



# Hiring and Retention of State and Local Law Enforcement Officers, 2020 – Statistical Tables

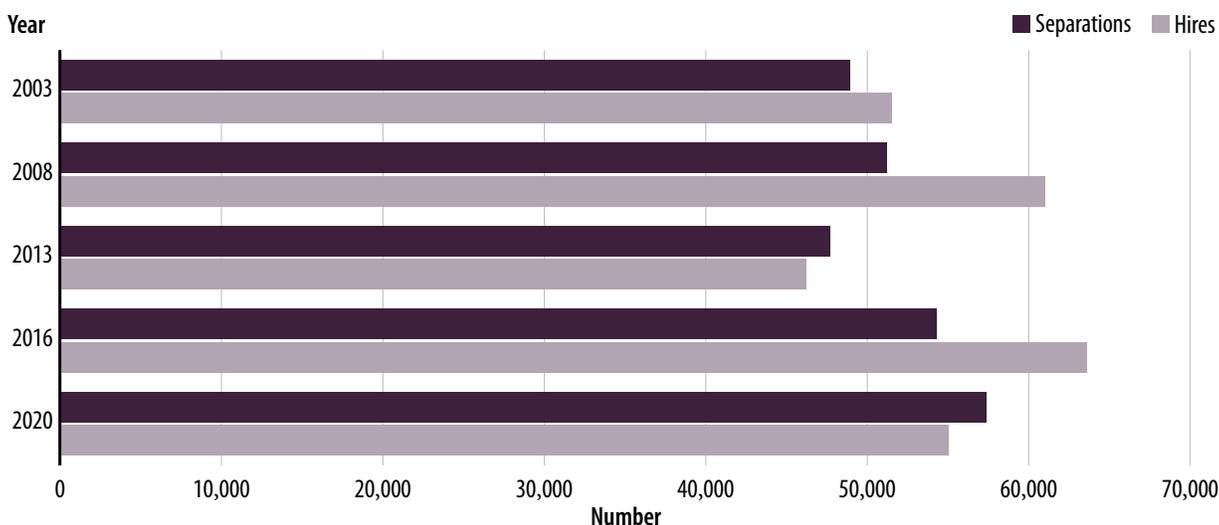
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In 2020, general-purpose law enforcement agencies hired 55,000 full-time sworn personnel, but lost 57,400 through resignations, retirements, and other types of separations, resulting in a net loss of 2,400 officers (figure 1). A net loss of 1,500 officers also occurred in 2013, while agencies had net gains in 2003, 2008, and 2016. The largest number of hires occurred in 2016 (63,600), resulting in a net gain of 9,300 officers.

Findings in this report are based on the 2020 Law Enforcement Management and Administrative Statistics (LEMAS) survey from the Bureau of Justice Statistics (BJS). Conducted periodically

since 1987, the LEMAS survey collects data on a range of topics from a nationally representative sample of general-purpose state and local law enforcement agencies (see *Methodology*). General-purpose law enforcement agencies include municipal, county, and regional police departments; most sheriffs' offices; and primary state and highway patrol agencies. They are distinct from special-purpose agencies, sheriffs' offices with jail and court duties only, and federal law enforcement agencies. Full-time sworn officers are those with general arrest powers. Employees who are regularly scheduled to work 35 or more hours per week are considered full-time.

**FIGURE 1**  
Full-time sworn personnel hires and separations in general-purpose law enforcement agencies, 2003–2020<sup>a</sup>



Note: See appendix table 1 for estimates and standard errors.

<sup>a</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

Sources: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2003, 2013, 2016, 2020; and Census of State and Local Law Enforcement Agencies, 2008.



## Highlights

In 2020:

- There were 64,200 full-time sworn vacancies reported across all agency types, with 39,500 vacancies in local police departments, 16,300 in sheriffs' offices, and 8,400 in primary state agencies.
- Among the 55,000 full-time sworn personnel hired, 81% were entry-level hires and 16% were lateral hires.
- Agencies employing fewer than 500 full-time equivalent (FTE) sworn personnel were more likely to have lateral hires than agencies employing 500 or more FTE sworn personnel.
- Among the 57,400 full-time sworn separations, 47% were voluntary resignations. These resignations were less common in agencies employing 500 or more FTE sworn personnel (30%) compared to smaller agencies.
- Among agencies employing 500 or more FTE sworn personnel, 97% offered paid academy training, compared to 57% of agencies with 24 or fewer FTE sworn personnel.
- More than half of all sworn personnel worked in agencies providing shift differential pay (54%) and education incentive pay (51%), while one-third (32%) worked for agencies that provided hazardous duty pay.
- The most frequently reported retention incentives among general-purpose agencies included free or financial allowances for uniforms (79%), extra overtime opportunities (61%), and take-home vehicles (57%).
- Among general-purpose agencies, 47% indicated they did not conduct exit interviews with departing full-time sworn personnel.

