

**The Bill Blackwood
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Conflict Confidence: Does Training Make the Difference?

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ABSTRACT

The study of the relationship between officer perceived effectiveness and confidence in dealing with crisis/conflict involving highly emotional individuals, mental health consumers, “difficult” people, and within themselves after being exposed to crisis management philosophies and practices is relevant to contemporary law enforcement. The ability to effectively resolve or at least mitigate conflict/crisis is paramount to the career success of any professional police officer. Equally impacted is the positive public perception of the law enforcement agency that they serve.

The purpose of this research is to evaluate the perceived effectiveness and level of confidence experienced by officers when dealing with conflicts/crises after having received various modes of crisis management based training. These modes of training are commonly comprised of crisis intervention training (CIT), crisis negotiation training, and/or mental health peace officer training. The method of inquiry used by the researcher includes a review of articles, periodicals, journals, text books, and a survey distributed to 101 survey participants.

Based upon a sample of peace officer respondents from Texas, Arkansas, Louisiana, Oklahoma, and Arkansas, the researcher discovered a high correlation between the completion of crisis intervention based training and positive performance measures. Officers perceiving various modes of crisis intervention training to be of value also perceived themselves to be effective at resolving crisis/conflict with a vast array of individuals, had high levels of agency and career satisfaction, and few incidences of citizen complaints. Most significantly, an overall confidence in dealing with highly charged emotional events was clearly indicated by officers participating in this study.

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INTRODUCTION

The issue to be examined considers peace officer perceived effectiveness in dealing with conflicts/crises involving highly emotional individuals, mental health consumers, “difficult” people, and personal moments (i.e. intrapersonal and familial) of turmoil after being exposed to crisis management philosophies and practices expressed in the Texas Commission on Law Enforcement Standards and Education (TCLEOSE) mandated crisis intervention training (CIT) or comparable CIT training program, basic crisis negotiations course, and/or a mental health peace officer certification course.

The ability to effectively resolve or at least mitigate conflict/crisis is paramount to the career success of any professional police officer and the positive public perception of the law enforcement agency that they serve. Officers who perceive themselves to be ineffective in dealing with crises both in a professional and personal setting could potentially experience job dissatisfaction, a weakness in personal ethics, and general disillusionment with policing as a whole. Concomitantly, law enforcement agencies will continue to incur continuous citizen complaints resulting from officers employing poor and/or ineffective communication and crisis resolution strategies when dealing with difficult interpersonal situations.

The purpose of this research is to evaluate the perceived effectiveness experienced by officers when dealing with conflicts/crises after having received CIT, crisis negotiation training, and/or mental health peace officer training. To evaluate effectiveness, the research question to be examined focuses on whether or not a selected sampling of officers observe an increased level of success in dealing with multiple facets of interpersonal/intrapersonal conflicts and crises after completing any of

the denoted modes of training. In order to adequately research this issue, the intended method of inquiry includes a review of articles, periodicals, journals, textbooks, and a survey distributed to 101 survey participants. It is anticipated that this research will reveal a high correlation between officer perceived effectiveness in dealing with conflicts/crises and the successful completion of CIT, crisis negotiation training, and/or mental health peace officer training.

This research will provide an evaluation, at the practitioner level, of the effectiveness of current crises management philosophies and practices conveyed in any of the denoted modes of training curricula. The data revealed in the officer survey should expose weaknesses/strengths in the curriculum and/or instructional delivery which could lead to improvements in training and/or a recommended continuation of the current training mandate. This study will be of particular interest to TCLEOSE, CIT officers/crisis negotiators/mental health officers, agency CEOs, agency training coordinators, law enforcement ethics instructors, internal affairs/professional standards personnel, first-line supervisors, individual officers, and both mental health professionals and consumers.

