



Jeremy M Wilson (Ph.D., The Ohio State University) is an Associate Professor and Research Director of the School of Criminal Justice at Michigan State University (MSU). He recently founded and directs the MSU Anti-Counterfeiting and Product Protection Program. Prior to joining MSU, Jeremy was a Behavioral Scientist at the RAND Corporation, where he served as founding associate director of the Center on Quality Policing and founding director of the Police Recruitment and Retention Clearinghouse. He has been a visiting scholar in the Australian Resource Council's Centre of Excellence in Policing and Security at Griffith University, the Willett Chair in Public Safety in the Center for Public Safety at Northwestern University, and an adjunct professor of public policy at Carnegie Mellon University. **Jeremy**

has collaborated with police agencies, communities, task forces, and governments throughout the U.S. and the world on many salient public safety problems, and has led projects sponsored by the U.S. Congress, various units of the U.S. Department of Justice (NIJ, COPS, BJA), community and institutional foundations, local governments, professional associations, and corporations. He has written broadly in the areas of police administration, violence prevention, product counterfeiting, and internal security. Jeremy's research and commentary have been featured in numerous books, professional journals, and in various forms of national and international media. His most recent books include *A Performance-Based Approach to Police Staffing and Allocation* (in press), *Recruiting and Retaining America's Finest: Evidence-Based Lessons for Police Workforce Planning*, *Police Recruitment and Retention for the New Millennium: The State of Knowledge*, *Long-Term Effects of Law Enforcement's Post-9/11 Focus on Counterterrorism and Homeland Security, and Community-Based violence Prevention: An Assessment of Pittsburgh's One Vision One Life Program*. His current projects focus on police staffing, resource allocation, public safety consolidation, and product counterfeiting risk. Jeremy is a member of the International Association of Chiefs of Police, the Police Executive Research Forum, and the Michigan Association of Chiefs of Police.

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***Law Enforcement Staffing in a Downturned
Economy: Strength Levels, Personnel
Cohorts, and Organizational Performance***

Jeremy M. Wilson, Ph.D.
School of Criminal Justice

March 28, 2012

The Police Role is Expanding



Establishing Law and Order After Conflict

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The Health and Economic Effects of Counterfeit Pharmaceuticals in Africa
Jeremy M. Wilson
A-CAPP Paper Series
March 2011

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Product Counterfeiting in Michigan: Articulatind and Mitigating the Risks
Jeremy M. Wilson
A-CAPP Background Paper
December 2010

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The A-CAPP Product Counterfeiting Incident Database: A Resource for Advancing Research and Policy
Jeremy M. Wilson and Jeremy M. Wilson
A-CAPP Background Paper
December 2010

Human Trafficking in Ohio
Markets, Responses, and

A-CAPP Paper Series

State and Local Intelligence in the War on Terrorism

Product Counterfeiting Evidence-Based Lessons the State of Michigan

Long-Term Effects of Law Enforcement's Post-9/11 Focus on Counterterrorism and Homeland Security

Lois M. Davis • Michael Palford • Kevin Ward
Jeremy M. Wilson • Danielle M. Varda • Lydia Hensell
Paul Steinberg

Crime and Terrorism Risk
Risk in Counterterrorism and Criminal Justice

Securing America's Passenger-Roll Systems

Community Policing in America

Research Preview

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Pharmaceutical Counterfeiting: The Health and Economic Effects of Counterfeit Pharmaceuticals in Africa
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Community-Based Violence Prevention
An Assessment at Pittsburgh's One Vision One Life Program

Jeremy M. Wilson, Steven Charney, Edward J. McFarland



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Police-Community Relations in Cincinnati

Greg Polgar, Terry S. Bell, Jeremy Wilson

Community Policing and Violence Prevention in Oakland

Mensure Y. A. Action
Jeremy M. Wilson, Amy G. Carter, J. Smith, Hans Bell, Terry Bell

Pharmaceutical Epidemic: The Road Ahead



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The Staffing Challenge is Dynamic



Police Recruitment and Retention for the New Millennium
The State of Knowledge

Clifford A. Gramlich

Police Recruitment and Retention Clearinghouse
A RAND CENTER ON QUALITY POLICING RESOURCE

Welcome to the Police Recruitment and Retention Clearinghouse. Part of the RAND Center on Quality Policing, this clearinghouse is a web-based resource that serves as a "one-stop-shop" for information about recruitment and retention specifically designed for the law enforcement community. Its purpose is to promote evidence-based personnel planning by making information on police staffing readily available for police decisionmakers in an easy-to-use, searchable form.

Interview with Catherine Haggerty of the Austin Police Department
Lt. Haggerty talks to the Clearinghouse about recruiting from the community, recruitment incentives, supporting new recruits, and letting go of officers who may be better in other positions.

COPS Hiring Recovery Program (CHRP)
On July 20, 2009, the COPS Office awarded \$10 in Recovery Act funding through its COPS Hiring Recovery Program (CHRP) to law enforcement agencies to create and/or preserve nearly 5,000 law enforcement positions. It has provided the local award list, CHRP application materials by state, state summary sheets on requests and awards, frequently asked questions and the methods used to develop and evaluate CHRP applications.

