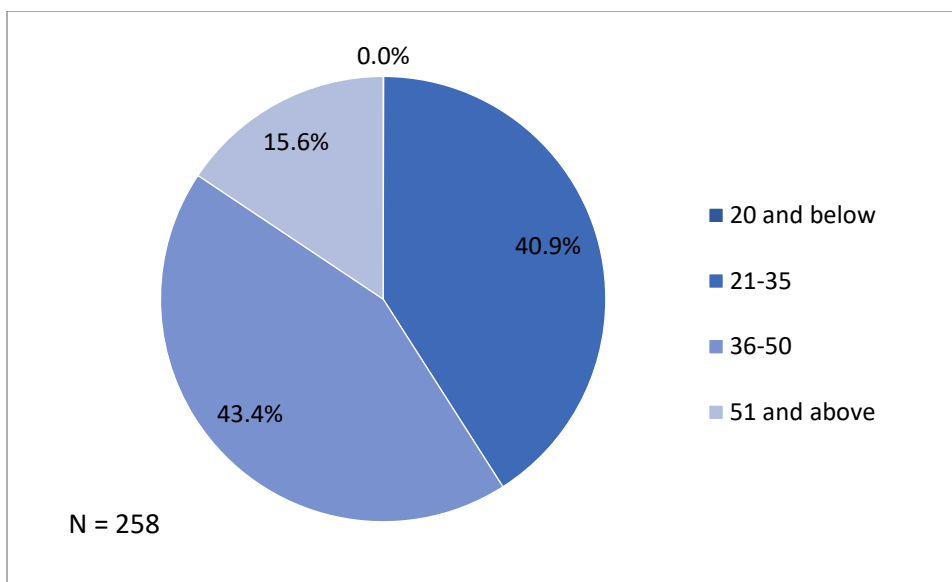
Male	86.24%
Female	13.76%

Mean percentage of full-time sworn employees by RACE



White, not of Hispanic origin	75.96%
Black or African American, not of Hispanic origin	8.79%
Hispanic or Latino	10.8%
American Indian or Alaska Native	0.53%
Asian	2.1%
Native Hawaiian or other Pacific Islander	0.35%
Two or more races	0.74%
Not known	0.74%

Mean percentage of full-time sworn employees by AGE



20 and below	.04%
21-35	40.92%
36-50	43.41%
51 and above	15.63%

Retirement Challenges

Estimate the percentage of full-time sworn personnel at your agency that are currently eligible for retirement at full pension

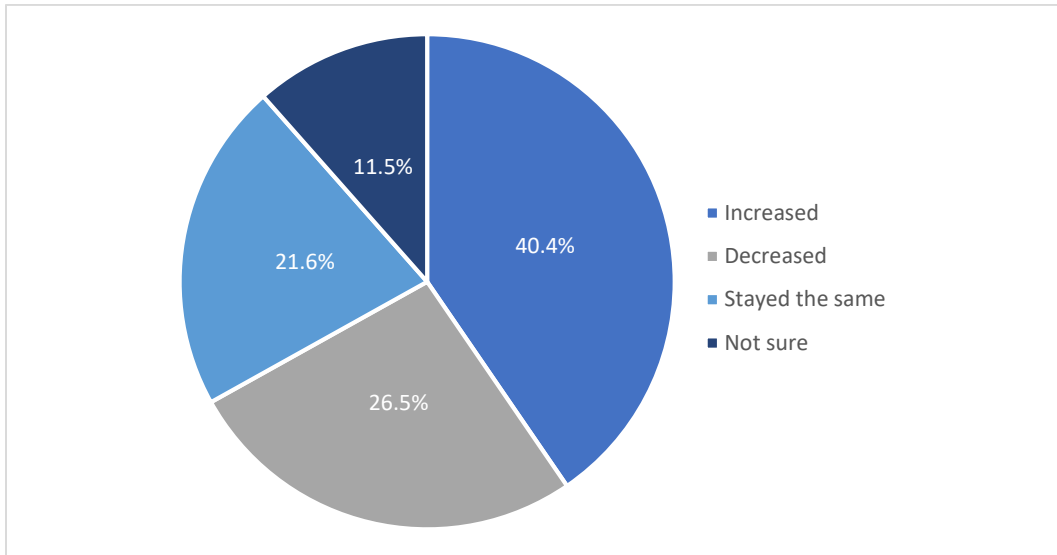
N	378⁴
Mean	8.42%
Median	5%
Mode	0%

⁴ Agencies that reported numbers over 70% were excluded from this analysis

Estimate the percentage of full-time sworn personnel at your agency that will be eligible for retirement at full pension 5 YEARS FROM NOW

N	371⁵
Mean	15.53%
Median	11.80%
Mode	10%

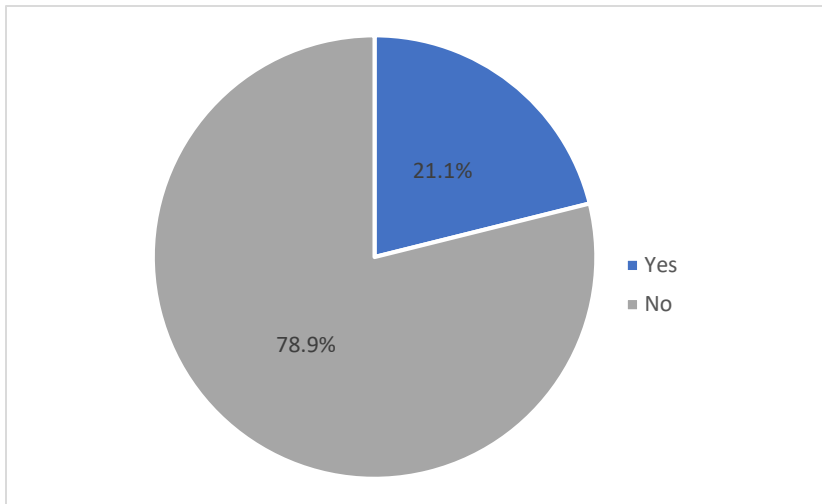
Compared with 5 years ago, has the percentage of retirement-eligible FULL-TIME SWORN personnel:



Answer Choices	Responses (N)
Increased	165 (40.4%)
Decreased	108 (26.5%)
Stayed the same	88 (21.6%)
Not sure	47 (11.5%)
Total	408

⁵ Agencies that reported numbers over 70% were excluded from this analysis

Does your agency have a mandatory retirement age for full-time sworn personnel?



