September 15, 2021

Dear Representative Matthew Gwynn,

I am writing in regards to the recent effort you led to survey the public safety employees of Utah. I received the raw data file on June 10, 2021, and have completed a preliminary descriptive analysis. I hope you'll find descriptive results enlightening, if concerning in several areas. For ease of comparison, I have reported each question or category for the entire public safety sample, as well as by role (law enforcement or fire fighter) to ease comparison between the two groups. For the most part, the two sides of public safety are congruent. However, direct comparisons are impaired due to class imbalance, as approximately six times as many law enforcement officers responded as did those from the fire services.

Note that missing data also presents some difficulties. At this time, I have not taken any steps to impute missing data, or to investigate whether missingness is related to any other variables. That analysis can be done if deemed necessary, though in my opinion it is not needed for descriptive results such as these.
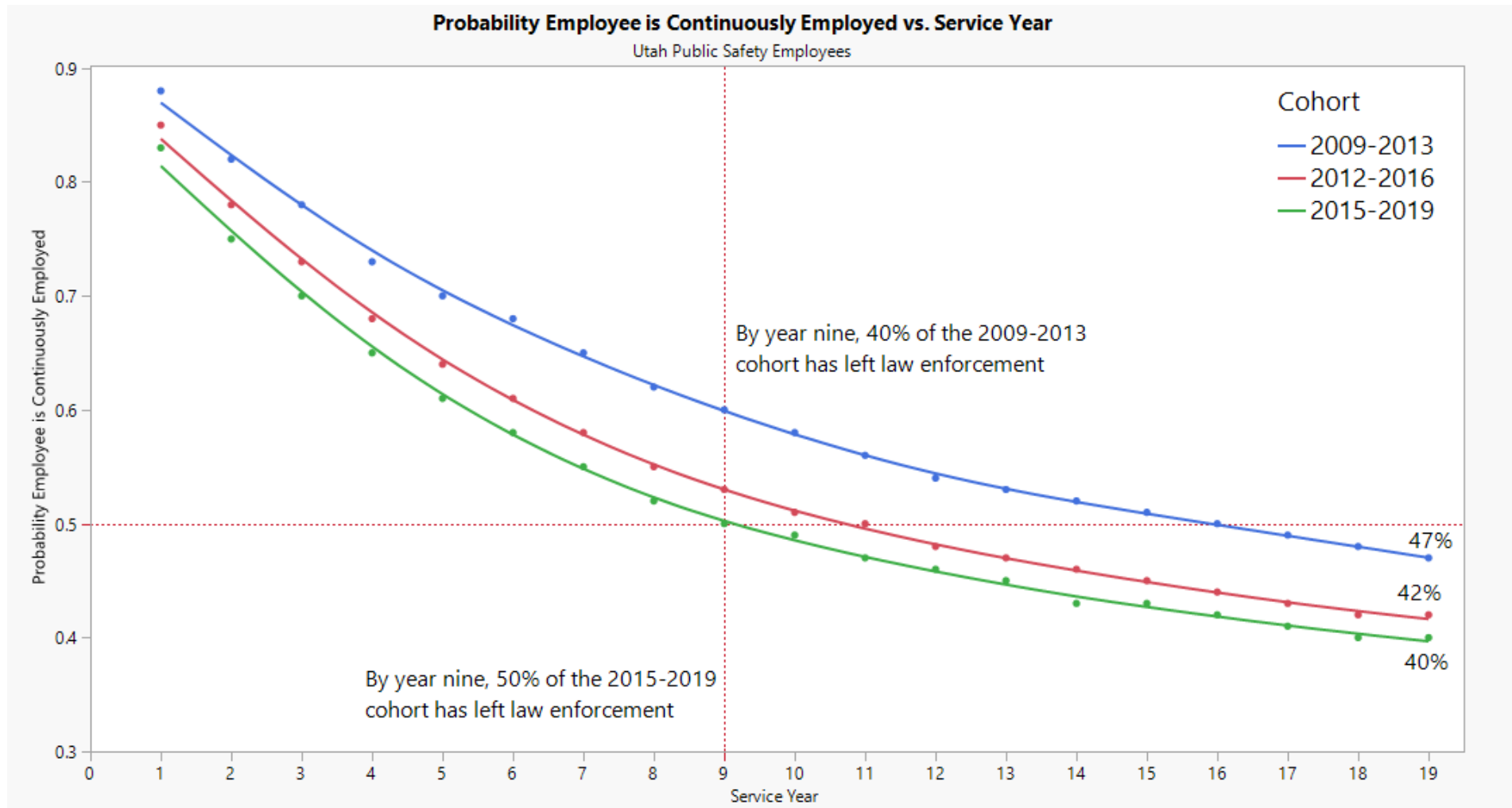
Thank you again for the opportunity to serve.

