



## PSO Newsletter

October 2024

Our newsletter this quarter features

- Professional activities
- Partner publications
- Research opportunities
- New partners

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 the [contact form](#).

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### Professional Activities

#### Adams, Wilson, Huff, and Gibbs to Receive ASC Policing Division Awards

Four PSO members—Ian T. Adams, Jeremy M. Wilson, Jessie Huff, and Jennifer Gibbs—will receive [career recognition awards](#) from the [American Society of Criminology \(ASC\) Division on Policing](#) at the ASC annual meeting next month.

Adams, an assistant professor of criminology and criminal justice at the University of South Carolina, will receive the Early Career Award. The Early Career Award recognizes outstanding scholarly contributions to policing by someone who has received a Ph.D. within the last five years. Adams conducts applied research on police personnel, tactics, and measuring policy outcomes linked to policy change. His research has appeared in *Justice Quarterly*, *Criminology and Public Policy*, and *Public Administration Review*. He appears regularly in media outlets to speak about policing, including The Washington Post and a Frontline documentary on the lethal use of force. Before his academic career, Adams was a police practitioner for nearly twenty years.

Wilson, Director of the PSO and professor in the School of Criminal Justice at Michigan State University, will receive the Distinguished Scholar Award. The Distinguished Scholar Award recognizes a mid-career academic or researcher who has made outstanding contributions to the field of policing. Wilson has collaborated with police agencies, communities, task forces, multinational corporations, professional associations, governments, and other public and private entities throughout the world on many complex public safety problems. Among the topics of his nearly 200 publications for practitioners and scholars are police staffing and personnel planning, organizational consolidation, resource allocation, community policing, field interventions for violence prevention, data and measurement, and empirical modeling and evaluation.

Huff, an assistant professor in the School of Criminal Justice at the University of Cincinnati, and Gibbs, an associate professor of criminal justice at Penn State Harrisburg, will receive the Teaching and Mentorship Award. The Teaching and Mentorship Award honors outstanding achievement in teaching and mentoring

among ASC Policing Division Members. Huff uses experimental methods to examine programs and policies intended to improve police effectiveness and fairness. She is an NIJ LEADS Academic who has partnered with police agencies to evaluate programs including body-worn cameras, intelligence-led approaches to gun crime, and use of force. Her work has been published in *Criminology and Public Policy* and *Justice Quarterly*. Gibbs has research interests in recruitment and retention as well as police wellness. She has studied small and rural police forces in Pennsylvania and worked with Nigerian police on law enforcement training.

#### McGough Receives ANZ SEBP Global Leadership Award

PSO Partner Maureen McGough has received a Global Leadership in Evidence-Based Policing Award from the Australia and New Zealand Society of Evidence Based Policing (ANZ SEBP). The ANZ SEBP recognized her work in co-founding the 30x30 Initiative, which “is gaining growing international attention including across Australasia.” The award further noted McGough’s work in “foster[ing] the design and application of a range of evidence-based interventions” in the United States.

#### PSO Partners at IACP Annual Meeting

Five PSO Partners will present or discuss research at the annual meeting of the International Association of Chiefs of Police (IACP), to be held October 19-22 in Boston. PSO Partners speaking at the meeting will be

- Jacqueline Drew on how police work affects off-duty and family life, Saturday, October 19, at 1 p.m., and on police suicides, Sunday, October 20, at 2 p.m.
- Tanya Meisenholder on what works in advancing women officers, Saturday, October 19, at 1 p.m.
- Jeremy Wilson on evidence-based staffing and resource allocation, Sunday, October 20, at 2 p.m.
- Terry Cherry and Anthony Gibson on racial bias assessment, Monday, October 21, at 8 a.m.

Four PSO Partners will also speak at the research symposium sponsored by the IACP Research Advisory Committee and the Police Research Advancement Section on Sunday, October 20, starting at 9 a.m. PSO Partners speaking at the symposium are

- Jeremy Wilson on Field-Based Lessons on Police Recruitment and Selection
- Ashleigh Wojslawowicz on Not a Police Problem: Data collaborations for Real-Time Strategies
- Ian Adams on The Impact of AI Assistance of Police Report Writing Times
- Jacqueline Drew on Occupational Stressors and Their Link to Burnout and Psychological Distress in Policing

For further information on the IACP meeting, see <https://iacp2024.eventscribe.net/>.