Answer Choices	Responses (N)
Yes	87 (21.1%)
No	325 (78.9%)
Total	412

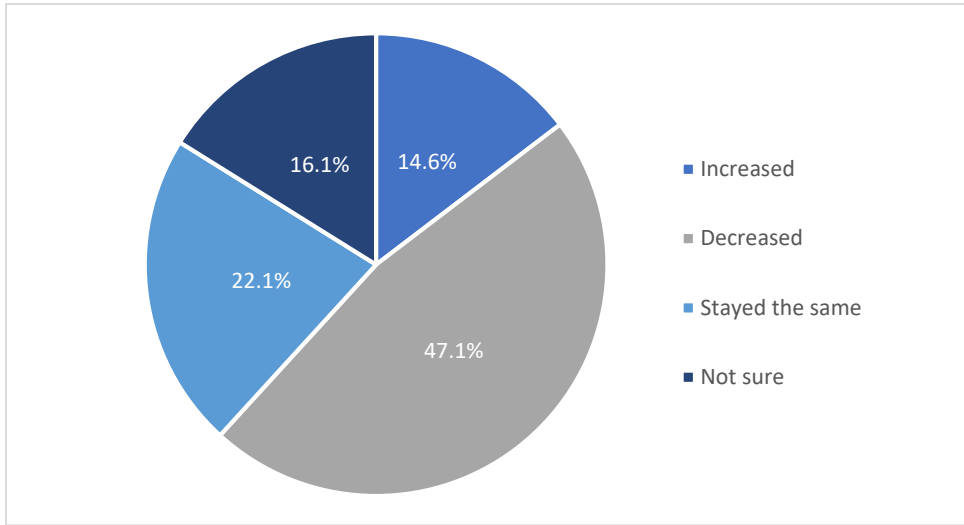
If there is a mandatory retirement age, what is that age (in years)?

<i>N</i>	87
Mean	63.93
Median	65.00
Mode	65

Estimate the average length of service (in years) for full-time sworn personnel at your agency

<i>N</i>	386
Mean	14.52
Median	12.00
Mode	10

Compared with 5 years ago, has the average length of service:



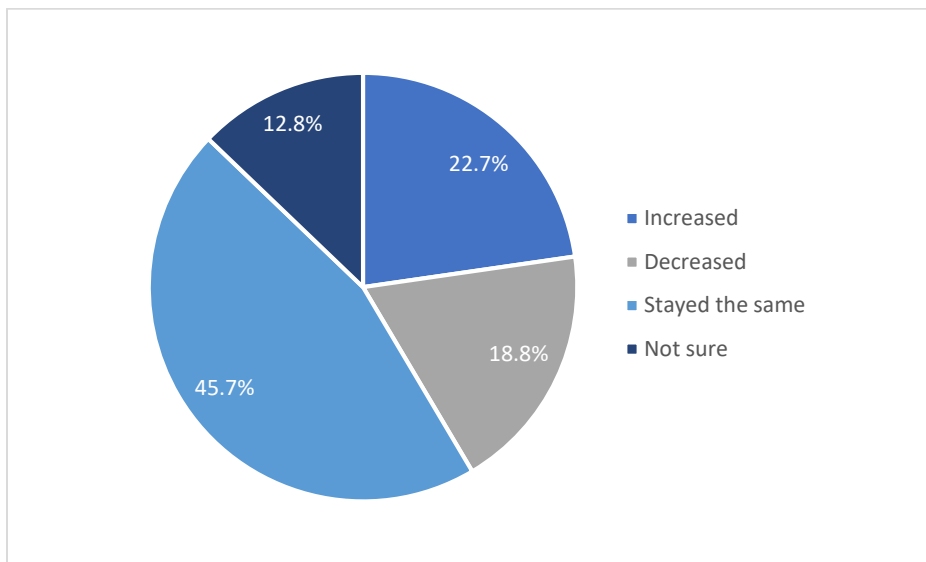
Answer Choices	Responses (N)
Increased	59 (14.6%)
Decreased	190 (47.1%)
Stayed the same	89 (22.1%)
Not sure	65 (16.1%)
Total	403

Hiring

Estimate the average age (in years) of a newly hired full-time sworn employee during the 12-month period ending August 31, 2018.

N	379⁶
Mean	26.67
Median	26.00
Mode	25

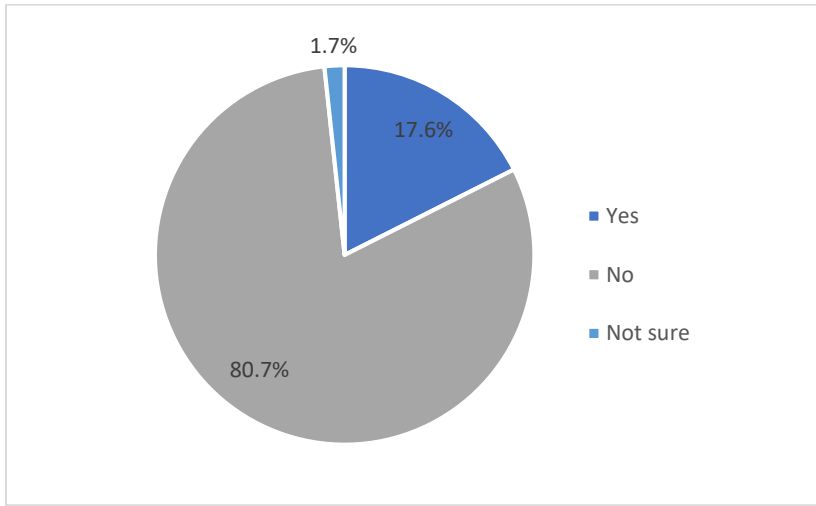
Compared with 5 years ago, do you think the average age of new hires has:



Answer Choices	Responses (N)
Increased	92 (22.7%)
Decreased	76 (18.8%)
Stayed the same	185 (45.7%)
Not sure	52 (12.8%)
Total	405

⁶ Agencies that reported numbers below 18 or over 50 were excluded from this analysis

Does your agency have an age cap (or maximum age limit) for NEWLY HIRED full-time sworn employees?

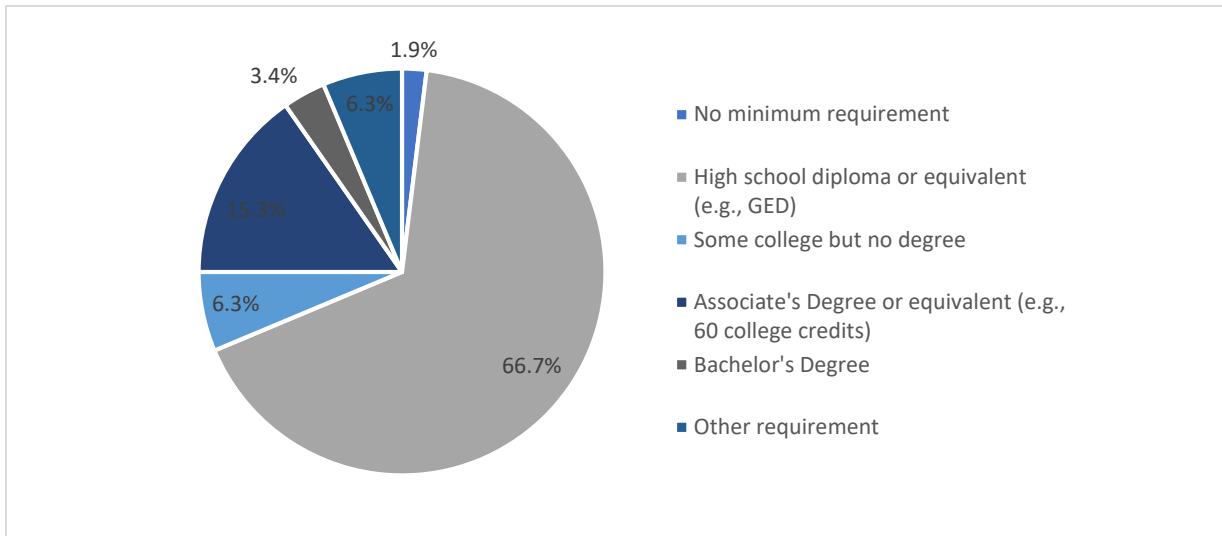


Answer Choices	Responses (N)
Yes	72 (17.6%)
No	331 (80.7%)
Not sure	7 (1.7%)
Total	410

If your agency has an age cap for new hires, what is the maximum age limit (in years)?