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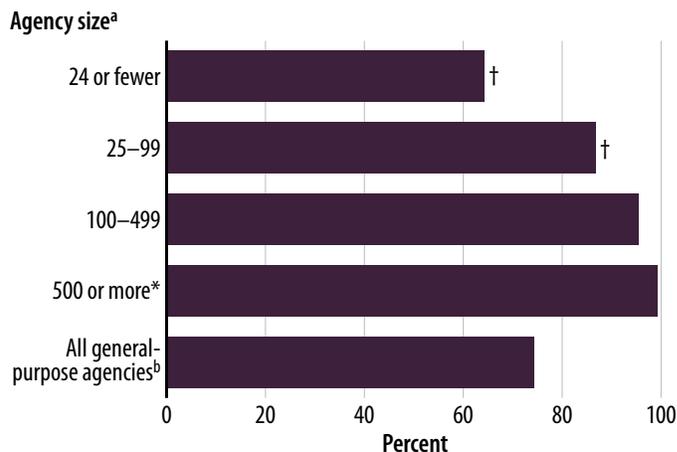
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## Hires and Separations in All Agencies

- In 2020, general-purpose law enforcement agencies employed 1,056,000 full-time personnel, including 708,200 (67%) sworn officers. Agencies also employed 85,700 part-time personnel, 44% (37,700) of whom were sworn officers (table 1).
- Local police departments employed 473,100 full-time sworn personnel, sheriffs' offices employed 173,900, and primary state agencies employed 61,200.
- Agencies overall had 64,200 full-time sworn personnel vacancies, including 39,500 in local police departments, 16,300 in sheriffs' offices, and 8,400 in primary state agencies.
- In 2020, almost three-quarters (74%) of all agencies hired at least one full-time sworn officer (figure 2).
- Nearly all agencies with 500 or more full-time equivalent (FTE) sworn personnel (99%) had at least one new hire.<sup>1</sup> Meanwhile, 96% of agencies with 100–499 FTE sworn personnel, 87% with 25–99 FTE sworn personnel, and 64% with 24 or fewer FTE sworn personnel had at least one new hire.

<sup>1</sup>“FTE sworn personnel” is calculated using the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers.

**FIGURE 2**  
Percent of general-purpose law enforcement agencies that hired at least one full-time sworn officer, by agency size, 2020



Note: See appendix table 3 for estimates and standard errors.

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**TABLE 1**  
Personnel in general-purpose state and local law enforcement agencies, by type of agency, 2020

Type of agency	Number of agencies	Full-time personnel			Part-time personnel	
		Total	Sworn	Vacancies <sup>a</sup>	Total	Sworn
Total	14,726	1,056,000	708,200	64,200	85,700	37,700
Local police	11,788	598,600	473,100	39,500	59,200	28,100
Sheriffs' offices <sup>b</sup>	2,889	364,500	173,900	16,300	25,300	9,400
Primary state	49	92,900	61,200	8,400	1,300	200

Note: Counts are estimates as of December 31, 2020. Details may not sum to totals because of rounding. Estimates in this table reflect an adjustment factor that accounts for nonresponse and preserves comparability of the national estimate of personnel with other reports in the Law Enforcement Management and Administrative Statistics (LEMAS) series. See appendix table 2 for standard errors.

<sup>a</sup>Vacancies were only asked for full-time sworn personnel.

<sup>b</sup>Excludes sheriffs' offices without primary law enforcement jurisdiction in the counties they serve.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

- Of all 55,000 personnel hired, 37,600 (68%) were hired by agencies with fewer than 500 FTE sworn personnel (table 2).
- Among all full-time sworn personnel hired, 81% were entry-level hires and 16% were lateral hires.
- Agencies employing 500 or more FTE sworn personnel had the lowest proportion of lateral hires (7%) compared to smaller agencies.
- In 2020, general-purpose law enforcement agencies had 57,400 full-time sworn personnel separations (table 3). Reasons for separation included probationary rejections, layoffs, dismissals, voluntary resignations, medical/disability retirements, nonmedical retirements, deaths, and other reasons.
- In agencies with 500 or more FTE sworn personnel, voluntary resignations made up a smaller proportion of separations (30%) compared to smaller agencies.
- Nonmedical retirements were more common in agencies with 500 or more FTE sworn personnel (57%) compared to agencies with 24 or fewer FTE sworn personnel (10%).
- Dismissals accounted for a larger share of separations in smaller agencies compared to agencies with 500 or more FTE sworn personnel (4%).

**TABLE 2**  
**Full-time sworn personnel hires and vacancies in general-purpose law enforcement agencies, by agency size, 2020**

	All general-purpose agencies <sup>b</sup>	Size of agency <sup>a</sup>			
		500 or more*	100–499	25–99	24 or fewer
Count of full-time sworn personnel hired	55,000	17,500	14,200	14,200	9,200
Percent full-time sworn hired in 2020 as...	100%	100%	100%	100%	100%
Entry-level (nonlateral) hires	80.8	87.4	79.8	76.1	77.0
Lateral hires	15.7	7.1	17.6 †	22.5 †	18.7 †
Other hires	3.5	5.5	2.7	1.4 †	4.4

Note: See appendix table 4 for standard errors.

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**TABLE 3**  
**Full-time sworn personnel separations in general-purpose law enforcement agencies, by agency size, 2020**

	All general-purpose agencies <sup>b</sup>	Size of agency <sup>a</sup>			
		500 or more*	100–499	25–99	24 or fewer
Count of full-time sworn personnel separations	57,400	20,100	13,900	13,000	10,300
Percent full-time sworn separated in 2020 due to...	100%	100%	100%	100%	100%
Probationary rejections	3.4	1.6	4.5 †	4.7 †	3.7 †
Layoffs	0.3	0.0	0.1 †	0.7 †	0.4 †
Dismissals (e.g., terminations, forced resignations, or separations)	8.2	4.3	8.2 †	10.1 †	13.4 †
Voluntary resignations	46.8	30.2	49.8 †	55.6 †	64.0 †
Medical/disability retirements	3.3	3.5	3.6	3.3	2.5 †
Nonmedical retirements	33.6	56.6	30.8 †	20.1 †	9.7 †
Deaths	1.1	1.4	1.1 †	1.0	0.7 †
Other reasons	3.3	2.3	1.9	4.5 †	5.6 †

Note: See appendix table 5 for standard errors.

