



PSO Newsletter

February 2024

Our newsletter this month features

- Partner publications
- Research opportunities
- Professional activities
- PSO 2023 Year in Review
- Newsletter archive

We regularly update our [website](#) and our [LinkedIn](#) page. Please follow us and invite interested contacts to do so as well. Those interested may sign up for the PSO Newsletter by using this [contact form](#).

Partner Publications

[Recruiting, Retaining, and Advancing Women in Policing: Lessons Learned from the IAWP Gender-Responsive Policing Summit](#)

Jessica Huff, University of Nebraska Omaha; Samantha S. Clinkinbeard, University of Nebraska Omaha; Rachael M. Rief, University of Memphis; et al.

Barriers to women in policing are not universal. Many police organizations have implemented promising gender-responsive approaches. The International Association of Women Police, the Nebraska Association of Women Police, and UN Women convened a Gender-Responsive Policing Summit to share successful efforts to improve recruitment, retention, promotion, and wellness of women in policing. This work provides real-world strategies police agencies can use to improve gender diversity, informed by police professionals committed to improving women's experiences in policing on an international scale.

[Police Retention in Police 1's 24 on 2024](#)

Terry Cherry, Charleston (SC) Police Department

PSO Partner Terry Cherry was one of 24 contributors to *Police1's 24 on 2024: A Police Leadership Playbook*. Regarding retention, Cherry writes, "With a noticeable slowdown in recruitment, agencies are urgently seeking answers to the complex issue of retention. Recently, researchers and practitioners have conducted studies to decipher who is leaving policing and why. Findings from these efforts have highlighted key emerging themes such as organizational justice, leadership development and promotional transparency. Agency leaders acknowledge these persistent issues in law enforcement, yet effective strategies to address them remain elusive." Contributions by other authors discuss topics such as recruitment, training, research, accreditation, operational strategy, and women in law enforcement.

[“A Panel of Good ol’ Boys”: Women Navigating the Police Promotions Process](#)

Natalie Todak, University of Alabama at Birmingham

Women are significantly underrepresented among police supervisors, managers, and leaders in the United States. To investigate this problem, Natalie Todak analyzes narrative data from 226 women who earned promotions in U.S. policing about the challenges they have faced. Among its findings are those of gender bias within the promotions process and, more broadly, in the organizational context of participants’ agencies that impact promotion.

[Doing More with Less? Assessing the Cost Efficiency of US Local Police Organizations](#)

Erik Alda, Marymount University; Ljubinka Andonoska, University of Texas at El Paso

Erik Alda and Ljubinka Andonoska examine the cost efficiency of local police agencies in the United States. They find reductions in inefficiency would yield significant budgetary savings and improved performance in service delivery. They note such savings could be invested where resources are most needed and cost-effective, such as investigative processes, or in traditionally underfunded areas such as training or acquiring updated equipment.

[“Insufficient Guidance and a Lack of Preparation”: Police Academy Training and the Reality of Police Work](#)

Toby Miles-Johnson, Western Sydney University

Police academy training is the foundation of police performance. In Australia, police academy programs are usually delivered internally by police officers and are underpinned by traditional policing practices and acceptable methods of response deemed suitable. Toby Miles-Johnson analyzes data from 46 constables working in one of the largest Australian police organizations to explore whether Australian police academies adequately prepare recruits to conduct police work or for the reality of policing.

Research Opportunities

Policing: An International Journal

PSO partners Ian T. Adams, Scott M. Mourtgos, and Jeremy M. Wilson are serving as guest editors of a special issue on police staffing for *Policing: An International Journal*. They welcome submissions on topics such as the global dimensions of police staffing, internal staffing dynamics, the relationship between determinants and outcomes of police staffing, resource allocation, and debunking misconceptions. Submission deadline is February 29, 2024.

For questions, write ian.adams@sc.edu. Submit an article [HERE](#), and find more information on the journal [HERE](#).

Professional Activities

[Jon Shane Promotes Activity-based Budget Model](#)

Jon Shane recently appeared on the Policing Matters [podcast](#), sponsored by Lexipol and hosted by Police1 columnist and retired San Francisco (CA) Deputy Chief Jim Dudley, to discuss workload analysis

and budgeting. Dudley cited the activity-based budget model (ABB) as “a pioneering approach that intricately links police workload with financial planning . . . offering a more nuanced understanding of how resources can be allocated effectively to meet operational needs.” Shane has since partnered with the Dartmouth (MA) Police Department police department to develop an ABB model for it. Shane is also working with Sergeant Ryan Hermes of the Sharonville (OH) Police Department to offer an ABB training session for executives and command staff officers in Ohio. Individuals interested in hosting an ABB workshop or adopting it as a planning tool should write to Shane at jonmshane@gmail.com or visit <https://www.jmshane.com/learn>.

