



## *PSO Newsletter*

July 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](#).

---

### Professional Activities

#### Toby Miles-Johnson Promoted to Professor

Congratulations to Toby Miles-Johnson on his promotion to professor at Western Sydney University. In addition to his PSO publications on staffing and training for police organizations, Toby has researched security and defense agencies as well as diverse, hard-to-reach, and vulnerable populations. In his policing work, he has collaborated with police organizations in Australia, the United Kingdom, and the United States.

#### Scott Mourtgos Appointed Assistant Professor

Congratulations to Scott Mourtgos on his appointment as an assistant professor at the University of South Carolina. Scott, who did his doctoral studies in political science at the University of Utah, has also been a National Institute of Justice LEADS scholar and a deputy chief with the Salt Lake City Police Department. Scott's research typically uses quantitative methods to focus on policing and criminal justice policy.

#### Gibson and Cherry Receive Charleston Promotions

Congratulations to Anthony Gibson on his promotion to lieutenant and Terry Cherry on her promotion to sergeant in the Charleston (SC) Police Department. Lieutenant Gibson and Sergeant Cherry were among the earliest Partners to join the Michigan State University Police Staffing Observatory. The PSO has benefited from their keen insights on police staffing issues and their pursuit of academic and practitioner partnerships. Among the PSO resources they have co-authored are those on recruitment strategies, the effects of prior military or law enforcement experience on recruiting, building an inclusive and representative agency, helping police agencies become learning organizations for recruitment, evolution of retention research, and fostering academic partnerships.



**PSO Partners at Evidence-based Crime Policy Conference**  
Several PSO Partners participated at the George Mason University Center for Evidence-Based Crime Policy in June. Most notable was Scott Mourtgos, pictured at left with Jeremy Wilson. Mourtgos was inducted into the Evidence-Based Policing Hall of Fame, which “recognizes innovative law enforcement practitioners who have been central to implementing a high-quality research program in their agency and are relentless champions of institutionalizing evidence-based practices.” Jeremy Wilson presented on “How Police Agencies Can Use a Systems Approach to Optimize Police Staffing and Meet Performance Objectives.” Other PSO Partners attending were Ian Adams, Terry Cherry, Anthony Gibson, Shawn Hill, Maureen McGough, and Ashleigh Wojslawowicz.

#### Charman, Tyson Co-chair The Supporting Women in Policing Conference

Sarah Charman and Jemma Tyson co-chaired The Supporting Women in Policing Conference, held online in April. Program sessions discussed the journey of women in policing, supporting female officers from minority backgrounds, implementing flexibility measures to support mothers and those returning to the workplace, sharing best practice strategies to support female police, producing a gender equality strategy, including female officers in divisions where they are underrepresented, and tackling sexism and harassment in the police force.

#### Wilson Participates in BJA Discussions on Future Criminal Justice Workforce

Jeremy M. Wilson joined nearly 100 criminal justice leaders for a discussion sponsored by the Bureau of Justice Assistance on the “Criminal Justice Workforce of the Future,” held in Wichita, Kansas in April. Topics included current workforce statistics, future needs and projections, strategies to promote interest in public service. A forthcoming report will summarize recommendations of the conference.

#### PSO Partners at ASEBP Meeting

Eight PSO Partners—Ian Adams, Terry Cherry, Jessie Huff, Tanya Meisenholder, Bradley O’Guinn, Natalie Todak, Jeremy Wilson, and Ashleigh Wojslawowicz—presented on staffing and other policing issues at the 8<sup>th</sup> annual American Society of Evidence-Based Policing Conference, hosted by Washington State University Spokane, in late May. Topics of the presentations included use of body-worn cameras, strategic staffing, training and use of force, women in policing, and improving officer wellbeing and retention.



## Partner Publications

### Special Journal Issue on Women in Policing

Carol A. Archbold, North Dakota State University; Janne Gaub, The University of North Carolina at Charlotte; Jacqueline M. Drew, Griffith University

This article introduces a special issue of *Policing: A Journal of Policy and Practice*, on Women in Policing. Articles in the special issue discuss recruitment, retention and workplace experiences, and promotion. Articles in the issue by PSO Partners are among those featured below or in previous PSO newsletters.

