

## Abstract

This study analyzes and assesses the shortcomings of the Navy Security Force personnel footprint, specifically as it pertains to the current retention challenges NSF faces. The NSF is critical to the Navy's mission, ensuring the safety of naval assets. Despite the force's criticality, retention of personnel is a persistent issue likely due to factors including salary, pension, work-life balance, job duties, and military requirements. By analyzing data received from the Defense Manpower Data Center (DMDC) and the Pentagon, the study employs statistical techniques, including trend line analysis, to identify the most prominent factors contributing to this issue. The analysis found that Navy Security Forces earn up to 45% less than local law enforcement in key states, face limited career growth, and show a notable trend where women—despite comprising only 10% of the force—exhibit consistently higher retention rates than men.

## Methods

- Collected DMDC data on NSF personnel (2001–2024).
- Cleaned key variables using Stata.
- Visualized trends in Excel to support retention insights.

### Civilian Summary Statistics

Table 1: Police Officer Summary Statistics					
	Observations	Mean	Standard Deviation	Minimum	Maximum
Male	18,962	0.917	0.277	0	1
Age	18,962	43.229	11.186	18	75
Salary	18,962	61,209	13,805	32,948	134,465
Years of Service	18,962	7.967	7.722	0	43
Prior Military Service	18,962	0.682	0.466	0	1
White	18,962	0.553	0.497	0	1
Asian	18,962	0.080	0.272	0	1
Black	18,962	0.221	0.415	0	1
Other Race	18,962	0.148	0.353	0	1
Less than High School	18,962	0.001	0.032	0	1
High School	18,962	0.509	0.500	0	1
Some College	18,962	0.297	0.457	0	1
Bachelor	18,962	0.157	0.363	0	1
Beyond Bachelor	18,962	0.038	0.186	0	1

Notes: Data are taken from DMDC records for all civilian Navy Security Force police officers in Sept. 2017, Sept. 2018, Sept. 2019, Sept. 2020, Sept. 2021, Sept. 2022, Sept. 2023, and July 2024. Salary variable is shown in US\$2024.

### Master-at-Arms Summary Statistics

Table 2: Master at Arms Summary Statistics					
	Observations	Mean	Standard Deviation	Minimum	Maximum
Male	214,167	0.900	0.400	0	1
Age	214,167	27.702	6.824	17	63
Years of Service	214,167	6.939	6.191	0	30
White	214,167	0.653	0.476	0	1
Asian	214,167	0.027	0.161	0	1
Black	214,167	0.180	0.384	0	1
Other Race	214,167	0.141	0.348	0	1
Less than High School	214,167	0.029	0.167	0	1
High School	214,167	0.829	0.376	0	1
Some College	214,167	0.079	0.270	0	1
Bachelor	214,167	0.001	0.220	0	1
Beyond Bachelor	214,167	0.006	0.074	0	1

Notes: Data are taken from DMDC records for all Navy enlisted Master at Arms in

### Civilian Salary Differences

Table 3: NSF Police Salary Differences					
Panel A: National Differences					
Area	Non-NSF Police Average	NSF Police Average	Difference	% Difference	
Nationwide	\$76,000	\$57,226	\$18,774	33%	

  

Panel B: State-wide Differences (Top five states with the most NSF police officers)					
Area	Non-NSF Police Average	NSF Police Average	Difference	% Difference	
CA	\$111,770	\$63,686	\$48,084	76%	
FL	\$76,480	\$49,516	\$28,964	58%	
HI	\$89,850	\$58,129	\$31,721	55%	
MD	\$76,000	\$63,252	\$12,748	20%	
VA	\$65,890	\$56,794	\$9,096	16%	

Notes: All figures are in 2023 US dollars. Non-NSF data taken from Bureau of Labor Statistics. NSF data taken from DMDC.

## Results & Impact

- Clear relationship between salary and retention rates in NSF, specifically for the Navy Police. Data compiled from the Bureau of Labor Statistics indicates that the five states with the highest concentration of Navy Police—VA, CA, FL, HI, MD and VA – have salary disparities with federal police officers, with differences of 76%, 58%, 55%, 20%, and 16% respectively.
- There may not be a clear enough progression pathway for the enlisted Master-at-Arms, making it more enticing to seek a career in the civilian world after 5 years of service. A significant portion of this community that is flexible attempting this career early on in life but possibly desires another career, with less risk than law enforcement, as they age.

## Future Research

- Strengthen Recruitment strategies by offering competitive incentives and career progression pathways.
- Improve retention through targeted pay adjustments, leadership development and incentive programs.
- Leverage data analytics to optimize NSF workforce structure and mission effectiveness
- As opposed to FLETEC the Military could establish a Joint Military Police training command for all civilian law enforcement personnel within the Department of Defense.