REVIEW OF LITERATURE

The concept of both training and deploying police officers as crisis intervention specialists is a recent adaptation of community oriented policing within the United States. Hill, Quill, and Ellis (2004) noted that the primary “purpose of a crisis intervention team (CIT) is to provide law enforcement officers with the skills that they need to safely de-escalate situations involving people with mental illness who are in crises” (p. 18). These requisite skill sets for CIT officers have been under constant

refinement since the mid 1990s, most notably as a product of the Montgomery County Maryland CIT Model adapted in 1999, which according to Hill, et al. (2004) “quickly evolved into an effective modern model for many East Coast law enforcement agencies” (p. 19).

Of the three components intrinsic to the Montgomery County CIT Model, training, officers, and coordination, training is the critical component to be reviewed. Hill, et al. (2004) suggested a basic training regimen comprised of a “40-hour block of instruction wherein officers receive both classroom and hands-on instruction” (p. 20). This instruction, which is now the method most widely accepted, involves instruction from mental health professionals, preferably from partnering agencies, role-play, scenarios, hospital visits, and patient presentations. The necessity of this training can not be stressed enough. As pointed out by Hill, et al. (2004), “instead of waiting for that fatal police shooting or the federal investigation for excessive force, law enforcement leaders should go on the offensive, be proactive, and implement policy that will mitigate a plaintiff’s civil claim” (p. 23).

The role of the modern police officer encompasses much more than simply donning a uniform and fighting crime. With community oriented policing as the dominant model of public safety for a growing number of jurisdictions, to be effective in community policing, as underscored by Miller (2006), patrol officers must act and respond to the citizens of their community in many ways like practical psychologist. Additionally, Jurkanin, et al. (2007) proposed, “A broader conception of the police role is crucial to improved police handling of persons with mental illness” (p. 167). To accomplish this daunting task, Jurkanin, et al. (2007) suggested that the “handling of persons with

mental illness, like many other aspects of modern policing, is done best by officers who know something about such persons and their situations” (p. 172). Again, the necessity of specialized crisis intervention based training is painted as the most crucial element of personal and professional success of the modern law enforcement officer.

At the core of crisis intervention training, elements of which are foundational components of mental health peace officer training and hostage/crisis negotiation training, is as expressed by Castellano-Hoyt (2003), “calming people down, becoming aware of fear, anger, confusion, disorientation-these demand high commitment from the officer of every inner resource the officer has” (p. 82). Since the late 1990s, there has been a dramatic increase in the range of programs and courses developed by public and private agencies (including law enforcement departments) to address issues of mental health awareness. However, these training strategies should not be relegated to CIT officers, mental health officers, and hostage negotiators alone. Law enforcement agencies have an ethical responsibility to adequately train all members of their respective departments to deal with emotional crises. As Jurkanin, et al. (2007) stressed, “the importance of educating *all* members of the organization-administrators, desk sergeants, line officers and especially telecommunicators” (p. 115). This is the impetus behind the creation of the TCLEOSE-mandated, 16-hour crisis intervention training (CIT) program for all Texas peace officers.

Clearly, taking on the stress of dealing effectively with an individual in crisis can cause the substantial elevation of stress within the responding officer. According to Strentz (2006), “training is an excellent form of stress reduction. This activity provides well-founded self confidence and serves to identify areas a team (or individual officer)

should address to ensure effective functioning during a crisis” (p. 51). Strentz (2006) cautioned officers dealing with individuals in crisis to remember that it is the job of the responding officer to help navigate the individual through the present crisis, not solve every problem facing the individual. Strentz (2006) made a crucial point regarding crisis intervention: “this is his problem, not yours. Your job as a negotiator (or responding officer) is to assist him (the individual in crisis) in recognizing the futility of hurting anyone and the benefit of coming out (or acting in a more rational manner)” (p. 52). However, this is much easier said than done when considering the mindset of most high performing officers. In fact, according to Strentz (2006), the general personality traits of emergency service personnel include a need to be in control, an obsessive desire for perfection, a need for immediate gratification, and compulsivity-all factors which contribute greatly to the job stressors inherent in dealing with individuals in crisis. Police officers must be taught the early warning signs of stress and burnout and once identified; productive coping techniques and stress management methods must be encouraged.

