



Police Staffing Observatory
MICHIGAN STATE UNIVERSITY

Police Retention

PRIORITIZING TACTICS TO MEET AGENCY NEEDS

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In partnership with



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Institutional Partner Support

Workforce management is among the most important challenges police agencies face. For the approximately 17,000 U.S. law enforcement agencies employing more than 700,000 sworn officers, effective staffing is critical for providing quality service to communities, facilitating the well-being of officers and professional employees, and meeting performance objectives. Recruitment and retention are crucial for building strong, effective, quality workforces—as are allocation, work scheduling, deployment, selection, training, promotions, supervision, succession planning, leadership, culture, organizational learning, and still so much more. These are complex concepts that have multidimensional interactions and effects. Historically, practitioners have had few accessible, evidence-based resources to guide their workforce planning processes.

The Police Staffing Observatory (PSO), administered as part of the Michigan State University School of Criminal Justice and drawing on nearly five dozen staffing experts from around the world, helps police organizations navigate and plan for their dynamic workforce challenges. Through its research, outreach, and collaboration with the local-global law enforcement community, the PSO helps bridge the gap between scientific rigor and the operational realities of policing. The PSO is actively developing a large body of knowledge and resources offering practitioners actionable lessons on creating and sustaining their workforces.

Like the PSO, our associations prioritize staffing, and we have worked diligently with our members to understand and address the workforce needs of the law enforcement community. With this in mind, we are pleased to be institutional partners of the PSO. Working together, we can create and share resources that advance workforce science in ways that provide practical value for police agencies in meeting their staffing needs. This report is just one example of our collaboration. It demonstrates the utility of academic-practitioner partnerships for addressing public safety needs and improving the police profession. We hope you find some helpful guidance in this resource, and we encourage you to avail yourself of the many others developed by the PSO.

With our greatest support,



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Preface

Among the current staffing challenges faced by law enforcement agencies across the nation, retaining officers can be one of the most difficult. Retention is crucial to maintaining workforces because it is more efficient to keep staff than it is to find and onboard new hires. The loss of valuable and highly skilled officers may exacerbate any current organizational issues and create a plethora of other problems for departments. Unfortunately, agencies often lack the ability or resources to discover personalized solutions to their department's retention problems and community needs; retention strategies some agencies find successful may not be applicable to other departments. These challenges are further compounded by limited available information on building effective retention programs.

To provide practical guidance for agencies seeking to improve their staffing processes, the Office of Community Oriented Policing Services (COPS Office) provided support to the Michigan State University Police Staffing Observatory (PSO) in collaboration with institutional partners to identify and evaluate successful tactics for police recruitment, selection, and retention. This retention report, the third in the series corresponding to these areas, summarizes the PSO research on retention tactics. It reviews 63 tactics for retention and provides field evaluations of each. The evaluations, consisting of ratings by practitioners, include how the tactics perform not only in their effects on staff level, but also on metrics such as workload, time to implement, cost, and effects on quality of policing and community-oriented policing. This guide will be particularly useful for police practitioners and planners seeking to improve their agencies' retention programs.

Chapter 1: Introduction

Understanding the Retention Problem

Across the nation, agencies are struggling to retain officers, a struggle with significant organizational impacts. A 2023 analysis of U.S. police agencies found that, from 2020 to 2022, 65 percent of departments experienced an increase in retirements, 66 percent experienced an increase in resignations, and 69 percent had experienced a decrease in applications, causing staffing levels to drop 5 percent (Police Executive Research Forum [PERF] 2023). This increase in officer attrition has prompted many agencies to hastily focus their efforts on recruiting new applicants; equally important, however, is understanding how to retain current officers (Bureau of Justice Assistance [BJA] and Office of Community Oriented Policing Services [COPS Office] 2023; Wilson and Grammich 2024; Wilson et al. 2023; Davies et al. 2024).

There are several contributors to retention difficulties. In particular, organizational management concerns have been linked to higher levels of attrition. Perceptions of unfair or abusive supervision (McCarty and Skogan 2013; Saleem et al. 2021) as well as poor department morale and organizational stress have been associated with higher turnover rates (Baker et al. 2023; Julseth, Ruiz, and Hummer 2011; Vuorensyrja 2014). A lack of work-life balance has also been found to increase officer attrition (Charman and Bennett 2022; Hilal and Litsey 2020; Williams and Sondhi 2022; Wilson et al. 2023), as were low salaries and pay satisfaction (Lee and Kim 2020; Wood 2002). All these and others have increased turnover, leaving agencies to deal with the consequences of this exodus.

Poor retention among agencies has led to many organizational and interpersonal concerns that affect not only the agencies' workload but their overall operation. For example, high levels of attrition are associated with a reduction in current officer commitment to the job (Saari, Ellonen, and Vuorensyrjä 2020), an increase in workload for remaining employees (Harris and Baldwin 1999; Ramshaw 2013), a decrease in the department's service delivery (Allisey et al. 2014), and a disruption in police programs (Harris and Baldwin 1999). Low retention has financial impacts too. With an increase in officer turnover, organizations must spend more resources on hiring, selecting, and training new personnel (Aldarmaki and Kasim 2019; Harris and Baldwin 1999) as well as on overtime costs for remaining employees (Allisey et al. 2014). All in all, poor retention in law enforcement agencies can have tremendous impacts both for the organization and existing staff and for the communities they serve.

Consequently, it can be very beneficial for department leaders to pay special attention to retention strategies and tactics in addition to their recruitment efforts. Though there is limited research on effective retention strategies and tactics, some studies have identified potential organization improvements that can reduce attrition. For example, agencies can create a more supportive environment for employees (Parsons, Kautt, and Coupe 2011), improve the organization of employee teams (Monk-Turner, O'Leary, and Sumter 2010), implement family-friendly policies to

improve work-life balance (Yu 2019), and reduce unfair promotion practices (Mukwevho and Bussin 2021). It is important to note that the bulk of research effort has focused on singular retention strategies and has not compared these strategies or tactics to one another to identify best practices for an agency's particular needs and resources.

Retention strategies are typically deemed effective if they reduce attrition rates, but there are other important criteria that can contribute to effectiveness. For example, when constructing workforce strategies, agencies will want to consider the ease of implementing a strategy, its associated cost, and the timing of its results. Taking a more comprehensive approach to measuring workforce strategies can be very helpful when considering organizations' unique workforce goals, resources, and community needs. Not all retention strategies may be appropriate for each agency, given their differing constraints and goals, and so it is important to understand strategies holistically to develop appropriate workforce recommendations.