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

## Hires and Separations in Local Police Departments

- Local police departments, which include municipal, county, and regional police departments, hired 33,800 full-time sworn officers in 2020 (table 4).
- Overall, entry-level hires accounted for 8 of 10 (82%) new officer hires in local police departments.
- Most hires (94%) in local police departments with 500 or more FTE sworn officers were entry-level. Entry-level hires accounted for 76% of hires in departments with 24 or fewer FTE sworn officers and 75% of hires in departments with 25–99 sworn officers.
- Local police departments with fewer than 500 FTE sworn officers had a larger proportion of lateral hires compared to departments with 500 or more FTE sworn officers (4%).

**TABLE 4**  
Full-time sworn officer hires in local police departments, by agency size, 2020

	All local police departments	Size of agency <sup>a</sup>			
		500 or more*	100–499	25–99	24 or fewer
Count of total hires	33,800	10,100	7,600	8,900	7,200
Percent full-time sworn hired in 2020 as...	100%	100%	100%	100%	100%
Entry-level (nonlateral) hires	82.1	93.5	81.2	75.1 ‡	75.6 ‡
Lateral hires	15.6	4.4	16.7 †	24.1 †	19.5 †
Other hires <sup>b</sup>	2.3	2.1	2.1	0.8 †	4.8

Note: See appendix table 6 for standard errors.

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

‡Difference with comparison group is significant at the 90% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes rehiring of retired sworn personnel.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

- In 2020, local police departments had 36,800 full-time sworn officer separations (table 5).
- In local police departments with 500 or more FTE sworn officers, most separations were due to nonmedical retirements (57%). In comparison, nonmedical retirements in smaller departments ranged from 10% (24 or fewer FTEs) to 35% (100–499 FTEs).
- Voluntary resignations made up a larger share of separations in local police departments with fewer than 500 FTE sworn officers. Departments with 24 or fewer FTE sworn officers had nearly double the proportion of voluntary resignations (63%) as departments with 500 or more FTE sworn officers (32%).
- Local police departments with 500 or more FTE sworn officers had a smaller proportion of separations due to dismissals (4%) and probationary rejections (2%) than smaller departments.

**TABLE 5**  
**Full-time sworn officer separations in local police departments, by agency size, 2020**

	All local police departments	Size of agency <sup>a</sup>			
		500 or more*	100–499	25–99	24 or fewer
Count of total separations	36,800	12,700	7,700	8,100	8,300
<b>Percent full-time sworn separated in 2020 due to...</b>	100%	100%	100%	100%	100%
Probationary rejections	3.5	1.6	4.5 †	5.4 †	3.7 †
Layoffs	0.2	0.0	0.0 †	0.5	0.4 ‡
Dismissals (e.g., terminations, forced resignations, or separations)	8.0	3.6	6.8 †	10.4 †	13.4 †
Voluntary resignations	45.8	31.9	46.0 †	49.8 †	62.9 †
Medical/disability retirements	3.6	3.4	4.4	3.5	3.0
Nonmedical retirements	34.6	56.6	35.1 †	24.6 †	10.0 †
Deaths	1.0	1.3	1.1	0.5 †	0.8 ‡
Other reasons	3.4	1.5	2.0	5.2 †	5.8 †

Note: See appendix table 7 for standard errors.

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

‡Difference with comparison group is significant at the 90% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

### Hires and Separations in Sheriffs' Offices

- Sheriffs' offices hired 18,100 full-time sworn personnel in 2020 (table 6).
- More than three-quarters (77%) of hires in sheriffs' offices overall were entry-level. Lateral hires were more common in offices with 25–99 FTE sworn personnel (20%), compared to offices with 500 or more FTE sworn personnel (10%).
- Sheriffs' offices with 500 or more FTE sworn personnel had more other new hires (16%) than smaller offices (less than 4%).

**TABLE 6**  
**Full-time sworn deputy hires in sheriffs' offices, by agency size, 2020**

	All sheriffs' offices	Size of agency <sup>a</sup>			
		500 or more*	100–499	25–99	24 or fewer
Count of total hires	18,100	4,500	6,200	5,400	2,000
Percent full-time sworn hired in 2020 as...	100%	100%	100%	100%	100%
Entry-level (nonlateral) hires	77.2	74.0	77.5	77.9	81.7
Lateral hires	16.8	10.4	19.2 †	19.9 †	15.6
Other hires <sup>b</sup>	6.0	15.6	3.3 ‡	2.3 ‡	2.7 ‡

Note: See appendix table 8 for standard errors.

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

‡Difference with comparison group is significant at the 90% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes rehiring of retired sworn personnel.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

- In 2020, sheriffs' offices had 17,000 full-time sworn personnel separations (table 7).
- In sheriffs' offices with 500 or more FTE sworn personnel, more than half (54%) of separations were due to nonmedical retirements; in offices with 24 or fewer FTE sworn personnel, nonmedical retirements made up 9% of separations.
- Sheriffs' offices with 500 or more FTE sworn personnel had a lower proportion of separations due to voluntary resignations (31%) and dismissals (5%) than smaller offices.

