

What Works: The **Social Science Research** Behind Advancing Women in Policing

Research Guide

Decades of work from experts on policing, workplace equity, and organizational efficacy have shown that diversity benefits organizations, in terms of their internal cultures and the quality of the work they produce. This is especially true for gender diversity when it is approached in a manner that centers intersectionality and representation.

This guide aggregates research on the “*why*” behind advancing women in policing, as well as the “*how*.”

The first section, **Why Gender Representation Matters in Policing**, provides a comprehensive foundation for understanding why gender representation in policing is linked to better public safety outcomes.

The second section, **Why Gender Representation Matters in the Workplace (Lessons from Other Sectors)**, gives examples of lessons from analogous sectors about the value of hiring, retaining, and improving the representation of women throughout all levels of an organization, which complement the findings from the first section.

The third section, **How to Create a Supportive Environment for Women in Policing**, compiles research on concrete steps that policing agencies can take to address the barriers that hold women back at every stage of their careers.

The fourth section, **How to Create a Supportive Environment for Women at Work (Lessons from Other Sectors)**, echoes these findings based on research into other sectors.

Why Gender Representation Matters in Policing

Stops, Arrests and Uses of Force

Ba, Bocar, Dean Knox, Johnathan Mummolo, and Roman Rivera. “The Role of Officer Race and Gender in Police-Civilian Interactions in Chicago.” *Science* 371, no. 6530 (February 12, 2021).
<https://science.sciencemag.org/content/371/6530/696>.

Bell, Monica C. “Police Reform and the Dismantling of Legal Estrangement.” *The Yale Law Journal*.
Accessed April 21, 2021. <https://www.yalelawjournal.org/essay/police-reform-and-the-dismantling-of-legal-estrangement>.

Bolger, P. Colin. “Just Following Orders: A Meta-Analysis of the Correlates of American Police Officer Use of Force Decisions.” *American Journal of Criminal Justice* 40 (2015).
<https://link.springer.com/article/10.1007/s12103-014-9278-y>.

Brett, Sharon. "Reforming Monetary Sanctions, Reducing Police Violence." *U.C.L.A. Criminal Justice Law Review* 4 (forthcoming). https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3506258.

Gonzalez, Jennifer M Reingle, Stephen A. Bishopp, Katelyn K. Jetelina, Ellen Paddock, Kelley Pettee Gabriel and M. Brad Cannell. "Does military veteran status and deployment history impact officer involved shootings? A case-control study." *Journal of Public Health* 41, no. 3 (2019). <https://doi.org/10.1093/pubmed/fdy151>.

Lonsway, Kimberly A. *Hiring & Retaining More Women: The Advantages to Law Enforcement Agencies*. Educational Resources Information Center (ERIC). Summer 2000. <https://eric.ed.gov/?id=ED473183>.

McElvain, James and Augustine Kposowa. "Police Officer Characteristics and the Likelihood of Using Force." *Criminal Justice and Behavior* 35, no. 4 (April 2008). <https://www.researchgate.net/publication/247745141>.

Morin, Rich and Andrew Mercer. "A closer look at police officers who have fired their weapon on duty." Pew Research Center. February 8, 2017. <https://www.pewresearch.org/fact-tank/2017/02/08/a-closer-look-at-police-officers-who-have-fired-their-weapon-on-duty/>.

Neusteter, Rebecca, Ram Subramanian, Jennifer Trone, Mawia Khogali, and Cindy Reed. *Gatekeepers: The Role of Police in Ending Mass Incarceration* (August 2019). <https://www.vera.org/downloads/publications/gatekeepers-police-and-mass-incarceration.pdf>.

Novak, Kenneth J., Robert A. Brown, and James Frank. "Women on Patrol: An Analysis of Differences in Officer Arrest Behavior." *Policing: An International Journal of Police Strategies and Management* 34, no. 4 (2011). <https://www.researchgate.net/publication/235307817>.

Rabe-Hemp, Cara E. "Female officers and the ethic of care: Does officer gender impact police behaviors?" *Journal of Criminal Justice* 36, no. 5 (September-October 2008). <https://doi.org/10.1016/j.jcrimjus.2008.07.001>.