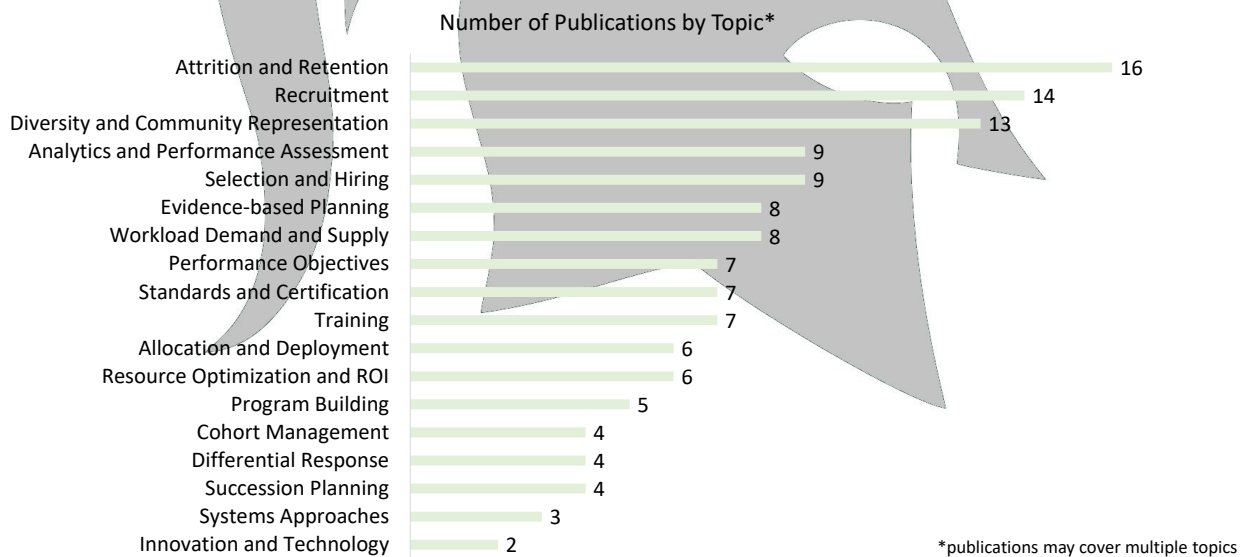
PSO 2023 Year in Review

Breadth of Research

In its first year, the Michigan State University Police Staffing Observatory (PSO) and its Partners accomplished a variety of tasks, including technical assistance, presentations, workshops, and serving as special journal editors for issues to advance the science and practice of police staffing issues.

One way to show the breadth of work by the PSO and its Partners is through the topics on which they published. The figure indicates the number of publications PSO Partners had in each of the topics shown in 2023. Much of this work focused on recruitment, retention, and attrition, among the most pressing issues that police agencies face today. At the same time, PSO Partners also explored such topics as performance objectives, training, program building, cohort management and succession planning, and innovation and technology.

In 2023, PSO Partners Published 30 Works Across the Staffing Spectrum, Advancing Science and Progress