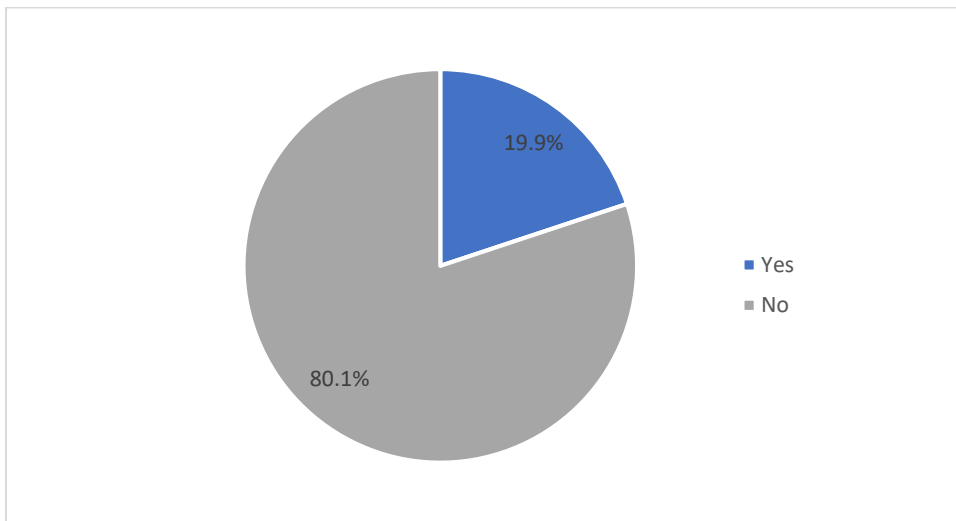
<i>N</i>	<i>72</i>
Mean	39.43
Median	35.50
Mode	35

What is your agency's minimum education requirement for sworn new hires?



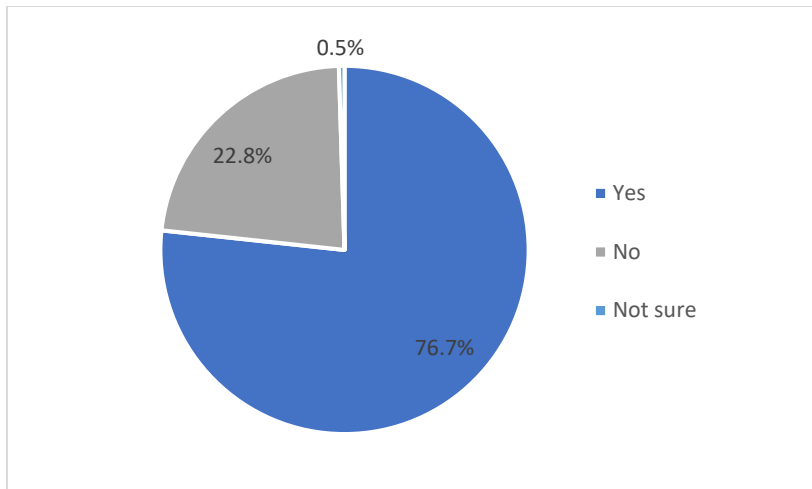
Answer Choices	Responses (N)
No minimum requirement	8 (1.9%)
High school diploma or equivalent (e.g., GED)	275 (66.7%)
Some college but no degree	26 (6.3%)
Associate's Degree or equivalent (e.g., 60 college credits)	63 (15.3%)
Bachelor's Degree	14 (3.4%)
Other requirement	26 (6.3%)
Total	412

Does your agency consider military service as an alternative to its minimum educational requirement for sworn personnel?



Answer Choices	Responses (N)
Yes	80 (19.9%)
No	322 (80.1%)
Total	402

Does your agency allow lateral entry at the officer/deputy rank?



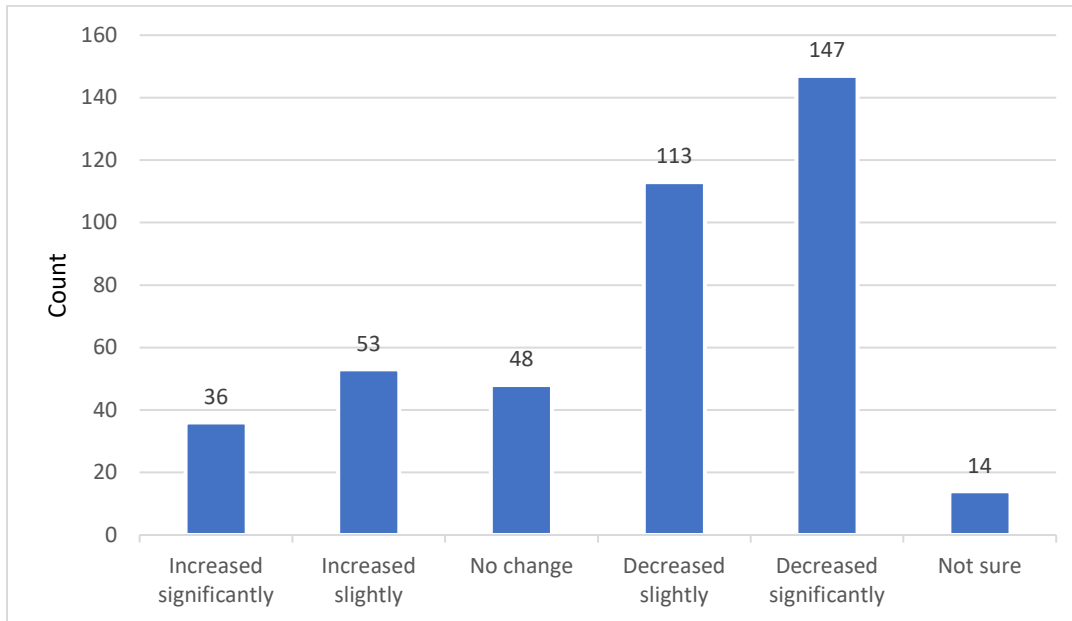
Answer Choices	Responses
Yes	316 (76.7%)
No	94 (22.8%)
Not sure	2 (.5%)
Total	412

Typically, for new applicants, how many weeks does it take from the submission of an application to the acceptance of an offer of employment?