Purpose

The current project reviews 63 retention tactics identified from academic, practitioner, and media sources. These tactics are examined to determine their effectiveness on a variety of dimensions, such as the degree to which they increase staffing levels and workload management. It is important to note that though the current project builds on our earlier work (Wilson et al. 2010), many of the tactics presently discussed were identified through a span of notable current events (e.g., the COVID-19 pandemic and the antipolice movement following George Floyd's murder) that had significant impacts on police staffing levels, particularly on retention efforts. As a result, the retention strategies and tactics included in the present report can help organizations keep officers in their ranks through particularly trying times, with lasting ripple effects. By identifying the most relevant tactics for their specific needs and goals, this report can help agencies improve their retention practices as a learning organization (Senge 1990; Senge et al. 1999; Örtenblad 2019; Wilson and Grammich 2024).

Ideally, this guide will help police agencies treat their retention challenges in a way that medicine treats patients: diagnose the specific issue or preexisting conditions, including context and limitations, then use an evidence-based treatment for the issue. For example, a department may wish to retain officers at the lowest cost while simultaneously increasing workload management. What tactics can work within this set of circumstances? In this report, we will discuss the top tactics for each dimension as well as relevant scenarios that many organizations often experience. Most tactics require some dedication of resources; agencies will need to determine the source of these resources for themselves. Where resources are lacking, law enforcement executives can consider using the lessons in this guide as support for funding requests through their governing bodies.

Approach

To identify and assess the effectiveness of retention tactics, we conducted a systematic review of academic and practitioner literature from 2010 to 2022. Using specific search terms, we were able to isolate 151 relevant academic articles, 73 practitioner reports, and 353 news articles. Through the review of this literature, we were able to identify 63 retention tactics, ranging from financial tactics to administrative ones. **For the purposes of the current study, we define retention tactics as activities or processes that help keep officers within their respective organizations.** It should be noted that there is at times significant overlap between retention tactics and recruitment tactics, given the comprehensiveness of certain strategies. For example, offering education incentives (e.g., more pay for officers with college degrees) can function as a retention tactic by motivating current officers to pursue higher education while simultaneously functioning as a recruitment tactic to attract new recruits to the agency. For the aims of the current report, we will focus on the retention effects of the tactics discussed herein.

After identifying 63 retention tactics, we then sought input from subject matter experts to assess the tactics' effectiveness on specific performance dimensions (e.g., staffing levels, cost efficiency, ease of implementation) (see sidebar "Performance Dimensions" for full list of scaled dimensions). To do this, we created a large sample of various practitioners possessing retention and staffing expertise. These subject matter experts included individuals holding different positions in their agencies (executives and staffing personnel), from different types of agencies (local, state, university), from different sizes of departments (small, medium, large), and residing in different regions of the country (West, Midwest, South, and Northeast). Tactics were randomly assigned so that each tactic could be rated by three practitioners. The survey process took place from June to October 2024. Our analysis focuses on tactics that were reviewed by at least two practitioners. Average ratings are provided and discussed.

Performance Dimensions

We asked respondents to rank each tactic using the following scales:

- Would the tactic decrease or increase the number of staff?
 1. Large decrease (5% or more over a year)
 2. Modest decrease (less than 5% over a year)
 3. No change
 4. Modest increase (less than 5% over a year)
 5. Large increase (5% or more over a year)
 6. Unsure
- Would the tactic make workload management less or more effective?
 1. Much less effective
 2. Somewhat less effective
 3. No change
 4. Somewhat more effective
 5. Much more effective
 6. Unsure
- Would the tactic have a delayed or immediate impact on department staffing levels?
 1. Very delayed (more than 24 months)
 2. Somewhat delayed (13 to 24 months)
 3. Somewhat immediate (3 to 12 months)
 4. Very immediate (within 3 months)
 5. Unsure
- Would the tactic be difficult or easy to implement?
 1. Very difficult (significant staff time and coordination over a year)
 2. Somewhat difficult (moderate staff time and coordination over a year)
 3. Somewhat easy (modest staff time and coordination over a year)
 4. Very easy (little staff time and coordination over a year)
 5. Unsure
- Would the tactic increase or decrease agency costs?
 1. Greatly increase (\$50,000 or more over a year)
 2. Somewhat increase (less than \$50,000 over a year)
 3. No effect
 4. Somewhat decrease (less than \$50,000 over a year)
 5. Greatly decrease (\$50,000 or more over a year)
 6. Unsure
- Would the tactic reduce or increase the quality of police work?
 1. Greatly reduce
 2. Somewhat reduce
 3. No effect
 4. Somewhat increase
 5. Greatly increase
 6. Unsure
- Would the tactic impede or advance the goals of community policing?
 1. Greatly impede
 2. Somewhat impede
 3. No effect
 4. Somewhat advance
 5. Greatly advance
 6. Unsure

Outline—and How to Use This Guide

Using the answers from practitioners, we consider the tactics in two ways. In Chapter 2, we discuss the top-rated tactics for all seven dimensions. In Chapter 3, we review common scenarios in which certain tactics might be prioritized, e.g., needing to balance cost and timing. In Chapter 4, we summarize our findings and discuss their implications.

Not all tactics will be relevant to each department. Each agency will have unique needs, resources, and goals. Thus, it is crucial for practitioners to adapt our findings to their environment. Some agencies may wish to implement tactics that focus on improving workload management, while other organizations may be more concerned with tactics that immediately impact staffing levels. This report is organized so practitioners can view the top-rated tactics for their relevant dimensions or situation. Some highly rated tactics are mentioned more than once. Noting a high ranking or multiple high rankings of a tactic does not constitute our endorsement of a tactic, but only that such tactics were rated favorably by the subject matter experts. Each department will know what is best for it.

Chapter 2: Prioritizing Tactics Based on Key Performance Dimensions

Retaining officers can be a complex endeavor and must take into consideration the agency's goals, resources, and community needs. Retention efforts can be concentrated on altering administrative structure (e.g., reducing positions and increasing salaries), implementing financial incentives or benefits (e.g., improving retiree benefits), improving personnel issues (e.g., improving work or promotion opportunities), or using research and analysis to assess and solve specific retention difficulties. Each of these strategies encompasses a variety of unique tactics that can contribute to higher retention rates and may be applicable to an organization's context and means.

