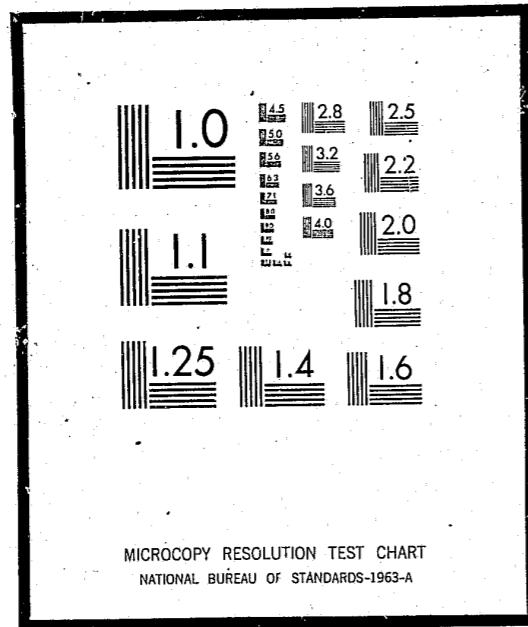


NCJRS

This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U.S. Department of Justice.

U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

Date filmed

9/29/75

69541

New Mexico -
"

A STUDY OF POLICE AGENCY RETENTION OF POLICE ACADEMY GRADUATES

SUMMARY

By :
FRANK A. MULHOLLAND

A STUDY OF POLICE AGENCY RETENTION
OF POLICE ACADEMY GRADUATES

SUMMARY:

The objective of this study was to determine the police agency retention of graduates of the New Mexico Law Enforcement Academy Basic Recruit Programs. The data gathered for the study represents 448 law enforcement officers from 64 agencies who attended Basics #1 through #16 (June 71-October 73).

Data gathered included: departure of graduates, entrance level salary per month for the officers (as of June 1974), educational level, departure to another law enforcement agency in New Mexico, departure from the State and departure to law enforcement in other states. This data was acquired during the latter part of June 1974 by telephone interviews with department representatives.

GENERAL COMMENTS:

1. Of the 448 graduates of the Basic Classes #1 through #16, 215 have departed the sending agency. This represents an over-all 49% departure rate of graduates from various law enforcement agencies in New Mexico.
2. Of the 448 graduates, only 3 have been women officers (0.6% of total).
3. Of the 215 graduates departing the sending agencies whose whereabouts are known: 24% have moved to other law enforcement agencies within New Mexico; 18% have left the state and 11% have gone to law enforcement out of state.

4. The average percentage of graduate departure per basic class was approximately 46.8% (see Table 1).
5. For a graphical breakdown by number of students per class, number classes, and number of graduates departing each basic class (see Table 2).

CONCLUSIONS:

Several significant trends were found to exist as a result of this study in the area of percentage of turnover in relation to time since graduation, turnover in relation to starting salary levels, and turnover in relation to educational levels.

1. A relationship may be shown between the percentage of graduates departing the sending agency and the time period since graduation. The results were determined by the use of a scatter gram and regression analysis (see Table 3).
From this analysis we can make reasonably accurate relationships between turnover and time. For example, we can reasonably predict that after 12 months approximately 30% of the graduates of a basic class will have left the sending agency and approximately 48% at 24 months.
Due to extenuating local circumstances the author would not attempt to predict a 75% or greater turnover based on time, however, this graph may assist local agencies in manpower planning for the future, as the administrator may accurately predict a certain percentage of departures in relation to time.
2. A relationship may be shown between the percentage of graduates departing the sending agency and monthly entry level salary, which was obtained from 63 of the 64 agencies. For this study, the salaries were categorized in \$50.00 increments from \$301-350 to \$751-800 (see Table 4). From this data, one could indicate that of the departments surveyed 54%

pay \$500.00 or less per month and that 90% pay \$600.00 or less.

An examination of graduate departures to starting salaries reveals that 47% had left those departments paying a salary of less than \$500.00 per month and 96% had left those departments paying \$600.00 per month or less (see Table 5).

It appears obvious that the entry level salaries, especially those of \$500.00 or less, will have to be increased before the turnover rate decreases to a more acceptable level. Additionally, it must be emphasized that salary may not be the only factor, as other variables exist, however, it would appear to be a major consideration. This data may enable local communities to re-evaluate their existing salary schedules.