Warm regards,

Ian T. Adams

Probability Employee is Continuously Employed vs. Service Year

Utah Public Safety Employees

Cohort
— 2009-2013
— 2012-2016
— 2015-2019

By year nine, 40% of the 2009-2013 cohort has left law enforcement

By year nine, 50% of the 2015-2019 cohort has left law enforcement

47%
42%
40%

Note: Comparable FF group – 71% (2013), 66% (2016), 60% (2019).

Table 1: Demographic Characteristics (n=3132)

Tier	N	% of Total	Fire Fighter N	Fire Fighter Column %	Law Enforcement N	Law Enforcement Column %
Other	60	2.43%	3	0.83%	53	2.56%
Tier 1	1385	55.98%	169	46.94%	1189	57.38%
Tier 2	1029	41.59%	188	52.22%	830	40.06%
All	2474	100.00%	360	100.00%	2072	100.00%
Years in public safety						
0 - 5	540	22.09%	93	25.76%	445	21.44%
5 - 10	525	21.47%	84	23.27%	441	21.24%
11 - 15	463	18.94%	52	14.40%	410	19.75%
16-20	490	20.04%	68	18.84%	418	20.13%
21+	427	17.46%	64	17.73%	362	17.44%
All	2445	100.00%	361	100.00%	2076	100.00%
Age						
21-25	117	4.79%	25	6.94%	92	4.44%
26-30	339	13.88%	67	18.61%	271	13.07%
31-35	422	17.28%	51	14.17%	370	17.84%
36-40	484	19.82%	58	16.11%	425	20.49%
41-45	468	19.16%	72	20.00%	394	19.00%
46-50	304	12.45%	34	9.44%	268	12.92%
50+	308	12.61%	53	14.72%	254	12.25%
All	2442	100.00%	360	100.00%	2074	100.00%
Gender						
Female	205	8.38%	13	3.60%	189	9.10%
Male	2152	88.02%	343	95.01%	1805	86.95%
Non-binary / third gender	10	0.41%	1	0.28%	9	0.43%
Prefer not to say	78	3.19%	4	1.11%	73	3.52%
All	2445	100.00%	361	100.00%	2076	100.00%
Race						
American Indian or Alaska Native	16	0.66%	2	0.56%	14	0.68%
Asian	20	0.83%	2	0.56%	18	0.88%
Black or African American	26	1.07%	2	0.56%	24	1.17%
Hispanic	118	4.87%	14	3.90%	102	4.96%
Native Hawaiian or Pacific Islander	28	1.16%	4	1.11%	24	1.17%
Other	87	3.59%	11	3.06%	76	3.70%
White	2126	87.81%	324	90.25%	1797	87.45%
All	2421	100.00%	359	100.00%	2055	100.00%
Agency Size						
1 - 10	46	1.88%	9	2.50%	37	1.78%
11 - 20	118	4.82%	15	4.17%	102	4.91%
21-30	144	5.88%	13	3.61%	131	6.30%
31-40	195	7.97%	18	5.00%	174	8.37%
41-50	128	5.23%	31	8.61%	96	4.62%
51-100	566	23.13%	227	63.06%	338	16.26%
101+	1250	51.08%	47	13.06%	1201	57.77%
All	2447	100.00%	360	100.00%	2079	100.00%

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Table 2: Leavism, Satisfaction, & Morale