Schuck, Amie M. and Cara E. Rabe-Hemp. "Women Police: The Use of Force By and Against Female Officers." *Women & Criminal Justice* 16, no. 4 (2005). https://doi.org/10.1300/J012v16n04_05.

Procedural Justice and Community Trust

Barnes, Tiffany D., Emily Beaulieu and Gregory W. Saxton. "Restoring trust in the police: Why female officers reduce suspicions of corruption." *Governance* 31, no. 1 (2018). <https://doi.org/10.1111/gove.12281>.

Bell, Monica C. "Police Reform and the Dismantling of Legal Estrangement." *The Yale Law Journal*. Accessed April 21, 2021. <https://www.yalelawjournal.org/essay/police-reform-and-the-dismantling-of-legal-estrangement>.

- Bergeron, Lindsey, Carol A. Archbold, and Kimberly D. Hassell. "Complaints of Police Misconduct: Are There Differences Between Male and Female Officers?" *Law Enforcement Executive Forum* 8, no. 5 (2008). <https://iletsbeiforumjournal.com/images/Issues/FreelIssues/ILEEF%202008-8.5.pdf#page=94>.
- Black, Pamela J. and Camilla J. Kari. "Policing Diverse Communities: Do Gender and Minority Status Make a Difference?" *Journal of Ethnicity in Criminal Justice* 8 (2010). <https://doi.org/10.1080/15377938.2010.502848>.
- Homolová, Pavla. "Theories of police legitimacy—its sources and effects." *Acta Universitatis Carolinae Philosophica et historica* 2 (April 2018). <https://doi.org/10.14712/24647055.2018.6>
- Lonsway, Kimberly A., Michelle Wood, and Katherine Spillar. *Men, Women, and Police Excessive Force: A Tale of Two Genders*. Los Angeles, CA: National Center for Women and Policing, 2002. <https://docplayer.net/21382159-Men-women-and-police-excessive-force-a-tale-of-two-genders.html>
- Novich, Madeleine, Anne Li Kringen, and Geoffrey Hunt. "'They Can't Search Her': How gender imbalances in the police force contribute to perceptions of procedural unfairness." *Feminist Criminology* 13, no. 3 (2018). <https://doi.org/10.1177/1557085117753669>.
- Porter, Louise E., and Tim Prenzler. "Police officer gender and excessive force complaints: An Australian study." *Policing and Society* 27, no. 8 (2017). 10.1080/10439463.2015.1114616.
- "Procedural Justice." The Justice Collaboratory. Accessed March 6, 2021. <https://law.yale.edu/justice-collaboratory/procedural-justice>.
- Schuck, Amie M. "Female Officers and Community Policing: Examining the Connection between Gender Diversity and Organizational Change." *Women & Criminal Justice* 27, no. 5 (2017). <https://www.tandfonline.com/doi/abs/10.1080/08974454.2017.1303659>.
- Schuck, Amie M. and Cara E. Rabe-Hemp. "Citizen complaints and gender diversity in police organisations." *Policing and Society* 26, no. 8 (2016). <https://doi.org/10.1080/10439463.2014.989161>.
- Tyler, Tom. "What is Procedural Justice?: Criteria used by Citizens to Assess the Fairness of Legal Procedures." *Law & Society Review* 22, no. 1 (1988). <https://www.jstor.org/stable/3053563>.
- Tyler, Tom and Jeffrey Fagan. "Legitimacy and Cooperation: Why Do People Help the Police Fight Crime in Their Communities?" *Ohio State Journal of Criminal Law* 6 (2008). <http://hdl.handle.net/1811/73064>

Crime Victim Outcomes

- Lockwood, Daniel and Ariane Prohaska. "Police Officer Gender and Attitudes toward Intimate Partner Violence: How policy can eliminate stereotypes." *International Journal of Criminal Justice Sciences* 10, no. 1 (January-June 2015). <http://www.sascv.org/ijcjs/pdfs/lockwoodprohaskaijcs2015vol10issue1.pdf>
- Lonsway, Kimberly A. "Hiring & Retaining More Women: The Advantages to Law Enforcement Agencies." *Educational Resources Information Center (ERIC)*. Summer 2000.

