



PSO Newsletter

October 2025

This newsletter features

- New partners
- PSO partners at the American Society of Criminology Conference
- Partner publications
- Professional activities

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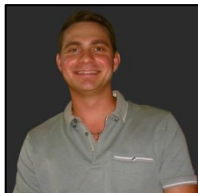
New Partners

The PSO welcomes three new partners: Vivian Aranda-Hughes, Chase Flowers, and Narelle Hickmon.



Dr. Vivian Aranda-Hughes is an Assistant Professor in the School of Criminal Justice at Michigan State University. Her research focuses on correctional experiences, with a particular focus on the well-being, perceptions, and professional challenges faced by correctional staff. She examines organizational culture, occupational stress, and the ways institutional environments shape the lives of both staff and incarcerated individuals. Her scholarship contributes to a deeper understanding of how staffing,

resources, and correctional practices impact outcomes in prisons and jails. By exploring the lived experiences of correctional employees, Dr. Aranda-Hughes's work informs evidence-based approaches to staff retention and organizational reform. She is also interested in how correctional institutions intersect with broader systems of inequality and justice. Her work has been published in a variety of peer-reviewed scientific journals and media outlets.



Chase Flowers is a Michigan State University doctoral student in criminal justice. He is also employed as a research assistant at Michigan State University. He earned his bachelor's degree in criminal justice, master's degree in criminal justice, and master's degree in public administration from the University of Central Florida. During his time at the University of Central Florida, he was employed as a graduate teaching assistant where he assisted in the planning, instruction, and grading of students' work in six

undergraduate courses, both in-person and online.



Narelle Hickmon is a doctoral student and research assistant in the School of Criminal Justice at Michigan State University (MSU). Prior to attending MSU, Narelle received her Bachelor of Science in Psychology from Aquinas College and her Master of Science in Criminal Justice from Grand Valley State University (GVSU). While attending GVSU, Narelle served as a research assistant, working alongside faculty and Michigan State Police in cold case investigation. During this time, she also worked as a Marine Deputy for a local sheriff's department. Her research interests are focused on police allocation, workload management, investigations, women in policing, and law enforcement responses to human trafficking.

PSO Partners at the ASC Conference

The annual meeting of the American Society of Criminology (ASC), to be held in Washington, DC from November 12 to 15, will feature presentations on staffing research by many partners of the Michigan State University Police Staffing Observatory (PSO). These presentations cover a range of topics on police staffing, including recruitment, selection, retention, officer wellness, and workforce diversification, and their relation to performance outcomes.

Meeting Their Needs: Evaluating Agency-Specific Workplace Factors to Enhance Officer Retention Strategies

**Ashleigh Wojslawowicz, Charleston County Criminal Justice Coordinating Council*

The purpose of this study was to support the development of a comprehensive evaluation report of officer retention factors within a single mid-size municipal police department. Participants were identified as sworn officers up to the rank of Sergeant (N=367). Using both Likert-scale and open-ended survey responses, perceptions of workplace factors were evaluated against officer retention decisions. Inferential findings identified moderate-low correlations between workplace factors and retention, and suggested Employee Needs to be a significant predictor of retention decisions. Findings are discussed with a policy implication lens, to include procedure adaptation, strategy development for officer feedback, and organization responsiveness.

Breaking the Blue Ceiling: The Contribution of Gender Diversity to Police Productivity in the US

**Erik Alda, Marymount University; Ljubinka Andonoska, University of Texas at El Paso*

This study explores gender diversity's impact on police department productivity levels in the United States over the period 2010 to 2022. It considers to what degree different levels of female presence have on police effectiveness with a view to establishing if a relationship exists between gender diversity and improved organizational efficiency in law agencies. Utilizing a two-stage empirical framework, the study uses the Global Malmquist Productivity Index (GMPI) to calculate changes over time in their productivity level and then uses fixed effects regression analyses to consider gender diversity's role after controlling socioeconomic and demographics. The findings show agencies with at least 30% female presence registered a 29% rise in their productivity level compared to a modest 3% increase among those with lesser diversity. Decomposition of GMPI factors indicates that more female presence enhances efficiency in operations and advances technology adoption. Regression analyses substantiate a positive relationship between gender diversity and efficiency dimensions, technology adoption, and productivity

with impacts of 16 to 29%. The findings highlight gender diversity's importance in increasing police performance and provide empirical justification to policies like the 30x30 Initiative that target increased female presence in law agencies.