**TABLE 7**  
**Full-time sworn personnel separations in sheriffs' offices, by agency size, 2020**

	All sheriffs' offices	Size of agency <sup>a</sup>			
		500 or more*	100-499	25-99	24 or fewer
Count of total separations	17,000	4,100	6,000	4,900	2,000
<b>Percent full-time sworn separated in 2020 due to...</b>	100%	100%	100%	100%	100%
Probationary rejections	3.4	2.1	4.4 †	3.4	3.4
Layoffs	0.4	0.0	0.1 †	1.1 ‡	0.4
Dismissals (e.g., terminations, forced resignations, or separations)	9.1	5.0	10.2 †	9.5 †	13.4 †
Voluntary resignations	53.8	31.4	55.0 †	65.3 †	68.3 †
Medical/disability retirements	2.3	1.9	2.7	2.9	0.4 †
Nonmedical retirements	26.4	54.0	24.8 †	12.7 †	8.8 †
Deaths	1.6	2.5	1.2 †	1.9	0.4 †
Other reasons	2.9	3.1	1.6	3.3	5.0

Note: See appendix table 9 for standard errors.

\*Comparison group.

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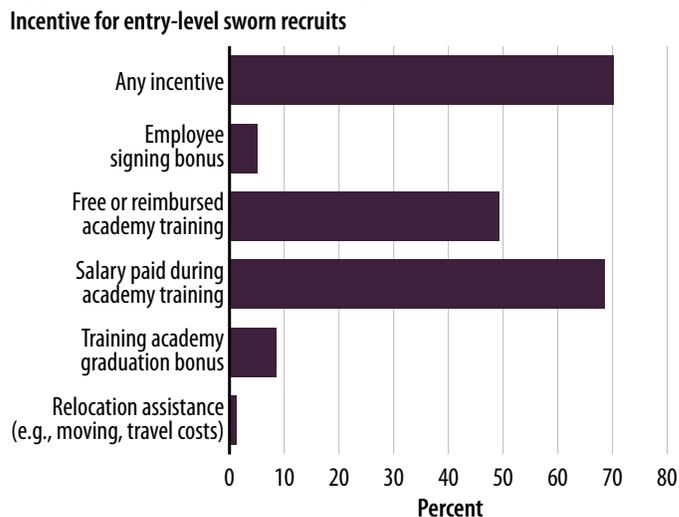
<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

## Recruiting

- In 2020, 49% of general-purpose law enforcement agencies offered free or reimbursed academy training as a recruitment incentive (figure 3).
- Sixty-nine percent of general-purpose law enforcement agencies paid salaries during academy training.
- In 2020, 9 in 10 (89%) sworn personnel worked in agencies offering paid salary during academy training (table 8).
- Almost all (97%) agencies with 500 or more FTE sworn personnel offered paid academy training, compared to 57% of agencies with 24 or fewer FTE sworn personnel.
- A greater percentage of agencies with 500 or more FTE sworn personnel (71%) offered free or reimbursed academy training than smaller agencies.
- Less than 2% of all general-purpose agencies offered relocation assistance, though such assistance was more common in agencies with 500 or more FTE sworn personnel (6%) than smaller agencies.
- Three percent of all sworn personnel worked for an agency that offered relocation assistance.

**FIGURE 3**  
Percent of general-purpose law enforcement agencies offering selected incentives to recruit entry-level applicants for full-time sworn positions, 2020<sup>a</sup>



Note: See table 8 for estimates and appendix table 10 for standard errors.  
<sup>a</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.  
 Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**TABLE 8**  
Percent of general-purpose agencies offering selected incentives to recruit entry-level applicants for full-time sworn positions, by agency size, 2020

	All general-purpose agencies <sup>b</sup>	Size of agency <sup>a</sup>				All sworn personnel <sup>c</sup>
		500 or more*	100–499	25–99	24 or fewer	
Any incentive	70.2%	97.0%	89.0% †	78.8% †	58.9% †	89.8%
Employee signing bonus	5.1	10.4	11.2	6.2 †	2.7 †	7.3
Free or reimbursed academy training	49.2	71.0	67.5 ‡	56.9 †	38.8 †	61.1
Salary paid during academy training	68.6	97.0	87.6 †	77.2 †	57.1 †	89.1
Training academy graduation bonus	8.6	9.1	7.7	6.6 ‡	10.1	8.3
Relocation assistance (e.g., moving, travel costs)	1.3	5.6	3.5 †	1.1 †	0.8 †	2.7

Note: See appendix table 10 for standard errors.

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

‡Difference with comparison group is significant at the 90% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

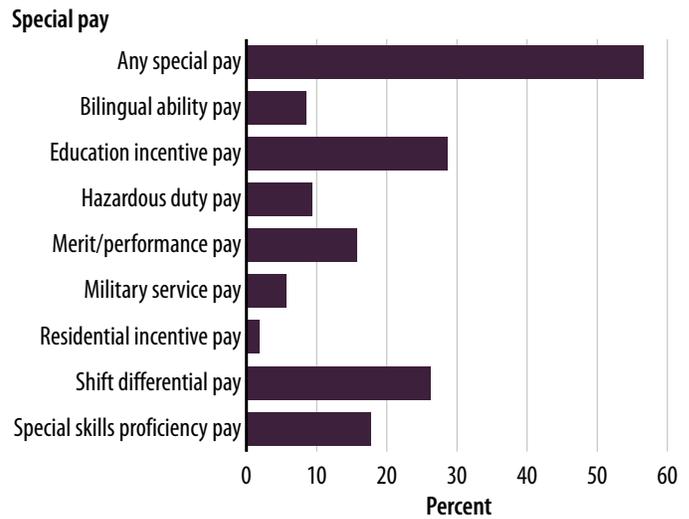
<sup>c</sup>Reflects the percentage of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers) whose agencies offered selected incentives to recruit entry-level applicants for full-time sworn positions. This is calculated by multiplying the number of FTEs for each agency by the final analysis weight for that agency to each result.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