In direct opposition to the conventional military model of police training, as so eloquently discussed by Grossman (1996) in his book *On Killing: The Psychological Cost of Learning to Kill in War and Society*, whereby both young military and police recruits are systematically desensitized to emotion in order to withstand the horrors of combat both on the streets of America and in the deserts of Iraq, crisis intervention and modern community oriented policing involves the full emotional range and empathy of the police officer. This investment of emotion is not without substantial and potentially devastating costs. Lindsey and Kelly (2004) surmised that although human beings have

undergone significant social evolution over the last millennium, their biological system is still ultimately designed to either fight or run from aggression. Lindsey and Kelly (2004) noted that “As police officers, this creates a physical and emotional conflict with the passing of each call for service” (p. 2). Lindsey and Kelly (2004) added, “under highly emotional circumstances, officers must exercise extreme restraint: This conflict between biology and societal expectations takes a physical toll on officers” (p. 2). This fact of human behavior draws attention to the necessity of crisis intervention based training, not merely as an external strategy to deal with those suffering from mental illness or severe crises, but as a tool box replete with instruments to help the officer deal with all the internal stresses as well. Lindsey and Kelly (2004) made the argument that “police training academies must create an environment of nurturing support so that officers will be better able to police a community of *people*, not suspects” (p. 6). Most importantly, Lindsey and Kelly (2004) pointed out that “people intensely trained to expect and react to stress-inducing incidents respond better physically and emotionally in both the short and long term” (p. 6).

Previous research into the subject of police job impact and satisfaction, such as that conducted by Lawton, et al. (2000), indicated that the mere assignment to community policing roles does not result in improved job satisfaction. This body of research advocates that officers assigned to both community and traditional policing roles reveal that it is not the assignment to those roles that have bearing on satisfaction, but if they are making a difference or “impact” in those roles (p. 67). The findings of Lawton, et al. (2000) research suggested that “attention to what police officers think they should be doing, and how they actually accomplish their jobs is a necessary

condition to linking satisfaction with changes in values, and the adoption of differing styles of police work” (p. 67). Following this paradigm, crisis intervention based training which imparts new, ethically based values and “differing” styles of police work that may have a substantial impact on officer perceived effectiveness and overall job satisfaction.

METHODOLOGY

The research question to be examined considers peace officer perceived effectiveness, translated in job satisfaction, in dealing with conflicts/crises involving highly emotional individuals, mental health consumers, “difficult” people, and personal moments (i.e. intrapersonal and familial) of turmoil after being exposed to crisis management philosophies and practices expressed in the TCLEOSE-mandated crisis intervention training (CIT), basic crisis negotiations course, and/or a mental health peace officer certification course.

The researcher hypothesizes that there is indeed a strong correlation between officer perceived effectiveness in dealing with conflicts/crises and the successful completion of CIT, crisis negotiation training, and/or mental health peace officer training. The researcher also hypothesizes that officers who have successfully completed crisis intervention based training, and found value in that training, will indicate effectiveness in dealing with emotionally distraught individuals, mentally impaired persons, drunk and disorderly individuals, irate citizens, rude people, peers, supervisors, spouses, children, and in dealing with their own internal conflicts and ethical dilemmas. Consequently, the researcher further hypothesizes that these same officers will indicate a high level of satisfaction with both their career and agency choice, as well as, reduced citizen complaints. Ultimately, as hypothesized by the researcher, the officer who is well trained

to handle emotional crises should perceive themselves as confident in dealing with any highly charged emotional crisis or conflict as peacefully as possible.