<i>N</i>	403
Mean	16.56
Median	12.00
Mode	12

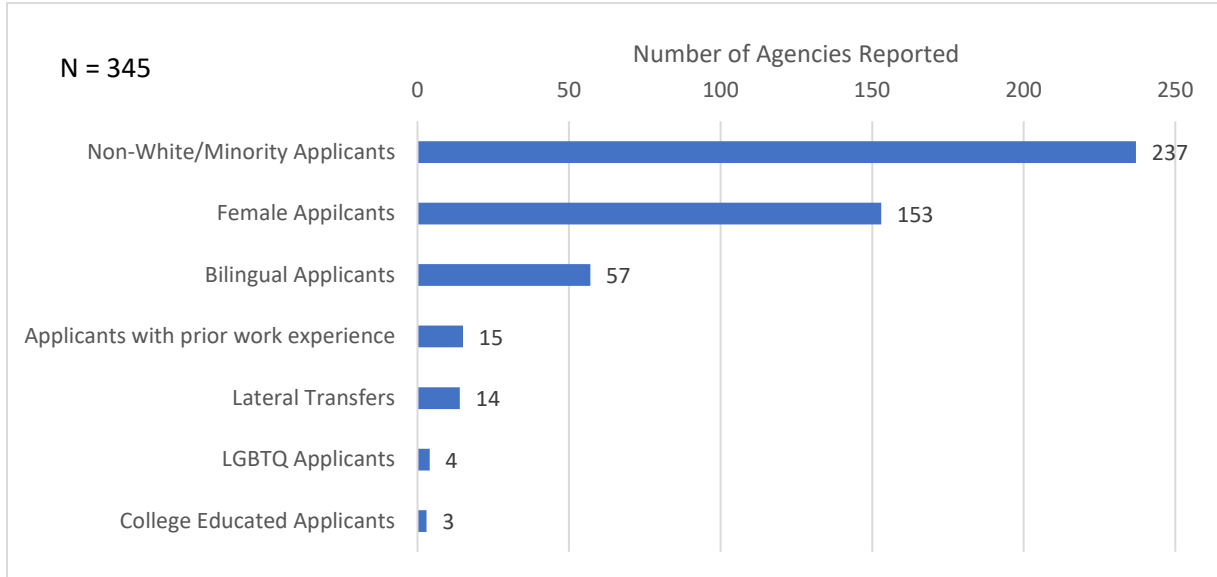
Recruitment and Retention

Compared with 5 years ago, has the number of candidates applying for FULL-TIME SWORN positions in your agency:



Answer Choices	Responses (N)
Increased significantly	36 (8.8%)
Increased slightly	53 (12.9%)
No change	48 (11.7%)
Decreased slightly	113 (27.5%)
Decreased significantly	147 (35.8%)
Not sure	14 (3.4%)
Total	411

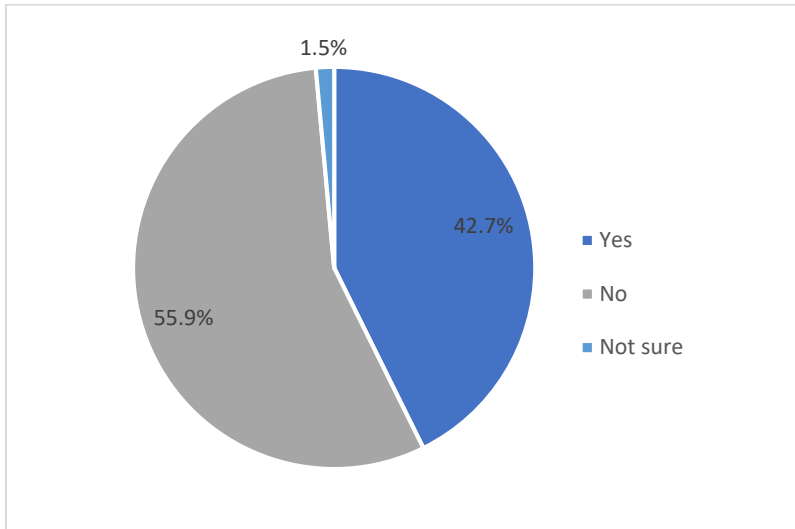
Are there specific groups or types of individuals your agency is seeking to hire or having difficulty hiring? (e.g., females, specific racial/ethnic groups, bilingual officers, officers with prior work/education experience, etc.) If so, please describe. (Open-ended question – major categories summarized below)



Categories Reported	Responses (N) ⁷
Non-White/Minority applicants	237 (68.7%)
Female applicants	153 (44.3%)
Bilingual applicants	57 (16.5%)
Applicants with prior work experience	15 (4.3%)
Lateral transfers	14 (4.0%)
LGBTQ applicants	4 (1.2%)
College educated applicants	3 (0.9%)

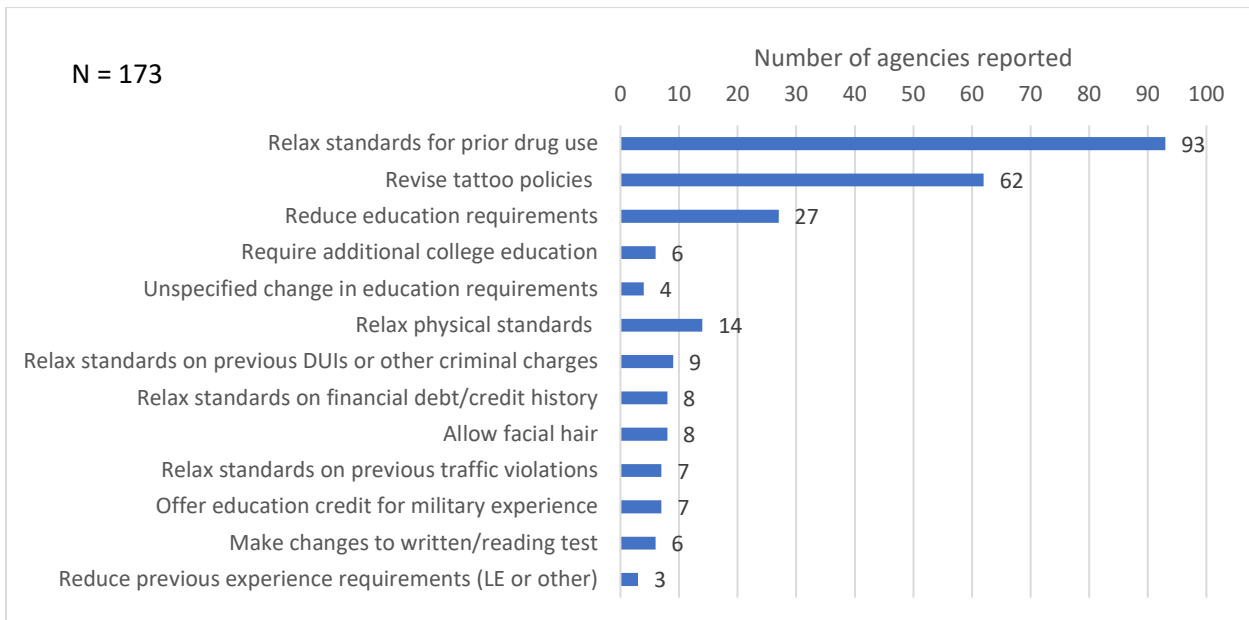
⁷ Percentages do not total to 100 since some agencies reported more than one category

In the past 5 years, has your agency changed any of its *minimum requirements* (e.g., education requirements, restrictions on prior drug use, tattoos, etc.) as part of its recruitment efforts?