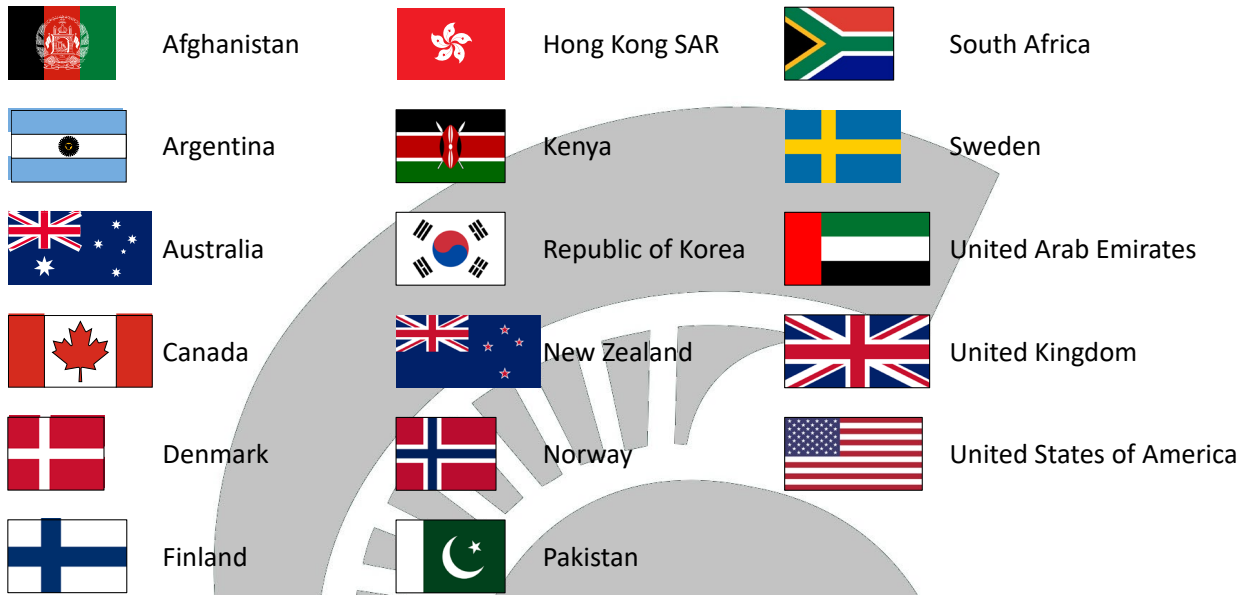


International Reach

The nearly 40 PSO Partners comprise a global collaborative of academics, scholars, practitioners, and students working with Michigan State University to promote evidence-based police workforce research, strategy, and operations. Their work spans the globe, with PSO partners in 2023 analyzing staffing issues

in 17 nations. Examples of such work include police academy training in Australia, voluntary resignations from the police service in the United Kingdom, police academy training in Australia, workload analysis and service delivery in the United States, and lessons from nearly a dozen nations on developing a model program for gender-inclusive policing.

In 2023, PSO Partners Analyzed Staffing Issues in 17 Nations, Offering Important Global Insight on Workforce Planning



Wide Dissemination

To ensure their research findings reach the widest possible audience, PSO Partners seek a variety of venues for their work. In 2023, this included publications in criminal justice journals such as *Police Quarterly*, economics journals such as *Applied Economics Letters*, public administration journals such as *Public Management Review*, academic monographs, general interest publications such as *The Conversation*, professional journals such as *Police Chief*, and public organizations such as the International City/County Management Association and the U.S. Office of Community Oriented Policing Services. (See [here](#) for a full list of our 2023 publications, as well as resources from PSO Partners published in earlier years.)

In 2023, PSO Partners Widely Shared Staffing Lessons by Publishing in More than Two Dozen Different Venues

Academic Journals

- American Journal of Criminal Justice
- Applied Economics Letters
- Criminology & Public Policy
- Criminology and Criminal Justice
- Journal of Community Safety & Well-Being
- Journal of Experimental Criminology
- Journal of Public Administration Research and Theory
- Justice Evaluation Journal
- Police Practice and Research: An International Journal
- Police Quarterly
- Policing: a Journal of Policy and Practice
- Policing: An International Journal
- Public Management Review
- Women & Criminal Justice

Monographs

- Gender Inclusive Policing: Challenges and Achievements

Professional

- Police
- Police1
- Police Chief
- The Conversation
- The Georgia Police Chief

Public Organizations

- Australian Institute of Police Management
- International City/County Management Association
- U.S. Office of Community-Oriented Policing Services

Ongoing and Future Work

PSO Partners continue to advance science on police staffing research through multiple projects. These include, among other topics, work on police recruitment and selection, retention, women in law enforcement, police workplace health and performance, media content analysis of police staffing issues, assessing the need for law enforcement staffing in airports, identity management of police officers, and civilianization. Such efforts will ensure the PSO remains among the leaders in identifying and resolving the most pressing police staffing issues.

Newsletter Archive

Our newsletters are now online. See [here](#) to read the most recent or previous copies of our newsletter.

About the Michigan State University Police Staffing Observatory

The Police Staffing Observatory (PSO) is a global collaborative of academics, scholars, practitioners, and students working with Michigan State University to promote evidence-based police workforce research, strategy, and operations. Its primary aims are to advance police workforce knowledge and its application by

- Conducting timely and innovative research on critical aspects of a wide-range of police staffing issues, resulting in scholarly and practitioner-oriented publications
- Creating a venue for the network of police staffing scholars to share opportunities, discuss ideas, and enable collaborations

- Facilitating researcher-practitioner partnerships and technical assistance
- Serving as a repository and dissemination vehicle for the research of collaborators so that it is easily discoverable by practitioners and others.

Through its facilitation of research and outreach, the Police Staffing Observatory is a community of science that ultimately serves as a valuable resource for the community of practice.