The method of inquiry includes a review of articles, periodicals, professional journals, text books, and a survey distributed to 101 survey participants currently employed in a sworn capacity as licensed peace officers. The instrument that will be used to measure the researcher's findings regarding the officer perceived effectiveness, translated in job satisfaction, in dealing with conflicts/crises involving highly emotional individuals, mental health consumers, "difficult" people, and personal moments (i.e. intrapersonal and familial) of turmoil after being exposed to crisis management philosophies, will be a survey. This survey will probe length of employment and current assignment, crisis intervention based courses completed by the respondent, perceived value of such training, officer perceived effectiveness, job and career satisfaction, number of citizen complaints logged against the respondent both pre and post training, and overall confidence.

The size of the survey will consist of ten questions, distributed to 101 survey participants from 90 law enforcement agencies of various sizes in the states of Texas, Arkansas, Louisiana, Oklahoma, and Nevada, each of which offer state mandated crisis intervention based training programs for law enforcement practitioners. The survey will be created and distributed electronically utilizing www.surveymonkey.com to officers holding memberships in the TALON Professional Accreditation Coalition (PAC) and Texas Police Trainers Group. The survey will be anonymous and configured to allow only one submitted instrument response per internet protocol (IP) address.

The response rate of the survey instrument resulted in 101 completed surveys being electronically returned for a rate of 100%. The median length of law enforcement service time of all respondents was 20 to 25 years, with the majority of respondents, 45.5%, indicating that they are currently assigned to administrative duties. It should be noted that question number five on the survey instrument regarding how effective participants felt they were about resolving crisis/conflict with various people allowed for a response of not applicable (N/A), thereby creating a cluster of results expressed as non-fractional percentages.

The information obtained in the surveys will be analyzed by comparing the percentage of those respondents who found value in completed crisis intervention based training with the percentage of those same respondents who feel that they are effective at resolving crisis with various types of individuals in both their professional and personal lives, are satisfied with their career choice, their agency choice, and indicate a reduced number of citizen complaints post-training. Ultimately, the percentage of those respondents who found value in completed crisis intervention based training will be compared with the percentage of those same respondents that indicate confidence in dealing with any highly charged emotional crisis or conflict in a peaceful manner.

FINDINGS

After reviewing and analyzing the 101 survey instruments returned during the course of this study, the researcher was able to make several observations regarding peace officer perceived effectiveness, or confidence, in dealing with conflicts/crises involving highly emotional individuals, mental health consumers, “difficult” people, and

personal moments (i.e. intrapersonal and familial) of turmoil after being exposed to crisis management philosophies.

The foundation of the survey revolves around the premise that the respondent has completed crisis intervention based training of some description. One hundred percent (101) respondents indicated that they had completed crisis intervention based training, with the majority, 66.3% (67), indicating that they had specifically completed crisis intervention training (CIT) after graduation from a basic police academy. The second most attended mode of instruction was mental health peace officer training, indicating that 33.7% (34) officers had successfully completed this intensive CIT based training regimen.

Regarding the perceived “value” of crisis intervention based training, 53.9% (48) of respondents found crisis intervention training to be valuable, with 23.6% (21) indicating that the training was extremely valuable. Hostage negotiation training was found to be 42.9% (15) valuable, with 40.0% (14) indicating that the training was extremely valuable. Mental health peace officer training was found to be 50.0% (50) valuable, with 22.5% (9) indicating that the training was extremely valuable. Other modes of crisis intervention training were explored through manually entered responses. Twelve respondents indicated that they had attended related CIT based training which included, special weapons and tactics training (SWAT), and school deadly event training. These respondents indicated that 41.7% (5) found this mode of training to be valuable and 16.7% (2) perceived the training to be extremely valuable. Only six respondents, 5.9%, found no value at all in crisis intervention based training.

Respondents had the opportunity to address each mode of CIT training in which they had completed.