Understanding the Role of Wellness Resources for Officers' Mental Health

*Lexi Goodijohn, University of Nebraska Omaha; * Samantha Clinkinbeard, University of Nebraska Omaha*

Law enforcement officers face numerous stressors, which can contribute to negative mental health concerns. As law enforcement agencies work to implement programs and strategies to improve officers' mental health, understanding the role of wellness resources in supporting officers becomes more essential. The purpose of this study is to investigate how the use of available resources, such as Peer Support, Employee Assistance Programs, and mental health check-ins, influence mental health outcomes such as burnout and stress among officers within a midwestern police department. Using survey data collected from a police wellness survey, this paper will examine whether participation in resources is associated with different mental health outcomes (such as PTSD, stress, and burnout). Findings will provide important context to police administrators and policymakers looking to improve officer wellness within their department using evidence-based practices.

Increasing Female Representation in Law Enforcement: Effects on Domestic Violence Practices and Victim Cooperation

** Rachael Rief, University of North Texas; Alessa Juarez, University of North Texas*

This study examines the impact of female representation in law enforcement agencies on victim-centric policies and victim cooperation. The research investigates whether agencies with a higher percentage of sworn female officers are more likely to implement victim services and domestic violence units, and if their higher presence leads to reduced instances of exceptional clearance due to victim refusal to cooperate. The study utilizes pooled Law Enforcement Administrative Statistics (LEMAS) datasets and the 2020 National Incident Based Reporting System dataset. Results from logistic regression indicate that, across 1,700 law enforcement agencies, agencies with 30% or more sworn female officers are significantly more likely to have victim services and domestic violence units. Additionally, results from hierarchical linear equation modeling (HLM) involving over 1,000,000 victims indicates that, across rape and assault incidents, a higher presence of sworn female officers is associated with a 1% decrease in the odds of exceptional clearance due to victim refusal to cooperate when accounting for victim and agency characteristics. Altogether these findings indicate that increased female representation in law enforcement agencies provides tangible benefits for victim-centric policies and practices that may enhance victim cooperation in domestic incidents. Policy and practice implications are discussed.

Roundtable: Ongoing Research on Police Workforce Strategy by Graduate Student Partners of MSU's Police Staffing Observatory

*Chairs: * Tiana Gaudette, Michigan State University; * Ethan Humphrey, Michigan State University.*

*Discussants: * Scott Mourtgos, University of South Carolina; * Ryan Sandrin, Simon Fraser University; * Nathan Cronin, Michigan State University; * Bradley O'Guinn, University of Cincinnati*

Police agencies worldwide have struggled to maintain their allocation levels, diversify their workforces, and meet workload and community demands. The COVID-19 pandemic, police reform movement, changing demographics and generational preferences are just some of the factors thought to contribute

to the current police staffing challenge. The Michigan State University Police Staffing Observatory (PSO) is a global consortium of police staffing scholars and subject matter experts working collaboratively to develop and share research that informs police workforce strategy and development. In this session, graduate student collaborators of the Michigan State University Police Staffing Observatory will share insights from their ongoing research projects aimed at addressing various aspects of the police staffing challenge. Scott Mourtgos, who will be serving as a discussant, will provide feedback on the challenges, opportunities, and resources associated with advancing police staffing research faced by graduate students and provide practical lessons for building effective police workforces. Among others, topics will include attrition, recruitment program building and strategy, and retention.