3. An analysis of retention/departure of the graduates was conducted based upon educational level at entry to the Academy. The results indicate that of the students trained 38% had some college and/or degree.

It had been anticipated that those with some college and/or some degree were departing the sending agencies at a higher rate than those without the college education. However, upon examination, this was not the case as both high school and college trained appear to be departing at almost an equal rate, 47%-49% (see Table 6).

NOTE: The writer would like to thank Ms. J. Smith and Mr. K Giezentanner for their assistance in this study.

Table 1

STUDENTS TRAINED/
STUDENTS NO LONGER WITH SENDING DEPARTMENT

Basic	Total students per class	Total student turnover by class	% of turnover by class
# 1	38	25	66
# 2	30	17	57
# 3	29	21	72
# 4	39	20	51
# 5	27	15	56
# 6	32	16	50
# 7	28	13	46
# 8	17	13	76
# 9	36	21	58
#10	25	13	52
#11	26	8	34
#12	27	9	33
#13	24	7	29
#14	32	9	28
#15	19	1	5
#16	19	7	37
	448	215 (students departing original department)	46.8(Average % of class turnover)

NOTE: 49% of the total students trained above have departed the sending police department

Students Trained in Basic Classes and Departures by Class

Table 2

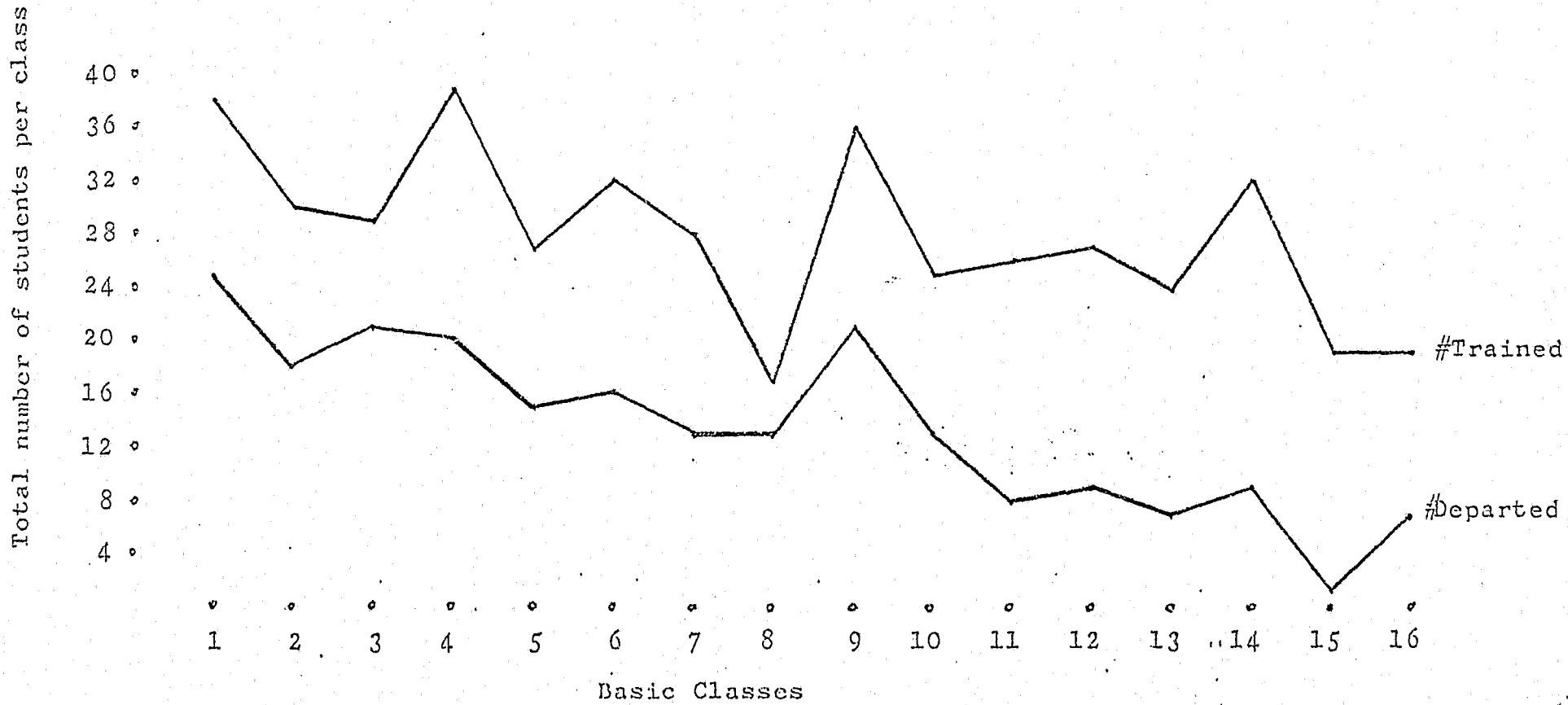
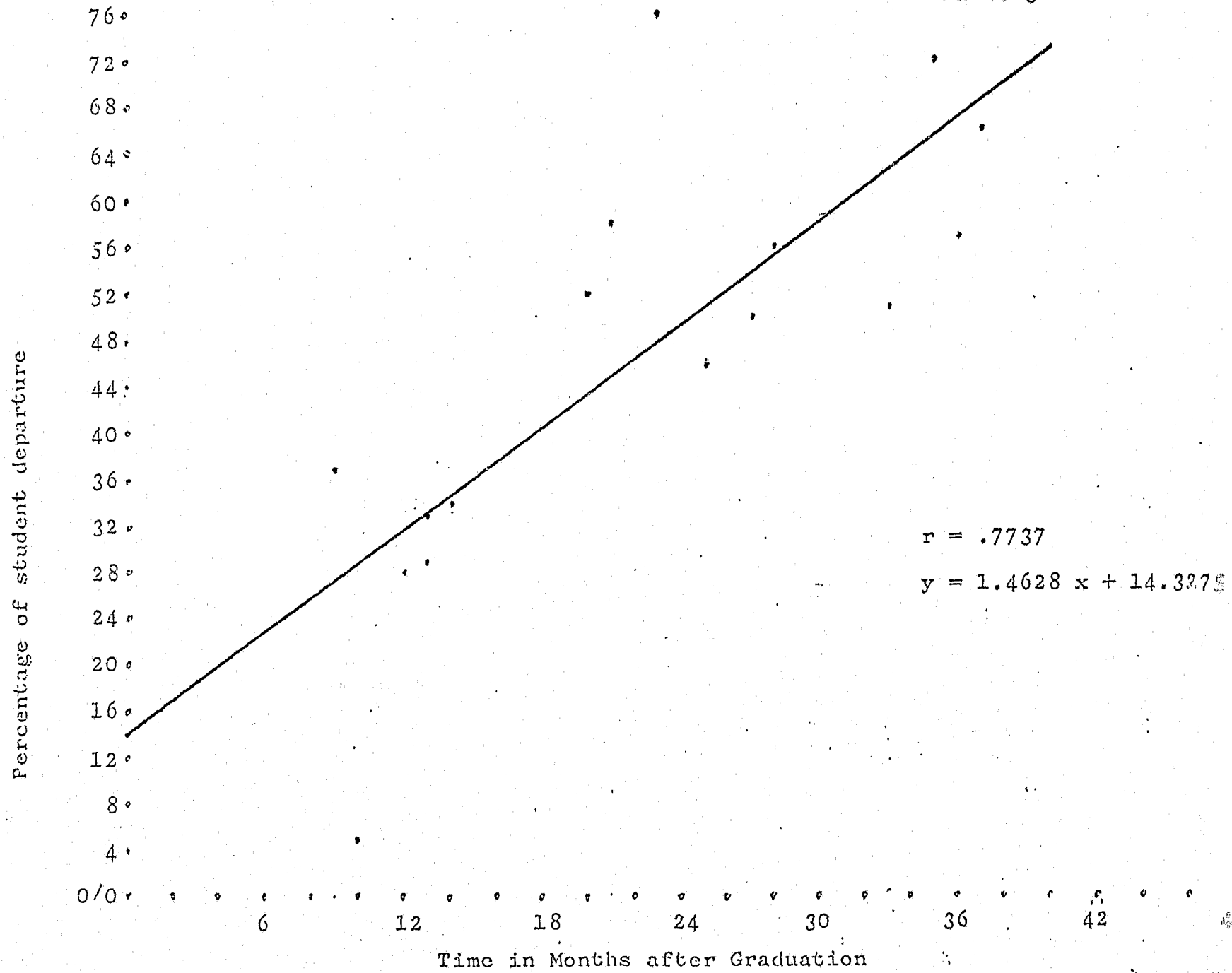


