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Solving Police Recruitment and Retention Issues

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Solving the Police Recruitment and Retention Issue

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M.S. in Leadership

2022

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INTRODUCTION

Chief of Police in Hopkinton

An eight-officer department

Department has had one opening for 2 ½ years

And two additional openings for 6 months

12 officers have left in 17 years

Cost to Recruit, Hire and Train

Add in the classifieds

Receive applications and schedule and conduct interviews.

Written and physical agility test

Conditional offer of employment and background check

Hire, swear them in and get equipment

Field Train them, then 16 week academy

Finish field training then in own cruiser

Clear them to be on their own, no oversight

THIS TAKES ABOUT A YEAR AND ABOUT DOUBLE THE OFFICERS SALARY.

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Case Studies

| PERF STUDY 4/2000-4/2001	TRAINING	RETAINING
Resignations increased 18% Retirement increased 45%	Cost to hire and train a new officer: approximately twice their salary or on average $100,000	Cost to retain an officer: Invaluable
5% decrease in hiring rate 21% of officers lasted 15 years or more	Length of time to train a new officer: On average about 1 year.	Example: 12 officers have left my department in the last 17 years.
Only 29% of departments took steps to improve	When an officer leaves, you lose all the knowledge, training, time and money you put in.	At $100,000 to train, that is 1.2 million that walked out the door.

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Demographics

207 responses from 40 different states
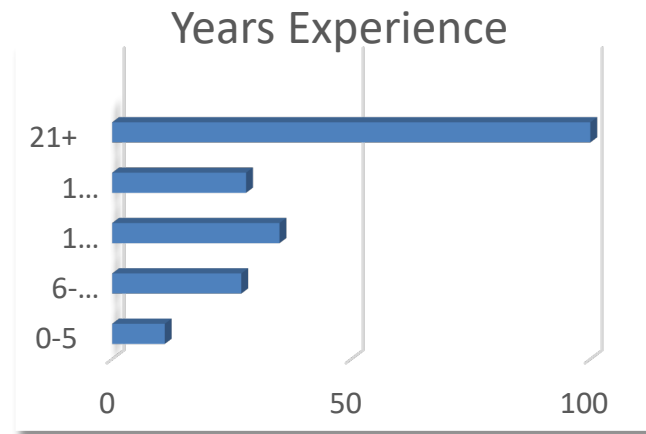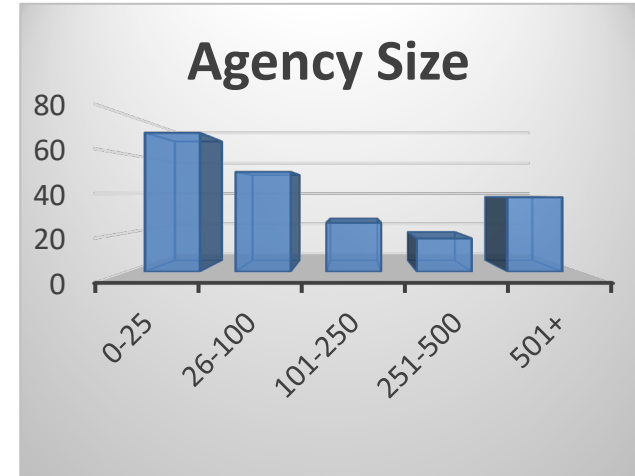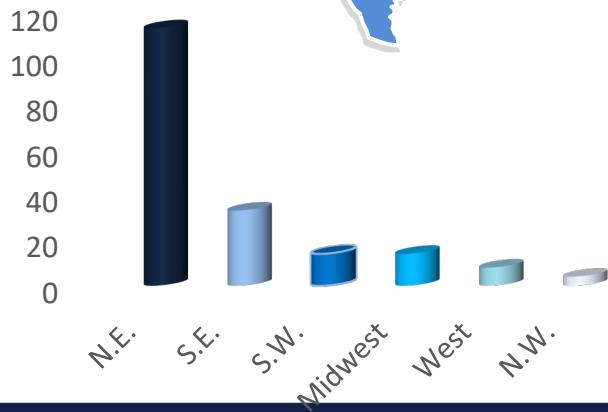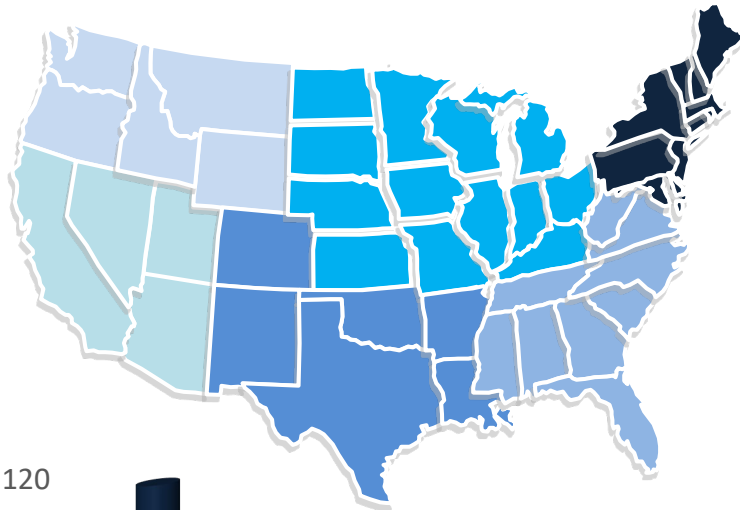
FINDINGS

Majority were male, with 20+ years experience.
77 worked at 1 agency (37%), 47 at 2 (22%) and
50 at 3 (24%)

Why they left their previous department
1. Lack of professional growth
2. Low pay
3. Disliked administration

Why did they apply to a certain department
1. Pay
2. Better insurance package
3. Heard good things about department

How did a dept you were going to leave retain them?
1. Pay & Promotion
2. Different schedule & Additional benefits

Conclusion

BIGGEST SURPRISE

What is the one benefit/Perk that a department
could offer you to make you stay

Not pay, not extra details,
not medical benefits BUT
A good administration

Municipalities need to realize that it cost a lot less to
retain officers than to hire new ones. If you fix the
retention issue, then there is no need to recruit.

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