PSO Partner Newsletter
October 2023

This newsletter features
- PSO research at the annual meeting of the American Society of Criminology
- Partner publications
- Research opportunities
- New partners
- Professional activities
- Helpful resources

If you have items to share for our next newsletter, write to Cliff Grammich, grammich@birdhill.us.

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

PSO Research at the American Society of Criminology

The annual meeting of the American Society of Criminology (ASC), to be held in Philadelphia from November 15 to 18, will feature nearly a dozen presentations on staffing research by partners of the Michigan State University Police Staffing Observatory (PSO). These presentations cover topics ranging from police staffing challenges to recruiting female officers to a systems-approach to managing police staffing and workload demand to academy training to assessing and supporting the emotional health of officers.

We have prepared a guide summarizing a PSO roundtable on Addressing the Global Police Staffing Challenge and presentations of relevant research on which PSO partners are co-authors. The guide lists the titles, venues, authors, and abstracts of each of these presentations. To access the guide, visit our post on LinkedIn.

Note the first session listed is a roundtable. This is a PSO-hosted event meant to showcase our work and thought leadership. While several of us are listed as discussants, we encourage others attending the conference to join us in sharing our collective research and ideas.

Partner Publications

Universal and Sex-Normed Benchmarks in Police Physical Fitness Requirements: A Factorial Vignette Design

Michael F. Aiello, The State University of New York at Fredonia

In this research, Michael F. Aiello uses a sample of 993 respondents to examine how experimentally manipulating the lack of discussion of a physical fitness test for admission, as well as a universal-normed test and a gender-normed test, influence potential applicants' job interest. He finds "presenting women applicants with a set of universal physical fitness standards significantly decreased their job attraction, intentions to pursue this kind of job, as well as their perceptions of their fit with the organization and job." Put another way, "If police departments choose to standardize based on the requirements for male officers, they can expect to see a decrease in applicant interest among women."

Survey Results Indicate Urgent Need for Comprehensive Workload Analysis and Service Delivery Revamp

Jon M. Shane, John Jay College of Criminal Justice

Police1's third annual State of the Industry survey asked officers about their experiences related to recruiting and retention. The results, which are consistent with other data on recruitment and retention, suggest police administrators should undertake a comprehensive workload analysis aimed at shifting and sharing responsibility for public safety and revise service delivery methods to include more civilians and adopt problem-oriented policing.

Leaving the Table: Organisational (In)justice and the Relationship with Police Officer Retention

Jemma Tyson, University of Portsmouth; Sarah Charman, University of Portsmouth

This article uses the framework of organizational justice, both distributive and procedural elements, to qualitatively examine voluntary resignations from the police in England and Wales. The authors find that those voluntarily resigning from the police service experience a lack of voice, lack of recognition of skills and experience, and barriers to career development and progression.

Turnover in Large U.S. Policing Agencies Following the George Floyd Protests

Ian T. Adams, University of South Carolina; Scott Mourtgos, University of Utah; Justin Nix, University of Nebraska Omaha

This article examines whether police resignations and retirements significantly changed in the two years following public backlash related to the police murder of George Floyd. The authors find that, in the two years since the Floyd protests began, large metropolitan agencies have experienced significant increases in resignations, retirements, or both. The results reaffirm the importance of understanding how agency operational and personnel patterns have shifted since the summer of 2020.

The Path to an Inclusive and Representative Agency

Sergeant Anthony Gibson, Charleston (SC) Police Department; Senior Officer Terry Cherry, Charleston (SC) Police Department

Anthony Gibson and Terry Cherry note several lessons for departments seeking to be more inclusive and representative. Among such lessons, they note agencies may best benefit from their diversity efforts when they view such efforts not as obligatory but as an opportunity to learn from all in their community and to spur innovation and improved culture in their workforce.

Attrition Rates: Stemming the Tide

Sarah Charman, University of Portsmouth; Jemma Tyson, University of Portsmouth

While the rise of voluntary resignations in policing is a concern, there has been little research on why such numbers are increasing. In this article, Sarah Charman and Jemma Tyson summarize findings from nearly 100 exit interviews among resigning police officers in England and Wales. They identified four main themes that explain why officers voluntarily resign: lack of voice, concerns about promotion and progression processes and opportunities, poor leadership, and a lack of organizational flexibility.

Research Opportunities

American Society of Evidence-Based Policing

The American Society of Evidence-Based Policing (ASEBP) seeks proposals for its eighth annual conference, to be held at Washington State University Spokane, May 29-31, 2014. Proposals, due November 12, 2023, are welcome from both ASEBP members and non-members. The ASEBP strongly encourages collaborations between researchers and practitioners to ensure the practical applicability of research findings.

To submit a proposal, visit https://forms.office.com/r/g6z3kXiNfV. For inquiries or further information, write info@americansebp.org. For more on the ASEBP, visit https://www.americansebp.org/.

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. To submit an article, see https://mc.manuscriptcentral.com/pijpsm. For more on the journal, see https://www.emeraldgrouppublishing.com/journal/pijpsm.

New Partners

We are delighted to welcome Michael Aiello, Jessie Huff, Tanya Meisenholder, and Lilianna Vitale as partners of the Police Staffing Observatory.

