

PSO 2024 Year in Review

Breadth of Research

Through nearly 50 publications, and a roughly equal number of presentations at academic and professional conferences, as well as media discussions, the Michigan State University Police Staffing Observatory (PSO) and its Partners advanced the field of policing research in several areas in 2024. Much of this work focused on core staffing topics such as recruitment, community representation, attrition and retention, and selection and hiring. Other topics included training, performance objectives, resource optimization, nonsworn solutions, systems approaches, and differential response. The figure below indicates the number of publications PSO Partners had in each of the topics shown in 2024.

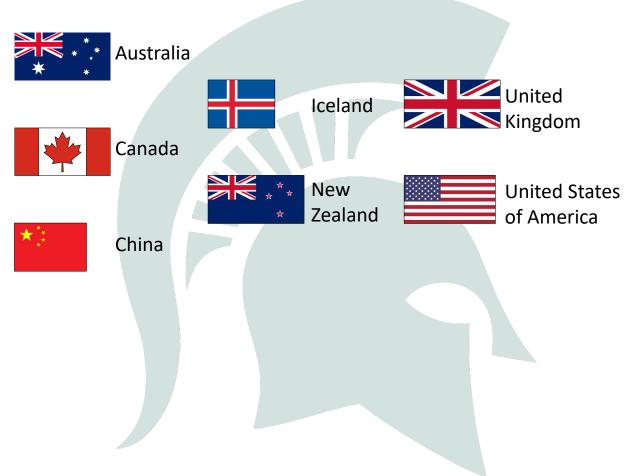
PSO Partners Published 46 Works on Topics Across the Staffing Spectrum in 2024



International Reach

The nearly 50 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 2024 analyzing staffing issues in seven nations. Examples of such work include career progression of female officers in Australia, education and police staffing in Iceland, police leadership in England, and recruitment tactics in the United States.

In 2024, PSO Partners Analyzed Staffing Issues in Seven 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 2024, this included publications in academic journals such as *Criminology* and *Police Quarterly*, through organizations such as Michigan State University and the Office of Community Oriented Policing Services, and in professional and general interest publications such as *Police Chief* and *The Conversation*.

In 2024, PSO Partners Widely Shared Staffing Lessons by Publishing in 19 Different Venues

Academic Journals

- Criminology
- · International Journal of Police Science and Management
- · Journal of Contemporary Ethnography
- · Journal of Criminal Justice
- Journal of Experimental Criminology
- Justice Quarterly
- · Leadership and Behaviors for Effective Policing
- · Policing: A Journal of policy and Practice
- Policing: An International Journal
- · Police Quarterly
- The Political Quarterly

Organizations

- · Michigan State University
- RTI International
- U.S. Office of Community-Oriented Policing Services

Professional and General Publications

- Applied Police Briefings
- The Conversation
- Michigan Police Chief
- Police Chief
- Police1

PSO Resources Published In 2024 (Listed Alphabetically by First Author; PSO Partners Shown in **Bold**)

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Clinkinbeard, S., R. Rief, T. Rhodes, and L. Goodijohn, "Navigating Entry: The Role of Exposure and Career Fit Negotiation in Women's Pathways to Policing in the United States," https://doi.org/10.1080/07418825.2024.2402867

Corkhill, P. (pseudonym) and **Charman, S.**, "The Show Must Go On: An Autoethnography of (Re)socialization Into Senior Policing in England and the Prominence 'Leadership Theatre,'" https://doi.org/10.1177/08912416241271282

Davis, J. A., Z. Jiang, **S. Hassan**, L. DeHart-Davis, "Gender Differences in Workplace Incivility Experiences and their Impacts on the Well-being and Retention of Women in Law Enforcement Organizations," https://doi.org/10.1093/police/paad090

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Drew, J., and H. Williamson, "Trauma, Critical Incidents, Organizational and Operational Stressors: The Relationship Between Harms and Psychological Outcomes for Police," https://doi.org/10.1177/10986111241275048

Hall, T. and **T. Meisenholder**, "Pioneering Integration and Leadership in Policing," https://www.policechiefmagazine.org/pioneering-integration-and-leadership-in-policing/

Hill, S. L., L. Brimbal, E. R. Maguire, and E. Stephens, "Police Recruitment through an Intergroup Communication Lens: A Randomized Experiment," https://doi.org/10.1007/s11292-024-09659-0

Holmes, J. and **A. M. Ryan**, "When Your Reputation Precedes you: Strategic Recruitment for Enhancing Diversity," https://doi.org/10.1108/PIJPSM-04-2024-0068