#### PSO Partners at ASC Annual Meeting

Eighteen PSO Partners will present or discuss research on staffing issues at the annual meeting of the American Society of Criminology, to be held November 13-16 in San Francisco.

A session on **Police Recruitment and Selection: Field Lessons from a Platform of MSU—COPS Research**, to be held Friday, November 15, at 8 a.m. and organized by the Office of Community Oriented Policing Services, will have presentations on

- **Examining the Nature and Evolution of the Police Staffing Crisis: A Media Content Analysis**, by Jeffrey Gruenewald, Jeremy M. Wilson, Rosa I. Rivera, and Clifford A. Grammich
- **A Comprehensive Approach to Building Effective Recruitment Programs**, by Rosa I. Rivera and Jeremy M. Wilson
- **Police Recruitment and Selection Strategies: A Multidimensional Assessment of Form and Function**, by Jeremy M. Wilson and Clifford A. Grammich

The PSO is also sponsoring a **Roundtable on Police Workforce Strategy: Ongoing Research by Partners of the Michigan State University Police Staffing Observatory**, on Friday, November 15, at 2 p.m. Jeremy Wilson will serve as roundtable chair, and Erik Alda, Russell Hassan, Jessie Huff, and Tanya Meisenholder will be the discussants.

There will also be a **Roundtable on Women in Policing: The 30x30 Initiative**, Thursday, November 14, at 9:30 a.m. PSO Partners Tanya Meisenholder and Maureen McGough will serve as chairs, and PSO Partners Jessie Huff and Kathleen Padilla along with Jenn Rineer will be the discussants.

Finally, there will be a **Roundtable on Recruiting, Retaining, and Advancing Women in Policing: Lessons Learned from the IAWP Gender-Responsive Policing Summit**, Thursday, November 14, at 2 p.m. PSO Partner Samantha S. Clinkinbeard will serve as chair, and PSO Partner Rachael Rief, along with Brenna Dunlap, Lexi E. Goodijohn, and Champ Champenstein will be the discussants.

Other presentations on staffing by PSO Partners (indicated by an asterisk) are

- **Mental Health, Resilience, and Early Career Retention of a Police Officer Cohort**, by Hunter Boehme, Irick T. J. Geary\*, Gabrielle O’Keefe, Ian T. Adams\*, Scott Mourtgos\*, and Sohee Jung, Wednesday, November 13, at 8 a.m.
- **Availability and Access of Wellness Resources in Policing**, by Kathleen Padilla\*, Wesley Smith, Frank Benton, Pete Blair, and Hunter Martindale, Wednesday, November 13, at 8 a.m.
- **Barriers to Integration: An Examination of Policewomen’s Academy and Field Training Experiences**, by Rachael Rief\*, Lexi E. Goodijohn, Samantha S. Clinkinbeard\*, and Champ Champenstein, Wednesday, November 13, at 9:30 a.m.
- **Can AI Review of Body-Worn Camera Footage Improve Police Professionalism?** by Ian T. Adams\*, Kyle McLean, and Geoffrey Alpert, Wednesday, November 13, at 11 a.m.
- **A Hot Spots Problem-Solving Experiment in Hamilton County (OH)**, by Cory P. Haberman, Bradley O’Guinn\*, and Matthew McGrath, Wednesday, November 13, at 12:30 p.m.
- **Organisational Bias: How Occupational Practices Affect Women Police Officers**, by Toby Miles-Johnson\*, Wednesday, November 13, at 2 p.m.
- **Implementing Virtual Reality Training in a Law Enforcement Agency**, by Cory P. Haberman, J. C. Barnes, Clay Driscoll, Matthew McGrath, and Bradley O’Guinn\*, Thursday, November 14, at 2 p.m.
- **Using Departmental Indicators and Machine Learning to Predict Early-Career Patrol Officer Retention**, by Kayla Freemon, Charles Katz, Hyunjung Cheon, Danielle Wallace, and Jessie Huff\*, Friday, November 15, at 12:30 p.m.
- **The Quantitative Edge: Estimating the Impact of Body-Worn Cameras on Police Performance with Continuous Treatment Matching**, by Erik Alda\*, Friday, November 15, at 12:30 p.m.