Each agency will have its own staffing goals, for which certain retention tactics may be more appropriate than others. For example, some agencies may seek retention tactics that produce fast results, while others may prefer tactics that significantly reduce agency costs, and still others may want tactics that are easy to implement in their circumstances.

In the following sections, we consider the highest-rated tactics for each dimension we consider. For each dimension, we present a table listing all tactics scoring above a cutoff, ranked by their effectiveness and their number of evaluations. For the highest-ranking tactics, we also present some context on their practice. When considering results and choosing among tactics for implementation, agencies should also consider their organizational context, all aspects required for proper implementation, and potential effects on other aspects of the staffing ecosystem (Wilson and Grammich 2024). Tactics require appropriate planning and assessment, potentially necessitating other support for effective implementation, such as dedicated staff, training, and senior leadership buy-in and oversight. For example, redeploying staff to help manage service call workload may require assessing the potential impact (e.g., on workload or morale) on the units from which staff is drawn, and communicating this change must be carefully planned and performed. Hiring civilians still requires a commitment to paying competitive salaries and providing professional development. Moreover, to address larger organizational needs, agencies may wish to implement tactics as part of larger initiatives, such as providing health club and fitness memberships in an employee wellness program. Any tactic chosen for adoption should be reviewed thoroughly and implemented carefully to maximize its effectiveness.

Staffing Level

Our respondents identified five tactics that would have a modest to large positive effect on staffing level over the course of a year.¹ Table 2.1 lists these tactics, the number of respondents evaluating

¹ *Workload assessment* and *hiring civilians for nonviolent calls* each received a rating of '5' (indicating they greatly increase staffing levels), but only from one reviewer. We therefore exclude them from discussion here.

each, and the average rating of these responses. A rating of 5 indicates an anticipated increase of at least 5 percent over a year, and a rating of 4 indicates an anticipated increase of less than 5 percent. Tactics shown all have a rating of 4 or higher; a rating above 4 indicates that at least one reviewer gave it a 5.

Table 2.1: Top-Rated Tactics for *Increasing Staffing Level*

Tactic	Mean	<i>n</i>
Increasing pay	4.67	3
Implementing a special tax for recruitment and retention increase	4.50	2
Improving retiree (non-pension) benefits	4.50	2
Education incentives, e.g., more pay for officers with a college degree	4.33	3
Health club membership	4.33	3

The tactic that received the highest support was *increasing pay*, with two respondents rating it a 5 (i.e., generating at least a five percent increase in staffing levels in a year), and a third respondent rating it a 4 (i.e., generating an increase of less than five percent in staffing levels in a year).

Field Spotlight

The Virginia Beach Police Department implemented a new step-pay plan which helped them curb early retirement. Its effectiveness is attributed to officers knowing the pay increase they will receive the longer they stay in the agency (PERF 2023). Research suggests that higher salaries and pay satisfaction are positively associated with lower levels of attrition (Lee and Kim 2020). Overall, having a higher salary can help provide officers with a sustainable means of living which can positively impact retention rates (BJA and COPS Office 2023).

Workload Management

Our respondents identified nine tactics that would have a modest to large effect on improving workload management. Table 2.2 lists these, the number of respondents evaluating each, and the average rating of these responses. A rating of 5 indicates that a tactic would make workforce management “much more effective” and one of 4 would make it “somewhat more effective.” All the tactics shown received a rating of at least 4, with some individual reviewers giving certain tactics a rating of 5.

Table 2.2: Top-Rated Tactics for *Improving Workload Management*

Tactic	Mean	<i>n</i>
Hiring ahead of vacancies	4.67	3
Reducing workload by reducing calls for service	4.50	2
Civilianizing positions, i.e., having civilians perform work that officers now do	4.50	2
Hiring retired officers	4.50	2
Statewide retention bonuses	4.50	2
Reconfiguring the department for efficiency	4.33	3
Providing a take-home car	4.33	3
Improving equipment or facilities	4.33	3
Increasing pay	4.33	3

The most highly rated retention tactic for increasing the effectiveness of workload management is *hiring ahead of vacancies*. Two participants rated this tactic a 5, while one respondent rated it a 4.

Field Spotlight

Hiring ahead of vacancies typically occurs when departments expect a wave of retirements, such as when the Allentown (Pennsylvania) Police Department hired 11 officers ahead of a wave of 30 eligible retirements (Wagaman 2020). How departments plan to hire ahead can depend on the positions they are replacing. The Davison Township (MI) Police Department, for example, sought to hire of a wave of retirements which were concentrated in the department’s detective bureau (Gould 2024). This was problematic, given increasing violent crime in the jurisdiction. To ensure a smooth transition, the department sought both to hire ahead and to train remaining employees to assume key leadership roles—a strategy which that can also improve workload management. Such proactive measures can help both the organization and individual officers feel less overwhelmed by expected departures, with the department signaling to employees that the agency is taking active steps to hire more personnel and effectively manage the workload despite the loss of labor.

Timing of Effects

Our respondents identified 13 tactics that, on average, might have a very immediate effect, that is, an effect within three months of implementation. Table 2.3 lists these, the number of respondents evaluating each, and the average rating of these responses. A rating of 4 indicates a “very immediate impact,” i.e., one having an impact within three months of implementation, and a rating of 3 indicates a “somewhat immediate impact,” i.e., one having an impact within three to 12 months. Of the tactics shown, all have a rating of at least 3.50, indicating at least one reviewer gave it a 4 and none gave it a rating below a 3.

Table 2.3: Top-Rated Tactics Based on *Immediacy of Effect*

Tactic	Mean	<i>n</i>
Changing call priorities	4.00	3
Statewide retention bonuses	4.00	2
Providing a take-home car	3.67	3
Adapting policies to staff needs	3.67	3
Reducing patrols	3.67	3
Reducing workload by reducing calls for service	3.50	2
Civilianizing positions, i.e., having civilians perform work that officers now do	3.50	2
Implementing a special tax for recruitment and retention increase	3.50	2
Specialized skill pay	3.50	2
Education incentives, e.g., more pay for officers with a college degree	3.50	2
Providing written feedback on job performance	3.50	2
Moving officers from other positions to patrol	3.50	2
Increasing time off	3.50	2

The most highly rated retention tactic based on the immediacy of the effects is *changing call priorities*, with all three respondents rating it a 4. Research suggests that many of the calls received by police departments often do not result in a report being taken (e.g., barking dog), yet officers are still expected to be deployed to these types of calls even though they may be low priority (Tillyer and Smith 2021). Reviewers believed changing call priorities will have an immediate impact on retention, perhaps because officers could then focus their efforts on higher-priority work rather than low-priority calls (Wilson and Grammich 2024).