The majority of the survey respondents, 45.5% (46), indicated that they were currently assigned to administrative functions within their agencies, 15.8% (16) reported that they were assigned to patrol related functions, 16.8% (17) indicated that they functioned as investigators, and 4.0% (4) are assigned to special operations (SWAT/Negotiations). Additional respondents, 17.8% (18) indicated that they are assigned to other functions, predominately as training officers.

At the core of this research is how effective officers feel about the resolution of crisis and conflict with and between other people. The results indicated a substantially high level of perceived effectiveness from respondent officers. For illustration, the responses to this question have been included as Table I:

TABLE I. Effectiveness in resolving crisis/conflict with self and others.

5. How effective do you feel you are at resolving crisis/conflict with the following people?							
	<i>answered question</i>						101
	<i>skipped question</i>						0
	Very Effective	Effective	Somewhat Effective	Not at all Effective	N/A	Rating Average	Response Count
An Emotionally Distraught/Suicidal Individual	13.0% (13)	62.0% (62)	23.0% (23)	0.0% (0)	2.0% (2)	2.10	100
Mentally Impaired	7.1% (7)	62.6% (62)	27.3% (27)	2.0% (2)	1.0% (1)	2.24	99
Drunk And Disorderly	23.8% (24)	60.4% (61)	13.9% (14)	2.0% (2)	0.0% (0)	1.94	101
An Irrate Citizen	38.0% (38)	57.0% (57)	4.0% (4)	1.0% (1)	0.0% (0)	1.68	100
Rude People	28.7% (29)	61.4% (62)	8.9% (9)	1.0% (1)	0.0% (0)	1.82	101
Peers	37.0% (37)	56.0% (56)	7.0% (7)	0.0% (0)	0.0% (0)	1.70	100
Supervisors	30.3% (30)	56.6% (56)	11.1% (11)	1.0% (1)	1.0% (1)	1.83	99
Spouse/Significant Other	23.0% (23)	55.0% (55)	16.0% (16)	3.0% (3)	3.0% (3)	1.99	100
Your Children	26.3% (26)	46.5% (46)	15.2% (15)	0.0% (0)	12.1% (12)	1.87	99
Yourself (Internal Conflicts)	20.0% (20)	56.0% (56)	24.0% (24)	0.0% (0)	0.0% (0)	2.04	100

Interestingly, 62.6% (62) respondents overwhelmingly indicated that they perceived themselves to be effective at resolving crisis/conflict involving mentally impaired individuals, followed closely with their perceived ability to effectively handle an emotionally distraught/suicidal individual, 62.0% (62), and rude people, 61.4% (62). Officers perceived the most confidence in resolving crisis/conflict with an irate citizen. 38.0% (38), of responding officers rated themselves as very effective in this category. Also encouraging is the fact that 55.0% (55) respondents feel that they are effective at dealing crisis/conflict involving their spouse or significant other, 46.5% (46) believe that they are effective in dealing with similar issues involving their children, and most heartening is the perceived effectiveness at dealing with personal conflict. 56.0% (56) of responding officers indicate that they are effective at dealing their own emotions during crisis/conflict.

Regarding job satisfaction, both in terms of career and agency choice, this study indicates that the majority of respondents, 75.2% (76), are very satisfied with their career choice with 54.5% (55) indicating that they are equally satisfied with the law enforcement agency where they are currently employed. Only three respondents, 2.9%, indicated that they are neither satisfied with their career choice nor employer.

Exploring citizen complaints resulted in positive findings. When respondents were asked how many citizen complains they received after completing crisis intervention based training, 56.4% (57) indicated that they had received none. 30.7% (31) respondents indicated that they had received between one and three complaints, 5.9% (6) received three to five complaints, 5.0% (5) received five to seven complaints, 1.0% (1) indicated that they had received between seven and nine complaints, and

1.0% (1) indicated that since completing crisis intervention based training they had received 10 or more citizen complaints.

