



Police Staffing Observatory

MICHIGAN STATE UNIVERSITY

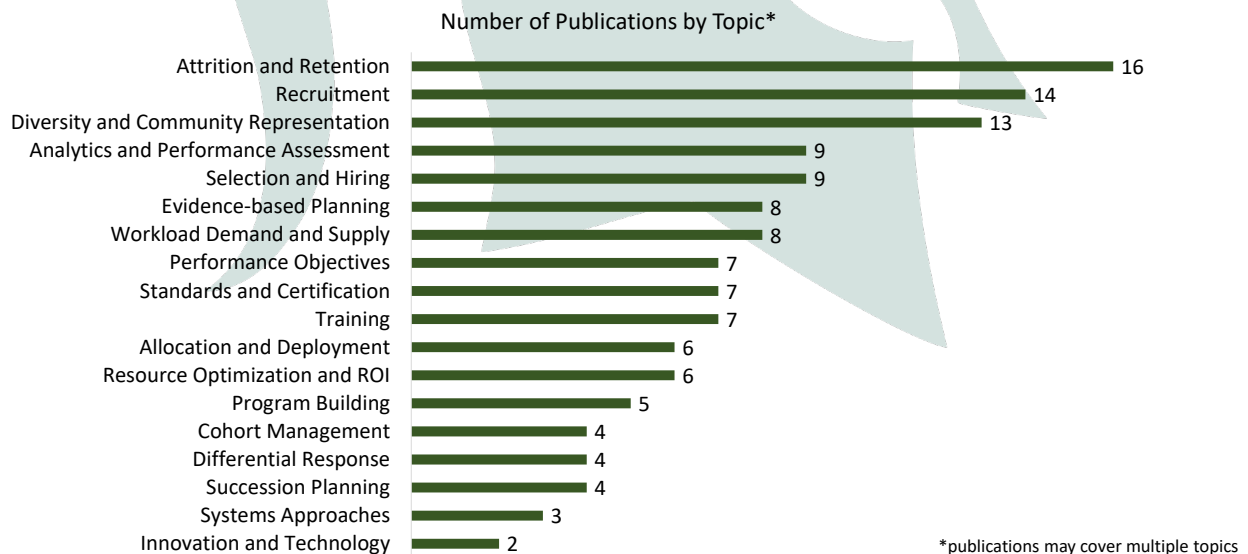
PSO 2023 Year in Review

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 below 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. 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 Works Across the Staffing Spectrum, Advancing Science and Knowledge



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, 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.

Ongoing and Future Work

PSO Partners continue to advance science on police staffing research through multiple projects. These include 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.

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

PSO Resources Published In 2023 (Listed Alphabetically by First Author; PSO Partners Shown in **Bold**)

Adams, I. T., S. Mourtgos, and J. Nix, “Turnover in Large US Policing Agencies Following the George Floyd Protests,” <https://doi.org/10.21428/cb6ab371.4a588631>

Adams, I. T., S. M. Mourtgos, et al., “If the Face Fits: Predicting Future Promotions from Police Cadets’ Facial Traits,” <https://doi.org/10.1007/s11292-023-09554-0>

Adams, I. T., J. Nix, S. M. Mourtgos, “Memphis Police Numbers Dropped by Nearly a Quarter in Recent Years – Were Staffing Shortages a Factor in the Killing of Tyre Nichols?” <https://theconversation.com/memphis-police-numbers-dropped-by-nearly-a-quarter-in-recent-years-were-staffing-shortages-a-factor-in-the-killing-of-tyre-nichols-199078>

Aiello, M. F., “Universal and Sex-Normed Benchmarks in Police Physical Fitness Requirements: A Factorial Vignette Design,” <https://doi.org/10.1080/08974454.2023.2167062>

Alda, E., and L. Andonoska, “Doing More with Less? Assessing the Cost Efficiency of U.S. Local Police Organizations,” <https://doi.org/10.1080/13504851.2023.2208325>

Alexander, J., and **S. Charman**, “Parallel Lines? The Homogeneous and Gendered Career Patterns of Senior Leaders in Policing in England and Wales,” <https://doi.org/10.1080/15614263.2023.2231593>

Charman, S., and **J. Tyson**, “Attrition Rates: Stemming the Tide,” <https://content.yudu.com/web/440a7/0A440oc/October2023/html/index.html?page=34>

Charman, S., and **J. Tyson**, “Over and Out: The Damaged and Conflicting Identities of Officers Voluntarily Resigning from the Police Service,” <https://doi.org/10.1080/10439463.2023.2200249>