- **Why Do Women Leave? Utilizing Exit Interview Data to Understand Police Women's Experiences**, by Jenn Rineer, Travis Taniguchi, Elise Kretzer, Tanya Meisenholder\*, and Zollie Saxon, Friday, November 15, at 3:30 p.m.
- **The Effect of Civil Service on Diversity in Small and Rural Police Departments**, by Jennifer C. Gibbs\*, Saturday, November 16, at 8 a.m.
- **First-year Constables: Occupational Burnout, Stress, and Attrition**, by Toby Miles-Johnson\*, Saturday, November 16, at 11 a.m.

For further information, see the meeting site at <https://asc41.org/events/asc-annual-meeting/>.

#### PSO Presents at Law Enforcement Action Forum



On September 26, 2004, in Higgins Lake, MI, PSO Director Jeremy M. Wilson and PSO Partners Rosa Rivera and Ethan Humphrey as well as Michigan State University School of Criminal Justice doctoral student Ellie McLeod presented research on An Evidence-Based Approach to Building Police Workforces to the Law Enforcement Action Forum (LEAF). They also raised awareness of the PSO and the many evidence-based staffing resources it has compiled from its diverse set of global partners. The LEAF is a committee of the Michigan Municipal League whose members comprise chiefs, sheriffs, and public

safety directors from agencies of all sizes around the state.

#### PSO Partners at Global Evidence Based Policing Conference

Two PSO Partners—Jacqueline Drew and Maureen McGough—presented work at the Global Evidence Based Policing Conference held by the Australia and New Zealand Society of Evidence-Based Policing at Melbourne in September. Drew presented work on The EMPOWER Wellbeing Program for Police: Addressing the Connection Between Organisational and Operational Job Demands and Psychological Harm, as well as research on Beyond the Experience of Trauma in Explaining the Psychological Health of Police Cohorts: The Role of Occupational Stressors, Embitterment and Psychological Contract Breach. McGough discussed the Launch of the Global Policing Database and Gender Diversity and the 30 x 30 Project: A U.S. Perspective on Advancing Gender Diversity in Policing.

#### Charman Participates in European Society of Criminology Working Group

PSO Partner Sarah Charman participated in two days of discussions regarding collaborations, engagement, and future working with the European Society of Criminology's Policing Working Group in September. The working group is open to all police researchers.

#### Tyson Speaks at Disability in Policing Conference

PSO Partner Jemma Tyson spoke recently to the Disability in Policing Conference. Tyson addressed her research with the Disabled Police Association, including an upcoming survey exploring experiences of disabled and neurodivergent police employees. Themes of the conference included the need to improve psychological safety in policing for police officers and staff and the role of line managers in determining people's experiences.

McGough, Meisenholder Discuss 30x30 Initiative on Podcast

PSO Partners Maureen McGough and Tanya Meisenholder as well as Ivonne Roman recently discussed the 30x30 Initiative on Nancy Aguilar's "Badass in Heels" podcast. Topics included the history of the 30x30 Initiative, the challenges women face in policing, the commitment made by more than 400 agencies to the initiative, the importance of partnerships, and the importance of leadership fostering an environment where women officers can thrive. The podcast is available at <https://nancypaguilar.podbean.com/e/30x30-transforming-the-world-for-policewomen/>.

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## Partner Publications

### PSO Launches Perspective Series

The PSO has launched a new product: *PSO Perspectives*. *PSO Perspectives* present research-based staffing lessons in a way that is accessible to the law enforcement community. While research-informed and evidence-based, a Perspective may summarize a recent publication, share early findings from a research project, review a case study, react to a policy or program, or reflect on a contemporary issue.