<https://eric.ed.gov/?id=ED473183>.

Meier, Kenneth J. and Jilly Nicholson-Crotty. "Gender, Representative Bureaucracy, and Law Enforcement: The Case of Sexual Assault." *Public Administration Review* 66, no. 6 (2006). <https://doi.org/10.1111/j.1540-6210.2006.00653.x>.

Miller, Amalia R. and Carmit Segal. "Do female officers improve law enforcement quality? Effects on crime reporting and domestic violence." University of Zurich, UBS International Center of Economics in Society, Working Paper No. 9. (2014). https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2519470.

Oehme, Karen, Nat Stern, and Annelise Mennicke. "A Deficiency in Addressing Campus Sexual Assault: The Lack of Women Law Enforcement Officers." *Harvard Journal of Law & Gender* 38 (2015). <https://ir.law.fsu.edu/articles/445>.

Schuck, Amie M. "Women in Policing and the Response to Rape: Representative Bureaucracy and Organizational Change." *Feminist Criminology* 13, no. 3 (July 1, 2018). <https://doi.org/10.1177%2F1557085117753668>.

Why Gender Representation Matters in the Workplace (Lessons from Other Sectors)

The Benefits of Diversity and Representative Bureaucracy

Bradbury, Mark D. and J. Edward Kellough. "Representative Bureaucracy: Exploring the Potential for Active Representation in Local Government." *Journal of Public Administration Research and Theory* 18, no. 4 (October 2008). <https://www.researchgate.net/publication/31311635>.

Choi, Haesun, Souman Hong, and Jung Wook Lee. "Does Increasing Gender Representativeness and Diversity Improve Organizational Integrity?" *Public Personnel Management* 47, no. 1 (2017). <https://doi.org/10.1177/0091026017738539>.

"Does Workplace Diversity Actually Impact a Business?" Purdue University Global. April 2, 2020. <https://www.purdueglobal.edu/blog/careers/how-does-workplace-diversity-affect-business/>.

Eswaran, Vijay. "The business case for diversity in the workplace is now overwhelming." World Economic Forum. April 29, 2019. <https://www.weforum.org/agenda/2019/04/business-case-for-diversity-in-the-workplace/>.

Hoogendoorn, Sander, Hessel Oosterbeek, and Mirjam van Praag. "The Impact of Gender Diversity on the Performance of Business Teams: Evidence from a Field Experiment." *Management Science* 59, no. 7 (2013). <https://gap.hks.harvard.edu/impact-gender-diversity-performance-business-teams-evidence-field-experiment>.

Moreno-Gómez, Jorge, Esteban Lafuente, and Yancy Vaillant. "Gender diversity in the

board, women's leadership and business performance." *Gender in Management: An International Journal* (2018). <https://core.ac.uk/download/pdf/157811156.pdf>.

Riccucci, Norma M. and Gregg G. Van Ryzin. "Representative Bureaucracy: A Lever to Enhance Social Equity, Coproduction, and Democracy." *Public Administration Review* 77, no. 1 (January-February 2017). <https://onlinelibrary.wiley.com/doi/abs/10.1111/puar.12649>.

Ruiz-Jiménez, Jenny María, María del Mar Fuentes-Fuentes, and Matilde Ruiz-Arroyo. "Knowledge Combination Capability and Innovation: The Effects of Gender Diversity on Top Management Teams in Technology-Based Firms." *Journal of Business Ethics* 135 (2018). <https://doi.org/10.1007/s10551-014-2462-7>

How to Create a Supportive Environment for Women in Policing

Understanding the lifecycle of women officers' careers

Cordner, Gary and AnnMarie Cordner. "Stuck on a plateau? Obstacles to recruitment, selection, and retention of women police." *Police Quarterly* 14, no. 3 (2011). <https://doi.org/10.1177/1098611111413990>.

Denham, Tara. *Gender and Security Sector Reform: Police Reform and Gender*. Organization for Security and Co-operation in Europe, United Nations International Research and Training Institute for the Advancement of Women, and the Geneva Centre for the Democratic Control of Armed Forces. (February 13, 2008). <https://www.osce.org/odihr/30662>.