Lansing Police Department Resource Deployment and Organization Study: Patrol Operations

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POLICE WORKFORCE STRUCTURES: COHORTS, M E ECONOMY, AND ORGANIZATIONAL PERFORMANCE

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CONFERENCE PROCEEDINGS

Police Recruitment and Retention in the Contemporary Urban Environment

A National Discussion of Personnel Experiences and Promising Practices from the Front Lines

Jeremy M. Wilson • Clifford A. Gramlich

COPS

AN EXECUTIVE GUIDE TO POLICE STAFFING ALLOCATION

Jeremy M. Wilson
Alexander Weiss

A PERFORMANCE-BASED APPROACH TO POLICE STAFFING AND ALLOCATION

BOLO

Police consolidation, regionalization, and shared services: options, considerations, and lessons from research and practice

Jeremy M. Wilson
Clifford Gramlich

COPS

Recruitment and Retention

Lessons for the New Orleans Police Department

Bernard D. Rothler, William M. Hill, Jeremy M. Wilson

RAND CENTER ON QUALITY POLICING

TRAVERSE CITY POLICE WORKLOAD ANALYSIS

Recruiting and Retaining America's Finest

Evidence-Based Lessons for Police Workforce Planning

Jeremy M. Wilson, Bernard D. Rothler, Cho-Chi Iou

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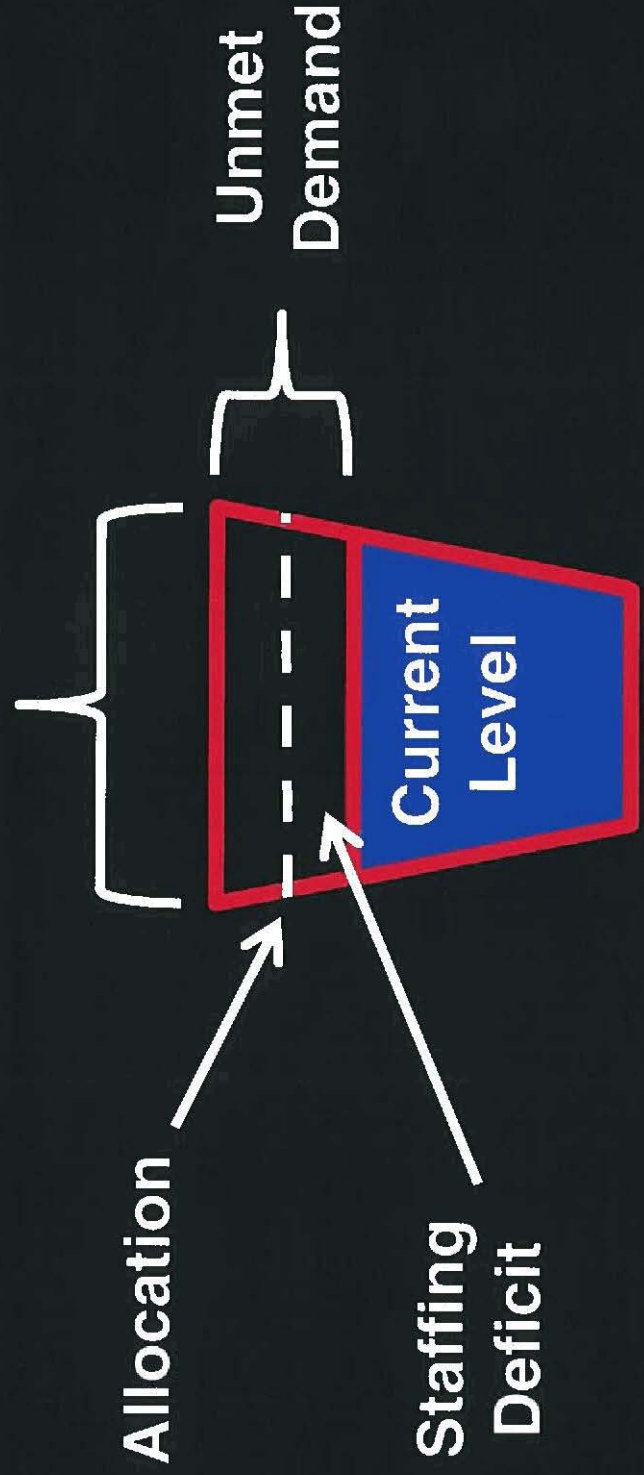
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***A Bucket Approach to Framing the Police
Staffing Challenge
Need/Demand***