Recruiting the Next Generation: Factors that Shape Interest in Policing Careers

**Ryan Sandrin, Simon Fraser University*

Police organizations continue to experience unprecedented challenges with front-line staffing. Recruiting new officers is one key to addressing these challenges. Many questions remain, however, regarding the factors that shape interest in policing careers. As part of the present research, I test how various factors, including (1) personal motivators, (2) perceptions of police, (3) employability, and (4) on-the-job concerns, impact policing career interest. Drawing upon a sample of undergraduate students from British Columbia, Canada, the findings reveal that participants' interest in policing careers are shaped by the aforementioned factors, though the direction of these relationships vary. For example, participants' perceptions of police procedural justice are positively related to interest in policing careers. On the other hand, participants' on-the-job safety concerns are inversely related to interest in policing careers. In light of the staffing challenges experienced across the policing nexus, I situate the findings in relation to policy and practice.

Introduction to the Ohio Law Enforcement Retention & Recruitment Study

*Cory P. Haberman, University of Cincinnati; *Jessica Huff, University of Cincinnati; *Bradley O'Guinn, University of Cincinnati; Brenna Dunlap, University of Cincinnati; Trey Bussey, University of Cincinnati*

Recruiting and retaining police officers has been a challenge for police agencies across the U.S. and internationally. The Ohio Law Enforcement Recruitment & Retention Study seeks to understand recruitment and retention issues across Ohio. The multimethod evaluation includes an assessment of statewide police staffing trends, organization-level surveys assessing recruitment and retention policies and practices, and officer-level surveys examining retention intentions and perceptions of organizational culture from fifteen agencies. This presentation will overview the study and discuss key takeaways from the study to date.

The State of Retention Efforts Among Law Enforcement Organizations in Ohio

*Trey Bussey, University of Cincinnati; *Bradley O'Guinn, University of Cincinnati; Cory P. Haberman, University of Cincinnati; *Jessica Huff, University of Cincinnati; Brenna Dunlap, University of Cincinnati*

Retention of law enforcement personnel remains a critical challenge for agencies across the U.S., as departments struggle to maintain staffing levels despite implementing various retention strategies. This study presents findings from a statewide survey of law enforcement agencies in Ohio, assessing both the prevalence and perceived effectiveness of retention efforts over the past five years. The survey, distributed to all law enforcement agencies in the state, collects agency-level data on organizational

characteristics, retention difficulties, and the implementation of specific strategies such as retention bonuses and other incentives. Additionally, the study examines the role of American Rescue Plan Act (ARPA) funding in retention efforts, including the amount received, the conditions attached to bonuses, and the extent to which agencies believe such funding has helped stabilize their workforce. Beyond retention, the study also explores broader workforce dynamics, including recruitment and dismissals, recognizing that prior research often consolidates these aspects when evaluating staffing challenges. Findings from this study offer valuable insights into the effectiveness of retention strategies at the organizational level and provide evidence-based guidance for improving retention in law enforcement agencies.

Assessing Officer Retention Intentions in a Sample of Ohio Agencies

*Brenna Dunlap, University of Cincinnati; *Jessica Huff, University of Cincinnati; Cory P. Haberman, University of Cincinnati; *Bradley O'Guinn, University of Cincinnati; Trey Bussey, University of Cincinnati*

Police staffing challenges continue to impact agencies across the U.S., making it critical to understand factors influencing officer retention. As part of a comprehensive statewide assessment of recruitment and retention in Ohio, this study examines officer-level survey data collected from fifteen agencies. The survey explores officers' retention intentions, perceptions of organizational culture, and attitudes toward agency policies and practices, with a focus on factors that influence officers' career decisions. Additionally, the study considers officers' experiences with recruitment and retention bonuses and how these incentives affect their decision to remain with their agency. Findings provide insight into how agency culture and policy initiatives may impact retention and identify opportunities to strengthen officer commitment. The results contribute to ongoing discussions on effective strategies for maintaining a stable and engaged police workforce and offer practical recommendations for agencies seeking to improve retention efforts in the current policing climate.