The final question in the survey addressed overall officer perceived confidence in handling any highly charged emotional crisis or conflict, which strikes directly at the stated question “does training make the difference.” The confidence level of officers responding to this survey was resoundingly high. 46.5% (47) respondents indicated that they perceive themselves to be very confident at handling crisis or conflict and an equal percentage and number responding that they feel confident in the same circumstances. All officers who responded to this survey indicated some level of confidence in dealing with immediate crises. These findings are demonstrated in Table II, below:

TABLE II. Perceived severe emotional crisis resolution confidence.

If you had to deal with any highly charged emotional crisis or conflict, right now, how confident are you in your ability to resolve the situation as peacefully as possible?		
Answer Options	Response Frequency	Response Count
Very Confident	46.5%	47
Confident	46.5%	47
Somewhat Confident	6.9%	7
Not Confident At All	0.0%	0
<i>answered question</i>		101
<i>skipped question</i>		0

DISCUSSION/CONCLUSIONS

The issue examined by the researcher considered whether or not peace officers perceived themselves to be both effective and confident in their ability to peacefully resolve conflicts/crises involving highly emotional individuals, mental health consumers, “difficult” people, and personal moments (i.e. intrapersonal and familial) of turmoil after being exposed to crisis management philosophies and practices expressed in the

TCLEOSE-mandated crisis intervention training (CIT) or comparable CIT training program, basic crisis negotiations course, and/or a mental health peace officer certification course.

The purpose of this research was to evaluate the perceived effectiveness experienced by officers when dealing with conflicts/crises after having received CIT, Crisis Negotiation Training, and/or Mental Health Peace Officer Training. Correlations between the denoted modes of training and career satisfaction, effectiveness, and training were sought as the core of this study. This research provided an evaluation, at the practitioner level, of the effectiveness of current crises management philosophies and practices conveyed in the denoted modes of training curricula.

The research question that was examined focused on whether or not a selected sampling of officers perceive an increased level of success and confidence in dealing with multiple facets of interpersonal/intrapersonal conflicts and crises after completing any of the denoted modes of training. In considering this question, the researcher hypothesized that the study would, indeed, reveal a high correlation between officer perceived effectiveness and confidence in dealing with conflicts/crises and the successful completion of CIT, crisis negotiation training, and/or mental health peace officer training. Based upon a sample of 101 peace officer respondents, a high correlation between the completion of crisis intervention based training, which was perceived by the officer to be of value, effectiveness at resolving crisis/conflict with a vast array of individuals, career and agency satisfaction, low incidences of citizen complaints, and overall confidence in dealing with highly charged emotional events was clearly indicated by this study.

The findings of this research did support the hypothesis. The reason why the findings supported the hypothesis is likely due to three important factors; first, the high level of career and agency satisfaction expressed by the majority of the respondent officers has a significant impact on perceived effectiveness in all facets of police work, as discovered in the review of literature related to this study. Second, the high value attributed to the various modes of crisis intervention based training completed by the respondents indicates that the training was useful and remarkably effective when employed by the officer when dealing with both external and internal conflicts. Third, the high level of perceived effectiveness expressed by officers in dealing with a variety of individuals in crisis reveals that confidence is a necessary component of career longevity as indicated by the majority of officers reporting that they have been in law enforcement between 20 and 25 years.

Limitations that might have hindered this study resulted because of both a small and relatively narrow sampling of respondent officers. Clearly 101 completed surveys do not represent an exhaustive sample of currently employed peace officer within Texas, Arkansas, Louisiana, Oklahoma, and Nevada. Furthermore, the majority of respondents indicated that they perform administrative functions in their respective agencies. Differing results might appear should the sample be refocused on officers who perform patrol related functions and come in contact with individuals requiring crisis intervention techniques on a more frequent basis.