Hyland, Shelley S. and Elizabeth Davis. "Local Police Departments 2016: Personnel." Bureau of Justice Statistics. October 25, 2019. <https://www.bjs.gov/index.cfm?ty=pbdetail&iid=6706>.

National Center for Women and Policing. *Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement*. 2000. <https://www.ncjrs.gov/pdffiles1/bja/185235.pdf>.

National Institute of Justice (NIJ). *Women in Policing: Breaking Barriers and Blazing a Path*. July 2019. <https://www.ncjrs.gov/pdffiles1/nij/252963.pdf>.

Schuck, Amie M. "Female representation in law enforcement: The influence of screening, unions, incentives, community policing, CALEA, and size." *Police Quarterly* 17, no. 1 (2014). <https://doi.org/10.1177/1098611114522467>.

Recruitment and Assessment

"Army revamps fitness exam, kicks out leg tuck test many fail." PBS News Hour. March 22, 2021. <https://www.pbs.org/newshour/nation/army-revamps-fitness-exam-kicks-out-leg-tuck-test-many-fail>.

Clinkinbeard, Samantha, Starr Solomon, and Rachel Rief. "Why Did You Become a Police Officer? Entry-

Related Motives and Concerns of Women and Men in Policing.” *Criminal Justice and Behavior* (February 12, 2021). <https://journals.sagepub.com/doi/10.1177/0093854821993508>.

Donohue, Richard H., Jr. “Shades of Blue: A review of the hiring, recruitment, and selection of female and minority police officers.” *The Social Science Journal* (2020). <https://doi.org/10.1016/j.soscij.2019.05.011>.

Ford, Andrew. “NJ police tests fail women recruits. Here’s how it hurts your safety and your wallet.” Asbury Park Press. July 29, 2019. <https://www.app.com/in-depth/news/investigations/2019/07/29/new-jersey-failing-its-women-police-recruits/1819867001/>.

Gonzalez, Jennifer M Reingle, Stephen A. Bishopp, Katelyn K. Jetelina, Ellen Paddock, Kelley Pettee Gabriel and M. Brad Cannell. “Does military veteran status and deployment history impact officer involved shootings? A case–control study.” *Journal of Public Health* 41, no. 3 (2019). <https://doi.org/10.1093/pubmed/fdy151>.

Jordan, William T., Lorie Fridell, Donald Faggiani and Bruce Kubu. “Attracting females and racial/ethnic minorities to law enforcement.” *Journal of Criminal Justice* 37, no. 4 (July-August 2009). <https://doi.org/10.1016/j.jcrimjus.2009.06.001>.

Krueger, Kenneth and Chau Nguyen. *Patrol Officer Physical Demands Study*. California Commission on Peace Officer Standards and Training. 2019. https://post.ca.gov/Portals/0/post_docs/publications/Patrol_Officer_Physical_Demands_Study.pdf.

Linos, Elizabeth. “More than Public Service: A Field Experiment on Job Advertisements and Diversity in the Police.” *Journal of Public Administration Research and Theory* (January 2018). <https://www.researchgate.net/publication/323917991>.

Schulze, Corina. “The Masculine Yardstick of Physical Competence: U.S. Police Academy Fitness Tests.” *Women & Criminal Justice* 22, no. 2 (2012). <https://doi.org/10.1080/08974454.2012.662117>.

Today, Natalie. “The Decision to Become a Police Officer in a Legitimacy Crisis.” *Women & Criminal Justice* 27, no. 4 (2017). <https://doi.org/10.1080/08974454.2016.1256804>.

Weill, Joanna, Elizabeth Linos, Siddharth Mandava, Cecily Wallman-Stokes and Jacob Appel. *Behavioral Insights for Building the Police Force of Tomorrow*. The Behavioral Insights Team. 2019. https://www.bi.team/wp-content/uploads/2019/01/BIT-Police-report_MKV5-WEB.pdf.