Statewide retention bonuses also received a mean rating of 4, with two reviewers giving it a 4 and one reviewer rating it “unsure.” This is perhaps unsurprising, given the importance of financial benefits and livable wages (BJA and COPS Office 2023; Lee and Kim 2020; PERF 2023).

Field Spotlight

The Seattle Police Department implemented a new call priority system that limits the deployment of officers to low-priority calls (Donovan 2022). Low-priority calls that go unanswered by officers due to a lack of resources are using a ‘Z protocol.’ This new system is intended to ease the burden of the understaffed police department, which had been forced to collapse many of its specialized units (e.g., burglary unit and auto theft unit) into one large investigations unit, leading to an accumulation of calls. The agency believed such reorganization could have an immediate impact in its workload and morale.

Ease of Implementation

Our respondents identified seven tactics that, on average, would be “somewhat easy” or “very easy” to implement. Table 2.4 lists these, the number of respondents evaluating each, and the average rating of these respondents. A rating of 4 indicates “very easy,” i.e., requiring little staff time and coordination over a year, and a rating of 3 indicates “somewhat easy,” i.e., requiring modest staff time and coordination over a year. All the tactics shown have a rating of at least 3.33, with all reviewers giving it a score of at least 3, and at least one giving it a score of 4 or higher.

Table 2.4: Top-Rated Tactics Based on *Ease of Implementation*

Tactic	Mean	<i>n</i>
Exit interviews	4.00	2
Collecting and analyzing data on promotions	4.00	2
Officer recognition events	3.67	3
Hazard pay	3.50	2
Hiring retired officers	3.33	3
Health club membership	3.33	3
Providing written feedback on job performance	3.33	3

The two most highly rated retention tactics that are easy to implement are *exit interviews* and *collecting and analyzing data on promotions*, with two reviewers believing they are very easy to implement (i.e., score of 4) and one reviewer being “unsure.” Exit interviews can be an easy way to discover reasons for turnover, unearth cultural problems with the agency, or gauge the feelings of individual officers (PERF 2023). Similarly, *collecting and analyzing data on promotions* can be an easy-to-implement tactic for revealing promotion disparities that negatively affect officer morale (Mukwevho and Bussin 2021). These data can then be used to ameliorate any unfair promotion practices that are harming retention efforts.

Field Spotlight

Through exit interviews, the Old Saybrook (Connecticut) Police Department discovered that many of their officers left because of overtime burdens and an unpleasant work environment (PERF 2025). Similarly, exit interviews for the Seattle Police Department identified issues with leadership and the political environment that made officers feel unsupported (Sumrall 2024). Information gained through exit interviews can help departments identify areas of improvement and otherwise modify their operations to create a more positive work environment and increase retention.

Agency Costs

There were 12 tactics that, on average, reviewers suggested could modestly reduce agency costs.² Table 2.5 lists these, the number of respondents evaluating each, and the average rating of these responses. A rating of 5 indicates a tactic that would “greatly decrease” agency costs, i.e., reduce agency costs at least \$50,000 per year; a rating of 4 indicates a tactic that would “somewhat decrease” agency costs, i.e., lead to savings of less than \$50,000 per year; and a rating of 3 indicates a tactic that would have “no effect” on agency costs. Of the tactics shown, only three tactics were anticipated to “somewhat decrease” agency costs.

Table 2.5: Top-Rated Tactics for *Decreasing Agency Costs*

Tactic	Mean	<i>n</i>
Civilianizing positions, i.e., having civilians perform work that officers now do	4.00	2
Allowance for “clawback” [recovery of money] for those leaving department before specified period	3.67	3
Implementing a special tax for recruitment and retention increase	3.50	2
Changing call priorities	3.00	2
Providing written feedback on job performance	3.00	3
Hiring retired officers	3.00	2
Exit interviews	3.00	3
Entering mutual aid or similar agreements	3.00	2
Addressing promotion issues	3.00	3
Hiring more part-time officers	3.00	3
Collecting and analyzing data on promotions	3.00	2
Surveying officers on desired qualities for recruits	3.00	3

The most highly rated retention tactic for decreasing agency costs was *civilianizing positions, i.e., having civilians perform work that officers now do*, with two respondents rating it a 4 and one respondent rating it “unsure.” Civilization of officer tasks can relieve officers of duties that may not require official law enforcement intervention, thereby reducing their workload and allowing them to focus on activities that require their training and skills (PERF 2024).

² *Reducing workload by reducing calls for service* received a mean rating of 4 while *reducing patrols* and *reconfiguring the department for efficiency* each received a mean rating of 3; however, these three tactics were only rated by one participant and are therefore excluded from discussion here.

Field Spotlight

To handle nonemergency calls such as traffic hazards, evidence pickup, and civil disputes, the Salt Lake City Police Department hired 16 Community Response Specialists (PERF 2024). In their first 11 months of service, they responded to nearly 2,500 calls for service. Community Response Specialists allow for sworn officers to focus on high-priority calls, proactive enforcement, community outreach, and problem solving.

Quality of Policing

Ideally, retention tactics would improve the quality of the existing force. We therefore asked three of our raters to evaluate these tactics for their impact on the quality of police work. They identified 16 tactics that would “somewhat increase” to “greatly increase” the quality of police work.³ Table 2.6 lists these, the number of respondents providing a rating for each, and the average rating of these responses. Recall that for the dimension on quality of police work, a 4 indicates “somewhat increase” and a 5 indicates “greatly increase.” Of the tactics shown, all have a mean rating of at least 4, with two tactics receiving a mean of 4.33 (meaning at least one rater gave the tactic a 5 rating).

³ The following tactics were rated by only one participant and are therefore excluded from discussion: *community relation analysis* (rating of 5), *workload assessment* (5), *mortgage discount program* (4), *converting part-time position to full-time* (4), *improving retiree (non-pension) benefits* (4), *hiring civilians for nonviolent calls* (4), *focusing on mental health and wellbeing* (4), *deferred pension program (e.g., DROP)* (4), *flexible schedules* (4), and *implementing alternatives for providing public safety that can reduce the need for officers* (4).