			Role			
			Fire Fighter		**Law Enforcement**	
Thinking about leaving current job?	**N**	**% of Total**	**N**	**Column %**	**N**	**Column %**
No	1193	44.47%	186	51.96%	870	41.83%
Yes	1490	55.53%	172	48.04%	1210	58.17%
All	2683	100.00%	358	100.00%	2080	100.00%
Applied elsewhere in last year?						
No	2156	80.33%	263	73.26%	1691	81.30%
Yes	528	19.67%	96	26.74%	389	18.70%
All	2684	100.00%	359	100.00%	2080	100.00%
If leaving, where?						
Different agency	595	28.19%	87	33.21%	464	27.78%
Different industry (non-public safety)	824	39.03%	98	37.40%	662	39.64%
Different State but still in law enforcement	162	7.67%	25	9.54%	128	7.66%
Retire	530	25.11%	52	19.85%	416	24.91%
All	2111	100.00%	262	100.00%	1670	100.00%
Which sector would you work?						
Private sector	864	34.64%	107	33.23%	672	34.23%
Public sector	236	9.46%	28	8.70%	195	9.93%
This question does not apply to me	1394	55.89%	187	58.07%	1096	55.83%
All	2494	100.00%	322	100.00%	1963	100.00%
Overall Job Satisfaction						
Low	462	18.62%	32	8.86%	421	20.28%
Moderate	1192	48.05%	168	46.54%	1006	48.46%
High	827	33.33%	161	44.60%	649	31.26%
All	2481	100.00%	361	100.00%	2076	100.00%
My morale is high						
Strongly disagree	342	13.76%	13	3.60%	321	15.43%
Somewhat disagree	390	15.69%	37	10.25%	346	16.63%
Neither agree nor disagree	432	17.38%	53	14.68%	371	17.84%
Somewhat agree	831	33.44%	133	36.84%	686	32.98%
Strongly agree	490	19.72%	125	34.63%	356	17.12%
All	2485	100.00%	361	100.00%	2080	100.00%
Morale at my agency is high						
Strongly disagree	597	24.03%	32	8.89%	556	26.73%
Somewhat disagree	580	23.35%	70	19.44%	498	23.94%
Neither agree nor disagree	492	19.81%	64	17.78%	420	20.19%
Somewhat agree	647	26.05%	147	40.83%	487	23.41%
Strongly agree	168	6.76%	47	13.06%	119	5.72%
All	2484	100.00%	360	100.00%	2080	100.00%
Recommend career to family/friend						
Strongly disagree	897	36.13%	26	7.20%	852	40.98%
Somewhat disagree	558	22.47%	57	15.79%	492	23.67%
Neither agree nor disagree	379	15.26%	59	16.34%	312	15.01%
Somewhat agree	467	18.81%	134	37.12%	330	15.87%
Strongly agree	182	7.33%	85	23.55%	93	4.47%
All	2483	100.00%	361	100.00%	2079	100.00%

Table 3: Organizational Justice

My community/agency relations	N	% of Total	Role Fire Fighter N	Role Fire Fighter Column %	Law Enforcement N	Law Enforcement Column %
Terrible	80	3.22%	0	0.00%	77	3.70%
Poor	197	7.93%	5	1.39%	189	9.09%
Average	616	24.81%	50	13.85%	552	26.55%
Good	1111	44.74%	152	42.11%	945	45.45%
Excellent	479	19.29%	154	42.66%	316	15.20%
My agency values my input						
Strongly disagree	553	22.26%	42	11.63%	503	24.18%
Somewhat disagree	540	21.74%	68	18.84%	465	22.36%
Neither agree nor disagree	429	17.27%	54	14.96%	364	17.50%
Somewhat agree	692	27.86%	127	35.18%	552	26.54%
Strongly agree	270	10.87%	70	19.39%	196	9.42%
My agency has my best interests in mind						
Strongly disagree	554	22.29%	40	11.08%	506	24.32%
Somewhat disagree	511	20.56%	69	19.11%	436	20.95%
Neither agree nor disagree	479	19.28%	60	16.62%	404	19.41%
Somewhat agree	705	28.37%	128	35.46%	568	27.29%
Strongly agree	236	9.50%	64	17.73%	167	8.02%