## Retention

- In 2020, 29% of general-purpose law enforcement agencies authorized or provided education incentive pay (figure 4).
- About one-quarter (26%) of agencies authorized or provided shift differential pay.
- In 2020, more than half of all sworn personnel worked in agencies providing shift differential pay (54%) and education incentive pay (51%) (table 9).
- Almost one-third (32%) of sworn personnel worked in agencies providing hazardous duty pay.
- Shift differential pay was authorized by 67% of agencies with 500 or more FTE sworn personnel, compared to 21% of agencies with 24 or fewer FTE sworn personnel.
- Education incentive pay was offered by 62% of agencies with 500 or more FTE sworn personnel. In comparison, 58% of agencies with 100–499 FTE sworn personnel, 47% of agencies with 25–99 FTE sworn personnel, and 19% of agencies with 24 or fewer FTE sworn personnel offered this incentive.
- Hazardous duty pay was provided by 50% of agencies with 500 or more FTE sworn personnel, compared to 27% of agencies with 100–499 FTE sworn personnel, 13% of agencies with 25–99 FTE sworn personnel, and 6% of the agencies with 24 or fewer FTE sworn personnel.

**FIGURE 4**  
Percent of general-purpose law enforcement agencies authorizing or providing special pay for full-time sworn personnel, 2020<sup>a</sup>



Note: See table 9 for estimates and appendix table 11 for standard errors.  
<sup>a</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.  
 Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**TABLE 9**  
Percent of general-purpose law enforcement agencies authorizing or providing special pay for full-time sworn personnel, by agency size, 2020

	All general-purpose agencies <sup>b</sup>	Size of agency <sup>a</sup>				All sworn personnel <sup>c</sup>
		500 or more*	100–499	25–99	24 or fewer	
Any special pay	56.6%	91.7%	89.0% †	75.3% †	46.9% †	85.4%
Bilingual ability pay	8.5	42.7	31.5 †	14.5 †	3.9 †	31.5
Education incentive pay	28.7	61.7	57.5 †	47.2 †	19.4 †	51.0
Hazardous duty pay	9.4	50.4	26.6 †	12.5 †	6.2 †	31.6
Merit/performance pay	15.8	32.5	27.5 †	21.0 †	12.8 †	26.0
Military service pay	5.7	19.3	16.3 ‡	10.1 †	3.1 †	12.9
Residential incentive pay	1.9	8.5	4.7 †	2.7 †	1.2 †	6.9
Shift differential pay	26.3	67.4	43.7 †	35.2 †	21.0 †	54.3
Special skills proficiency pay	17.7	47.7	36.3 †	27.2 †	12.3 †	37.1

Note: See appendix table 11 for standard errors.

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

‡Difference with comparison group is significant at the 90% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

<sup>c</sup>Reflects the percentage of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers) whose agencies authorized or provided special pay for full-time sworn personnel. This is calculated by multiplying the number of FTEs for each agency by the final analysis weight for that agency to each result.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

- In 2020, 9 out of 10 (91%) general-purpose law enforcement agencies offered at least one benefit to increase retention (**table 10**). Seventy-nine percent of agencies offered free or financial allowances for uniforms, 61% offered extra overtime opportunities, and 57% offered take-home vehicles.
- More than 9 in 10 (92%) sworn personnel worked in an agency that offered free uniforms or a financial allowance for uniforms, and more than three quarters worked in agencies that offered Employee Assistance Programs (79%) or extra overtime opportunities (78%).
- Most agencies (95%) employing 500 or more FTE sworn personnel offered free or financial allowance for uniforms, a larger proportion than in smaller agencies.
- A greater percentage of agencies with 500 or more FTE sworn personnel offered peer support programs (85%), increased pay at specific service milestones (73%), college tuition reimbursement (69%), and enhanced retirement benefits (50%), compared to smaller agencies.
- Agencies with 100–499 FTE sworn personnel were more likely to offer extra overtime opportunities (82%), paid maternity leave (68%), paid paternity leave (63%), relaxed residency requirements (58%), and on-duty time allowance for fitness maintenance (36%) than agencies with 500 or more FTE sworn personnel.
- Nearly all agencies (95%) with 500 or more FTE sworn personnel offered Employee Assistance Programs compared to 25% of agencies with 24 or fewer FTE sworn personnel.

**TABLE 10**  
**Percent of general-purpose law enforcement agencies offering benefits to increase retention among full-time sworn personnel, by agency size, 2020**

	All general-purpose agencies <sup>b</sup>	Size of agency <sup>a</sup>				All sworn personnel <sup>c</sup>
		500 or more <sup>*</sup>	100–499	25–99	24 or fewer	
Any retention benefit	91.4%	99.3%	98.5% †	96.8% †	88.8% †	98.0%
College tuition reimbursement	27.1	68.6	63.0 †	45.8 †	16.8 †	53.9
Employee Assistance Program	38.4	95.4	86.9 †	63.1 †	24.8 †	79.1
Enhanced medical benefits	32.0	47.3	48.1	34.6 †	29.4 †	44.5
Enhanced retirement benefits	27.7	49.6	45.3 †	31.7 †	24.4 †	41.9
Extra overtime opportunities	61.2	75.2	82.4 †	77.7	53.5 †	78.4
Flexible hours to attend college	18.3	29.7	23.8 †	18.8 †	17.5 †	22.1
Free or financial allowance for uniforms	78.9	95.4	92.8 †	87.5 †	74.5 †	92.1
Housing allowance or mortgage discount program	1.5	6.0	4.0 †	1.3 †	1.3 †	4.7
Increased pay at specific service milestones	45.9	73.4	66.5 †	61.8 †	38.3 †	70.2
Job sharing or time splits	8.1	9.5	7.1 †	8.1	8.1	14.8
On-duty time allowance for fitness maintenance	19.9	30.9	36.1 †	27.8	15.6 †	25.6
Paid maternity leave	49.5	62.0	68.0 †	65.5	42.3 †	67.0
Paid paternity leave	43.7	57.4	62.8 †	58.9	36.7 †	55.5
Peer support program	31.0	84.9	73.1 †	48.2 †	20.6 †	69.0
Relaxed residency requirements	42.5	47.5	58.2 †	51.8	37.8 †	44.8
Take-home vehicle	57.3	69.7	71.5	59.2 †	55.2 †	57.7
Other <sup>d</sup>	3.6	10.3	6.2 †	3.7 †	3.1 †	8.7

Note: See appendix table 12 for standard errors.