Table 2.6: Top-Rated Tactics for *Improving Quality of Policing*

Tactic	Mean	<i>n</i>
Hiring ahead of vacancies	4.33	3
Improving equipment or facilities	4.33	3
Officer recognition events	4.00	2
Health club membership	4.00	2
Providing written feedback on job performance	4.00	3
Implementing a special tax for recruitment and retention increase	4.00	2
Specialized skill pay	4.00	2
Education incentives, e.g., more pay for officers with a college degree	4.00	2
Education reimbursement for tuition	4.00	3
Mentoring candidates individually during training	4.00	3
Improving work or promotion opportunities	4.00	3
Retention bonuses, e.g., for completing specified years of service	4.00	3
Retention pay	4.00	3
Analyzing local issues with other agencies	4.00	2
Reconfiguring the department for efficiency	4.00	4
Creating a welcoming culture	4.00	2

The two most highly rated retention tactics for increasing the quality of policing are *hiring ahead of vacancies* and *improving equipment or facilities*, with both tactics receiving a rating of 4.33.

Improving equipment or facilities can be effective for both retention and increasing the quality of policing, given that inadequate facilities or outdated equipment can contribute to turnover (Orrick 2008). Having modern and high-functioning resources (e.g., cars, radios, computers, facilities) can enhance the effectiveness and efficiency of the work officers do and ultimately help retention efforts (BJA and COPS Office 2023; Orrick 2008; Wilson et al. 2010).

Field Spotlight

A new facility and new technology for the Martinsburg (West Virginia) Police Department helped improve officer morale as well as the quality and efficiency of policing (Estep, 2021). The new facility catered to the unique needs of officers, including providing each with their own desk. Such improvements to buildings and technologies can signal to workers that the agency cares about working conditions.

Community Policing

Retention efforts can also advance community policing. The longer officers stay in an agency and community, the more likely they are to cultivate relationships with community members and foster a positive police image (BJA and COPS Office 2023; Wilson et al. 2010).

We asked our respondents to rate tactics by their likely impact on community policing. As throughout, we asked different groups of three respondents to rate each tactic on this dimension. There were 6 tactics that, on average, received a mean rating at or between “somewhat advance” and “greatly advance” the goals of community policing. Table 2.7 lists these, the number of respondents providing a rating for each, and the average rating of these responses. A 4 indicates “somewhat advance” and a 5 indicates “greatly advance.”

Table 2.7: Top Rated Tactics for Advancing Community Policing

Tactic	Mean	n
Community relations analysis	5.00	2
Workload assessments	4.50	2
Improving work or promotion opportunities	4.33	3
Mentoring new officers	4.33	3
Improving policing image in community	4.33	3
Retention bonuses, e.g., for completing specified years of service	4.33	3

The most highly rated retention tactic for advancing community policing was *community relation analysis*, with two reviewers rating it a 5 and a third reviewer rating it “unsure.” Analyzing police-community relations can be particularly helpful for identifying causes of strain between residents and law enforcement (Albrecht and Green 1977; BJA and COPS Office 2023). Such strain can negatively affect service delivery and general interactions with community members and may contribute to turnover (Mourtgos, Adams, and Nix 2022; Rhodes and Tyler 2021; Rossler and Sheer 2024).

Similarly, *workload assessments* (average rating of 4.50) can advance community policing. Specifically, a workload assessment can help agencies determine how they allocate their resources and whether a redeployment of resources and officers can help the agency reach its goals, such as community policing (International Association of Chiefs of Police n.d.; Wilson and Grammich 2024).

Field Spotlight

The East Lansing (MI) Police Department conducts periodic police-community relations surveys of community members regarding police operations and fairness. The agency uses these surveys to improve department functions and inform policymaking decisions related to training and resource allocation (see, for example, EPIC – MRA 2021).

Chapter 3: Prioritizing Tactics Based on Common Scenarios of Needs and Strategy Preferences

The previous chapter shows top-rated tactics for each performance dimension. As we have noted, each agency has unique needs, resources, and goals that may affect its choice of retention tactics. While some departments may focus exclusively on one dimension (e.g., increasing staffing levels), others may need to consider multiple dimensions (e.g., raising staffing levels while also advancing community policing in a way that does not add significant agency costs) simultaneously. Choosing how to do so can be difficult, because some tactics may score well on one dimension, but poorly on others. For example, our reviewers indicated that a workload assessment can help advance community policing but conducting it can increase agency costs.

This chapter considers several scenarios in which agencies may wish to prioritize specific tactics based on their performance on multiple dimensions. Our analyses here assess specific groups of tactics, or broad strategies (i.e., financial, administrative, and personnel). Our goals are twofold: to demonstrate the tradeoffs that agencies may wish to make in choosing retention strategies and tactics, and to explore some common scenarios that agencies may encounter.

Staffing Level, Timing, Cost, and Implementation Ease

Our raters identified several retention tactics that can help increase staffing levels. These tactics vary in the timing of their effects, costs, and ease of implementation. How agencies may want to trade off among these dimensions of effectiveness may also vary. Table 3.1 helps illustrate these tradeoffs (throughout this chapter, we exclude from tables any tactic with fewer than two ratings on any dimension shown).

Table 3.1: Top Tactics for Increasing Staff Level by Timing, Cost, and Ease of Implementation

Tactic	Level		Timing		Cost		Ease	
	Mean	<i>n</i>	Mean	<i>n</i>	Mean	<i>n</i>	Mean	<i>n</i>
Increasing pay	4.67	3	3.00	3	1.00	3	2.33	3
Implementing a special tax for recruitment and retention increase	4.50	2	3.50	2	3.50	2	3.00	2
Improving retiree (non-pension) benefits	4.50	2	2.50	2	1.33	3	2.50	2
Education incentives, e.g., more pay for officers with a college degree	4.33	3	3.50	2	2.67	3	3.00	3
Health club membership	4.33	3	2.50	2	2.00	3	3.33	3

The top-rated retention tactic for increasing staffing level was *increasing pay*. Our reviewers suggested this would have an effect within three to 12 months of implementation, increase agency costs by more than \$50,000 annually, and be somewhat difficult to implement. Agencies wishing to implement less expensive tactics for increasing staff may consider *implementing a special tax for recruitment and retention increase* or offering *education incentives*. There will inevitably be tradeoffs when attempting to increase staffing levels, but practitioners can select specific tactics that align with their goals and resources given that not every tactic will be applicable to them.