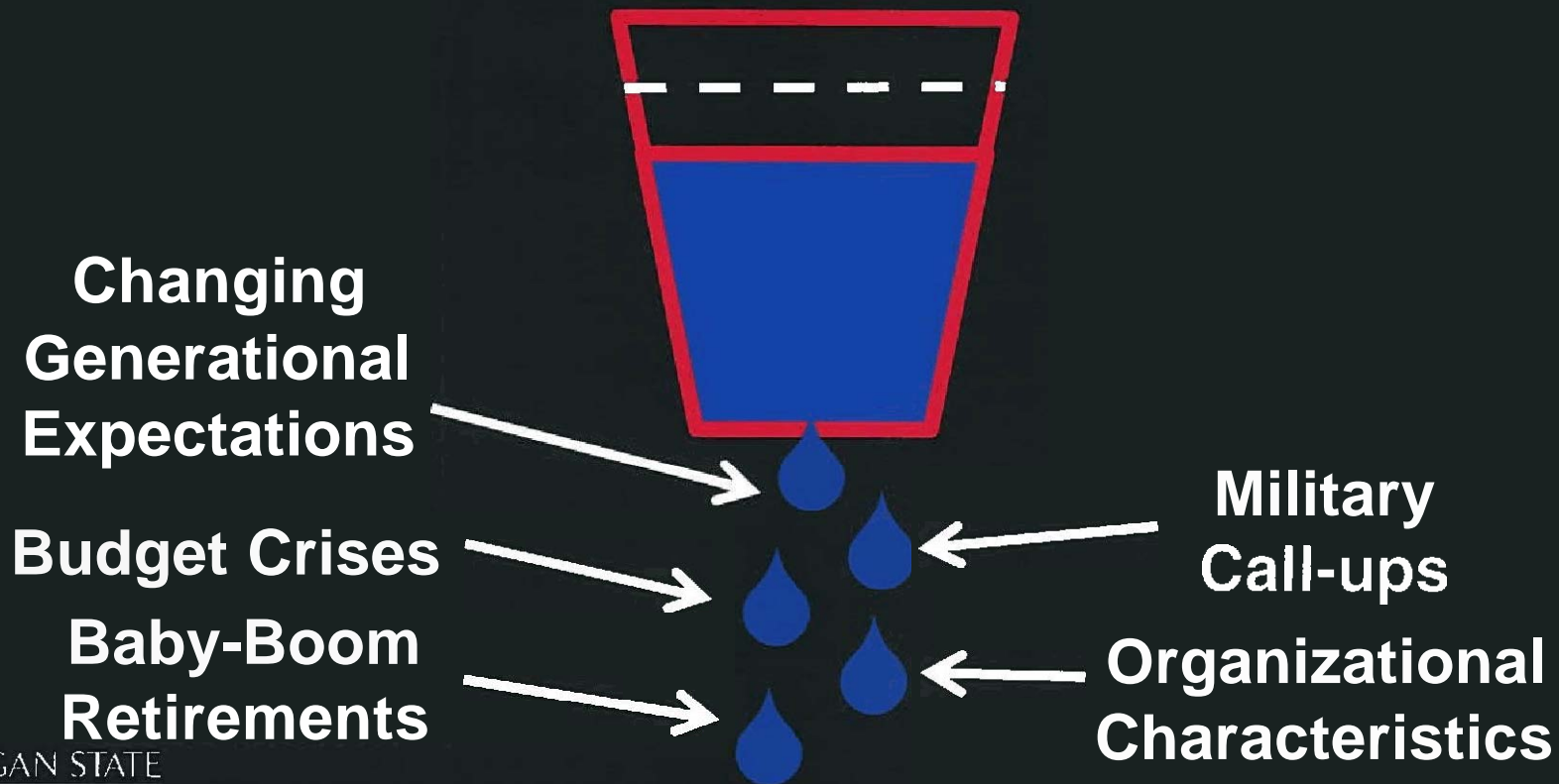


A Bucket Approach to Framing the Police Staffing Challenge

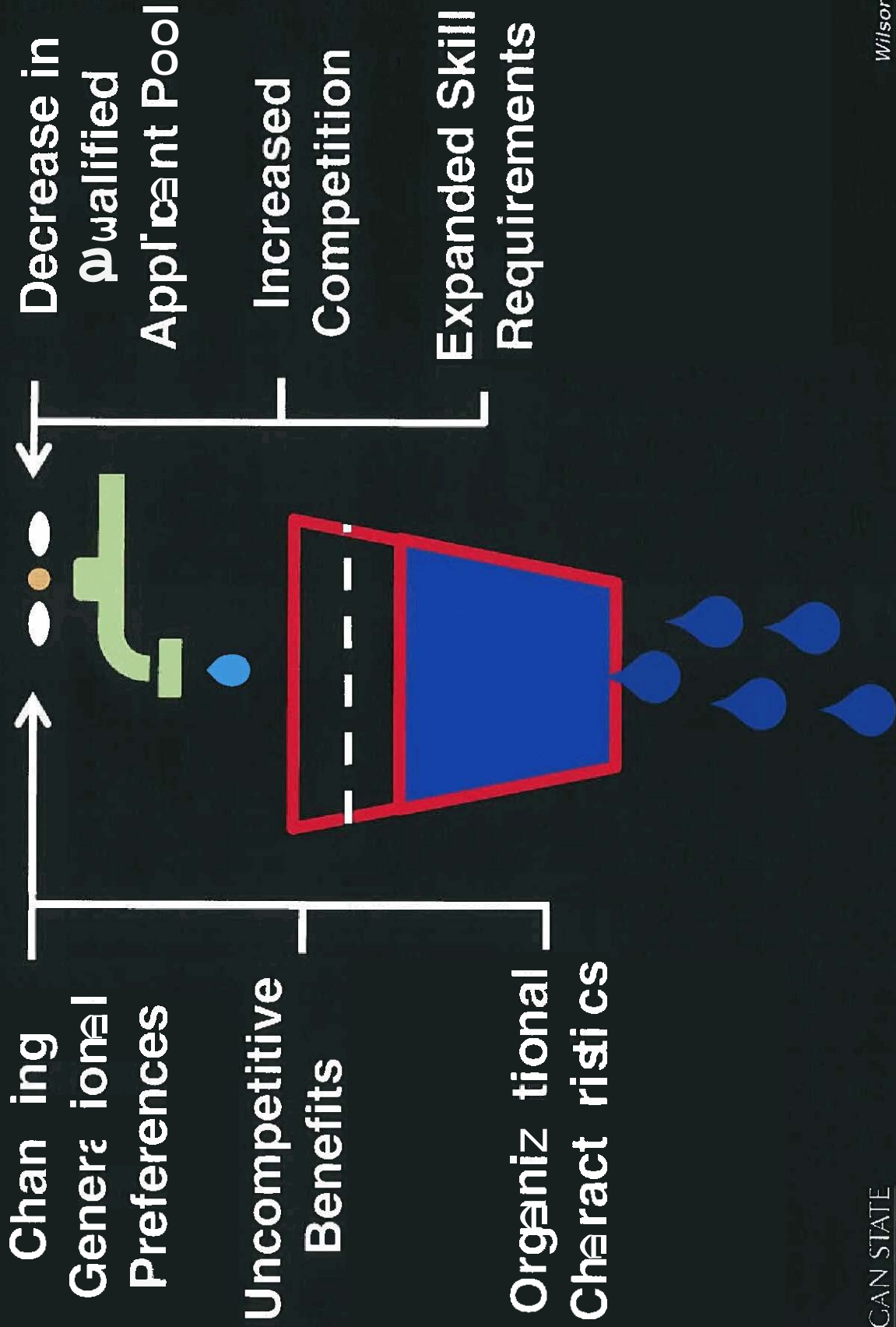
Need/Demand



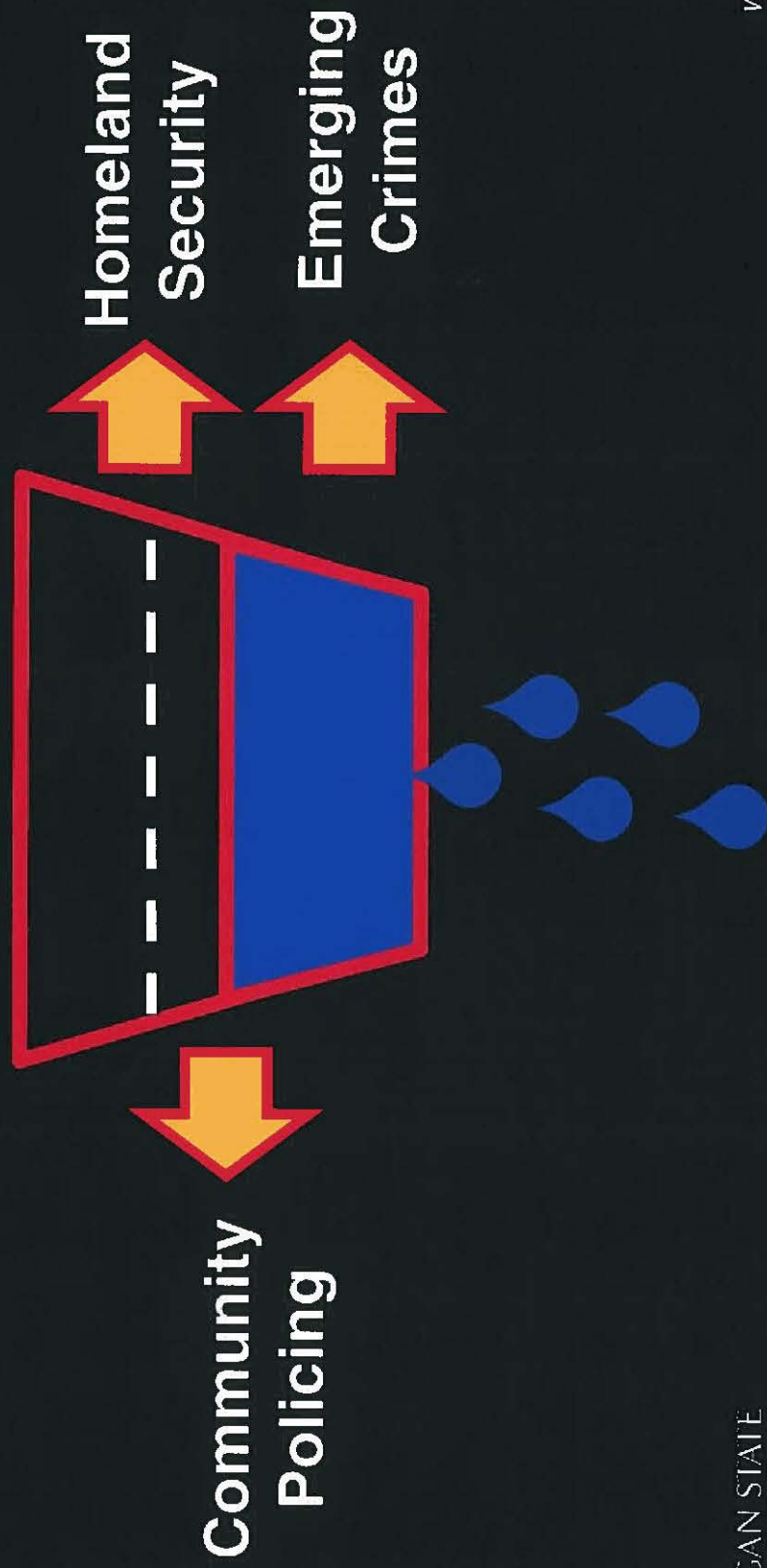
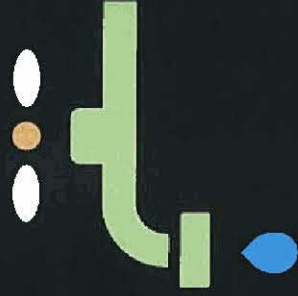
There's a Widening Hole in the Bucket



The Faucet (Supply) is Tightening



The Demand is Expanding