<sup>\*</sup>Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

<sup>c</sup>Reflects the percentage of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers) whose agencies offered benefits to increase retention among full-time sworn positions. This is calculated by multiplying the number of FTEs for each agency by the final analysis weight for that agency to each result.

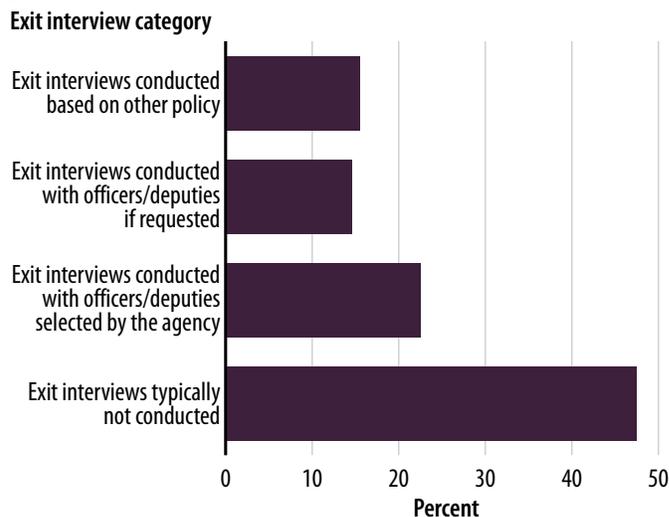
<sup>d</sup>Other benefits included wellness and fitness incentives, flexible schedules, and other financial incentives (e.g., hiring/relocation bonus).

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

## Separation

- In 2020, 47% of all agencies reported they did not typically conduct exit interviews with departing full-time sworn personnel (figure 5).
- Twenty-three percent of agencies conducted exit interviews with agency-selected officers or deputies, 15% conducted exit interviews with officers and deputies if requested, and 16% conducted exit interviews based on other policy.
- In 2020, almost one quarter (23%) of sworn personnel worked in agencies where exit interviews were not typically conducted (table 11).
- Twenty-four percent of sworn personnel worked in agencies that conducted exit interviews with selected officers and deputies and 36% of sworn personnel worked in agencies in which exit interviews were conducted based on other policy.
- Over half (55%) of agencies with 24 or fewer FTE sworn personnel did not typically conduct exit interviews, compared to 18% of agencies with 500 or more FTE sworn personnel.
- Among agencies with 100–499 FTE sworn personnel, 33% conducted exit interviews with officers or deputies selected by the agency, compared to 22% of agencies with 500 or more FTE sworn personnel.
- A greater percentage of agencies with 500 or more FTE sworn personnel conducted exit interviews based on another type of agency policy (41%) than smaller agencies.

**FIGURE 5**  
Percent of general-purpose law enforcement agencies conducting exit interviews of departing full-time sworn personnel, 2020<sup>a</sup>



Note: See table 11 for estimates and appendix table 13 for standard errors.  
<sup>a</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**TABLE 11**

### Percent of general-purpose law enforcement agencies conducting exit interviews of departing full-time sworn personnel, by agency size, 2020

	All general-purpose agencies <sup>b</sup>	Size of agency <sup>a</sup>				All sworn personnel <sup>c</sup>
		500 or more*	100–499	25–99	24 or fewer	
Exit interviews typically not conducted	47.4%	17.5%	20.7% ‡	33.0% †	55.1% †	22.8%
Exit interviews conducted with officers/deputies selected by the agency	22.5	21.5	32.7 †	27.0 †	20.1	23.9
Exit interviews conducted with officers/deputies if requested	14.6	20.5	20.9	16.2 †	13.4 †	17.1
Exit interviews conducted based on other policy	15.5	40.5	25.7 †	23.8 †	11.4 †	36.2

Note: See appendix table 13 for standard errors.

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

‡Difference with comparison group is significant at the 90% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

<sup>c</sup>Reflects the percentage of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers) whose agencies conducted exit interviews of departing full-time sworn personnel. This is calculated by multiplying the number of FTEs for each agency by the final analysis weight for that agency to each result.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

## Methodology

Conducted approximately every 4 years since 1987, the Law Enforcement Management and Administrative Statistics (LEMAS) survey collects data on a range of topics from a nationally representative sample of state, county, and local law enforcement agencies. For complete details on the research methodology used in this report, see *Local Police Departments Personnel, 2020* <sup>o</sup> (NCJ 305187, BJS, November 2022) and *Sheriffs' Offices*

*Personnel, 2020* <sup>o</sup> (November 2022, NCJ 305200). Results from these LEMAS surveys may be reproduced using the most current versions of the datasets available through the National Archive of Criminal Justice Data <sup>o</sup> and *Hiring and Retention of State and Local Law Enforcement Officers, 2008 – Statistical Tables* <sup>o</sup> (NCJ 238251, BJS, October 2012). Results using these data may differ from previously published tables due to minor revisions after publication.