Field Spotlight

The Los Angeles Police Department implemented an educational incentive program that pays officers with associate's degrees an extra \$190 every two weeks and officers with bachelor's degrees an extra \$290 (Zahniser and Smith 2020). Apart from helping retain officers within the organization, educational incentives can create a more informed workforce, which can positively impact service delivery (Telep

Workload Management, Timing, Cost, and Implementation Ease

Agencies may wish to choose retention tactics that improve their workload management. Such tactics can vary by their timing, costs, and ease of implementation. Table 3.2 helps illustrate the tradeoffs on other dimensions when seeking to improve workload management.

Table 3.2: Top Tactics for Workload Management by Timing, Cost, and Ease of Implementation

Tactic	Workload		Timing		Cost		Ease	
	Mean	<i>n</i>	Mean	<i>n</i>	Mean	<i>n</i>	Mean	<i>n</i>
Hiring ahead of vacancies	4.67	3	3.33	3	2.67	3	3.00	3
Civilianizing positions, i.e., having civilians perform work that officers now do	4.50	2	3.50	2	4.00	2	1.50	2
Hiring retired officers	4.50	2	3.00	2	3.00	2	3.33	3
Providing a take-home car	4.33	3	3.67	3	1.33	3	2.00	3
Improving equipment or facilities	4.33	3	3.33	3	1.33	3	1.67	3
Increasing pay	4.33	3	3.00	3	1.00	3	2.33	3

The tactic with the highest rating for workload management was *hiring ahead of vacancies*. Reviewers suggested this tactic would yield results in less than a year and that it would be somewhat easy to implement. Nevertheless, it could increase agency costs. Alternatively, *civilianizing positions* could help improve workload management somewhat more rapidly and at a lower cost, though our raters suggested it would be difficult to implement. For more modest effects across all the dimensions, leaders can consider *hiring retired officers*.

Field Spotlight

Kentucky legislators have enabled the Lexington Police Department to hire retired officers who may also continue to receive benefits, such as for retirement insurance (Kentucky League of Cities 2024). Such a practice allows the retention of experienced and knowledgeable officers who can both enhance the operations of the agency and train the new generation of recruits.

Quality and Community Policing

In addition to increasing staffing levels and improving workload management, agencies may seek to retain staff in ways that improve quality and enhance community policing. We therefore compared tactics best rated to improve quality of police work by their effects on community policing. Table 3.3 helps illustrate the tradeoffs among these dimensions.

Table 3.3: Top Tactics for Improving Quality by Effects on Quality and Community Policing

Tactic	Quality		Community Policing	
	Mean	<i>n</i>	Mean	<i>n</i>
Hiring ahead of vacancies	4.33	3	4.00	3
Improving equipment or facilities	4.33	3	3.67	3
Improving work or promotion opportunities	4.00	3	4.33	3
Retention bonuses, e.g., for completing specified years of service	4.00	3	4.33	3
Implementing a special tax for recruitment and retention increase	4.00	2	4.00	2
Education incentives, e.g., more pay for officers with a college degree	4.00	2	4.00	2
Mentoring candidates individually during training	4.00	3	4.00	3
Education reimbursement for tuition	4.00	3	4.00	2
Creating an inclusive culture	4.00	2	4.00	3
Providing written feedback on job performance	4.00	3	4.00	3
Retention pay	4.00	3	3.67	3
Officer recognition events	4.00	2	3.67	3
Analyzing local issues with other agencies	4.00	2	3.50	2
Health club membership	4.00	2	3.33	3
Reconfiguring the department for efficiency	4.00	4	3.33	3

The two most highly rated retention tactics for improving the quality of policing were *hiring ahead of vacancies* and *improving equipment of facilities*. Of these two, *hiring ahead of vacancies* was rated slightly higher on its impact on community policing. Other retention tactics had higher ratings for their impact on community policing but lower ratings for improving the quality of policing. *Improving work or promotion opportunities* and *retention bonuses* have the highest effect on improving community policing, and both scored the same on quality of policing. Overall, retention tactics that improve quality of policing generally have a positive impact on community policing, so the tradeoffs in this scenario are minor.

Field Spotlight

The Tallahassee (FL) Police Department has a comprehensive recognition program that awards officers for their accomplishments and advancements throughout the organization (Levin 2025). This program boosts officer morale and demonstrates to the public that the agency has well-qualified and experienced officers. Recognition events help promote retention by making officers feel pride and public appreciation.

Financial Retention Tactics and Effects on Level and Cost

Financial incentives are a common way for agencies to promote retention among their officers, but they can carry considerable costs. Table 3.4 shows how financial tactics considered likely to boost staffing levels may also affect agency costs.

The most highly rated financial tactic for increasing staffing levels was *increasing pay*. Not surprisingly, raters suggested this would also greatly increase agency costs. A financial tactic for increasing staffing levels at less cost to the agency is *educational incentives*, which raters suggested would have a modest effect on agency costs. Raters suggested *health club memberships* could have the same positive impact as educational incentives on staffing levels but with a larger impact on agency costs (mean rating 2.00).

Table 3.4: Financial Recruitment Tactics and Cost Rating

Tactic	Level		Cost	
	Mean	<i>n</i>	Mean	<i>n</i>
Increasing pay	4.67	3	1.00	3
Improving retiree (non-pension) benefits	4.50	2	1.33	3
Education incentives, e.g., more pay for officers with a college degree	4.33	3	2.67	3
Health club membership	4.33	3	2.00	3
Education reimbursement for tuition	4.00	3	2.00	3
Stipends for single parents with young children	4.00	3	2.00	3
Retention bonuses, e.g., for completing specified years of service	4.00	3	2.00	3
Driving allowance	4.00	3	1.67	3
Specialized skill pay	4.00	2	1.50	2
Providing a take-home car	4.00	3	1.33	3
Hazard pay	4.00	3	1.33	3
Improving general benefits	4.00	3	1.33	3
Improving or increasing retirement plans	4.00	2	1.00	2

Field Spotlight

The Reno (NV) Police Department implemented a robust health and fitness program to boost officers' physical health and identify individuals at high risk for heart disease (Vrotsos 2015). The program significantly lowered the risk of heart failure for nine of the fifteen high-risk officers enrolled. By investing in officers' health, the organization signaled its concern for employees' overall well-being, an action which can positively affect retention efforts (Vrotsos 2015).