The Economy Has Had a Profound Effect on Law Enforcement Staffing

- **For many, standard responses—that is, cuts at the margin—have not been enough**

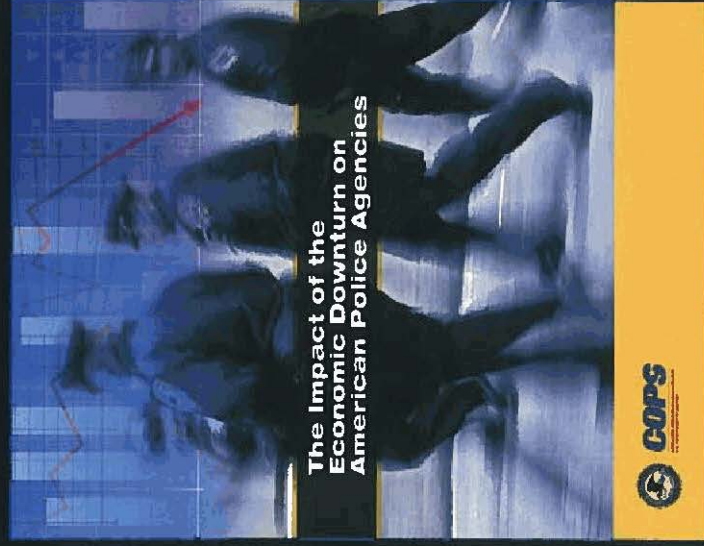
Traditional reluctance to cut public safety has given way to dramatic and unprecedented staffing (and service) decisions

– Hiring freezes, lay-offs, furloughs, "org death," ...