The study of officer confidence in response to crisis situations, both external and internal, is relevant to contemporary law enforcement for several reasons. Policing, by its nature, is a problem solving endeavor. The ability to resolve conflict is an indicator of

career achievement and a generator of positive public perception. It stands to reason that officers holding a positive perception of themselves in regard to their abilities as a crisis manager based upon successful experiences would indicate high job satisfaction, strong personal ethics, and support for the role of police in society. Additionally, agencies employing officers who are well trained in crisis intervention strategies will benefit from their officers utilizing effective communication techniques while dealing with both critical incidents and common citizen contacts..

This study is of particular benefit to TCLEOSE, CIT officers/crisis negotiators/mental health officers, agency CEOs, agency training coordinators, Law enforcement ethics instructors, internal affairs/professional standards personnel, first-line supervisors, individual officers, and both mental health professionals and consumers. Additionally, the researcher recommends that the findings of this study be supplemented through a secondary research project evaluating the volume of formalized citizen complaints involving officer interpersonal interactions arising from officers who have not been exposed to crisis intervention/management techniques compared with the volume of formalized complaints logged against those officers who have been exposed to any of the denoted modes crisis intervention and management training.

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APPENDIX

Perceived Effectiveness of Crisis Intervention Based Training

1. Default Section

*** 1. How long have you been employed as a sworn Peace Officer? (This includes all sworn time in Law Enforcement, regardless of place of employment)**

- ☐ 1 to 5 years
- ☐ 5 to 10 years
- ☐ 10 to 15 years
- ☐ 15 to 20 years
- ☐ 20 to 25 years
- ☐ 25 to 30 years
- ☐ More than 30 years

*** 2. Please select the Crisis Intervention based courses that you have completed (choose all that apply):**

- ☐ Crisis Intervention Training (Completed during Basic Licensing Academy)
- ☐ Crisis Intervention Training
- ☐ Hostage Negotiation Training
- ☐ Mental Health Peace Officer Training
- ☐ Other (please specify)

*** 3. In general, how valuable did you find the Crisis Intervention based training(s) that you attended?**

	Extremely Valuable	Valuable	Somewhat Valuable	Not at all valuable
Crisis Intervention Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hostage Negotiation training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mental Health Peace Officer Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 4. What is your current full-time assignment?**

- ☐ Patrol (or related function)
- ☐ Investigations (or related function)
- ☐ Administration
- ☐ Special Operations (SWAT/Negotiations)
- ☐ Other (please specify)

Perceived Effectiveness of Crisis Intervention Based Training

*** 5. How effective do you feel you are at resolving crisis/conflict with the following people?**

	Very Effective	Effective	Somewhat Effective	Not at all Effective	N/A
An Emotionally Distraught/Suicidal Individual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentally Impaired	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drunk And Disorderly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An Irrate Citizen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rude People	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Peers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spouse/Significant Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yourself (Internal Conflicts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*** 6. In general, how satisfied are you with your career choice?**

- ☐ Very Satisfied
☐ Satisfied
☐ Somewhat Satisfied
☐ Unsatisfied

*** 7. In general, how satisfied are you with the Law Enforcement Agency that you currently work for?**

- ☐ Very Satisfied
☐ Satisfied
☐ Somewhat Satisfied
☐ Unsatisfied

*** 8. In the course of your career approximately how many citizen complaints have you received based upon direct interaction with the public?**

- ☐ None
☐ 1 to 3
☐ 3 to 5
☐ 5 to 7
☐ 7 to 9
☐ 10 or More

Perceived Effectiveness of Crisis Intervention Based Training

*** 9. Of these complaints, approximately how many occurred after completing Crisis Intervention based training?**

- ☐ None
- ☐ 1 to 3
- ☐ 3 to 5
- ☐ 5 to 7
- ☐ 7 to 9
- ☐ 10 or More

*** 10. If you had to deal with any highly charged emotional crisis or conflict, right now, how confident are you in your ability to resolve the situation as peacefully as possible?**

- ☐ Very Confident
- ☐ Confident
- ☐ Somewhat Confident
- ☐ Not Confident At All