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**APPENDIX TABLE 1****Estimates and standard errors for figure 1: Full-time sworn personnel hires and separations in general-purpose law enforcement agencies, 2003–2020<sup>a</sup>**

Year	Number			
	Hires		Separations	
	Estimate	Standard error	Estimate	Standard error
2003	51,500	825	48,900	788
2008	61,000	971	51,200	680
2013	46,200	1,306	47,700	1,230
2016	63,600	1,782	54,300	1,842
2020	55,000	1,432	57,400	1,624

<sup>a</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

Sources: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2003, 2013, 2016, 2020; and Census of State and Local Law Enforcement Agencies, 2008.

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**APPENDIX TABLE 2****Standard errors for table 1: Personnel in general-purpose state and local law enforcement agencies, by type of agency, 2020**

Type of agency	Full-time personnel			Part-time personnel	
	Total	Sworn	Vacancies	Total	Sworn
Total	25,725	17,417	2,302	2,304	1,222
Local police	21,818	15,841	1,297	1,963	1,073
Sheriffs' offices	13,457	7,108	1,801	1,204	583
Primary state	2,155	1,369	613	54	15

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

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**APPENDIX TABLE 3****Estimates and standard errors for figure 2: Percent of general-purpose law enforcement agencies that hired at least one full-time sworn officer, by agency size, 2020**

Agency size <sup>a</sup>	Estimate	Standard error
All general-purpose agencies <sup>b</sup>	74.3%	1.35%
500 or more*	99.4	2.82
100–499	95.5	2.37
25–99	86.8 †	2.39
24 or fewer	64.3 †	2.04

\*Comparison group.

†Difference with comparison group is significant at the 95% confidence level.

<sup>a</sup>Size of agency is based on the number of full-time equivalent (FTE) sworn personnel (i.e., the number of full-time sworn personnel with general arrest powers plus half the number of part-time sworn personnel with general arrest powers).

<sup>b</sup>Includes local police departments, sheriffs' offices, and primary state law enforcement agencies.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

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**APPENDIX TABLE 4****Standard errors for table 2: Full-time sworn personnel hires and vacancies in general-purpose law enforcement agencies, by agency size, 2020**

	All general-purpose agencies	Size of agency			
		500 or more	100–499	25–99	24 or fewer
Count of full-time sworn personnel hired	1,432	1,199	335	723	410
<b>Percent full-time sworn hired in 2020 as...</b>					
Entry-level (nonlateral) hires	2.39%	6.41%	1.97%	4.55%	3.29%
Lateral hires	0.60	0.64	0.80	1.83	1.69
Other hires	0.63	1.77	0.31	0.49	1.45

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**APPENDIX TABLE 5****Standard errors for table 3: Full-time sworn personnel separations in general-purpose law enforcement agencies, by agency size, 2020**

	All general-purpose agencies	Size of agency			
		500 or more	100–499	25–99	24 or fewer
Count of full-time sworn personnel separations	1,624	1,545	305	518	267
<b>Percent full-time sworn separated in 2020 due to...</b>					
Probationary rejections	0.18%	0.15%	0.28%	0.58%	0.56%
Layoffs	0.08	0.00	0.02	0.30	0.21
Dismissals (e.g., terminations, forced resignations, or separations)	0.31	0.22	0.34	1.06	0.97
Voluntary resignations	1.05	1.87	1.58	3.10	2.33
Medical/disability retirements	0.19	0.40	0.17	0.43	0.45
Nonmedical retirements	1.99	5.60	0.70	1.45	0.85
Deaths	0.08	0.12	0.07	0.25	0.21
Other reasons	0.26	0.30	0.18	0.77	0.84

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**APPENDIX TABLE 6****Standard errors for table 4: Full-time sworn officer hires in local police departments, by agency size, 2020**

	All local police departments	Size of agency			
		500 or more	100–499	25–99	24 or fewer
Count of total hires	1,134	1,022	176	407	348
<b>Percent full-time sworn hired in 2020 as...</b>					
Entry-level (nonlateral) hires	3.18%	10.05%	1.75%	3.64%	3.26%
Lateral hires	0.73	0.37	0.93	2.24	1.94
Other hires	0.43	0.50	0.31	0.30	1.83

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**APPENDIX TABLE 7****Standard errors for table 5: Full-time sworn officer separations in local police departments, by agency size, 2020**

	All local police departments	Size of agency			
		500 or more	100–499	25–99	24 or fewer
Count of total separations	1,496	1,460	158	328	241
<b>Percent full-time sworn separated in 2020 due to...</b>					
Probationary rejections	0.23%	0.17%	0.25%	0.79%	0.58%
Layoffs	0.09	0.00	0.01	0.32	0.25
Dismissals (e.g., terminations, forced resignations, or separations)	0.36	0.23	0.26	1.12	1.08
Voluntary resignations	1.27	2.68	1.34	3.05	2.61
Medical/disability retirements	0.27	0.59	0.19	0.53	0.55
Nonmedical retirements	2.93	8.38	0.81	1.87	0.96
Deaths	0.09	0.13	0.10	0.20	0.24
Other reasons	0.33	0.28	0.26	1.00	0.94

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**APPENDIX TABLE 8****Standard errors for table 6: Full-time sworn deputy hires in sheriffs' offices, by agency size, 2020**

	All sheriffs' offices	Size of agency			
		500 or more	100–499	25–99	24 or fewer
Count of total hires	867	615	285	597	217
<b>Percent full-time sworn hired in 2020 as...</b>					
Entry-level (nonlateral) hires	4.14%	10.32%	3.92%	10.46%	9.61%
Lateral hires	1.20	2.20	1.42	3.15	3.41
Other hires	1.74	6.81	0.57	1.21	1.10