- **Considerable experimentation in the substantive delivery of public safety services**

Reports Highlight Staffing Reductions

- **PERF survey:** The average number of officers fell by 3 percent between FY2009 and FY2010
- **National League of Cities survey:** 79 percent of city officials reported cutting personnel as of October 2010
- **National Association of Counties survey:** 53 percent of counties reduced staff between FY2010 and FY2011
- **Averages mask substantial variation in cuts**
 - Flint, MI laid off two-thirds of force; Pontiac disbanded
 - Camden, NJ laid off half of force
 - Michigan State Police cut strength to 1960s levels, and reduced posts by 53 percent



Three Important Steps to Meet Workforce Needs

- **Determine the staffing level needed to complete the workload demands and performance objectives**
- **Determine the proper staffing structure that most cost-effectively meets the needs of a department**
- **Selectively use recruiting and retention tools in a way that fosters the department's goals, taking into account practical considerations**

Agencies Typically Use One of Four Approaches to Determine Workforce Levels

- **Per-capita approach**
- **Minimum-staffing approach**
- **Authorized-level approach**
- **Workload-based approach**

Workload-based Approaches Are the Most Comprehensive and Result in the Greatest Efficiency

- **Derive staffing indicators from demand for service**

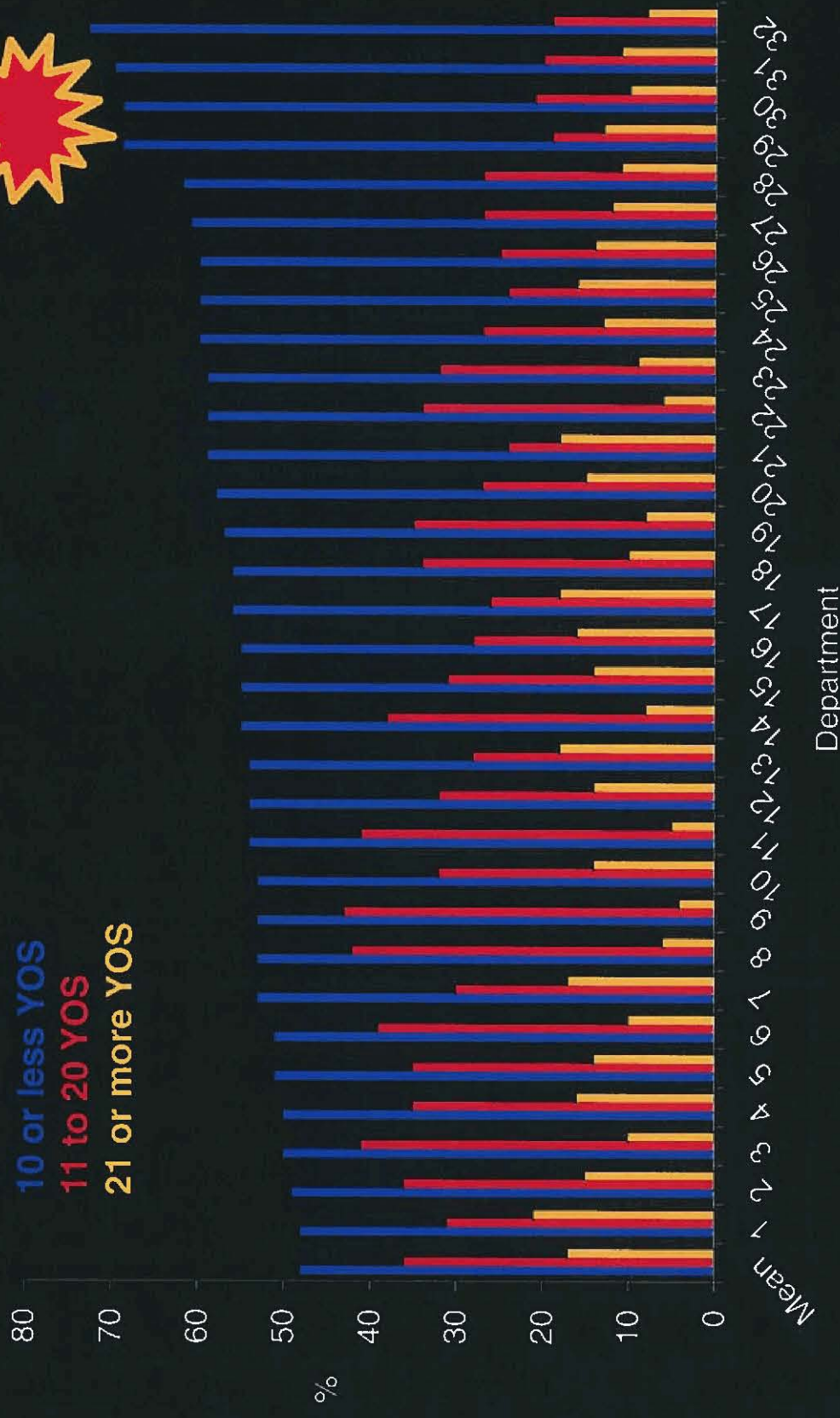
Only approach to systematically analyze and determine staffing needs based on demand, service style, performance objectives, and other agency characteristics

