



# POLICE RETENTION

DS-21-087

July 6, 2021

# National Turnover

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- ❑ U.S. Bureau of Labor Statistics states that in 2020, the average turnover for state and local jobs was 23.5%
- ❑ Based on the Police Executive Research Forum national study in 2019, 29% of Police Officer resignations occur within the first year of employment
- ❑ For the City of Killeen, 26.5% of Police Officers resignations occur within the first year and a half of employment
- ❑ Retention is one of the most talked about issues facing law enforcement

# Citywide Turnover And Cost-of-Living Adjustment

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## TURNOVER

	FY 15-16			FY 16-17			FY 17-18			FY 18-19			FY 19-20			FY 20-21*		
	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees	AUTH	Turnover Rate w/Retirees	Turnover Rate w/o Retirees
All Non Civil Service	820.00	20.98%	18.29%	803.00	21.17%	18.68%	779.00	21.44%	19.26%	781.00	25.35%	22.41%	763.50	17.16%	14.67%	758.50	13.84%	11.60%
Fire (civil service)	230.00	5.22%	3.91%	229.00	14.41%	10.92%	229.00	9.61%	8.30%	229.00	9.61%	8.73%	229.00	10.48%	9.17%	229.00	5.24%	4.37%
Police (civil service)	285.00	5.61%	5.26%	279.00	12.54%	9.68%	259.00	7.72%	6.95%	257.00	12.45%	8.17%	258.00	10.47%	7.36%	**258.00	7.75%	5.43%

## COST-OF-LIVING ADJUSTMENT (COLA)

\*FY 20-21 as of May 31, 2021

\*\*4 PD positions unfunded

All Non-Civil Service	0.00%	0.00%	0.00%	2.60%	2.40%	3.00%
Fire (civil service)	0.00%	0.00%	0.00%	2.60%	2.40%	4.00%
Police (civil service)	0.00%	0.00%	0.00%	2.60%	2.40%	4.00%

# Civil Service Police Workforce Exits

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- From FY16 to present, 1,226 employees left the City
- Of the 1,226 employees, 147 were from the Civil Service Police workforce
- Of the 147 Civil Service Police workforce:
  - ▣ 39 left during the academy/field training, which occurred during the first year and a half of employment
  - ▣ 15 left for a higher salary
  - ▣ 34 left due to retirement
    - 16 of the 34 retirements left with 20+ years of service
    - 18 of the 34 retirements left with prior service credit

# Loss Window in Terms of Years of Service

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TERMINATION DESCRIPTION	TOTAL # OF OFFICER EXITS FY16-PRESENT	% OF EXITS PER DESCR.	(ACADEMY)	YEARS OF SERVICE BRACKET				
			<1.5 YEARS	1 - 5 YEARS	5 - 10 YEARS	10 - 15 YEARS	15 - 20 YEARS	20+ YEARS
DECLINED OFFER	2	1%	2	0	0	0	0	0
RESIGNED	22	15%	10	6	4	2	0	0
PERSONAL	27	18%	12	4	5	6	0	0
ANOTHER JOB: HIGHER SALARY	15	10%	1	7	4	3	0	0
ANOTHER JOB OR CAREER CHANGE	10	7%	0	6	2	2	0	0
RETIRED	34	23%	0	0	1	11	6	16
HEALTH RELATED OR UNABLE TO PERFORM JOB FUNC	8	5%	5	0	0	3	0	0
RELOCATION	12	8%	6	4	2	0	0	0
DISMISSED OR RESIG. IN LIEU OF DISMISSAL	11	7%	3	1	4	2	1	0
RETURN TO SCHOOL	1	1%	0	1	0	0	0	0
DISSATISFIED	5	3%	0	1	3	1	0	0
<b>TOTAL</b>	147		39	30	25	30	7	16



# Current Civil Service Longevity Plan

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- Civil Service system was established on August 13, 1977
- Civil Service employees begin receiving longevity pay after twelve (12) consecutive months of service with the City of Killeen
- Longevity is paid at the rate of \$4.00 per month for each year of service until the employee has worked for the City for 20 years
- On obtaining 20 years, the employee is paid at the rate of \$6.00 per month for each year of service until exiting

# Civil Service Longevity Plan - Example

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## □ Example:

- At the end of an employees second full year of employment, the employee earns a total of \$48 of longevity pay annually
- At the end of an employees twentieth (20) full year of employment, the employee earns a total of \$1,440 of longevity pay annually

POSITION	ANNUAL LONGEVITY AMOUNT							
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 10	YEAR 15	YEAR 20+
POLICE OFFICER	\$0	\$48	\$96	\$144	\$192	\$480	\$720	\$1,440



# Police Department Engagement Survey

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- Employee Engagement Survey was conducted February 25, 2019, through March 29, 2019
- Each element is displayed with its corresponding score
- Generally higher numbers are positive and lower numbers indicate a negative view
- In comparison to the citywide survey, the top three elements of concern (Information Systems, Pay, and Benefits) were the same across all departments