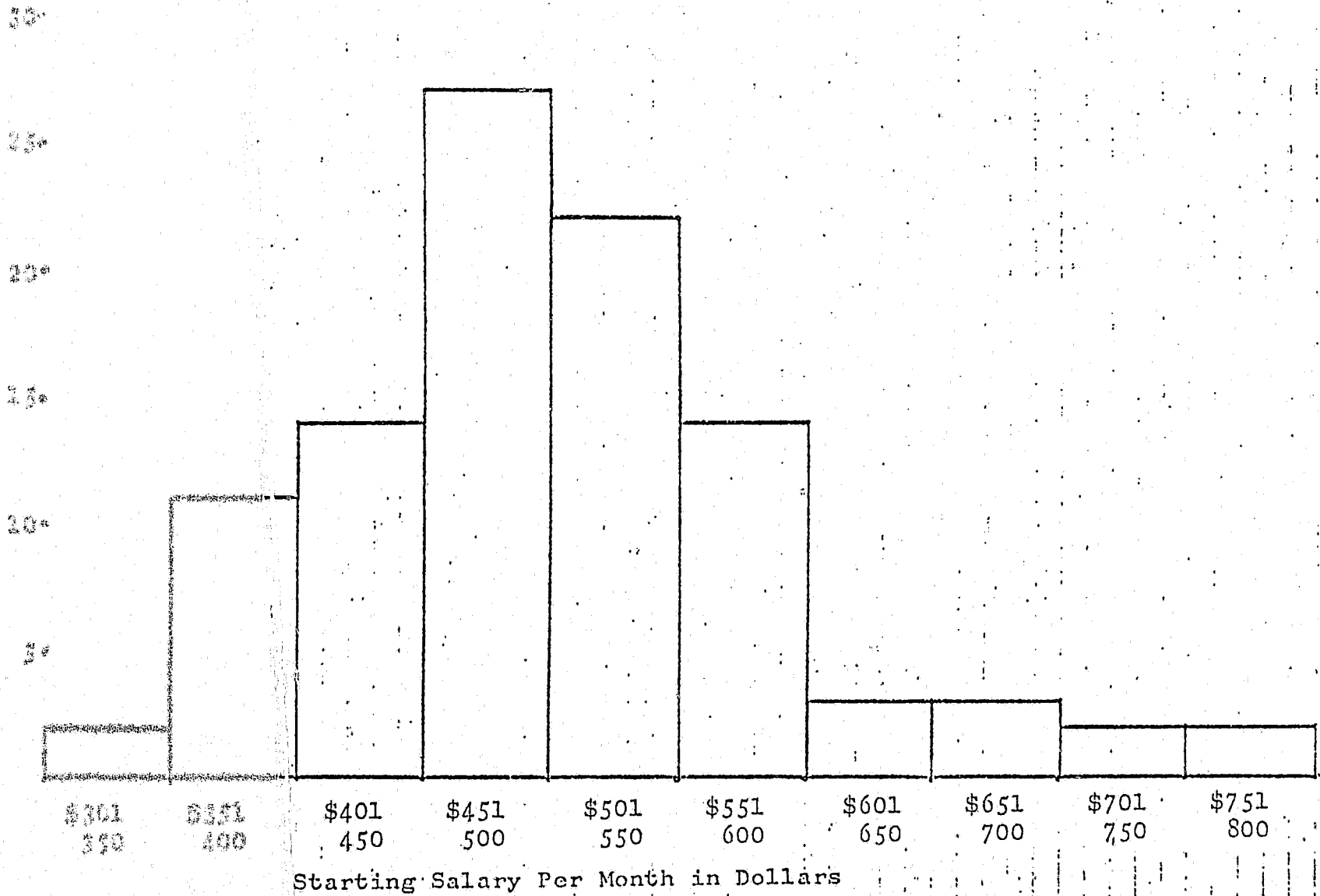
Table 3



Starting Level Salary for 63 Departments Surveyed

Table 4

Note: 54% departments pay less than \$500 per month
 90% departments pay less than \$600 per month



Percentage of Turnover in Relation to Starting Salaries

Table 5

Note: Departments surveyed paying less than \$500 account for 47% of total turnover.
 Departments surveyed paying less than \$600 account for 96% of total turnover.