Table 4: Career Plans

			Role			
			Fire Fighter		**Law Enforcement**	
Staying in public safety 20+ years? (Tier 1)	**N**	**% of Total**	**N**	**Column %**	**N**	**Column %**
Definitely not	39	2.87%	1	0.60%	37	3.13%
Probably not	58	4.26%	3	1.79%	55	4.65%
Might or might not	152	11.17%	11	6.55%	140	11.84%
Probably yes	311	22.85%	30	17.86%	279	23.60%
Definitely yes	801	58.85%	123	73.21%	671	56.77%
Staying in public safety 25+ years? (Tier 2)						
Definitely not	91	8.90%	10	5.35%	81	9.77%
Probably not	170	16.62%	29	15.51%	139	16.77%
Might or might not	272	26.59%	39	20.86%	232	27.99%
Probably yes	312	30.50%	52	27.81%	258	31.12%
Definitely yes	178	17.40%	57	30.48%	119	14.35%
Post-retirement plans						
Private Sector (non-law enforcement)	1427	58.29%	175	49.02%	1239	59.86%
Private Sector law enforcement	79	3.23%	0	0.00%	79	3.82%
Public Sector law enforcement (After 1 year)	211	8.62%	15	4.20%	195	9.42%
Public Sector non-law enforcement	310	12.66%	43	12.04%	265	12.80%
Stay retired	421	17.20%	124	34.73%	292	14.11%

Table 5: Why Public Service? (ranked-choice)
"Please rank why you became a police officer/firefighter? One being the most significant reason to 6th being the less significant reason."

			Role	
			Fire Fighter	**Law Enforcement**
	N	**Mean**	**Mean**	**Mean**
Desire to serve	2475	1.79	2.06	1.75
Pay	2475	3.63	4.03	3.59
Pension/Retirement	2475	2.80	2.99	2.77
Shift Work	2475	4.61	3.59	4.80
Excitement/Adventure	2475	2.75	2.66	2.73
why_other	2475	5.42	5.67	5.36

Note: For Table 5, respondents were asked to rank the most important reasons for the relevant question. Therefore, a score of 1 is "more important" compared to a score of 2, which itself is more important than 3, 4, 5, etc.

Table 6: Leavism: Why Considering Private Sector? (ranked-choice)
"If you are leaving public safety for the private sector, rank the following reasons that are the most influential in your decision to leave. 1 being the most influential 8 being the last influential."

	N	Mean	Role	
			Fire Fighter Mean	Law Enforcement Mean
Wages	785.00	2.72	1.63	2.89
Benefits	785.00	4.67	3.75	4.81
Retirement	785.00	4.41	3.45	4.56
Public service not a good career	785.00	7.08	6.57	7.18
Community support	785.00	4.65	5.38	4.52
Administration support	785.00	4.85	4.94	4.86
Political support	785.00	3.44	3.98	3.35
Negative media portrayal	785.00	4.18	6.31	3.82

Note: For Table 6, respondents were asked to rank the most important reasons for the relevant question. Therefore, a score of 1 is "more important" compared to a score of 2, which itself is more important than 3, 4, 5, etc.

Table 7: Retain Me! (ranked-choice)
"Please rank the following actions your agency could take to help retain your employment with 1 being the most significant and 8 being the least significant"

	N	Mean	Role	
			Fire Fighter Mean	Law Enforcement Mean
Pay	2351	1.64	1.69	1.63
Non-health benefits	2351	2.40	2.28	2.42
Health benefits	2351	3.68	3.57	3.70
Education and training	2351	4.85	4.59	4.90
Permanent shifts	2351	6.27	6.54	6.23
Equipment	2351	5.72	5.87	5.69
New administration	2351	5.23	5.50	5.18
Better policy	2351	6.21	5.96	6.26

Note: For Table 7, respondents were asked to rank the most important reasons for the relevant question. Therefore, a score of 1 is "more important" compared to a score of 2, which itself is more important than 3, 4, 5, etc.

Table 8: Budget Exercise
"For the purpose of this question you have $100 in new funding. How would you allocate that funding to improve recruitment and retention in your agency?"

	N	Mean	Role	
			Fire Fighter Mean	Law Enforcement Mean
Pay	2545	$43.10	$41.85	$43.02
Pension	2545	$24.47	$28.86	$23.84
Healthcare	2545	$10.85	$10.37	$10.98
Training and education	2545	$7.90	$7.36	$8.09
Equipment	2545	$7.06	$6.84	$7.20
Community outreach	2545	$6.62	$4.71	$6.87

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