Cherry, T., “A Letter to the American Public: Where Have the Police Gone?”
<https://www.police1.com/police-recruiting/articles/a-letter-to-the-american-public-where-have-the-police-gone-LKzr22GPpSmPs6zx/>

Davis, J., and **S. Hassan**, “Preference for Group-based Social Hierarchy and the Reluctance to Accept Women as Equals in Law Enforcement,” <https://doi.org/10.1093/jopart/muae003>

Drew, J. M., S. Bartels, and V. Herrington, *Leadership for Wellness: A Strategy for Developing Police and Public Safety Leaders*,
https://www.aipm.gov.au/sites/default/files/downloads/Final%20Leadership%20for%20Wellness_270223_0.pdf

Drew, J. M., and S. Martin, “Mental Health and Wellness Initiatives Supporting United States Law Enforcement Personnel: The Current State-of-Play,” <https://doi.org/10.35502/jcswb.298>

Gibson, A., and **T. Cherry**, “The Path to an Inclusive and Representative Agency,”
<https://www.policechiefmagazine.org/the-path-to-an-inclusive-and-representative-agency/>

Huff, J., K. Freemon, and C. M. Katz, “A Mixed-Methods Evaluation of the Phoenix Crime Gun Liaison Program: Leveraging Patrol Officers for Investigations,” <https://doi.org/10.1080/24751979.2023.2232437>

Jiang, Z., D. B. Baker, and **S. Hassan**, “Conflict and Cooperation Within Police Units: The Importance of Manager Inclusiveness,” <https://doi.org/10.1080/14719037.2022.2026688>

Jones, M., “The Law Enforcement Leadership Pipeline” (three parts), <https://gachiefs.com/wp-content/uploads/2023/07/2023-03-A-GA-Chief-Magazine-SUMMER-07.16.23-0921.pdf>,
<https://gachiefs.com/wp-content/uploads/2023/10/2023-04-Georgia-Chief-Magazine-FALL-1.pdf>, and
<https://gachiefs.com/the-georgia-police-chief-winter2024/>

Miles-Johnson, T., “‘Insufficient Guidance and a Lack of Preparation’: Police Academy Training and the Reality of Police Work,” <https://doi.org/10.1177/26338076231167880>

Padilla, K. E., A. R. Rockwell, and **J. Huff**, “A Qualitative Exploration of Stress in a Criminal Investigations Section,” <https://doi.org/10.1080/15614263.2023.2185242>

Prenzler, T., ed., with contributions from **J. Drew**, *Gender-Inclusive Policing: Challenges and Achievements*, <https://www.routledge.com/Gender-Inclusive-Policing-Challenges-and-Achievements/Prenzler/p/book/9781032251585>

Shane, J. M., “Creating a Nexus Between Workload and Costs: A Case Study from Ocean View PD,”
<https://www.police1.com/chiefs-sheriffs/articles/creating-a-nexus-between-workload-and-costs-a-case-study-from-ocean-view-pd-tfQ6Vcx1tUNcNgh7/>

Shane, J. M., “Solving the Police Workload and Budget Problem,” <https://icma.org/blog-posts/solving-police-workload-and-budget-problem>

Shane, J. M., “Survey Results Indicate Urgent Need for Comprehensive Workload Analysis and Service Delivery Revamp,” <https://www.police1.com/what-cops-want-2023/articles/survey-results-indicate-urgent-need-for-comprehensive-workload-analysis-and-service-delivery-revamp-F2ixCHtt8jZUmtZA/>

Todak, N., “A Panel of Good Ol’ Boys’: Women Navigating the Police Promotions Process,”
<https://doi.org/10.1007/s12103-023-09732-w>

Tyson, J., and **S. Charman**, “Leaving the Table: Organisational (In)justice and the Relationship with Police Officer Retention,” <https://doi.org/10.1177/17488958231191648>

Wilson, J. M., and **C. A. Grammich**, *Police Recruitment and Selection: Resources and Lessons for Workforce Building*, <https://portal.cops.usdoj.gov/resourcecenter?item=cops-r1137>

Wilson, J. M., **C. A. Grammich**, **T. Cherry**, and **A. Gibson**, “Police Retention: A Systematic Review of the Research,” <https://doi.org/10.1093/police/paac117>

For Further Information

See our webpage at <https://cj.msu.edu/research-excellence/psu/psu-home.html> or scan the QR code.



Visit and follow our LinkedIn page: <https://www.linkedin.com/company/90461275/>

Email PSO Director Dr. Jeremy Wilson @ jwilson@msu.edu