Answer Choices	Responses ⁸
Yes	175 (42.7%)
No	229 (55.9%)
Not sure	6 (1.5%)
Total	410

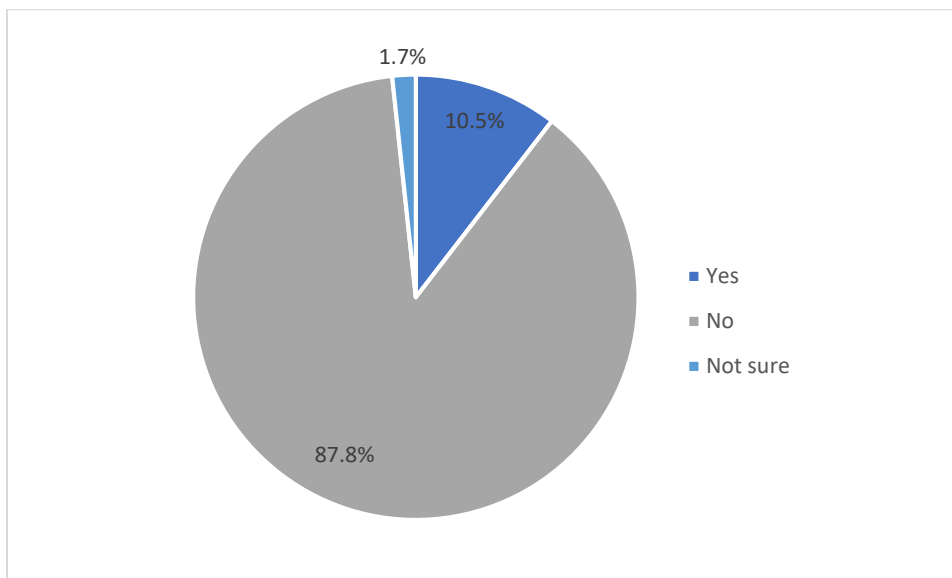
If yes, please describe these changes (open-ended question – major categories described below)



⁸ Percentages do not total to 100 since some agencies reported more than one category

Categories Reported	Responses (N) ⁹
Relaxing standards for prior drug use	93 (54%)
Revising tattoo policies	62 (36%)
Revising education standards	
Reducing education requirements	27 (15.6%)
Requiring additional college education	6 (3.5%)
Unspecified change in education requirements	4 (2.3%)
Relaxing physical standards	14 (8%)
Relaxing standards on previous DUIs or other criminal charges	9 (5.2%)
Relaxing standards on financial debt/credit history	8 (4.6%)
Allowing facial hair	8 (4.6%)
Relaxing standards on previous traffic violations	7 (4%)
Offering education credit for military experience	7 (4%)
Making changes to written/reading test	6 (3.5%)
Reducing previous experience requirements (LE or other)	3 (1.7%)

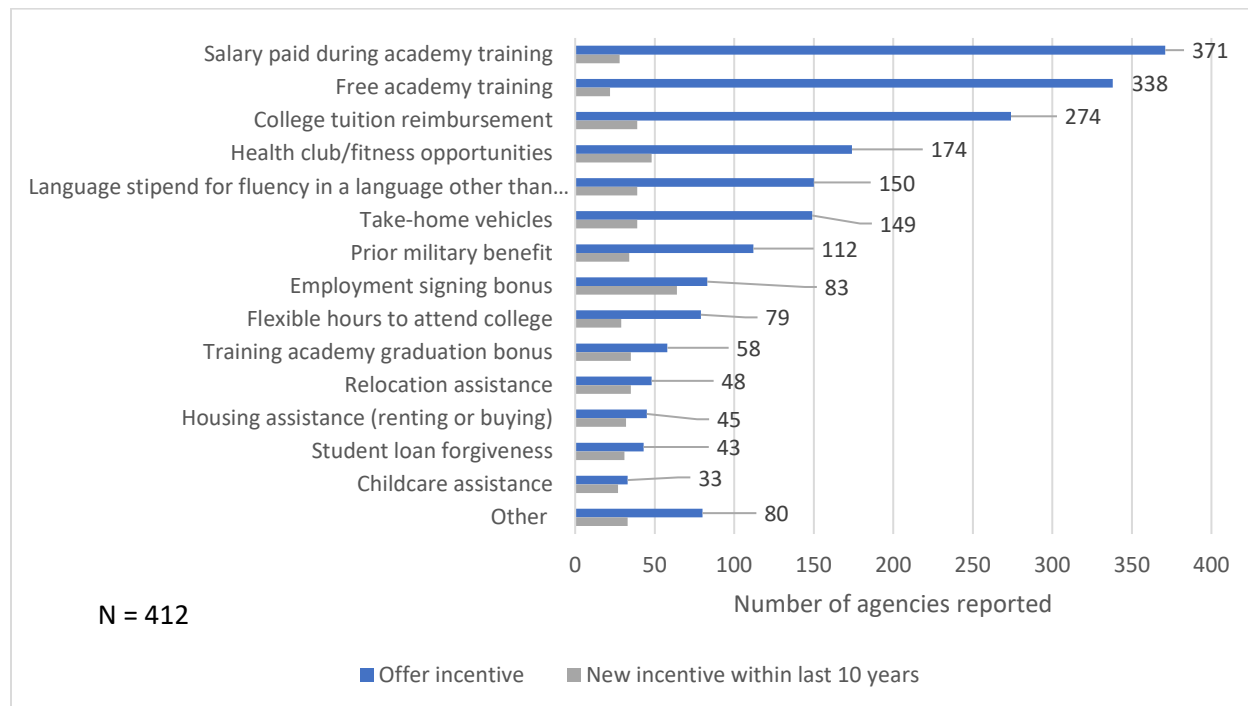
In the past 5 years, has your agency made changes to its *retirement program(s)* as part of its recruitment or retention efforts?