### The 30x30 Initiative: Seeking to Improve Public Safety and Transform Departments by Advancing Women in Policing

Maureen Q. McGough, University of South Carolina; Ivonne Roman, The 30x30 Initiative  
Women make up only 12 percent of sworn officers and 3 percent of police leaders in the United States. These numbers raise concerns regarding both equity and public safety. This article notes that a growing body of research finds that women officers are less likely to use excessive force, more likely to improve trust with diverse communities, and more likely to provide better outcomes for crime victims. This article reviews the work of the 30x30 Initiative to improve the representation and experiences of women in policing as well as public safety outcomes across communities.

### Gender Differences in Workplace Incivility Experiences and Their Impacts on the Well-being and Retention of Women in Law Enforcement Organizations

Jill A. Davis, The Ohio State University; Zhongnan Jiang, Shanghai University of Finance and Economics; Shahidul Hassan, The Ohio State University; Leisha DeHart-Davis, The University of North Carolina at Chapel Hill

This work finds policewomen report “significantly higher levels of workplace incivility” than policemen do. They also report “higher levels of emotional exhaustion,” which can increase their intention to leave their current position. To reduce these problems, the authors suggest police organizations “proactively recognize and address interpersonal dynamics in the workplace and improve women’s organizational experiences.” They further suggest that police organizations “devise specific strategies to identify and rectify selective incivility to retain women.” The authors note that “managers may find more success in discouraging uncivil behaviours by promoting a culture of respect rather than through reporting and accountability mechanisms.”

### Sexual Harassment and Psychological Distress Experienced by Women Police: The Role of Embitterment and Psychological Contract Breach

Jacqueline M. Drew, Griffith University; Chantal Chevroulet, Griffith University

Sexual harassment remains a concern in many police agencies. This study of an Australian state police organization finds that the concepts of embitterment and psychological contract breach are critical to understanding the relationship between sexual harassment and psychological distress. Embitterment can result from reactions to experiences that are common but exceptional and do not pose a direct threat to life but result in feelings of humiliation, injustice, or a breach of trust violating an individual’s basic beliefs and values. Psychological contract breach can occur when an employee perceives an imbalance between the obligations or promises from the organization and the contribution that the employee provides in return. Sexual harassment can contribute to both embitterment and psychological contract

breach, and all three can contribute to psychological distress. To offset these effects, the authors suggest “that women police need to hear genuine messaging from leaders at every level of police agencies . . . that sexual harassment constitutes a breach of the agreement and promises made by the agency to their officers” and that agency leaders “need to be seen to take action to address the cause of the breach,” both in longer-term reforms and action against perpetrators of sexual harassment.

### Officer Diversity May Reduce Black Americans’ Fear of the Police

Justin T. Pickett, The State University of New York at Albany; Amanda Graham, Georgia Southern University; Justin Nix, The University of Nebraska at Omaha; Francis T. Cullen, University of Cincinnati

Most Black Americans remain afraid of police mistreatment. This article suggests that racial and gender diversification of the police may reduce such fears. In two separate experiments, the authors found that Black Americans were less afraid of non-White and female officers than they were of White or male ones. They also found that body-worn cameras reduced fear among both Black and non-Black respondents. The findings support calls to diversify police agencies and to require officers to wear and notify civilians of body-worn cameras.

### The Organisational and Cultural Challenges of Leading a Police Force

Pippa Mills, Metropolitan Police Service; Clare Simkin, University of Portsmouth; Sarah Charman, University of Portsmouth

Police leadership in recent times, the authors note, has suffered from a poor strategic approach to selecting police leaders, a lack of focus on leadership development, and decreasing length of tenure for leaders. This work considers police leadership from the perspective of a senior police leader who sets the strategic direction of the organization and is accountable for results. It argues that “to be a good and effective police leader requires operational credibility and experiential knowledge, strategic thinking and the desire to put people at the heart of this approach.” This article is part of a volume edited by Dr. Mark Kilgallon and Martin Wright on Leadership Behaviours for Effective Policing.

### To Train or Educate? Or Train and Educate? The Australian Police Recruit Training Versus Tertiary Education Dilemma

Toby Miles-Johnson, Western Sydney University

Australian police organizations have differed on whether to focus on officer preparedness in relation to occupational training or tertiary level police education. The dilemma is not new but has been heightened by the police staffing crisis. Australian police organizations struggling to recruit and retain officers are considering whether mandated training or tertiary level education programs may dissuade or prevent applicants from a career in policing. This raises questions about the importance Australian police organizations place on recruit education. The article discusses whether recruits need to be educated to specific levels to effectively conduct police work and engage with citizens, or if police academy training without tertiary level police education is sufficient.



