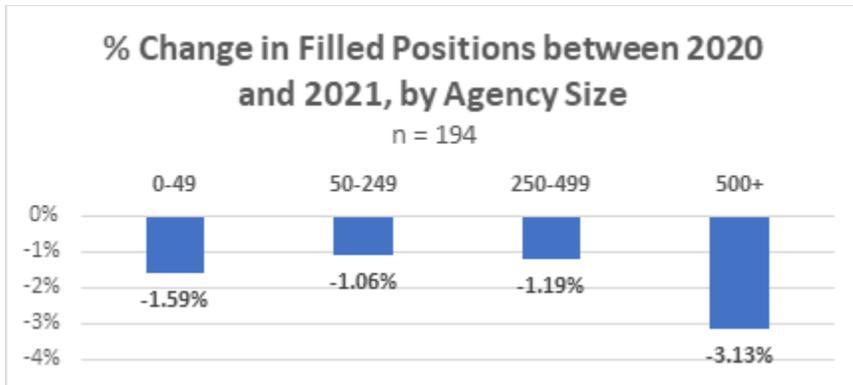


- Highly engaged teams are 14% to 18% more productive than low-engagement teams, on average.
- Low-engagement teams typically endure turnover rates that are 18% to 43% higher than highly engaged teams.
- Replacing workers that leave costs one-half to two times the employee's annual salary. Assuming an average salary of \$50,000 that replacement cost translates to between \$25,000 and \$100,000 per employee.

Source: *Gallup State of the Global Workplace: 2021 Report*

KEY FINDINGS FROM PERF SURVEY OF AGENCIES 2020-2021

- On average, agencies are currently filling only 93% of the authorized number of positions available.
- Among the responding agencies as a whole, fewer new officers were hired, and resignations and retirements increased in the 2020-2021 period, compared to the previous year.
- **HIRING:** The reduction in hiring was relatively modest, with a 5% overall decrease in the hiring rate among responding departments. Smaller agencies actually saw an increase in hiring, while larger departments experienced dramatic reductions.
- **RESIGNATIONS:** Increases in resignations were more significant. Agencies reported an overall 18% increase in the resignation rate in 2020-21, compared to 2019-20.
- **RETIREMENTS:** Increases in retirements were even larger. Among all responding police departments, there was a 45% increase in the retirement rate. (In small departments, a small number of retirements may result in a high percentage increase in the retirement *rate*. But even in the largest agencies, with 500 or more officers, the retirement rate increased by 27%.)

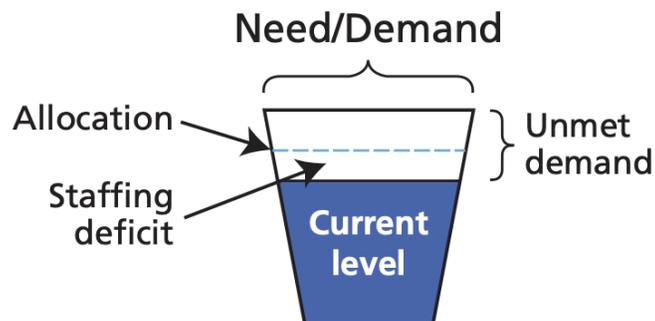


Percent change between time periods by agency size:

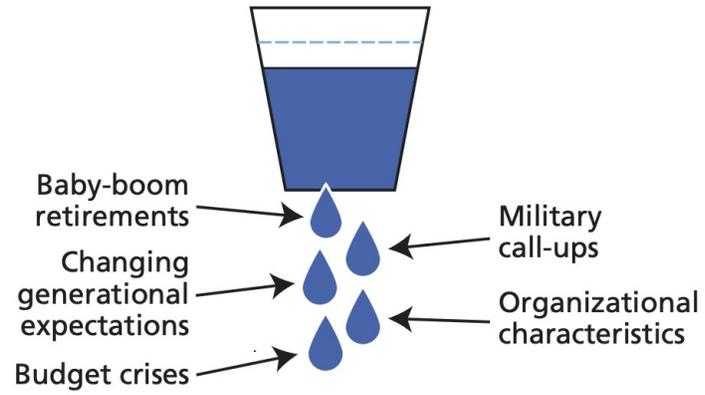
Agency Size	Hiring Rate Change	Resignation Rate Change	Retirement Rate Change
0-49	3% (10.09 to 10.42)	11% (5.15 to 5.70)	49% (2.48 to 3.69)
50-249	8% (7.51 to 8.08)	28% (3.69 to 4.73)	59% (2.48 to 3.39)
250-499	-29% (8.10 to 5.77)	22% (2.81 to 3.42)	19% (3.23 to 3.85)
500+	-36% (8.65 to 5.52)	21% (3.93 to 4.76)	27% (3.43 to 4.35)

Source: (PERF, 2021)

The Bucket Metaphor and Demand for Police Officers



Attrition Is Widening the Hole



Source: Wilson et al., 2010