Answer Choices	Responses
Yes	43 (10.5%)
No	361 (87.8%)
Not sure	7 (1.7%)
Total	411

⁹ Percentages do not total to 100 since some agencies reported more than one category

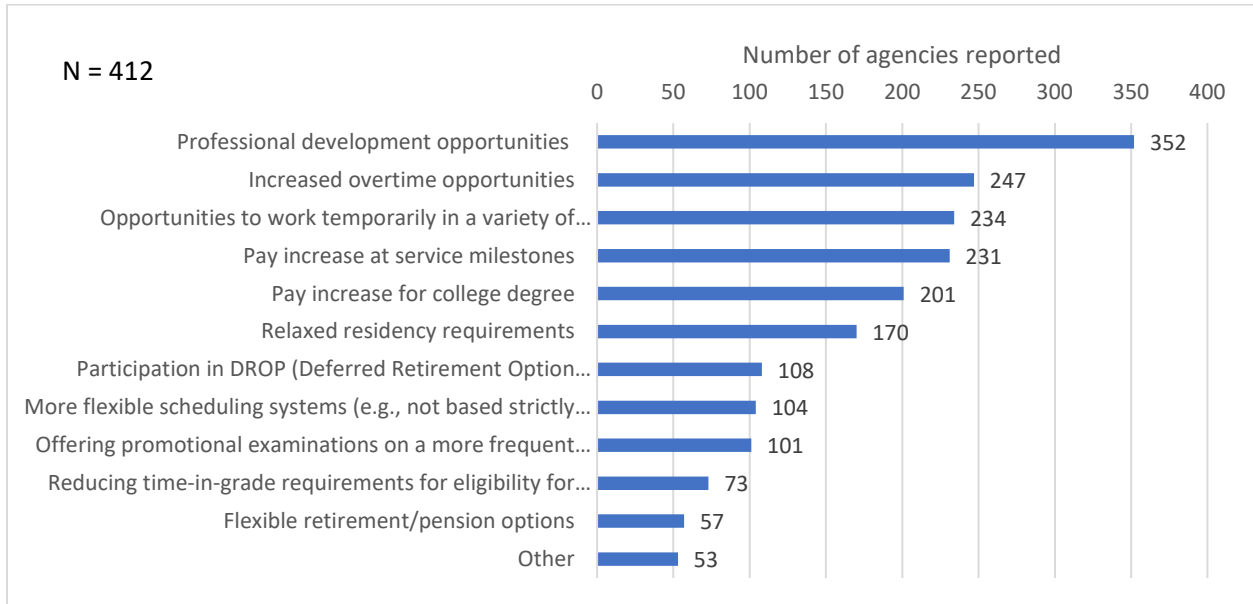
Indicate which of the following incentives for RECRUITMENT your agency offers, and whether the incentive has been added within the last 10 years. Select all that apply.



Answer Choices Recruitment Incentive	Responses (N)	
	Agency Offers	New incentive within last 10 years ¹⁰
Salary paid during academy training	371 (90%)	28 (7.5%)
Free academy training	338 (82%)	22 (6.5%)
College tuition reimbursement	274 (66.5%)	39 (14.2%)
Health club/fitness opportunities	174 (10.4%)	48 (27.6%)
Language stipend for fluency in a language other than English	150 (19.2%)	39 (26.0%)
Take-home vehicles	149 (20.1%)	39 (26.2%)
Prior military benefit	112 (14.1%)	34 (30.4%)
Employment signing bonus	83 (11.7%)	64 (77.1%)
Flexible hours to attend college	79 (27.2%)	29 (36.7%)
Training academy graduation bonus	58 (36.4%)	35 (60.3%)
Relocation assistance	48 (10.9%)	35 (72.9%)
Housing assistance (renting or buying)	45 (8.0%)	32 (71.1%)
Student loan forgiveness	43 (36.2%)	31 (72.1%)
Childcare assistance	33 (42.2%)	27 (81.8%)
Other	80 (19.4%)	33 (41.3%)

¹⁰ Percentages reflect the percentage of agencies that reported the incentive was new within the last 10 years, among those agencies who reported offering the incentive

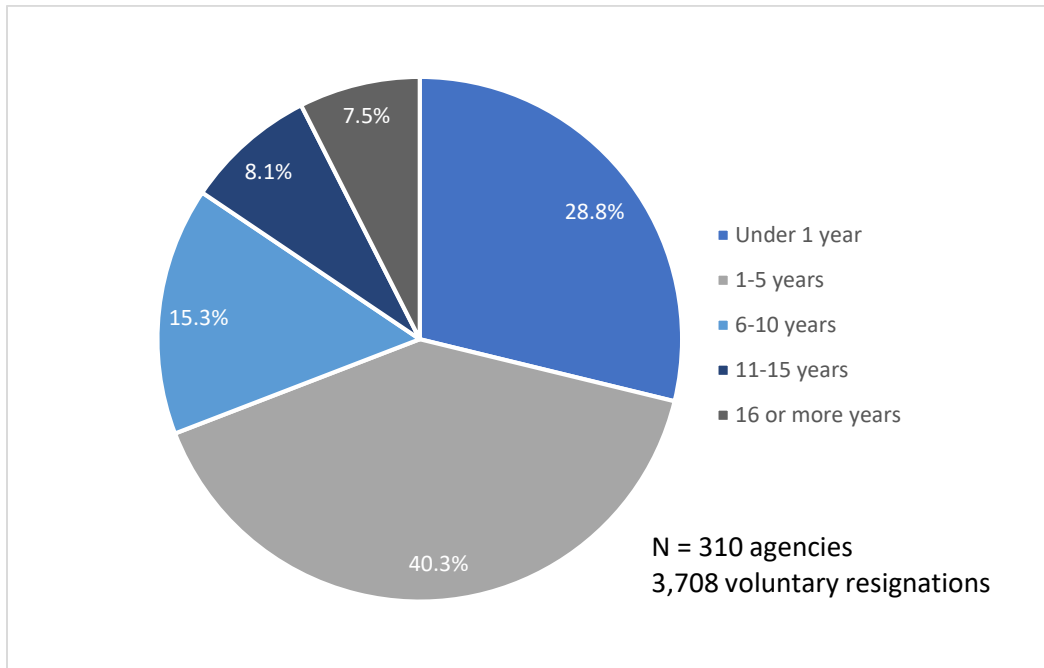
Does your agency employ any of the following strategies for RETENTION of officers/deputies? (select all that apply)



Answer Choices	Responses (N)
Professional development opportunities	352 (85.4%)
Increased overtime opportunities	247 (60.0%)
Opportunities to work temporarily in a variety of units/assignments	234 (56.8%)
Pay increase at service milestones	231 (56.1%)
Pay increase for college degree	201 (48.8%)
Relaxed residency requirements	170 (41.3%)
Participation in DROP (Deferred Retirement Option Program)	108 (26.2%)
More flexible scheduling systems (e.g., not based strictly on seniority)	104 (25.2%)
Offering promotional examinations on a more frequent basis	101 (24.5%)
Reducing time-in-grade requirements for eligibility for promotion	73 (17.7%)
Flexible retirement/pension options	57 (13.8%)
Other	53 (12.9%)

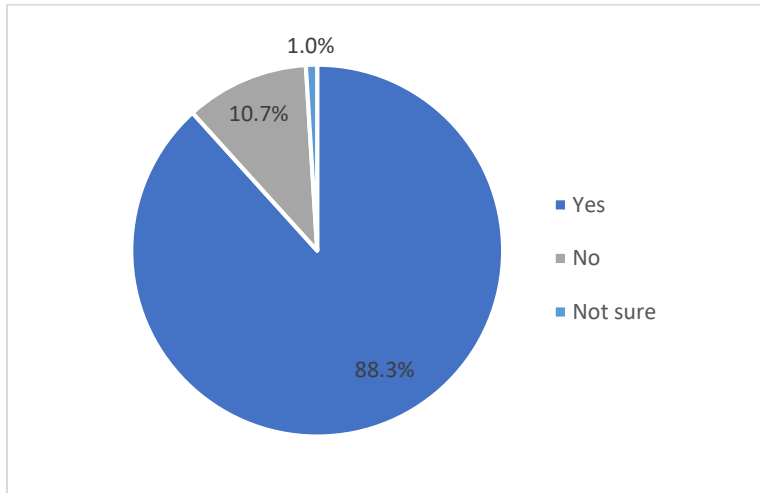
Voluntary Resignations

Voluntary resignations (not including retirements and terminations) during the 12-month period ending August 31, 2018 by YEARS OF SERVICE



