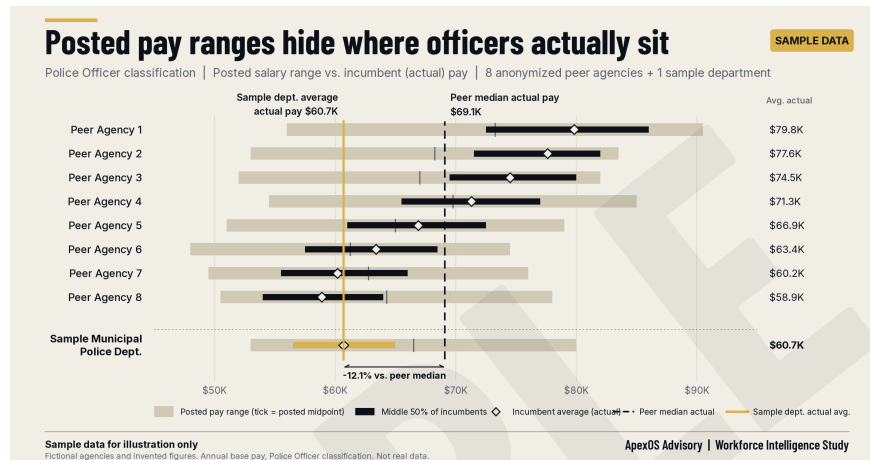


Sample Workforce Intelligence Study – Executive Summary

Sample Municipal Police Department | Police Officer classification | Illustration of an ApexOS Workforce Intelligence Study

Bottom line. On paper, the Sample Municipal Police Department pays at market: its posted midpoint (\$66.5K) is 0.8% above the peer median. In practice, its officers are paid 12.1% below the peer median (\$60.7K vs. \$69.1K), and the gap widens with every year of service. A study built on posted ranges would have reported no problem. Separately, patrol headcount is close to what the workload supports, but it is scheduled on the wrong hours.



Source: ApexOS illustrative dataset (fictional). Data as of: not applicable (sample). Annual base pay.

Scope

Question: is Police Officer pay competitive with peer agencies, and does patrol deployment match workload? Population: 118 sample incumbents in one classification, benchmarked against 8 anonymized peer agencies. Out of scope: other classifications, benefits, overtime, and facilities.

Method

ApexOS uses a five-phase method: Discover, Define, Collect, Analyze, Deliver & Defend. Two choices drive the results here.

- Benchmark against incumbent pay, not posted ranges. A posted range shows what an agency could pay. Payroll shows what it does pay. We compare actual average pay by years of service and each agency's position in its range, with a source and as-of date on every data point.
- Peer selection criteria (client signs off before analysis). (1) Service population within 0.5x–2x of the client; (2) sworn strength within 0.5x–2x; (3) same or adjacent labor market; (4) full-service municipal police with a similar service level; (5) pay data under 12 months old, agency-published or agency-certified; (6) documented exclusions, such as pending consolidation or a classification overhaul. Target: 8–15 peers.
- Workload method. Committed time from call records by 4-hour block, then divided by (1 – 35% uncommitted-time target) to find the workload-supported number of officers on duty. The 35% target is an assumption the client sets.

Key findings

- "At market" on paper, below market in practice. The Sample Dept. ranks 5th of 9 on posted midpoint but 7th of 9 on actual average pay.
- Officers sit low in the range. The average officer is 29% of the way up the posted range. The peer median is 57%.
- Pay is compressed. Pay grows 20% from entry to 18+ years, versus 37% at the peer median. The peer median for 18+ years (\$81.0K) is above the Sample Dept.'s posted maximum (\$80.0K). The gap runs from –5.1% at 0–2 years to –17.3% at 18+ years.
- Right headcount, wrong hours. Authorized patrol strength averages 45 officers on duty across six blocks; the workload supports 48. Blocks from 0000 to 1200 carry 4.9 more positions than the workload supports; blocks from 1200 to 2400 are short 8.1.
- The cost to close the pay gap is quantifiable. Moving each service band to the peer median costs about \$951K a year in base pay (before benefits and payroll load). Officers with 0–8 years account for \$411K (43%).

Recommendations

#	Recommendation	Priority	Evidence	Est. annual impact (sample)	Phasing
1	Adopt incumbent-pay benchmarking as the standing method; report position-in-range every year.	High	Findings 1–2	No added cost	Next budget cycle
2	Close the 0–8 year gap to the peer median.	High	Findings 3, 5	About \$411K base pay	Year 1
3	Redesign step progression to reduce compression for officers with 9+ years.	High	Findings 3, 5	Up to \$540K base pay at full implementation	Years 2–3, phased
4	Rebalance shift starts and overlap to the workload curve before adding any positions.	High	Finding 4	Cost-neutral in the sample; 90-day pilot	First 90 days
5	Re-run the workload analysis every year and track uncommitted time by block.	Medium	Finding 4	Staff time only	Annual

Impact figures are illustrative, base pay only, and exclude benefits, payroll taxes, and retirement contributions. Priorities and phasing are ApexOS professional assessment of a fictional case.

Limitations

- All agencies, figures, and findings are fictional and invented for demonstration. They describe no real agency, place, or organization.
- Eight peers is the low end of the 8–15 target range. A real study would document why each comparator was included or excluded.
- One classification and base pay only. Overtime, longevity pay, incentives, and benefits are not compared.
- Workload is derived from sample call data and an assumed 35% uncommitted-time target. A real study validates both with the client's own records.
- A real study states the source and as-of date of every data point. Recommendations are for the client's decision makers; no outcome is guaranteed.

Next step. To see how this analysis would look for your agency, book a discovery call at apexosadvisory.com.