An Experimental Assessment of Bonuses on Police Officer Retention Intentions

**Jessica Huff, University of Cincinnati; Cory P. Haberman, University of Cincinnati; Brenna Dunlap, University of Cincinnati; Trey Bussey, University of Cincinnati; *Bradley O'Guinn, University of Cincinnati*

Many police agencies across the U.S. have used financial incentives to address recruitment and retention related challenges. Despite the proliferation of these efforts, research has yet to examine whether these bonuses impact staffing levels or individual willingness to serve as a police officer. As part of a statewide assessment of police retention, officers from fifteen Ohio agencies participated in a survey about their retention intentions, organizational perceptions, and the importance of various programs and policies in shaping their employment decisions. The current study presents the results of a conjoint survey experiment embedded within that survey to examine the impact of bonuses on officers' willingness to continue their police employment. The experiment specifically manipulated the amount of the retention bonus and the obligation to repay the bonus if the officer leaves the organization within a specified timeframe. The results provide actionable recommendations for agencies seeking to retain personnel by examining the influence of bonuses, bonus amounts, and repayment requirements on retention intentions.

Evaluating Police Recruitment and Selection Tactics: Tailored Solutions for Agencies

** Jeremy Wilson, Michigan State University; * Clifford Grammich, Birdhill Research and Communications, LLC; * Ethan Humphrey, Michigan State University*

Police agencies around the world are currently facing staffing challenges from several different aspects. To address some of these challenges, with the support of the Office of Community Oriented Policing Services, our current project reviews 237 recruitment, selection, and retention tactics for police departments identified from news articles, publications and reports. These tactics are each individually rated based on performance dimensions such as their impact on staffing levels, agency workload management, ease of implementation, timing, cost, quality of police work, diversity and community policing. The assessment of the tactics was conducted by 30 police executives and subject matter experts through surveys. The holistic assessment of these tactics provides a broader understanding of how they perform and can enable agencies to prioritize their own circumstances or limitations. Tactics will vary in effectiveness depending on the situation. However, identifying the most effective ones in specific contexts can help agencies determine which strategies best suit their needs.

Clicking to Serve? An Analysis of Police Recruitment Webpages

*Janine Namoro, Simon Fraser University; * Rylan Simpson, Simon Fraser University*

The police continue to face a recruitment crisis. In response, police departments have used a variety of platforms to try and spark public interest in policing careers. One platform used by the police are online recruitment pages. This study empirically examined the characteristics of Canadian police departments' recruitment pages, with a focus on their messaging and the information contained therein. Our results reveal that while police recruitment pages vary in their characteristics, many lack information that could potentially help to attract a larger pool of applicants. Our findings suggest the need for police departments to improve the clarity, inclusivity, and depth of their recruitment content.

How Did They Do It? Success Factors for Women Pursuing Positions on Elite Police Specialty Units

** Natalie Todak, University of Alabama at Birmingham; Katharine L. Brown, The University of Mississippi*

To address the underrepresentation of women on elite police specialty units, this study sought to identify success factors of women who served or led in these roles and offer advice to others seeking to do the same. Data stem from interviews with 32 women officers from the United States who served on or led an elite specialty unit (i.e., SWAT, canine, motorcycle, or bomb). Findings reflect traits and skills that were helpful to participants when pursuing their positions, and their preparation strategies and advice for the next generations of women officers. Participants emphasized the importance of developing a good reputation as a patrol officer, unit-specific skills, and the ability to fit in an all-male environment. The study offers practical information for women aspiring to elite specialty positions and insight into the gendered nature of these units.



Partner Publications

Balancing Duty and Family: The Effects of Support Systems on Women in Law Enforcement

Kathleen E. Padilla and Wesley T. Smith, Texas State University, and Kellie Renfro, Dallas Police Department

This work explores challenges that women police officers who are also parents often face in the workplace as well as potential solutions. The findings suggest that common challenges include limited childcare support, rigid schedules, and unequal expectations, all of which can affect women officers' commitment to the job. It also highlights key areas for improvement, such as better scheduling flexibility, promotion fairness, and support for breastfeeding.

Community Relations, Workplace Stress, and Well-Being in the Context of Mass Demonstrations, Defunding, and Anti-Police Sentiment

Jacqueline M. Drew, Griffith University, and Sherri Martin, National Fraternal Order of Police

This work presents findings from a national survey of over 5,800 U.S. police officers. It shows that officers are commonly experiencing high levels of burnout, psychological distress, and concern about being sued or prosecuted. Violent crime, negative media coverage, and threats to qualified immunity are among the most serious issues identified by officers that are affecting their work and well-being. The findings suggest the need for better mental health support and staffing in law enforcement.