Retention and Culture

Family-leave policies and pregnancy accommodations

Rabe-Hemp, Cara E. “Exploring Administrators’ Perceptions of Light-Duty Assignments.” *Police Quarterly* 14, no. 2 (2011). <https://doi.org/10.1177%2F1098611111404138>.

Rabe-Hemp, Cara E. and Gail Sears Humiston. “A survey of maternity policies and pregnancy

accommodations in American police departments." *Police Practice and Research* 16, no. 3 (2015).
<https://doi.org/10.1080/15614263.2013.872988>.

Schulze, Corina. "Family Leave and Law Enforcement: A Survey of Parents in U.S. Police Departments." *Critical Criminology* 19 (2011).
<https://link.springer.com/article/10.1007%2Fs10612-010-9108-6>.

Schulze, Corina. "Institutionalized masculinity in US police departments: How maternity leave policies (or lack thereof) affect women in policing." *Criminal Justice Studies* 23, no. 2 (2010).
<https://doi.org/10.1080/1478601X.2010.485485>.

Yu, Helen H. "Work-Life Balance: An Exploratory Analysis of Family-Friendly Policies for Reducing Turnover Intentions Among Women in U.S. Federal Law Enforcement." *International Journal of Public Administration* 42, no. 4 (2019). <https://doi.org/10.1080/01900692.2018.1463541>.

Workplace experiences: stress, discrimination, and harassment

Bernstein, Mary and Paul Swartwout. "Gay Officers in Their Midst: Heterosexual Police Employees' Anticipation of the Consequences for Coworkers Who Come Out." *Journal of Homosexuality* 59, no. 8 (2012).
<https://doi.org/10.1080/00918369.2012.673945>.

Dodge, Mary and Mark Pogrebin. "African-American policewomen: An exploration of professional relationships." *Policing: An International Journal of Police Strategies & Management* 24, no. 4 (2001).
<https://doi.org/10.1108/13639510110409601>

Gaub, Janne and Kristy Holtfreter. "Keeping the Women Out: A Gendered Organizational Approach to Understanding Early Career-Ending Police Misconduct." *Crime & Delinquency* (2021).
<https://doi.org/10.1177/0011128721999332>

Haarr, Robin N. "Factors Affecting the Decision of Police Recruits to 'Drop Out' of Police Work." *Police Quarterly* 8, no. 4 (December 1, 2005). <https://doi.org/10.1177/1098611103261821>.

Haarr, Robin N. and Merry Morash. "The Effect of Rank on Police Women Coping with Discrimination and Harassment." *Police Quarterly* 16, no. 4 (December 1, 2013). <https://doi.org/10.1177%2F1098611113489888>.

Holder, Kez, Claire Nee and Tom Ellis. "Triple Jeopardy? Black and Asian women police officers' experiences of triple discrimination." *International Journal of Police Science and Management* (January 2000).
<https://www.researchgate.net/publication/280946302>.

Hassell, Kimberly D. and Steven G. Brandl. "An Examination of the Workplace Experiences of Police Patrol Officers: The Role of Race, Sex and Sexual Orientation." *Police Quarterly* 12, no. 4 (2009).
<https://doi.org/10.1177/1098611109348473>.

Hickman, Matthew, Alex Piquero and Jack Greene. "Discretion and gender disproportionality in police