No universally accepted method for conducting a workload-based assessment

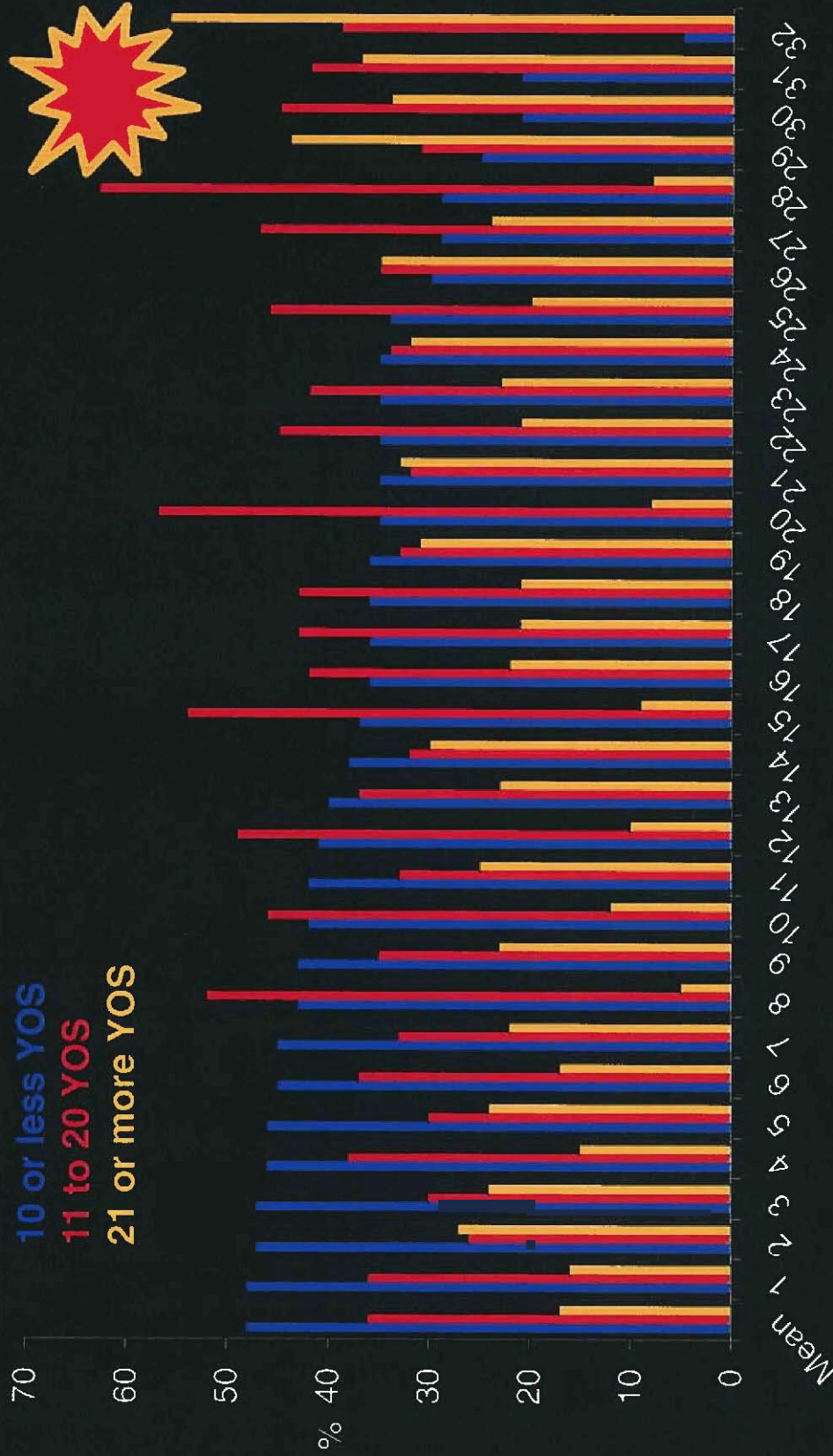
Large Police Agency Cohort Profiles Highlight Workforce Planning Lessons

- In 2008, with support from the National Institute of Justice, I conducted a national staffing survey of police agencies with 300 or more officers (N=146)
 - The response rate was 73 percent
- The survey gathered rich data regarding workforce levels and distributions, recruitment and retention strategies, and other administrative issues

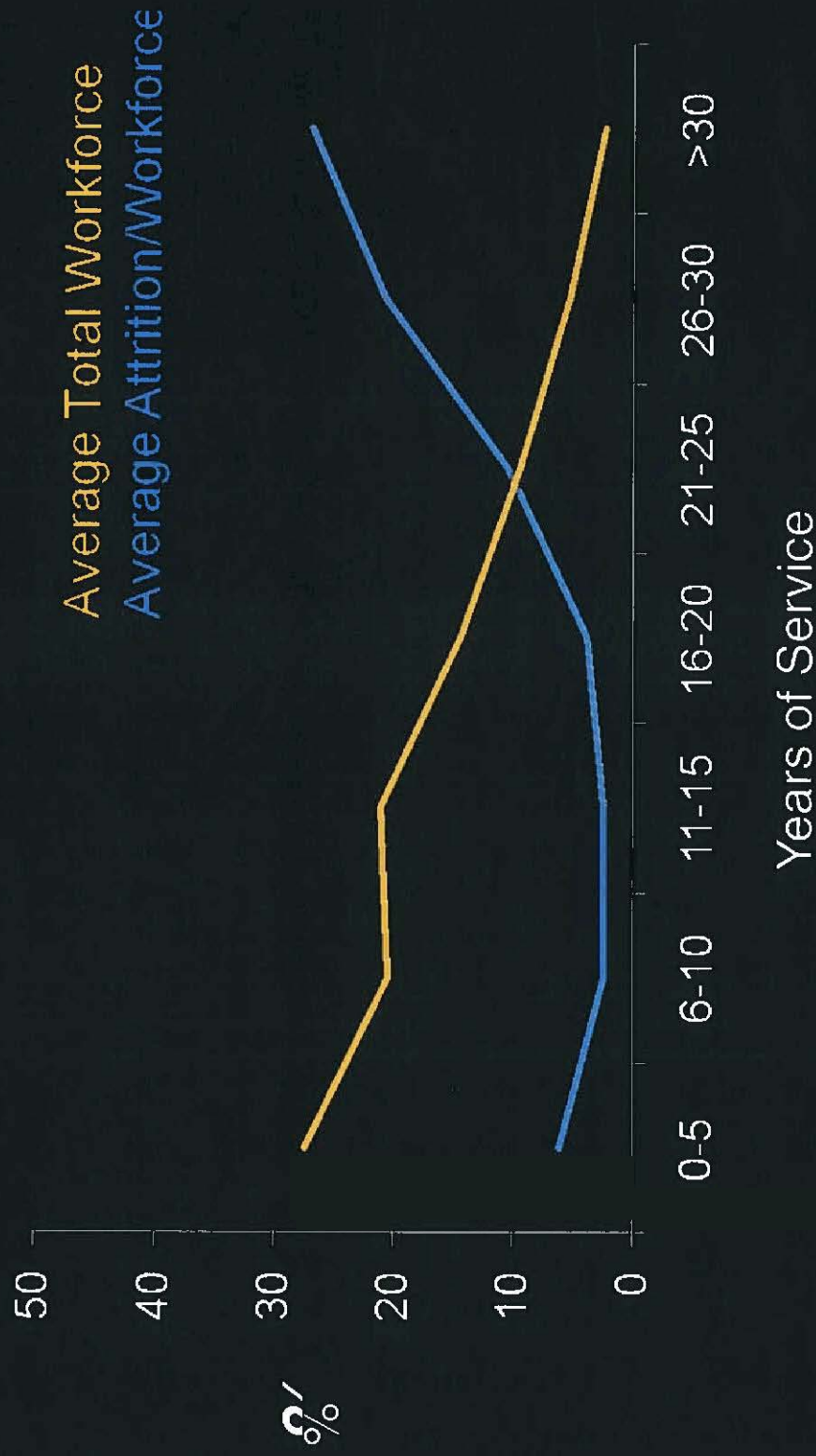
Many Departments Suffer From Too Many Junior Officers