## Not Just a Numbers Game: Assessing the Journey of Women in Policing from Representation to Inclusion

Sarah Charman, University of Portsmouth

Gender representation in policing in England and Wales is often measured on overall numbers of women in policing roles. This, the author suggests, simplifies the issue of organizational integration and hides the complex task of addressing the structural and cultural gendered inequalities running throughout the service. This article considers the structural barriers to women's progression within the police service and presents a cultural analysis of the impact of this environment on women's organizational inclusion. It suggests that policing that prioritized fairness and compassion may have a positive impact on police officers in England and Wales.

## Special Journal Issue on the Police Staffing Crisis

Jeremy M. Wilson, Michigan State University; Toby Miles-Johnson, Western Sydney University

This article introduces a special issue of *Policing: A Journal of Policy and Practice* on the police staffing crisis and evidence-based approaches for addressing it. Articles in the issue by PSO Partners are among those featured below or in previous PSO newsletters.

## Perspective: Improving Police Recruitment Outcomes for Women through Physical Fitness Support Programs

Ivonne Roman, The 30x30 Project; Maureen Q. McGough, University of South Carolina

The authors draw on their experience enhancing women's recruitment through physical fitness programs and mentoring in Newark, New Jersey. Their efforts to launch the Women's Leadership Academy boosted women's performance on physical fitness tests, reduced attrition rates for women, improved recruitment of women, and led to continual data collection, analysis for improvement, and institutional recognition and support.

## 90% of Michigan State Troopers Are White – Why Making the Force More Representative Is a Challenge

Ann Marie Ryan, Michigan State University

This article reviews diversity among the Michigan State Police and what efforts the force can make to attract and retain a more diverse force.

## Debunking Myths of Police Staffing Benchmarks

Jeremy M. Wilson, Michigan State University; Clifford A. Grammich, Birdhill Research and Communications LLC

Using examples from Michigan, this article notes shortcomings of staffing ratios, peer agency comparisons, and allocation levels in setting police staffing levels, and summarizes the advantages of a workload-based approach for this task.

## [Michigan State University Police Staffing Observatory Offers Guidance and Collaboration](#)

Clifford A. Grammich, Birdhill Research and Communications LLC

This article reviews the purpose and activities of the MSU PSO.



## Research Opportunities

### IACP Mini-Symposium

The Research Advisory Committee (RAC) and the Police Research Advancement Section (PRAS) of the International Association of Chiefs of Police (IACP) will hold their second annual mini-symposium on Sunday, October 20, from 8 a.m. to 12 noon at the annual IACP conference in Boston. The RAC and PRAS invite submissions for flash presentations of approximately five minutes. The format is designed to allow for a rapid exchange of ideas and findings in a focused and engaging matter. Proposals can be submitted [here](#) until July 31 and should include title, abstract of 150 to 200 words, and names and affiliations of presenters. For information or questions, contact [Cynthia Lum](#) or [Eric Dlugolenski](#).

### Policing and Society Conference

The Police Science Research Center at the University of Akureyri (Iceland) invites abstracts for its 7<sup>th</sup> Policing and Society Conference on October 2 and 3, 2024. The theme of the conference this year is Community Policing, i.e., close cooperation between the police and the local community to uphold law and order, prevent crime, and solve problems in the interests of a better and safer society for all. Conference organizers strongly encourage abstracts that deal with community policing but will welcome all contributions from professionals and academics who work in fields that involve policing in one form or another and seek to build on their work or research. The deadline for abstracts has been extended to August 15, 2024. For further information, see the conference [website](#).

---

## New Partners



The PSO welcomes Tiana Gaudette as a new partner. Tiana is a PhD student in the School of Criminal Justice at Michigan State University and a Research Associate at the International CyberCrime Research Centre at Simon Fraser University. At MSU, she works with Steven Chermak and Jeremy Wilson on research related to police staffing, school violence, and brand protection. She holds bachelor's and master's degrees in criminology from Simon Fraser University.

---

## 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.

