



PSO Newsletter

December 2023

Our newsletter this month features

- New partners
- PSO highlights from the annual meeting of the American Society of Criminology
- Partner publications
- Research opportunities
- Professional activities
- Helpful resources

If you have items to share for our next newsletter, write to Cliff Grammich, grammich@birdhill.us. Our next newsletter will be published in February 2024.

We regularly update our [website](#) and our [LinkedIn](#) page. Please follow us and invite interested contacts to do so as well.

New Partners

The PSO welcomes two new partners: John Jarvis and Bradley O'Guinn.



John Jarvis currently serves as the Director of Police Research for the Excellence in Police and Public Safety Program at the University of South Carolina Law School. He previously served as the Academic Dean for the FBI Training Division among other posts over his 32-year Bureau career. His academic focus centers upon evidence-based practices in law enforcement and related topics. He graduated from Old Dominion University with degrees in Sociology and Mathematics and holds a Ph.D. in Sociology from the University of Virginia.



Bradley O'Guinn is a Ph.D. Candidate in the School of Criminal Justice at the University of Cincinnati. His research focuses on police effectiveness, problem-solving, and police organizations. Brad's recent work has appeared in *Crime and Delinquency*, *Journal of Experimental Criminology*, and *Police Practice and Research: An International Journal*.

PSO Highlights from the Annual Meeting of the American Society of Criminology

Several PSO partners presented research at the annual meeting of the American Society of Criminology (ASC) held in Philadelphia last month. PSO partner presentations included (click [HERE](#) for a summary of the presentations):

- Jeremy Wilson (Michigan State University) leading a roundtable with Ian Adams (University of South Carolina), Sarah Charman (University of Portsmouth), Toby Miles-Johnson (Western Sydney University), and Scott Mourtgos (University of Utah) on Addressing the Global Police Staffing Challenge
- Justin Nix (University of Nebraska Omaha) in co-authored research on Development of a Policing-Specific Emotion Recognition Test
- Toby Miles-Johnson on Recruitment, Deployment, Promotion, and Attrition of Female Officers
- Samantha Clinkinbeard (University of Nebraska Omaha) on How to Evaluate a Mental Health and Wellness Effort
- Jeremy Wilson with Michael David (Office of Community Oriented Policing Services, U.S. Department of Justice) on A Systems-Approach to Managing Police Staffing and Workload Demand
- Jessica Huff (University of Nebraska Omaha) in co-authored research on The Future Is Female: A Thematic Analysis of Advice Given by Female Police Officers
- Rachel Rief (University of Nebraska Omaha) and Samantha Clinkinbeard on Being a Policewoman in 2020
- Samantha Clinkinbeard in co-authored research on Police Culture and Officer Help-seeking
- Toby Miles-Johnson on Insufficient Guidance and a Lack of Preparation: Police Academy Training and the Reality of Police Work
- Natalie Todak (University of Alabama at Birmingham) in co-authored research on Anticipating 30x30: Effects of Organization and Leader Diversity on Attitudes of White Male Officers in Policing

Also during the ASC meeting, Jeremy Wilson received the Outstanding Book Award from the Division on White Collar and Corporate Crime for *Brand Protection and the Global Risk of Product Counterfeits: A Total Business Solution Approach*. Among the topics the book discusses are staffing as an organic system, issues in allocating personnel in combating intellectual property crime, and an organizational framework for continuous learning in decision-making. As such, it ties to issues that organizations must consider in evidence-based workforce research, strategy, and operations.



PSO partners gather to celebrate their presentations and chart new ventures over dinner during the ASC meeting.

Partner Publications

[Facilitating Learning to Improve Performance of Law Enforcement Workgroups: The Role of Inclusive Leadership Behavior](#)

Shahidul Hassan, The Ohio State University; Zhongnan Jiang, The Ohio State University
In this research, Shahidul Hassan, a PSO partner, and Zhongnan Jiang surveyed law enforcement managers as well as their subordinates and supervisors to explore “how law enforcement managers may cultivate learning and improve performance of their workgroups by demonstrating inclusive leadership.” They note that “law enforcement workgroups with high levels of psychological safety,” characterized by mutual trust and respect, “are more likely to engage in learning activities than those with a low level of psychological safety,” and that higher learning effort is associated with higher workgroup performance. They also find that inclusive leadership behavior by law enforcement managers helps motivate workgroups to engage in learning.

[Conflict and Cooperation within Police Units: The Importance of Manager Inclusiveness](#)

Zhongnan Jiang, Shanghai University of Finance and Economics; Daniel Brice Baker, Appalachian State University; Shahidul Hassan, The Ohio State University
Building on the work of Hassan and Jiang, this work by Zhongnan Jiang, Daniel Brice Baker, and PSO partner Shahidul Hassan assesses “the influence of manager inclusiveness on unit-level relational conflict and interpersonal helping behavior.” The authors find “a negative relationship between relational conflict and helping behaviour and between manager inclusiveness and relational conflict.” They further find that a larger span of managerial control can reduce the effect manager inclusiveness has on relational

conflict. The research suggests that public organizations “include measurements of inclusive behaviour in the[ir] performance evaluations,” and that they provide “training on inclusive behaviours” to managers.