Michael Aiello

Michael F. Aiello is an Associate Professor in the Department of Sociocultural and Justice Sciences at the State University of New York at Fredonia. He received his PhD in Criminal Justice from the Graduate Center, City University of New York, housed at the John Jay College of Criminal Justice. He conducts research on a variety of topics, including police standalone websites, bystander intervention, and police social media. In the field of police recruitment, his recent research centers on experiments concerning how different physical fitness standards, levels of procedural justice emphasis, and inclusive language impact the composition of recruit pools.

Jessica Huff

Jessica (Jessie) Huff is an assistant professor in the School of Criminology and Criminal Justice and co-director of the Violence Intervention and Police Research Lab at the University of Nebraska Omaha. She 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 numerous police agencies to evaluate programs such as body-worn cameras, intelligence-led approaches to gun crime, and use of force. Her work has been published in *Criminology*, *Criminology and Public Policy*, and *Justice Quarterly*. Among her recent publications are "A Mixed Methods Evaluation of the Phoenix Crime Gun Liaison Program" (https://doi.org/10.1080/24751979.2023.2232437) and "A Qualitative Exploration of Stress in a Criminal Investigations Section" (https://doi.org/10.1080/15614263.2023.2185242). She is currently working on a research project regarding "The Impact of Front-line Supervisors on Officer Performance."

Tanya Meisenholder

Tanya is the Director of Gender Equity at the Policing Project. In this role, she oversees the 30x30 Initiative, a national initiative to advance women in policing. Her work focuses on police reform, organizational change, diversity, equity, inclusion, training and development, and risk management. Tanya has more than two decades of experience in law enforcement, primarily at the New York City Police Department (NYPD). During her tenure at the NYPD, Tanya served as the Deputy Commissioner of Equity and Inclusion, Assistant Commissioner of Strategic Initiatives, and Chief of Staff to the First Deputy Police Commissioner. Tanya holds a Ph.D. in criminal justice from the State University of New York at Albany. She is certified as a Modern Chief Diversity Officer and in Equal Employment Opportunity investigations by the Industrial and Labor Relations School at Cornell University. She currently serves on the University of Albany's Rockefeller College of Public Affairs.

Lillianna Vitale

Lillianna Vitale is a student at the Florida Institute of Technology. She is currently working on research concerning best practices for police recruitment and retention, which she is summarizing for professional publications. She has also worked on the Forensic Multidisciplinary Team at Circles of

Care, working with felons who were deemed incompetent to stand trial and guiding them through competency training sessions.

Professional Activities

Ian T. Adams Selected as an NIJ LEADS Scholar

Congratulations to our partner, Ian T. Adams, Ph.D., on his selection as an NIJ LEADS Scholar. The Law Enforcement Advancing Data and Science (LEADS) Scholars program supports the professional development of those dedicated to advancing the police profession through science. Adams, an assistant professor of criminology and criminal justice at the University of South Carolina, previously served more than 12 years as a police officer. His research addresses topics such as body-worn cameras, technology, police K9s, use of force, and sexual assault investigations and training.

Jon Shane Appointed to Ohio Chiefs of Police CLEE Faculty

Jon Shane has been appointed to the Ohio Chiefs of Police Certified Law Enforcement Executive (CLEE) faculty. He is conducting a one-day training workshop, part of the CLEE process, in November that relies on his workload and budget model. The model creates a nexus between workload and costs. The training will contrast various staffing and budget models against the activity-base budget that Shane has developed for criminal justice agencies. Shane's model is an outgrowth of his academic interest in police performance and his work in the Research, Analysis, and Planning Division of the Newark (NJ) Police Department, where he served from 1989 to 2005 and retired as captain. 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.

Atlas One Seeks Seminar Participants

Justin Insalaco, a retired police officer and strategic adviser with Atlas One (https://www.atlas.one/) is seeking participants for a seminar on a comprehensive recruiting tool. For further information, see https://www.atlas.one/solutions/use-case/recruiting.

Helpful Resources

30x30 Initiative

The 30x30 Initiative recently updated their What Works repository, which includes research summaries, policy briefs, webinars, tool kits, and survey templates related to improving the representation and experiences of women in policing. Topics span recruitment, assessment, promotion, retention, and agency culture.

30x30 also recently released a policy brief on job-sharing and part time options for peace officers, which includes considerations for agencies seeking to implement flexible scheduling policies. Job-sharing in law enforcement is a promising approach to improving retention and may benefit a range

of workers including women, senior personnel transitioning to retirement, parents or caregivers, and employees experiencing personal or family issues.

COPS Office Recruitment and Retention Resource

On April 18, 2023, more than 35 participants met in Washington, D.C., in a convening hosted by the COPS Office and the Bureau of Justice Assistance, to review the current state of law enforcement recruitment and retention and explore ways they can be modernized to meet the needs of today's agencies, communities, and workforce. This publication summarizes the convening and presents the group's recommendations.

NIJ Studies of Recruitment Materials

An NIJ-supported study examined how agencies are using online materials to recruit women officers by assessing the frequency of text, images, and videos depicting women and racially and ethnically diverse individuals. In a second study, NIJ-funded researchers explored if women-focused recruiting strategies could improve engagement, perceptions, and motivation to apply to law enforcement jobs.

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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.