Evaluation of a Mental Health Liaison Program at a Small Police Department

Emma F. Leaman, Jennifer C. Gibbs, and Jennifer L. Schally, the Pennsylvania State University

This work explores whether a mental health liaison internship program implemented in a small police department in Pennsylvania impacted police morale and calls for service. Interviews with officer interviews suggests officers had a "positive" perception of the mental health liaison. The findings also indicated that emergency calls for service for emotionally disturbed persons increased by nearly 50% in the year the program was implemented.

Advancing Proactive Policing

Jon Shane, John Jay College of Criminal Justice

This work traces the validation process of a model for quantifying police workload and financial costs into a single model in Ocean View, Delaware. It provides a roadmap for agencies seeking to expand their proactive policing efforts and to understand the associated costs of police patrols. Altogether, the book demonstrates how academics and practitioners can collaborate to solve a real-world problem. Although developed for policing, it also offers insights into public finance, public administration, budgeting, and public policy.

Rangers Range: Exploring the Needs for and Nature of Protective Staffing in US National Parks

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

This work explores law enforcement workload in the US National Park Service. It draws on administrative and interview data regarding NPS law enforcement and calls for service as well as law enforcement

ranger duties. The findings shed light on how law enforcement rangers' workload has changed over time as the number of park visitors has grown, number of rangers has decreased, and duties have evolved.

How Did They Do It? Success Factors for Women Pursuing Position on Elite Police Specialty Units

Natalie Todak, University of Alabama at Birmingham, and Katharine Brown, The University of Mississippi

This work explores the success factors of women who served or led in elite police specialty units. The authors interviewed 32 women officers in the United States who served or led in SWAT, canine, motorcycle, or bomb units. The findings suggest that women officers believe developing a good reputation as a patrol officer, unit-specific skills, and the ability to fit into an all-male environment are all important success factors.

Understanding Police Employment: How Online Company Reviews Affect Recruitment and Explain Lack of Retention in Australian Police Organisations

Toby Miles-Johnson, Western Sydney University

While online company reviews may be perceived as a 'rant' and less credible in terms of offering a balanced critique, the information shared within them prompts inquiry regarding whether they shape perceptions of employment. An analysis of this often-overlooked data set offers a unique perspective regarding why applicants may not pursue a submission and why officers resign. Accordingly, 78 online company reviews evaluating police officer employment were downloaded from one of the largest Australian online employment sites. The analysis indicates that whilst not being able to determine recruitment outcomes, the information contained within them is likely to affect potential applicants and increase disinterest in policing careers.

Motivation, Meaning, and Burnout: Understanding Frontline Service Workers' Work Experiences through Turbulent Times

Bradley E. Wright, University of Georgia, Shahidul Hassan, The Ohio State University, and Darwin A. Baluran, Washington University

This study explores whether public service motivation (PSM) can help alleviate burnout among frontline public sector workers, who frequently encounter high job demands and conflicting roles that heighten burnout risks. Analyzing two-wave matched survey data from police officers collected in 2019 and 2021, this study examines whether PSM reduces burnout by strengthening perceptions of work prosocial impact. Results show that PSM's impact on burn-out varies by burnout type, with a stronger effect on work depersonalization than on emotional exhaustion. This study enhances understanding of the PSM-burnout link and suggests that fostering a sense of positive impact could be an effective strategy for public organizations to reduce frontline worker burnout, especially during crisis periods.

Bearing the Badge, Battling Inner Struggles: Understanding Suicidal Ideation in Law Enforcement

Daniel S. Lawrence, CNA Corporation, Kathleen E. L. Padilla, Texas State University, and Jessica Dockstader, CNA Corporation

This work explores how various factors including demographics, job position, and agency characteristics influence psychological health in law enforcement officers. The authors analyze survey data from 883 sworn and professional law enforcement personnel. The findings indicate that psychological factors, particularly self-reported measures of mental health and post-traumatic stress disorder, influence suicidal ideation.

Does Humanizing the Police Improve the Effectiveness of Police Recruiting Efforts?