Many Departments Suffer From Too Few Junior Officers

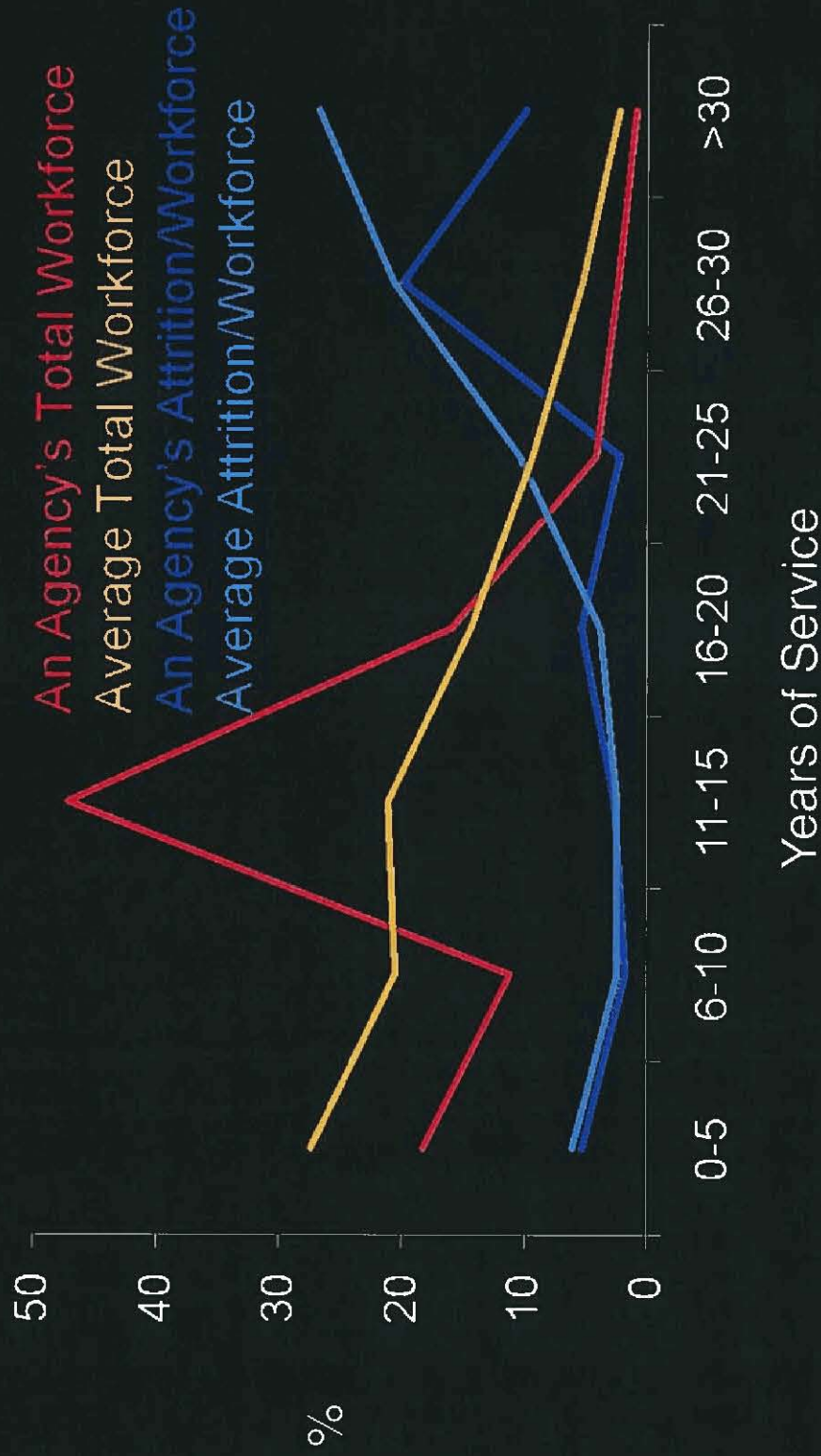


Departments Live With the Legacy of Past Personnel Decisions (1)



On average, departments appear “healthy”