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**APPENDIX TABLE 9****Standard errors for table 7: Full-time sworn personnel separations in sheriffs' offices, by agency size, 2020**

	All sheriffs' offices	Size of agency			
		500 or more	100–499	25–99	24 or fewer
Count of total separations	613	481	260	401	115
<b>Percent full-time sworn separated in 2020 due to...</b>					
Probationary rejections	0.37%	0.51%	0.57%	0.81%	1.51%
Layoffs	0.18	0.00	0.03	0.61	0.35
Dismissals (e.g., terminations, forced resignations, or separations)	0.71	0.74	0.71	2.13	2.16
Voluntary resignations	2.20	3.67	3.25	6.53	5.24
Medical/disability retirements	0.25	0.36	0.31	0.73	0.35
Nonmedical retirements	2.07	8.19	1.22	2.30	1.83
Deaths	0.20	0.43	0.09	0.58	0.35
Other reasons	0.47	0.96	0.26	1.18	1.89

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**APPENDIX TABLE 10****Standard errors for table 8: Percent of general-purpose agencies offering selected incentives to recruit entry-level applicants for full-time sworn positions, by agency size, 2020**

	All general-purpose agencies	Size of agency				All sworn personnel
		500 or more	100–499	25–99	24 or fewer	
Any incentive	1.28%	0.66%	0.88%	2.03%	2.04%	0.60%
Employee signing bonus	0.54	1.09	0.54	1.16	0.66	0.48
Free or reimbursed academy training	1.37	1.40	1.40	2.44	2.02	1.75
Salary paid during academy training	1.30	0.66	0.89	2.08	2.05	0.62
Training academy graduation bonus	0.78	0.87	0.44	1.24	1.26	1.02
Relocation assistance (e.g., moving, travel costs)	0.26	0.69	0.27	0.49	0.36	0.25

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**APPENDIX TABLE 11****Standard errors for table 9: Percent of general-purpose law enforcement agencies authorizing or providing special pay for full-time sworn personnel, by agency size, 2020**

	All general-purpose agencies	Size of agency				All sworn personnel
		500 or more	100–499	25–99	24 or fewer	
Any special pay	0.91%	0.68%	1.18%	1.82%	1.17%	0.61%
Bilingual ability pay	0.48	1.47	1.15	1.49	0.48	1.25
Education incentive pay	0.80	1.37	1.47	2.04	0.93	1.36
Hazardous duty pay	0.54	1.47	1.11	1.41	0.61	1.20
Merit/performance pay	0.71	1.42	0.90	1.74	0.85	0.99
Military service pay	0.44	1.26	1.05	1.32	0.44	0.64
Residential incentive pay	0.26	0.78	0.72	0.68	0.28	0.89
Shift differential pay	0.83	1.38	1.26	2.05	0.98	1.28
Special skills proficiency pay	0.72	1.48	1.35	1.89	0.81	1.28

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**APPENDIX TABLE 12****Standard errors for table 10: Percent of general-purpose law enforcement agencies offering benefits to increase retention among full-time sworn personnel, by agency size, 2020**

	All general-purpose agencies	Size of agency				All sworn personnel
		500 or more	100–499	25–99	24 or fewer	
Any retention benefit	0.59%	0.23%	0.19%	0.78%	0.80%	0.21%
College tuition reimbursement	0.74	1.31	1.39	1.93	0.86	1.39
Employee Assistance Program	0.84	0.59	1.18	1.97	1.02	0.77
Enhanced medical benefits	0.94	1.48	1.37	2.05	1.16	1.34
Enhanced retirement benefits	0.89	1.48	1.29	2.03	1.08	1.31
Extra overtime opportunities	0.94	1.28	1.05	1.83	1.20	0.82
Flexible hours to attend college	0.78	1.32	1.30	1.68	0.97	0.89
Free or financial allowance for uniforms	0.83	0.56	0.41	1.46	1.10	0.43
Housing allowance or mortgage discount program	0.23	0.69	0.27	0.46	0.29	0.38
Increased pay at specific service milestones	0.94	1.30	1.32	2.10	1.16	0.97
Job sharing or time splits	0.55	0.88	0.39	1.14	0.70	1.76
On-duty time allowance for fitness maintenance	0.78	1.32	1.45	1.90	0.92	0.88
Paid maternity leave	0.97	1.46	1.15	2.06	1.21	1.06
Paid paternity leave	0.96	1.48	1.25	2.13	1.18	1.43
Peer support program	0.86	1.01	1.31	2.11	1.01	0.99
Relaxed residency requirements	0.99	1.48	1.24	2.17	1.22	1.28
Take-home vehicle	0.97	1.36	1.02	2.00	1.23	1.49
Other	0.38	0.90	0.40	0.85	0.48	0.62

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

**APPENDIX TABLE 13****Standard errors for table 11: Percent of general-purpose law enforcement agencies conducting exit interviews of departing full-time sworn personnel, by agency size, 2020**

	All general-purpose agencies	Size of agency				All sworn personnel
		500 or more	100–499	25–99	24 or fewer	
Exit interviews typically not conducted	1.00%	1.12%	1.22%	2.04%	1.26%	0.84%
Exit interviews conducted with officers/deputies selected by the agency	0.84	1.19	1.18	1.93	1.02	0.86
Exit interviews conducted with officers/deputies if requested	0.72	1.24	1.42	1.63	0.88	0.79
Exit interviews conducted based on other policy	0.70	1.46	1.12	1.83	0.80	1.62

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics survey, 2020.

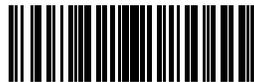


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