Shawn L. Hill, University of California at Santa Barbara, Laure Brimbal, Texas State University, Edward R. Maguire, Arizona State University, Eve Stephens, University of Texas

This work explores whether portrayals of police officers in recruiting videos that are more “humanizing” than those in traditional, action-oriented portrayals can affect police recruitment. Using a randomized survey experiment, the videos varied in how a female police officer described her career and her personal life. Though they did not express greater interest in a policing career, students who watched the humanizing video subsequently expressed greater identity with the police and greater trust in the police.

Dimensions of a Police Recruitment Program

Jeremy M. Wilson and Rosa Isabel Rivera, Michigan State University

This work builds a taxonomy of recruitment programs with dimensions and elements at different levels within a police organization. The authors review academic and practitioner literature as well as interview 26 subject-matter experts. The findings indicate the dimensions at the organizational, unit, and individual levels to build a successful recruitment program.

Addressing Police Turnover: Challenges, Strategies, and Future Research Directions

Katherine Hoogesteyn, Meret S. Hofer, Travis A. Taniguchi, and Jennifer R. Rineer, RTI International

This work uses a narrative review to explore retention strategies involving financial incentives, career development, workplace environment, wellness, and organizational learning. The authors emphasize that strategies must be tailored to individual contexts and continually evaluated for effectiveness. The work concludes by discussing how to navigate constraints and develop the necessary organizational structures to foster innovative forms of retention.

If the Face Fits: Predicting Future Promotions from Police Cadets’ Facial Traits

Ian T. Adams, University of South Carolina, Scott M. Mourtgos, University of South Carolina, Christopher A. Simon, University of Utah and Nicholas P. Lovrich, Washington State University

This article examines whether cadets’ facial traits predict how others perceive their leadership potential and if those perceptions predict promotional success. The authors used archival police academy photographs and a two-phase experiment and found that facial traits strongly impact leadership judgements. In conclusion, the article discusses how the findings suggest that police promotion and selection may not rely solely on merit as intended.

Motivations for a Career in Law Enforcement: Comparing Police Officers and Deputy Sheriffs

Jennifer C. Gibbs, Pennsylvania State University, Mackenzie Bingman, and Baha Bachnak

This study compared motivations for employment in police and sheriff's departments. The authors conducted 340 interviews with Pennsylvania police officers and deputy sheriffs about their motivations and whether low social distance influenced their decisions. The authors found commonalities in both groups for the primary reason for seeking a law enforcement career: to help others. However, police officers held more diverse motivations than sheriff's deputies. The article also discusses factors that contributed to recruitment for sheriff's offices, such as family and friends in law enforcement.

Examining the Relationship Between Officer Work Assignments and Retention: Evidence from the Charleston, SC, Police Department

Elias Nader, Kent State University, Bradley J. O'Guinn, University of Cincinnati, Anthony Gibson, Charleston Police Department, and Dannelle Goldberg, Charleston Police Department

This case study examines whether early-career work assignments impact officer retention in the Charleston Police Department. Drawing on 10 years of employment data, the findings suggest that early-career officers who receive more duty assignments are less likely to voluntarily leave the agency than their colleagues with fewer assignments. Also, the assignment's recency was important for officer retention purposes.

Will I Stay or Will I Go? Exploring Job Demand Stress, Organizational Justice, and Psychological Health in Decisions to Leave the Police Agency or Profession

Jacqueline M. Drew, Griffith University, Jacob J. Keech, Griffith University and Sherri Martin, National Fraternal Order of Police

This paper utilizes national survey data of United States police personnel to assess how perceptions of trauma, organizational and operational stress, organizational justice, and reported levels of burnout and psychological distress compare across three groups. Officers considering leaving their agency or the profession reported significantly higher stress, greater burnout and psychological distress, and lower perceptions of fairness. The article emphasizes the need to improve retention mechanisms that address job demands, improve job resources, and reduce burnout and distress.