Our September [Perspective](#), by PSO Director Jeremy M. Wilson of Michigan State University and PSO Partners Clifford A. Grammich of Birdhill Research and Communications, LLC, and Terry Cherry of the Charleston (SC) Police Department, discusses reframing the police staffing "crisis" as a "challenge." While referring to the current situation as a crisis has advantages and disadvantages, considering it as a dynamic challenge allows a systems approach with evidence-based guidance to address it.

Our October [Perspective](#), by PSO Partner Ashleigh Wojslawowicz of the Charleston County (SC) Criminal Justice Coordinating Council, highlights the value of case studies for police staffing research. Such studies, Wojslawowicz writes, can be of great worth for both researchers and practitioners. Case studies, she adds, "are arguably the most practical for police agencies to undertake," and can "serve as both a model and potential method for future learning, with a healthy dose of realism."

### Trauma, Critical Incidents, Organizational and Operational Stressors: The Relationship Between Harms and Psychological Outcomes for Police

Jacqueline M. Drew, Griffith University; Harley Williamson, Griffith University

While early psychological health studies in policing focused on trauma and critical incidents, more recent research suggests psychological harm can result from other operational and organizational factors. This article analyzes a survey of Australian police officers on stressors and psychological health. The researchers found organizational and operational stress cause about three times the amount of psychological stress for police officers that trauma stress does. The findings suggest police leaders consider the direct and combined impacts of different stressors on the psychological health of their staff. PSO Partner Drew also discussed this research in an earlier [podcast](#).

### The Show Must Go On! An Autoethnography of (Re)socialization into Senior Policing in England and the Prominence of "Leadership Theatre"

Phil Corkhill (pseudonym), University of Portsmouth; Sarah Charman, University of Portsmouth  
A recall from a secondment assignment at the beginning of the COVID-19 pandemic allowed a senior police leader in England renewed insight into the culture of a police organization. Writing

pseudonymously with PSO Partner Sarah Charman, the leader found “punishment-centered supervision, keeping a low profile, narrow perceptions of ‘real’ police work, and conflicting role demands still persist.” The article suggests further study among other police participants and additional research on “leadership theatre” and what underlies it. Charman offers reflections on the article [here](#).

### The Representation of Women in Policing and Community Policing Implementation

Somin Kim, Michigan State University

This work used 2016 and 2020 Law Enforcement Management and Administrative Statistics to examine whether the representation of women in large local police departments affects community policing implementation. The research did not find a significant relationship between these variables, but did show that one of the control variables, varies significantly with community policing implementation.

### When Your Reputation Precedes You: Strategic Recruitment for Enhancing Diversity

Jordan Holmes, Michigan State University; Ann Marie Ryan, Michigan State University

This article discusses evidence supporting strategic, targeted recruitment for increasing minority representation in police agencies in the context of negative reputations for inclusion, reviewing strategies published in 145 articles. It finds police agencies use some evidence-based practices (e.g., community engagement) but could do more to enhance diversity. The article provides a set of recommended best practices for agencies to use in evaluating and enhancing their efforts at targeted recruiting. It addresses in particular the concerns of agencies that have a less positive image regarding diversity and inclusion.

### Navigating Entry: The Role of Exposure and Career Fit Negotiation in Women’s Pathways to Policing in the United States

Sam S. Clinkinbeard, University of Nebraska at Omaha; Rachael M. Rief, University of North Texas; Trisha N. Rhodes, University of Nebraska at Omaha; Lexi E. Goodijohn, University of Nebraska at Omaha

This work interviewed 47 women in law enforcement to learn about their pathways into policing. Two primary themes emerged from the interviews: career discovery through exposure and negotiating career fit. Exposure through interactions with role models, hands-on experiences, and media portrayals, provided a peek into policing. Such exposure also helped later navigate career fit concerns as they faced questions about their own characteristics, values, and belonging. The research highlights the need for policing organizations to create meaningful connections with potential candidates and to help them align policing careers with diverse aspirations, values, and personal circumstances. Police organizations also need to continue focusing on cultural and structural changes to accept and support diverse integration.