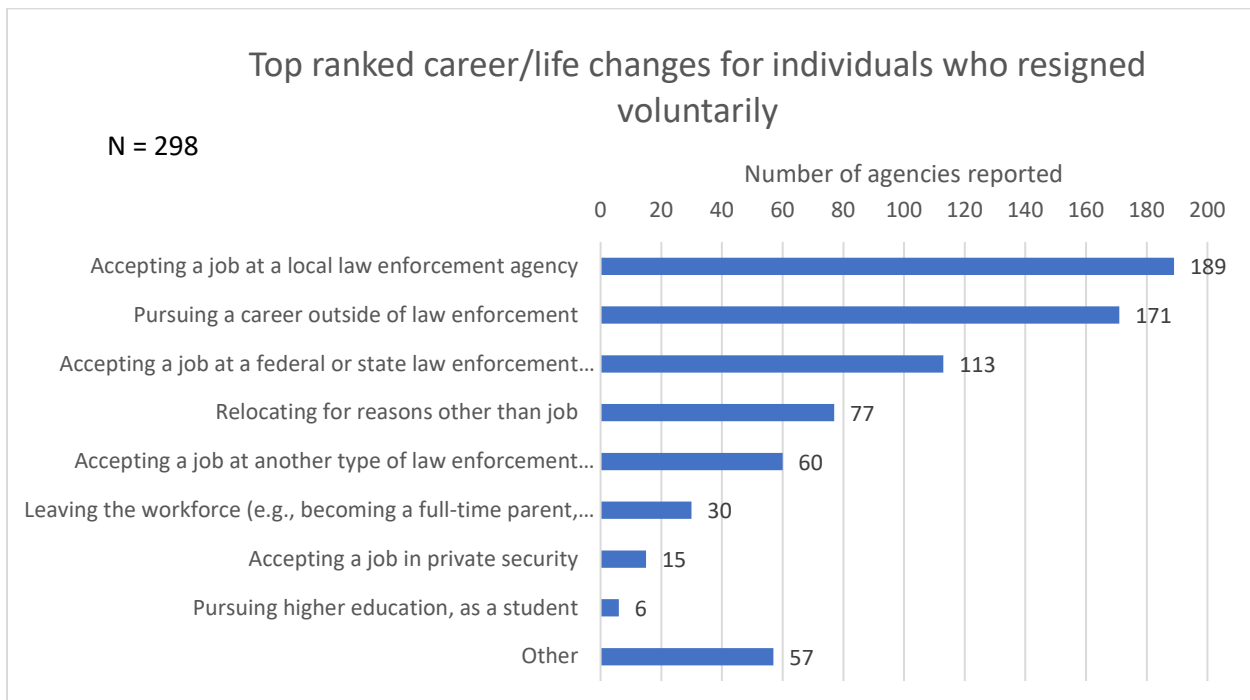
Answer Choices	Total Resignations
Under 1 year	1,068 (28.8%)
1-5 years	1,496 (40.3%)
6-10 years	567 (15.3%)
11-15 years	300 (8.1%)
16 or more years	277 (7.5%)
Total	3,708

Does your agency conduct exit interviews or otherwise collect information regarding the reasons for voluntary resignations?



Answer Choices	Responses (N)
Yes	362 (88.3%)
No	44 (10.7%)
Not sure	4 (1.0%)
Total	410

If your agency conducts exit interviews, rank the TOP THREE most common CAREER/LIFE CHANGES for individuals who resigned voluntarily from your agency during the 12-month period ending August 31, 2018. Enter '1', '2', or '3' next to the corresponding career/life change.



Career/life change	Ranked #1	Ranked #2	Ranked #3	Ranked as one of top 3
Accepting a job at a federal or state law enforcement agency	43 (14.4%)	43 (14.4%)	27 (9.1%)	113 (37.9%)
Accepting a job at a local law enforcement agency	114 (38.3%)	49 (16.4%)	26 (8.7%)	189 (63.4%)
Accepting a job at another type of law enforcement agency (e.g., university police)	22 (7.4%)	25 (8.4%)	13 (4.4%)	60 (20.1%)
Accepting a job in private security	1 (0.3%)	5 (1.7%)	9 (3.0%)	15 (5%)
Pursuing a career outside of law enforcement	68 (22.8%)	57 (19.1%)	46 (15.4%)	171 (57.4%)
Pursuing higher education, as a student	2 (0.7%)	2 (0.7%)	2 (0.7%)	6 (2%)
Leaving the workforce (e.g., becoming a full-time parent, caretaker, etc.)	11 (3.7%)	4 (1.3%)	15 (5.0%)	30 (10.1%)
Relocating for reasons other than job	20 (6.7%)	25 (8.4%)	32 (10.7%)	77 (25.8%)
Other	33 (11.1%)	12 (4.0%)	12 (4.0%)	57 (19.1)

Policing Workforce Survey

FINAL

The Police Executive Research Forum (PERF) is conducting research on future workforce issues in policing, including demographic trends and their implications for agency recruitment and retention strategies. We are conducting this survey to obtain information about your agency's workforce, as well as current recruitment and retention efforts and innovative approaches. This survey information will help inform the discussions at a national conference PERF is hosting on December 4, 2018.

We greatly appreciate your assistance in completing this survey and returning it as quickly as possible. The results of this survey will be shared and discussed at the conference and included in a PERF publication following the conference. **Even if you are not planning to attend the conference, we would appreciate your agency completing the survey.**

Please contact Sarah Mostyn, PERF Research Associate, with any questions or concerns. She can be reached at smostyn@policeforum.org or 202-454-8333.

Respondent Contact Information:

Agency: _____

Title: _____

Last Name: _____

First Name: _____

Telephone: _____ Ext.: _____

Email: _____

State: _____

Policing Workforce Survey

NOTE: For questions pertaining to "full-time sworn" employees, agencies such as sheriffs' offices that have sworn personnel in both law enforcement and correctional operations should report data related to their law enforcement operations only.