Financial Retention Tactics and Effects on Level, Timing, and Cost

In some circumstances, agencies may wish to increase their staff as rapidly as possible, while considering tradeoffs between time and cost. Prioritizing the dimension of time over that of cost points to differing retention tactics. Some tactics may quickly increase staffing but be expensive. Others may cost less to increase staffing but take time to yield results. Table 3.5 illustrates the tradeoffs among tactics for agencies needing to consider both timing and cost in addition to staffing levels.

Table 3.5: Financial Retention Tactics, Timing, and Cost

Tactic	Level		Timing		Cost	
	Mean	<i>n</i>	Mean	<i>n</i>	Mean	<i>n</i>
Increasing pay	4.67	3	3.00	3	1.00	3
Improving retiree (non-pension) benefits	4.50	2	2.50	2	1.33	3
Education incentives, e.g., more pay for officers with a college degree	4.33	3	3.50	2	2.67	3
Health club membership	4.33	3	2.50	2	2.00	3
Providing a take-home car	4.00	3	3.67	3	1.33	3
Specialized skill pay	4.00	2	3.50	2	1.50	2
Driving allowance	4.00	3	3.33	3	1.67	3
Stipends for single parents with young children	4.00	3	3.00	2	2.00	3
Hazard pay	4.00	3	3.00	3	1.33	3
Education reimbursement for tuition	4.00	3	2.67	3	2.00	3
Retention bonuses, e.g., for completing specified years of service	4.00	3	2.67	3	2.00	3
Improving general benefits	4.00	3	2.33	3	1.33	3

More than half of the financial tactics listed here can increase staffing levels in less than a year. Although *increasing pay* can cost the agency a significant amount of money, it can yield results in three to 12 months. *Education incentives* is a less costly tactic than increasing pay and may produce faster results. The financial tactic likely to produce the quickest results while helping to increase staffing levels is *providing a take-home car*, though this can be expensive.

Field Spotlight

Mississippi Highway Patrol troopers received a \$1,000 hazard bonus at the end of 2021 in appreciation for their service during the COVID-19 pandemic (Vance 2021). Officers expressed their gratitude and welcomed the additional pay during the holiday season. Agencies can boost officer morale and promote retention by compensating employees with hazard pay for undertaking particularly dangerous or strenuous duties.

Administrative Tactics and Effects on Level, Timing, and Cost

In addition to financial strategies, several administrative strategies, such as civilianizing positions, can also promote retention by altering departmental or managerial tasks. Table 3.6 lists administrative tactics that can help improve retention through their effect on staffing levels by their effects on timing and cost as well.

Table 3.6: Administrative Retention Tactics, Timing, and Cost

Tactic	Level		Timing		Cost	
	Mean	<i>n</i>	Mean	<i>n</i>	Mean	<i>n</i>
Civilianizing positions, i.e., having civilians perform work that officers now do	4.00	2	3.50	2	4.00	2
Hiring retired officers	4.00	2	3.00	2	3.00	2
Converting part-time positions to full-time	3.33	3	3.00	2	1.00	2
Changing call priorities	3.00	3	4.00	3	3.00	2
Moving officers from other positions to patrol	3.00	3	3.50	2	2.00	2
Implementing alternatives for providing public safety that can reduce the need for officers	3.00	2	2.00	2	2.50	2

The top-rated administrative tactic shown here for increasing staffing levels is *civilianizing positions*, with 2 reviewers rating it a 4 and one reviewer rating it “unsure.” This is also the tactic that has the best rating for agency cost, with reviewers suggesting it may decrease agency costs by up to \$50,000 a year. The administrative tactic for increasing staffing levels that can produce the fastest effect on increasing staffing levels is *changing call priorities*. This tactic may be particularly useful to agencies that frequently receive low-priority calls and send an officer to each. Our raters suggest changing call priorities would have no effect on agency costs.

Field Spotlight

The Baltimore Police Department implemented alternative modes of providing public safety services to reduce the need for sworn officers. Among other initiatives, it created Investigative Specialists, which are civilianized positions intended to serve as Internal Affairs investigators (PERF 2024). The agency has historically struggled to fill these positions with motivated officers. Civilianizing these positions has allowed the department to deploy more sworn officers to patrol while lowering agency costs.

Personnel Tactics and Effects on Level, Timing, and Cost

Personnel tactics, particularly those that provide accommodations for officers or consider their unique needs, can be especially relevant for retention efforts. Such tactics may include allowing officers to have flexible schedules or hosting officer recognition events. Table 3.7 shows 12 personnel tactics for retention relative to their effects on staffing, timing, and cost.

Table 3.7: Personnel Retention Tactics, Timing, and Cost

Tactic	Level		Timing		Cost	
	Mean	<i>n</i>	Mean	<i>n</i>	Mean	<i>n</i>
Adapting policies to staff needs	4.00	3	3.67	3	2.50	2
Improving work or promotion opportunities	4.00	3	3.33	3	2.00	2
Flexible schedules	4.00	3	2.67	3	2.00	2
Exit interviews	3.67	3	3.00	2	3.00	3
Focusing on mental health or wellbeing	3.67	3	2.50	2	1.67	3
Creating an inclusive culture	3.50	2	2.67	3	1.50	2
Improving equipment or facilities	3.33	3	3.33	3	1.33	3
Mentoring new officers	3.33	3	3.00	3	2.67	3
Officer recognition events	3.33	3	3.00	2	2.00	3

The personnel tactics that have the highest effect on increasing staffing levels are *adapting policies to staff needs*, *improving work or promotion opportunities*, and *flexible schedules*. Of these three tactics, *adapting policies to staff needs* scored the highest on immediacy of effects. *Exit interviews* are cost-effective ways to promote retention with a relatively quick impact but only have modest effects on increasing staffing levels.

Field Spotlight

Recognizing that it was burdening its officers with forced overtime, the New York Police Department launched a pilot program which offered officers the option of 10- or 12-hour shifts (Katersky 2023). This schedule flexibility is intended to improve officer morale and aid in retention efforts.

Chapter 4: Applying the Lessons

In seeking to bolster staffing by reducing turnover, i.e., to increase retention, agencies must take into account their unique workforce goals, resources, and needs to better understand how they can keep officers within their organization. The tactics identified in this report may not be applicable to every department, so each must choose those that will best align with their current needs and resources. Leaders should understand the overarching goals of their department and prioritize those retention tactics that best help achieve their objectives.