### PSO Partners Write on Community Policing and Staffing Implications

Three PSO Partners—Maureen McGough, Anthony Gibson, and Terry Cherry—have contributed to a recent publication of the Office of Community-Oriented Policing Services on [American Policing 2054: Advancing Community Policing over the Next 30 Years](#). McGough, in writing on Police as Catalysts for a More Perfect Union, discusses the need for more innovative approaches to public safety and staffing. Gibson and Cherry, in writing on Empowering Accuracy and Ownership, discuss the implications of new communications strategies for staffing.

## PSO Partners' Research Featured in Inaugural Issue of Applied Police Briefings

Three articles in the inaugural issue of Applied Police Briefings feature PSO partner research. PSO Partners Scott D. Mourtgos, Ian T. Adams, and Justin Nix summarize their research on Elevated Police Turnover Following the Summer of George Floyd Protests. PSO Partner Erik Alda discusses Can Police Optimize Resource Allocation in Lean Times? An Efficiency-Based Approach. Finally, PSO Partner Kathleen E. Padilla summarizes research she did with Kellie Renfro and PSO Partner Jessie Huff on Career Advice Given by Female Police Officers.

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## Research Opportunities

The American Society of Evidence-Based Policing (ASEBP) invites abstracts for review and consideration to present at the ninth annual ASEBP conference. The conference will be held at the University of Arizona in Tucson from April 30 to May 2. Submissions are due October 31. For questions or further information, write to [info@americansebp.org](mailto:info@americansebp.org).

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## New Partners

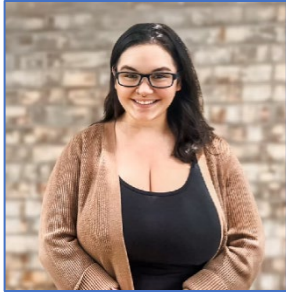
The PSO welcomes three new partners: Irick T. J. Geary, Jennifer Gibbs, and Kathleen Padilla.



Irick T. J. Geary is a 24-year law enforcement veteran and current Operations Bureau Commander at the University of South Carolina Division of Law Enforcement and Safety. Geary is a past president of the South Carolina Law Enforcement Officers' Association (SCLEOA), a 7,000-member organization representing more than 100 agencies across the state. As SCLEOA president, he supported passage of legislation that raised training, performance, and accountability standards for law enforcement in South Carolina. Geary works part-time as a subject-matter expert and senior instructor for the U.S. Bureau of Justice Assistance VALOR program. He has a strong interest in evidence-based policing and is a co-principal investigator on a multi-year NIJ-funded research project regarding mental health, resilience, and early career attrition in law enforcement.



Jennifer C. Gibbs is an associate professor of criminal justice at Penn State Harrisburg. After finishing a bachelor's degree in psychology from Keuka College, she completed a master's degree in criminal justice administration from Niagara University while working as a civilian at the Niagara Falls (NY) Police Department. She earned her Ph.D. in criminology and criminal justice from the University of Maryland, College Park. Her research interests include recruitment and retention, police wellness, and terrorism. Recently, she was PI on a Center for Rural Pennsylvania grant to study small and rural police forces. She has also worked with Nigerian police officers as a co-PI on an IACP – U.S. Department of State grant-funded law-enforcement training.



Kathleen E. Padilla is an Assistant Professor in the School of Criminal Justice & Criminology at Texas State University. She completed her PhD and a postdoctoral research fellowship at Arizona State University, focusing on police officer mental wellness and organizational support resources. She is also a co-founder and researcher with the Applied Justice Group, an evidence-based thinktank that works with criminal justice organizations. Her work focuses on officer wellness, gender equity in the workplace, recruitment and retention, and community engagement. She has published in *Occupational*

*Medicine, Police Practice & Research: An International Journal*, and *Journal of Experimental Criminology*.

She can be found on X/Twitter at @kepadil.

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## Newsletter Archive

Our newsletters are online. Click [here](#) to read the most recent or previous issues.

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## 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.