Work Life Balance & Career Advancement for Women in Policing: A Mixed Methods Study

Natalie Todak, University of Alabama at Birmingham, Jessica Huff, University of Cincinnati, and Logan Lavender, Florida State University

This study utilized surveys to analyze correlations between women in policing's personal factors and career achievement, and interviews to discuss the challenges and strategies of promoted women. While the survey data presented few correlations, the findings of the interviews showed that promoted women experience significant work-life conflict. Interestingly, the mixed methods approach allowed the authors to probe further, identifying that women often do experience hardships related to work-life balance, but overcome them through resilience and sacrifice.

Adopting a Systems Approach to Police Staffing

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

This work from the Office of Community Oriented Policing Services summarizes a journal article emphasizing that the components of police staffing, such as recruitment, retention, training, and allocation, should not be considered in isolation. Instead, these components should all be seen as parts of a larger, complex ecosystem. The work proposes a six-step approach to workforce planning and meeting workload demands that considers the interrelation of the staffing ecosystem. It concludes by discussing how this framework applies to common police staffing scenarios.

Professional Activities

Padilla Selected as Fellow of Future Policing Institute



Congratulations to PSO Partner Kathleen Padilla for her selection as a Fellow of the Future Policing Institute. The Institute seeks to help law enforcement, policymakers, and community leaders shape an effective, empathetic, and just future of policing. Among its initiatives is the Center on Policing and Artificial Intelligence, which seeks to ensure the safe and responsible application of artificial intelligence in policing.

Tyson and Charman Host Workshop on Police Recruitment and Retention



PSO partners Jemma Tyson and Sarah Charman hosted a workshop at the University of Portsmouth on the topic of police recruitment and retention. The workshop brought together 40 attendees from academia and policing representing 25 organizations. Attendees discussed opportunities and tips for police to improve recruitment and retention efforts as well as the challenges and barriers faced.

Adams Receives Outstanding Early Career Experimental Criminologist Award



Congratulations to PSO Partner Ian T. Adams for receiving the Outstanding Early Career Experimental Criminologist Award from the American Society of Criminology Division on Experimental Criminology. The Award recognizes exceptional early career scholarship.

Hill Receives Experimental Criminologist Student Paper Award



Congratulations to PSO Partner Shawn Hill whose paper, "Does Humanizing the Police Improve the Effectiveness of Police Recruiting Efforts," and published in *Criminology and Public Policy*, won the American Society of Criminology Division on Experimental Criminology Student Paper Award. Shawn's research interests include examining relationships between the police and the public, police legitimacy, and police culture through an intergroup communication and accommodation lens.

Wilson Selected as ASEBP Trailblazer



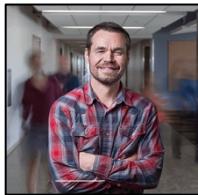
Congratulations to PSO Director Jeremy Wilson for being selected as a “Trailblazer” by The American Society of Evidence-Based Policing and The Canadian Society of Evidence-Based Policing. Wilson has collaborated with police agencies, communities, task forces, multinational corporations, professional associations, governments, and other public and private entities throughout the world on many complex public safety problems.

Adams Selected as ASEBP Trailblazer



Congratulations to PSO Partner Ian T. Adams for being selected as a “Trailblazer” by The American Society of Evidence-Based Policing and The Canadian Society of Evidence-Based Policing. Adams’s research focuses on policing practices, specifically the personnel of policing, their tactics, and measuring policy outcomes linked to policy change.

Police Research Center Hosts 8th Policing and Society Conference



PSO Partner Guðmundur Oddsson and the Police Research Center at the University of Akureyri, Iceland, hosted its 8th Policing and Society Conference on October 1 and 2. The conference is a venue where Icelandic and international academics and professionals meet and converse about policing in a broad sense. This year’s conference theme was de-escalation, and the conference was a roaring success. There were fifty presentations on the program (over half of them in English) and around 300 guests, including academics, police personnel, students, and other interested parties.

Wilson Featured on Reducing Crime Podcast



PSO Director Jeremy Wilson appeared on episode #87 of Reducing Crime. In this conversation with host Jerry Ratcliffe, Jeremy dives into the challenges behind police recruitment, why many operational allocation models fall short, how the landscape of police staffing is evolving, and lessons on building police workforces. Listen [here](#).

Newsletter Archive

Our newsletters are online. Click [here](#) to read the most recent or previous issues.

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.