Agencies must also be aware of unique scenarios surrounding their retention needs. If they are concerned with their staffing levels and how retention tactics perform relative to speed and cost, they can prioritize tactics that address these conditions. If they are overwhelmed by their workload, then they may look into tactics that positively affect workload management and are easily implemented.

Agencies should also consider the overlap between retention and recruitment tactics. Efforts to retain officers within the agency (e.g., by providing a take-home car, paying for health club membership, or increasing pay) can also attract individuals to the organization. Consequently, tactics that target both potential recruits and current employees can provide the biggest return on investment.

Ultimately, it is up to departments to determine which strategies and tactics best suit their needs, goals, and resources. Our goal in these reports is to guide them in evaluating tactics that will bolster their efforts to recruit, select, and retain officers in their workforce.

Appendix

To assess the effectiveness of retention tactics, we conducted a systematic review of academic and practitioner literature. Specifically, we used the search engines EBSCO, SSCI, ProQuest, and ProQuest US Newsstream to identify academic articles, practitioner reports, and news articles from 2010 to 2022 related to retention tactics. Search terms included (1) polic*, “law enforcement”, cop, or cops, and (2) mentioned recruit*, select*, hir*, short*, staff*, personnel, employee, workforce, applicants, or applications. To broaden the news search even further, we added optional terms, including turnover, attrition, retention, retain*, and loss. We also manually searched the websites of organizations and agencies that produce practitioner reports related to retention practices and tactics. This systematic review yielded 151 relevant academic articles, 73 practitioner reports, and 353 news articles.

From these sources, we identified 63 unique tactics that departments may use to retain officers or that affect retention. For the present purpose, we define a retention tactic as any activity or process that helps keep officers within their agencies. It is important to note that some retention tactics may also support recruitment. For example, offering education incentives (e.g., more pay for officers with college degrees) can function as a retention tactic by motivating current officers to pursue higher education while simultaneously functioning as a recruitment tactic to attract new recruits to the agency. For our analysis, we focus exclusively on retention tactics, but it is important to keep in mind the overlap between retention and recruitment (BJA and COPS Office 2023; Wilson and Grammich 2024). Overall, the tactics we considered cover a broad range of practices such as offering retention bonuses, reducing workload by reducing calls for service, and hosting officer recognition events. Using an iterative, grounded-theory approach (Glaser and Straus 1967; Aksulu and Wade 2010), we also organized the tactics into strategies that are meaningful to practitioners, such as administrative, financial, and outreach.

To gauge how practitioners might view these retention tactics, we sought input from subject matter experts well-versed in staffing processes and retention efforts. Specifically, we developed a modified quota sampling frame to survey practitioners on the tactics’ impact on a variety of staffing indicators. The strata and substrata included the following:

- Respondent’s position and assignment within their organization, with two substrata of
 - executive officers
 - program personnel, i.e., individuals who have direct, substantial roles administering and implementing the recruitment process
- Department size, with three substrata of
 - small agencies with fewer than 40 sworn personnel
 - medium agencies with 40 to 99 sworn personnel
 - large agencies with at least 100 sworn personnel.

- Type of department, with three substrata of
 - local
 - state
 - university.
- Region
 - South
 - West
 - Midwest
 - Northeast.

Altogether, we asked 42 subject matter experts to participate; of these, 30 ranked these tactics, a 71 percent response rate. Surveys were completed from June to October 2024. Ten groups of three respondents each were given approximately 25 random tactics to evaluate, using scales to consider each (see sidebar in Chapter 1). While there is benefit from the overall variety of the sample, and from the fact that multiple ratings were requested for each tactic, the representation of each stratum and substratum is not possible for each specific tactic. This was a necessary concession given the extraordinarily large number of tactics requiring assessment. To limit the possibility of ratings being skewed by any particular respondent's experience, we retained for each analysis only tactics where at least two respondents provided assessments for each performance dimension considered. Nonetheless, given variability in organization context and implementation experience, even results determined from three respondents should be interpreted cautiously and not considered representative for all agencies or of what will occur in any specific instance. Other respondents could rate these tactics differently.

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About the Authors

Jeremy M. Wilson, Ph.D., is Professor and Associate Director of the School of Criminal Justice at Michigan State University, where he founded and directs the Police Staffing Observatory. As a scholar, educator, advisor, and consultant, he has collaborated with a wide array of institutions, published more than 200 resources, and led more than \$15 million of research and outreach projects sponsored by the U.S. Congress, U.S. Departments of Justice and the Interior, foundations, governments, agencies, associations, and corporations. His policing research focuses on evidence-based personnel planning and developing a systems approach to police staffing, integrating aspects of workload demand, performance objectives, resource allocation and deployment, recruitment, retention, cohort management, workforce attributes and related areas. Among his staffing publications are *Reframing the Police Staffing Challenge: A Systems Approach to Workforce Planning and Managing Workload Demand*, *A Performance-Based Approach to Police Staffing and Allocation*, *Police Recruitment and Retention for the New Millennium: The State of Knowledge*, *Recruiting and Retaining America's Finest: Evidence-Based Lessons for Police Workforce Planning*, *Police Retention: A Systematic Review of the Research*, *Staffing Composition in Large, U.S. Police Departments*, and *Police Workforce Structures: Cohorts, the Economy, and Organizational Performance*. For his contributions to police research and practice, he was named a Distinguished Scholar by the American Society of Criminology Division on Policing, and the Police Section of the Academy of Criminal Justice Sciences honored him with the O.W. Wilson Award. To learn more, see <https://jeremywilson.org/>.

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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 the Michigan State University School of Criminal Justice to promote evidence-based police workforce research, strategy and operations. Directed by Professor Jeremy M. Wilson, 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 resources;
- creating a venue for the network of police staffing scholars to share opportunities, discuss ideas, and enable collaborations;
- facilitating researcher-practitioner partnerships;
- serving as a repository and dissemination vehicle for the research of collaborators so that it is easily discoverable by practitioners, policymakers, and others.

Through its facilitation of research and outreach, the PSO is a community of science that serves as a valuable resource for the community of practice. Hundreds of resources spanning police staffing systems can be accessed from the PSO website, <https://cj.msu.edu/community/psa>.