- disciplinary systems." *Policing: An International Journal of Police Strategies and Management* 23, no. 1 (2000). <https://doi.org/10.1108/13639510010314643>
- Jones, Matthew and Matthew Williams. "Twenty years on: lesbian, gay and bisexual police officers' experiences of workplace discrimination in England and Wales." *Policing and Society* 25, no. 2 (2015). <https://doi.org/10.1080/10439463.2013.817998>.
- Kringen, Anne Li, and Madeleine Novich. "Is it 'just hair' or is it 'everything'? Embodiment and gender repression in policing." *Gender, Work & Organization* 25, no. 2 (2018). <https://doi-org.proxy.library.nyu.edu/10.1111/gwao.12207>.
- Kurtz, Don L. "Roll Call and the Second Shift: The Influences of Gender and Family on Police Stress." *Police Practice and Research* (2011). <https://www.researchgate.net/publication/233103916>.
- Kurtz, Don L., Travis Linnemann and L. Susan Williams. "Reinventing the matron: The continued importance of gendered images and division of labor in modern policing." *Women & Criminal Justice* 22, no. 3 (2012). <https://doi.org/10.1080/08974454.2012.687966>.
- Loftus, Bethan. "Dominant Culture Interrupted: Recognition, Resentment and the Politics of Change in an English Police Force." *The British Journal of Criminology* 48, no. 6 (2008). <https://academic.oup.com/bjc/article/48/6/756/398439>.
- Miller, Susan L., Kay B. Forest, and Nancy C. Jurik. "Diversity in Blue: Lesbian and Gay Police Officers in a Masculine Occupation." *Men and Masculinities* 5, no. 4 (2003). <https://doi.org/10.1177/0095399702250841>
- Rabe-Hemp, Cara E. "Survival in an 'all boys club': Policewomen and their fight for acceptance." *Policing: An International Journal of Police Strategies and Management* 31, no. 2 (2008). <https://www.emerald.com/insight/content/doi/10.1108/13639510810878712/full/html>.
- Rojek, Jeff and Scott Decker. "Examining Racial Disparity in the Police Discipline Process." *Police Quarterly* 12, no. 4 (2009). <https://doi.org/10.1177/1098611109348470>
- Todak, Natalie and Katharine Brown. "Policewomen of color: A state-of-the-art review." *Policing: An International Journal of Police Strategies & Management* 42, no. 6 (2019). <https://www.emerald.com/insight/content/doi/10.1108/PIJPSM-07-2019-0111/full/html>.
- Violanti, John M., Desta Fekedulegn, Tara A. Hartley, Luenda E. Charles, Michael E. Andrew, Claudia C. Ma and Cecil M. Burchfiel. "Highly Rated and most Frequent Stressors among Police Officers: Gender Differences." *American Journal of Criminal Justice* 41, no. 4 (2016). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5330309/>.
- Walter, Sheryl, Erik Gonzalez-Mulé, Cristiano Guarana, Ernest O'Boyle Jr., Christopher Berry, and Timothy Baldwin. "The race discipline gap: A cautionary note on archival measures of behavioral misconduct." *Organizational Behavior and Human Decision Processes* (April 19, 2020) <https://www.sciencedirect.com/science/article/abs/pii/S0749597818304941?via%3Dihub>.

Yu, Helen H. and David Lee. "Women and Public Organization: An Examination of Mentorship and Its Effect on Reporting Workplace Discrimination." *Review of Public Personnel Administration* (October 14, 2019). <https://journals.sagepub.com/doi/10.1177/0734371X19880578>.

Promotion

Archbold, Carol A. and Kimberly D. Hassell. "Paying a marriage tax: An examination of the barriers to the promotion of female police officers." *Policing: An International Journal of Police Strategies & Management* 32, no. 1 (2009). <https://www.researchgate.net/publication/230814737>.

Archbold, Carol A. and Dorothy Moses Schulz. "Making Rank: The Lingering Effects of Tokenism on Female Police Officers' Promotion Aspirations." *Police Quarterly* 11, no. 1 (March 1, 2008). <https://doi.org/10.1177/1098611107309628>.

Brodin, Mark S. "Discriminatory Job Knowledge Tests, Police Promotions, and What Title VII Can Learn from Tort Law." *Boston College Law Review* 59, no. 7 (2018). <https://lawdigitalcommons.bc.edu/bclr/vol59/iss7/4/>.

Dodge, Mary, Jace Valcore, and Frances Gomez. "Women on SWAT teams: Separate but equal?" *Policing: An International Journal of Police Strategies and Management* 34, no. 4 (November 2011). <https://www.researchgate.net/publication/235293122>.

Dodge, Mary, Jace Valcore, and David Klinger. "Maintaining Separate Spheres in Policing: Women on SWAT Teams." *Women & Criminal Justice* 20, no. 3 (July 2010). <https://www.researchgate.net/publication/254379841>.

Kurtz, Don L., Travis Linnemann and L. Susan Williams. "Reinventing the matron: The continued importance of gendered images and division of labor in modern policing." *Women & Criminal Justice* 22, no. 3 (2012). <https://doi.org/10.1080/08974454.2012.687966>.