Huff, J., S. Clinkinbeard, R. Rief, B. Dunlap, I. Zamouri, L. Goodijohn, C. Meenagh, C. Champenstein, J. Townsley, M. Frenancez, and J. Swanson, "Recruiting, Retaining, and Advancing Women in Policing: Lessons Learned from the IAWP Gender-Responsive Policing Summit," https://doi.org/10.1093/police/paae013

Kim, S., "The Representation of Women in Policing and Community Policing Implementation," (Michigan State University Thesis, available at https://lnkd.in/gCbftHCv)

McGough, M., "Police as Catalysts for a More Perfect Union," https://portal.cops.usdoj.gov/resourcecenter/content.ashx/cops-r1160-pub.pdf

McGough, M. and I. Roman, "30 X 30 Initiative: Seeking to Improve Public Safety and Transform Departments by Advancing Women in Policing," https://doi.org/10.1093/police/paae020

Meisenholder, T., "Professional Staff: Job Satisfaction and the Impact on Police Staffing," https://cj.msu.edu/research-excellence/pso/PSO-Perspective_ProfessionalStaff.pdf

Meisenholder, T. and L. Bonkiewicz, "Flexible Work Options: Addressing Staffing Challenges and Build a Department that reflects your Community," https://www.policechiefmagazine.org/flexible-work-options/

Miles-Johnson, T., "To Train or Educate? Or Train and Educate: The Australian Police Recruit Training Versus Tertiary Education Dilemma," https://doi.org/10.1093/police/paae067

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- **Mourtgos, S., I. T. Adams**, and **J. Nix**, "Staffing Levels Are the Most Important Factor Influencing Police Response Times," https://doi.org/10.1093/police/paae002
- **O'Guinn, B.**, E. Nader, D. Goldberg and **A. Gibson**, "Does Prior Military and/or Law Enforcement Experience Influence Officer Retention? A Case Study of the Charleston Police Department," https://doi.org/10.1093/police/paad087
- **Oddsson, G.**, O. O. Bragason and R. Þórisdóttir, "Flexible Education Reform and Iceland's Police Staffing Crisis," https://doi.org/10.1093/police/paae009
- **Padilla, K.** and A. D. Fine, "Hot, Dumpster Fire, Mess: Police Personnel Perceptions of the Current State of Mental Health in Law Enforcement" https://doi.org/10.1177/14613557241244959
- **Padilla, K.**, K. Renfro and **J. Huff**, "The Bar is Different as a Woman.' A Thematic Analysis of Entrance and Promotions Advice Given by Female Police Officers," https://doi.org/10.1093/police/paae045
- Pickett, J. T., A. Graham, **J. Nix** and F. T. Cullen, "Officer Diversity May Reduce Black Americans' Fear of Police," https://doi.org/10.1111/1745-9125.12360
- **Rief, R., S. Clinkinbeard**, L. Goodijohn and T. Rhodes, "Ask the Women in Blue: Female Officers' Thoughts on the Recruitment and Retention of Women in Policing," https://doi.org/10.1093/police/paad102
- **Rineer, J.**, "Optimizing Law Enforcement Agency Websites for Effective and Inclusive Recruitment," https://www.ojp.gov/library/publications/optimizing-law-enforcement-agency-websites-effective-and-inclusive-recruitment
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- Roman, I. and **M. McGough**, "Improving Police Recruitment Outcomes for Women through Physical Fitness Support Programs," https://doi.org/10.1093/police/paae052
- Roman, I. and **M. McGough**, "What Works and What Matters to Advance Women in Policing: Lessons Learned from Field," https://www.policechiefmagazine.org/what-works-what-matters-advance-women/
- **Ryan, A. M.**, "90% of Michigan State Troopers Are White Why Making the Force More Representative is a Challenge," https://theconversation.com/90-of-michigan-state-troopers-are-white-why-making-the-force-more-representative-is-a-challenge-226938
- **Ryan, A. M.**, D. Chatterjee, K. von Seekamm, J. Magalona, J. Liebler, J. Alanis, "Leaving so Soon? An Analysis of Withdrawals from Academy Training," https://doi.org/10.1093/police/paae018
- **Todak, N.**, "Challenges Faced by Women Officers as They Pursue Promotions," https://appliedpolicebriefings.com/index.php/APB/article/view/4862/3452

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Wilson, J. and **C. Grammich**, "Reframing the Police Staffing Challenge: A Systems Approach to Workforce Planning and Managing Workload Demand," https://doi.org/10.1093/police/paae005

Wilson, J. and **T. Miles-Johnson**, "The Police Staffing Crisis: Evidence-Based Approaches for Building, Balancing, and Optimizing Effective Workforces," https://doi.org/10.1093/police/paae044

Wojslawowicz, A., "Finding Success from Within," https://www.policechiefmagazine.org/finding-success-from-within/

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For Further Information

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



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