Workforce Information

1. What is the current number of AUTHORIZED full-time sworn positions for your agency? _____
2. What is the current number of full-time sworn positions FILLED at your agency? _____
3. If there is currently a shortage of full-time sworn personnel at your agency (i.e., a difference between authorized and filled positions), how does that shortage compare to 5 years ago?
 - a. Increased significantly
 - b. Increased slightly
 - c. Stayed pretty much the same
 - d. Decreased slightly
 - e. Decreased significantly
 - f. N/A – my agency doesn't have a shortage of full-time sworn personnel
 - g. Not sure
4. Enter the number of FULL-TIME SWORN employees at your agency by GENDER:
 - a. Male: _____
 - b. Female: _____
5. Enter the number of FULL-TIME SWORN employees at your agency by RACE:

a. White, not of Hispanic origin	
b. Black or African American, not of Hispanic origin	
c. Hispanic or Latino	
d. American Indian or Alaska Native	
e. Asian	
f. Native Hawaiian or other Pacific Islander	
g. Two or more races	
h. Not known	

[] Do not have this information

6. Enter the number of FULL-TIME SWORN employees at your agency by AGE:
 - a. 20 and below: _____
 - b. 21-35: _____
 - c. 36-50: _____
 - d. 51 and above: _____

[] Do not have this information

7. Estimate the percentage of FULL-TIME SWORN personnel at your agency that are currently eligible for retirement at full pension: _____
 - a. Estimate the percentage of FULL-TIME SWORN personnel at your agency that will be eligible for retirement at full pension 5 YEARS FROM NOW: _____

8. Compared with 5 years ago, has the percentage of retirement-eligible FULL-TIME SWORN personnel:
 - a. Increased
 - b. Decreased
 - c. Stayed the same
 - d. Not sure

9. Does your agency have a mandatory retirement age for FULL-TIME SWORN personnel?
 - a. Yes If yes, enter the age (in years): _____
 - b. No

10. Estimate the average length of service (in years) for FULL-TIME SWORN personnel at your agency

 - a. Compared with 5 years ago, has the average length of service:
 - i. Increased
 - ii. Decreased
 - iii. Stayed the same
 - iv. Not sure

Hiring

11. Estimate the *average* age of a NEWLY HIRED full-time sworn employee during the 12-month period ending August 31, 2018. _____
 - a. Compared with 5 years ago, do you think the average age of new hires has:
 - i. Increased
 - ii. Decreased
 - iii. Stayed the same
 - iv. Not sure

12. Does your agency have an age cap (or maximum age limit) for NEWLY HIRED full-time sworn employees?
 - a. Yes If yes, what is the maximum age (in years)? _____
 - b. No
 - c. Not sure

13. What is your agency's minimum education requirement for SWORN new hires?
 - a. No minimum requirement

- b. High school diploma or equivalent (e.g., GED)
- c. Some college but no degree
- d. Associate's Degree or equivalent (e.g., 60 college credits)
- e. Bachelor's Degree
- f. Other requirement, please specify: _____

14. Does your agency consider MILITARY SERVICE as an alternative to its minimum educational requirement for SWORN personnel?

- a. Yes
- b. No
- c. N/A (no minimum requirement)
- d. If yes, please explain how military service is substituted for education requirements:

15. Does your agency allow lateral entry at the officer/deputy rank?

- a. Yes
- b. No
- c. Not sure

16. Typically, for new applicants, how many weeks does it take from the submission of an application to the acceptance of an offer of employment?

_____ weeks

Recruitment and Retention

17. Compared with 5 years ago, has the number of candidates applying for FULL-TIME SWORN positions in your agency:

- a. Increased significantly
- b. Increased slightly
- c. No change
- d. Decreased slightly
- e. Decreased significantly
- f. Not sure

18. Are there specific groups or types of individuals your agency is seeking to hire or having difficulty hiring? (e.g., females, specific racial/ethnic groups, bilingual officers, officers with prior work/education experience, etc.) If so, please describe.

19. In the past 5 years, has your agency changed any of its *minimum requirements* (e.g., education requirements, restrictions on prior drug use, tattoos, etc.) as part of its recruitment efforts?
- a. Yes
 - b. No
 - c. Not sure

20. If yes, please describe these changes:

21. In the past 5 years, has your agency made changes to its *retirement program(s)* as part of its recruitment or retention efforts?
- a. Yes
 - b. No
 - c. Not sure

22. If yes, please describe these changes:

23. Indicate which of the following incentives for RECRUITMENT your agency offers, and whether the incentive has been added within the last 10 years. Select all that apply by checking the corresponding boxes.

Incentive	Yes, we offer this incentive	New incentive within the last 10 years
Salary paid during academy training		
Free academy training		
College tuition reimbursement		
Student loan forgiveness		
Flexible hours to attend college		
Employment signing bonus		
Training academy graduation bonus		
Relocation assistance		

Prior military benefit		
Language stipend for fluency in a language other than English		
Housing assistance (renting or buying)		
Childcare assistance		
Take-home vehicles		
Health club/fitness opportunities		
Other (please specify below)		

a. If you selected 'other', please specify the incentive:

24. Describe any innovative and successful programs, strategies, or methods not listed above that your agency has used to improve its OVERALL recruitment effort.

25. Describe any innovative and successful programs, strategies, or methods that your agency has used to improve its DIVERSITY recruitment effort.

26. Does your agency employ any of the following strategies for RETENTION of officers/deputies? (select all that apply)

- a. More flexible scheduling systems (e.g., not based strictly on seniority)
- b. Opportunities to work temporarily in a variety of units/assignments
- c. Professional development opportunities (e.g., additional/outside training)
- d. Reducing time-in-grade requirements for eligibility for promotion
- e. Offering promotional examinations on a more frequent/consistent basis
- f. Flexible retirement/pension options
- g. Pay increase at service milestones
- h. Pay increase for college degree
- i. Participation in DROP (Deferred Retirement Option Program)
- j. Relaxed residency requirements
- k. Increased overtime opportunities
- l. Other, please specify _____

Describe any innovative and successful programs, strategies, or methods not listed above that your agency has used to improve its overall RETENTION effort.

Voluntary Resignations

27. Enter the number of full-time sworn personnel who left your agency due to VOLUNTARY RESIGNATION (**not including retirements and terminations**) during the 12-month period ending August 31, 2018, by YEARS OF SERVICE. Enter 'N/A' if your agency doesn't collect this information.
- Under 1 year: _____
 - 1-5 years: _____
 - 6-10 years: _____
 - 11-15 years: _____
 - 16 or more years: _____
28. Does your agency conduct exit interviews or otherwise collect information regarding the reasons for voluntary resignations?
- Yes
 - No
 - Not sure
29. If your agency conducts exit interviews, rank the TOP THREE most common CAREER/LIFE CHANGES for individuals who resigned voluntarily from your agency during the 12-month period ending August 31, 2018. Enter '1','2', or '3' next to the corresponding career/life change. (If your agency is not collecting this information regarding career/life changes, please indicate this by checking the corresponding box below).

Rank (1,2, or 3)	Career/life change
	Accepting a job at a federal or state law enforcement agency
	Accepting a job at a local law enforcement agency
	Accepting a job at another type of law enforcement agency (e.g., university police)
	Accepting a job in private security
	Pursuing a career outside of law enforcement
	Pursuing higher education, as a student
	Leaving the workforce (e.g., becoming a full-time

	parent, caretaker, etc.)
	Relocating for reasons other than job
	Other

a. If you ranked 'Other', please specify the career/life change:

b. My agency is not collecting this information regarding voluntary resignations []

30. How do you think policing and police work will change over the next 5-10 years? And what workforce changes will agencies need to make to be successful?