[Preference for Group-based Social Hierarchy and the Reluctance to Accept Women as Equals in Law Enforcement](#)

Jill A. Davis, The Ohio State University; Shahidul Hassan, The Ohio State University

One of the key barriers to the integration of women into law enforcement is the perception among male officers that women are unsuited for police work. Jill A. Davis and PSO partner Shahidul Hassan use survey data to better understand the values and beliefs underlying such perceptions. They find that male officers who express preference for group-based social hierarchy assess women in law enforcement more negatively, with officers’ diversity values having some effect on this relationship. This research suggests that officers who wish to protect existing power dynamics are more likely to resist organizational diversity and have more negative views on women’s suitability for law enforcement.

[Caught in the Middle: Accommodative Dilemmas in Police – Community Relations](#)

Edward R. Maguire, Arizona State University; Shawn L. Hill, University of California, Santa Barbara; Howard Giles, University of California, Santa Barbara

Police reform movements often focus on improving relationships between police and the public. This, in turn, may require improving the way police communicate with the public. Such efforts may be explored through communication accommodation theory. In this work, Edward R. Maguire, PSO Partner Shawn L. Hill, and Howard Giles discuss the “accommodative dilemmas” in which police leaders may find themselves, as well as a theoretical foundation for understanding and navigating such dilemmas.

[A Letter to the American Public: Where Have the Police Gone?](#)

Terry Cherry, Charleston (SC) Police Department

The decreasing number of police officers, Cherry notes in this article, may lead to the creation of “safety deserts,” and contribute to “the steady erosion of democratic protection through the privatization of safety.” To function harmoniously, Cherry writes, every society “requires some form of effective safety.” The question facing U.S. society is whether this service will be paid by and provided to all or only an affluent few.

[Police Recruitment and Selection: Resources and Lessons for Workforce Building](#)

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

Police agencies face continuing challenges in recruiting and selecting staff but often lack resources to address them. As part of a larger project sponsored by the Office of Community Oriented Policing Services, PSO Director Jeremy Wilson and PSO partner Clifford Grammich have published a guide on recruitment and selection resources that are relatively recent and in-depth and that list comprehensive or rigorously tested tactics or explore novel or innovative strategies not discussed elsewhere.



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

Maureen Q. McGough Named Director of Policing and Public Safety Program

Congratulations to our partner, Maureen Q. McGough, who has assumed the role of Executive Director of the new Excellence in Policing and Public Safety Program at the University of South Carolina. The program, established by a \$10 million appropriation from the South Carolina Legislature, is “committed to integrating police, researchers, and communities to meet contemporary challenges, advance the police profession, and improve public safety outcomes for all communities.” McGough will continue her work with the Department of Justice to advance gender equity in policing as well as with the 30x30 Initiative to advance the representation and experiences of women in policing agencies.

Jeremy M. Wilson Appointed to International Association of Chiefs of Police Research Advisory Committee

PSO Director Jeremy Wilson was nominated to serve on the International Association of Chiefs of Police Research Advisory Committee, with an appointment beginning January 2024. This committee provides input, advice, and direction to the association, law enforcement practitioners, law enforcement researchers, university-based researchers, and the criminal justice system on all aspects of law enforcement policy research and evaluation. The committee works toward the goal of establishing and sustaining effective research partnerships among law enforcement agencies and university-based researchers; identifies examples of partnerships that conclusively demonstrate the importance of such partnerships; aids in the preparation of intermittent reports to the field on law enforcement/university research partnerships, findings, and implications for the field; supports and/or helps design educational sessions at IACP and other conferences on law enforcement research findings and impact; and supports research underway by the U.S. Department of Justice, particularly the National Institute of Justice, through input, advice and the annual research agenda.

Jon Shane Leads Ohio CLEE Workshop

PSO partner Jon Shane of the John Jay College of Criminal Justice presented a one-day Ohio Chiefs of Police Certified Law Enforcement Executive (CLEE) workshop on creating a nexus between workload and costs. The well-received workshop provided students an opportunity to apply a rational framework to workload analysis and budgeting for a more complete quantitative analysis of the work performed in a police agency. Shane is extending a 15 percent discount offer to all PSO affiliates who wish to use his

workload-budget model for their staffing projects. For more information, see <https://www.jmshane.com/learn>, and use code PSO2023 at checkout.

Helpful Resources

[International IP Crime Conference Armchair Innovation Sessions](#)

Held during the 2023 International Law Enforcement IP Crime Conference in Oslo, these Armchair Innovation Sessions feature interviews offering insights and best practices on several law enforcement issues, including those related to personnel. Among the recorded sessions available for viewing are

- PSO Director Jeremy M. Wilson, PSO partner Maureen Q. McGough, and former Newark (NJ) Police Department Chief Ivonne Roman on identifying and addressing barriers to women's inclusion in policing.
- PSO partner Maureen Q. McGough and Kristin Kvigne, Director General of the Norwegian Police Service, on improving the experiences of women in law enforcement.

To view these and other interviews, visit <https://www.iipic.org/armchair.php>.

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.