Robinson, Susan. "Promotional and non-stereotypical policing roles: Are women opting out?" *Salus Journal* 1, no. 3 (2013). <https://researchoutput.csu.edu.au/en/publications/promotional-and-non-stereotypical-policing-roles-are-women-opting>.

Shjarback, John A. and Natalie Todak. "The Prevalence of Female Representation in Supervisory and Management Positions in American Law Enforcement: An Examination of Organizational Correlates." *Women & Criminal Justice* 29, no. 3 (2019). <https://www.tandfonline.com/doi/full/10.1080/08974454.2018.1520674>.

Forthcoming resources of interest

Todak, Natalie, Renee Mitchell, and Rachel Tolber. "'Well boys, welcome to the new law enforcement': Reactions to women on elite specialty units." (under review with *Women & Criminal Justice*; on file with author).

Todak, Natalie, Lindsay Leban, and Benjamin Hixon. "Are Women Opting Out? A Mixed Methods Study of Women Patrol Officers' Promotional Aspirations." *Feminist Criminology* (forthcoming). On file with author.

How to Create a Supportive Environment for Women at Work (Lessons from Other Sectors)

Creating an Inclusive Workplace Culture

Ashcraft, Catherine, Wendy DuBow, Elizabeth Eger, Sarah Blithe and Brian Sevier. *Male Advocates and Allies: Promoting Gender Diversity in Technology Workplaces*. National Center for Women and Information Technology. 2013. <https://www.ncwit.org/resources/male-advocates-and-allies-promoting-gender-diversity-technology-workplaces>.

Centola, Damon, Joshua Becker, Devon Brackbill, and Andrea Baronchelli. "Experimental evidence for tipping points in social convention." *Science* 360 (June 8, 2018). <https://science.sciencemag.org/content/360/6393/1116/tab-pdf>.

Daley, Lauren P., Dnika J. Travis and Emily S. Shaffer. *Sexual Harassment in the Workplace: How Companies Can Prepare, Prevent, Respond, and Transform Their Culture*. Catalyst. 2018. <https://www.catalyst.org/research/sexual-harassment-in-the-workplace-how-companies-can-prepare-prevent-respond-and-transform-their-culture/>.

Dobbin, Frank and Alexandra Kalev. "Why Diversity Programs Fail." *Harvard Business Review*. (July-August 2016). <https://hbr.org/2016/07/why-diversity-programs-fail>.

Feeney, Mary K. and Justin M. Strich. "Family-Friendly Policies, Gender, and Work-Life Balance in the Public Sector." *Review of Public Personnel Administration* 39, no. 3 (2017). <https://journals.sagepub.com/doi/10.1177/0734371X17733789>.

Kanter, Rosabeth Moss. "Some effects of proportions on group life: Skewed sex ratios and responses to token women." *American Journal of Sociology* 82, no. 5 (1977). <https://www.jstor.org/stable/2777808>.

Nishii, Lisa, Jasmien Khattab, Meir Shemla, and Rebecca Paluch. "A Multi-Level Process Model for Understanding Diversity Practice Effectiveness." *Academy of Management Annals* 12, no. 1 (2018) <https://journals.aom.org/doi/10.5465/annals.2016.0044>.

Sattari, Negin, Emily Shaffer, Sarah DiMuccio and Dnika J. Travis. *Interrupting Sexism at Work: What Drives Men to Respond Directly or Do Nothing?* Catalyst. June 25, 2020. <https://www.catalyst.org/reports/interrupting-sexism-workplace-men/>.

Tesfaye, Tsion. *Diversity in Early-Career Tech Policy Roles: Challenges and Opportunities*. Public Knowledge. January 2021. <https://www.publicknowledge.org/documents/diversity-in-early-career-tech-policy-roles-challenges-and-opportunities/>.

Tulshyan, Ruchika and Jodi-Ann Burey. "Stop Telling Women They Have Imposter Syndrome." *Harvard Business Review*. February 11, 2021. <https://hbr.org/2021/02/stop-telling-women-they-have-imposter-syndrome>.