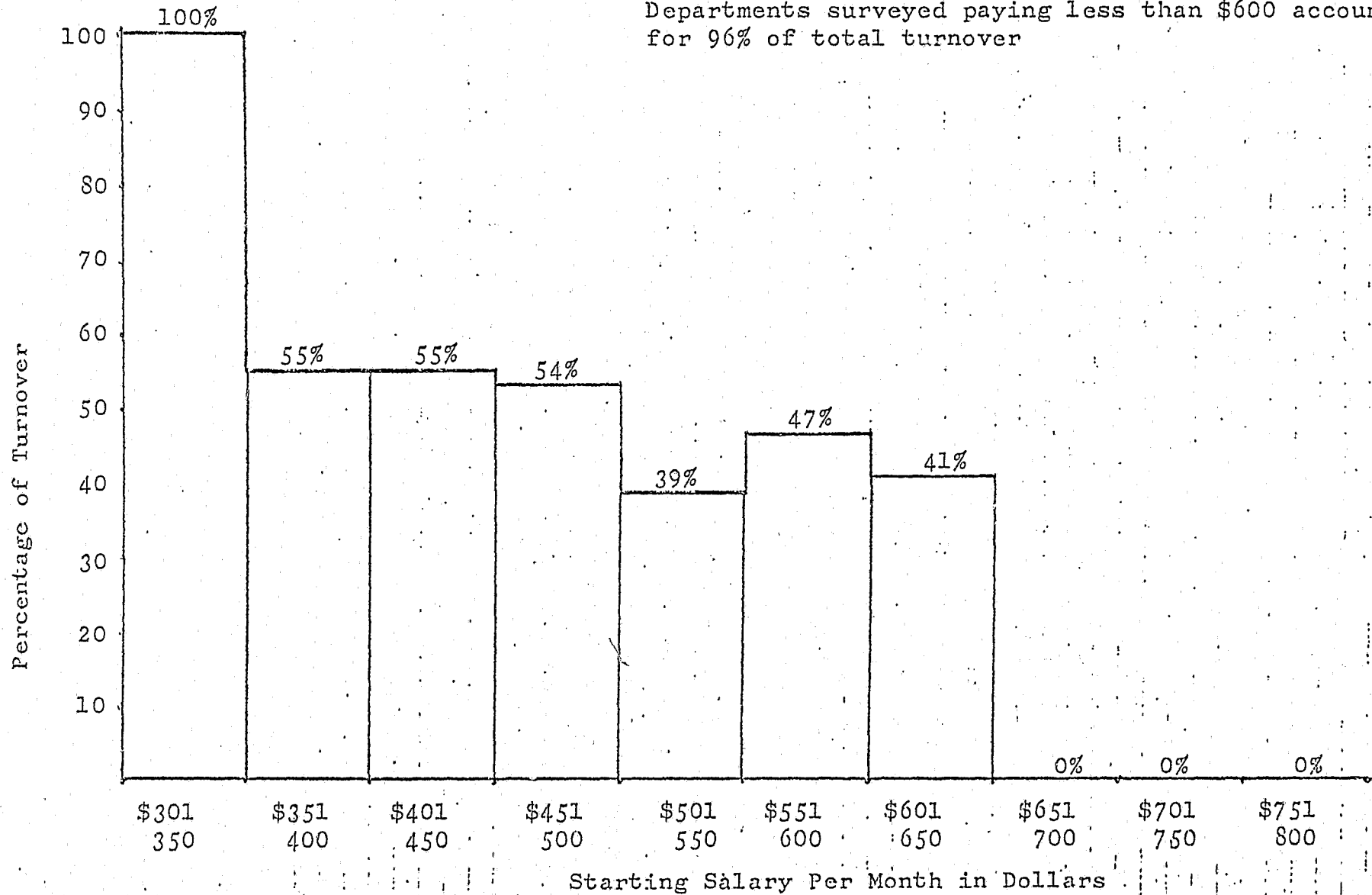


Table 6

EDUCATION

	Total Number Trained	Total Number Departed	Overall % of Education Level	Percent of Turnover by Education
G.E.D. or less	61	32	14	52
High School	216	102	48	47
1 year college	39	20	9	51
2 year college	39	23	9	59
3 year college	26	12	6	46
4 year college	61	25	14	41
6 year college	5	1	1	20
8 year college	1	0	<1	0
	448	215		

NOTE: Total number of students with some college and/or degree -
171 or 38% of all students trained

Total number of students with some college and/or degree
departing - 81 or 18% of all students trained and/or 38% of
those departing

END