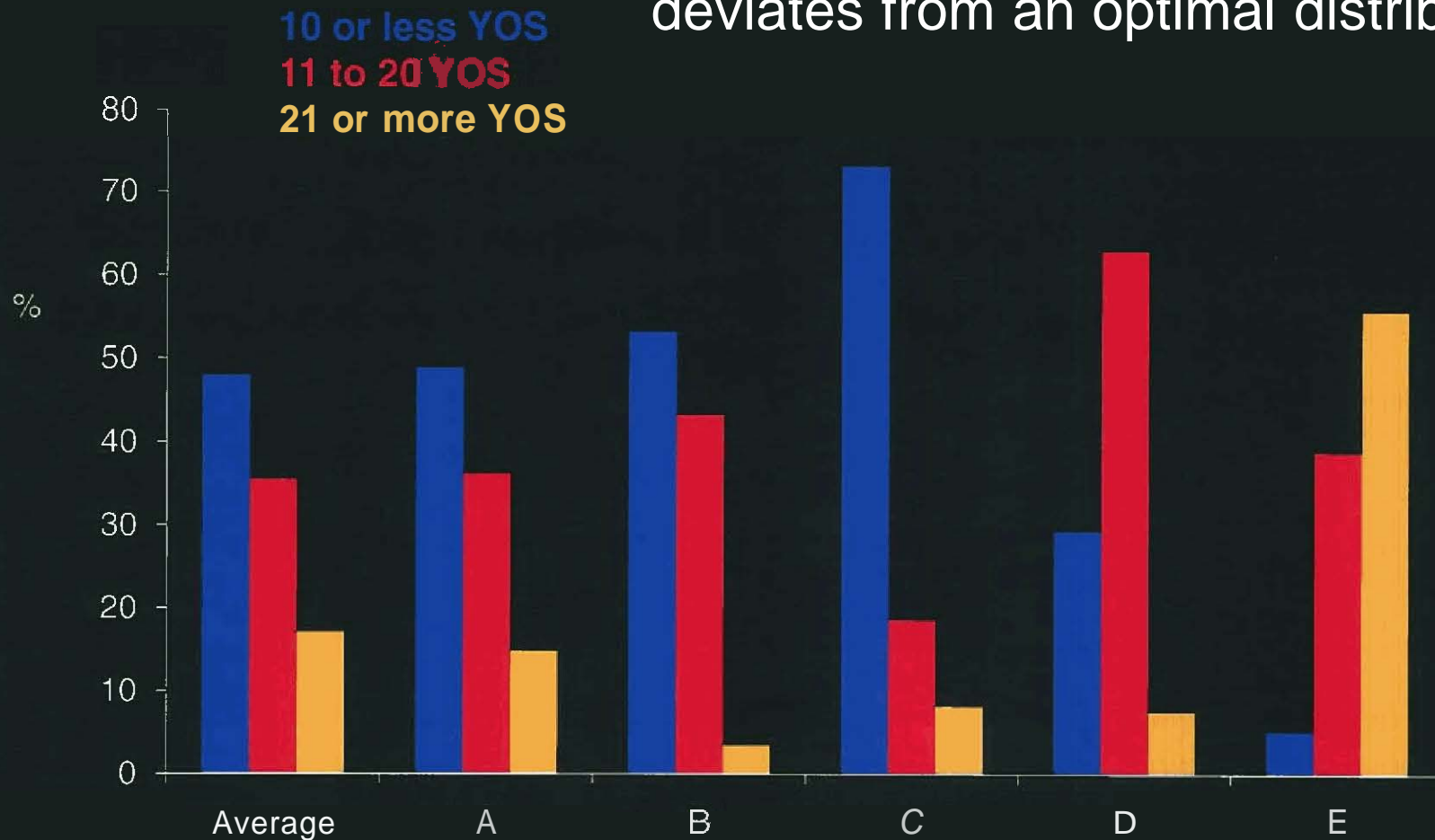
Departments Live With the Legacy of Past Personnel Decisions (2)



....But individually, many exhibit chaotic patterns

Healthy and Unhealthy Patterns Exist

Unhealthy pattern: One that deviates from an optimal distribution



Why Do These Personnel Patterns Matter?

- Cohorts progress through the organization over time
- Unhealthy patterns can cause various administrative challenges that can undermine effectiveness/service delivery and efficiency
 - Recruit and field training
 - Promotion assessment, frequency, and competitiveness and motivation for career progression
 - Budget consumption as cohort matures
 - Mass loss of staff and experience as cohort retires
- Cohorts that differ from mean can start to oscillate
 - Year-to-year fluctuations can be difficult to control with new recruits and recruitment and retention tools

Even More Reason to Consider the Existing Cohort Structure When Making Major Personnel Decisions

Personnel action	Junior heavy
Hiring freeze / Unfilled attrition	Substantially better, reduces junior cohort
Academy cancellation	Substantially better, reduces junior cohort
Not employing recruits, completing academy	Substantially better, reduces junior cohort
Layoff	Substantially better, assuming least senior targeted
Mandatory retirement	Substantially worse, further reduces senior cohort
Buy-out	Substantially worse, assuming most senior targeted
Furlough	Moderately worse, maintains imbalance

Even More Reason to Consider the Existing Cohort Structure When Making Major Personnel Decisions

Personnel action	Junior heavy	Senior heavy	Efficient
Hiring freeze / Unfilled attrition	Substantially better, reduces junior cohort	Substantially worse, reduces junior cohort	Moderately worse, reduces junior cohort
Academy cancellation	Substantially better, reduces junior cohort	Substantially worse, reduces junior cohort	Moderately worse, reduces junior cohort
Not employing recruits completing academy	Substantially better, reduces junior cohort	Substantially worse, reduces junior cohort	Moderately worse, reduces junior cohort
Layoff	Substantially better, assuming least senior targeted	Substantially worse, assuming least senior targeted	Moderately worse, assuming least senior targeted
Mandatory retirement	Substantially worse, further reduces senior cohort	Substantially better, reduces senior cohort	Moderately worse, reduces senior cohort
Buy-out	Substantially worse, assuming most senior targeted	Substantially better, assuming most senior targeted	Moderately worse, assuming most senior targeted
Furlough	Moderately worse, maintains imbalance	Moderately worse, maintains imbalance	Substantially better, maintains balance

Empirical Studies of Personnel Issues Are Few

- Practice is based upon
 - Tradition/History
 - Anecdotes
 - Basically, what “seems” to work
- As opposed to
 - Data and evidence
 - Assessment and analysis
 - Basically, what has been “shown” to work

Research and Experience Demonstrate That...

Police organizations operate in a dynamic environment

- **Systemic factors influence the ability of police organizations to staff themselves effectively**
- **Unique circumstances affect workforce needs**
- **Police organizations have limited analytical capacity and few resources to assess and plan for their workforce needs**

Managing Police Workforces is a Delicate Process

- Staffing levels should be workload and performance-based—service delivery suffers when levels fall below allocations based on these dimensions
- It is important to distinguish workforce structures from staffing levels, and goals for both should be set
- The factors that challenge the ability to meet workforce goals are *multi-dimensional, systemic, and local*

Recruitment and retention tools are used to meet and maintain these goals (not just staffing levels)

- Given the problems that can occur when cohorts are unbalanced, it is important to maintain proper workforce balances and avoid their oscillation

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