

**The Bill Blackwood  
Law Enforcement Management Institute of Texas**

---

---

**Law Enforcement Management's Response To Critical Incidents: Is  
Management's Response Better Today Than Twenty Years Ago?**

---

---

**An Administrative Research Paper  
Submitted in Partial Fulfillment  
Required for Graduation from the  
Leadership Command College**

---

---

**By  
Ronnie Beale**

**North Richland Hills Police Department  
North Richland Hills, Texas  
March 2009**

## **ABSTRACT**

This research paper takes a look at law enforcement management's responses to police involved critical incidents and the after effects of the critical incident on the officer. Everyday, 24 hours a day, police officers across the United States go to work with the intent of serving the public with the enforcement of the laws of the municipal code, state law, or federal law. Along with this dedication comes the unfortunate duty of being involved in a critical incident such as a police involved shooting, the death of child, a police pursuit that results in death, or any traumatic incident in which an officer's response can have detrimental affect to his emotional, physical, and psychological well being. Therefore, it is incumbent on police management to identify, respond, and assist an officer in need of services.

The purpose of this research is to identify whether police managers are better today at responding to traumatic incidents than they were 20 years ago. Police managers, as well as police departments, are very good, today, at their immediate response to a traumatic incident. The research will discuss what happens to the officer's health once the event is over and there is not any crisis intervention by trained health care professionals. The research will also show that many of these health related issues do not occur when the incident happens; the health problems start to occur within a few months or could start years later after the traumatic incident has occurred. Being proactive in this area will have an affect on increasing the availability of officers for the future of the profession.

The method of inquiry used by the researcher included: a review of articles from trade magazines, internet sites, a survey distributed to 54 survey participants, a review

of past Law Enforcement Management Institute of Texas (LEMIT) papers, and two personal interviews. Much information was collected from these areas; however, the most interesting were the personal interviews as to the management's response after an incident has occurred. In addition, each interviewee discussed the effects of the traumatic incident on their health as well as their personal relationships.

The researcher discovered that police management is excellent at responding to the initial traumatic event, such as a police shooting, death of an infant, or a fatality accident; however, once the event is over, the follow-up on the officers well-being is left to the line supervisors. This causes complications because the line supervisor determines the problem; however, he/she may not be equipped to handle the problem. In addition, survey applicants indicated that they would not seek out assistance from employee assistance programs on their own accord unless they were prodded into attending the program.

## TABLE OF CONTENTS

	Page
Abstract	
Introduction. . . . .	1
Review of Literature . . . . .	5
Methodology . . . . .	9
Findings . . . . .	10
Discussions/Conclusions . . . . .	17
References . . . . .	22
Appendix	

## INTRODUCTION

The problem or issue to be examined considers whether or not police departments' administrations current policies of dealing with traumatic incidents have a better response today than within the last 20 years. In the past 20 years, much discussion has taken place in the police community concerning the after effects of traumatic events on police officers. Much has been written on this subject; however, police management has tools in place to identify problem officers who could be suffering from traumatic events. The problem that the police manager has is that the officer, who the police manager has identified as needing assistance, may not realize that his behavior is destructive. In addition, the police manager may not have the necessary tools at his disposal to refer the officer to the needed assistance.

The relevance of this topic to law enforcement is to determine if police administrative responses are more effective today than they were 20 years ago. In the past, when a traumatic incident occurred, the police administration, as well as the police culture, demanded that the officer simply deal with the event with a courageous attitude. The police culture is a system of beliefs that places strength and courage as the main emphasis on officers who operate in the culture. The police culture that places strong emphasis on courage also demands that police officers not display any fear because fear is a sign of weakness within the ranks of the officers. The culture will not overtly admonish an officer who seeks assistance; however, officers can expect some questioning of adherence to police culture.

When a police officer does come forward seeking assistance about dealing with the traumatic incident, some police administrators may question the officer's suitability

for police work. Generally speaking, most police administrators will allow officers to attend intervention counseling; however, police administrators will not seek out officers that have been identified as needing intervention. If police administrators take the position of not seeking out problem officers, even when there is evidence that the behavior is derived from a traumatic incident or repetitive incidents, then the police administrator is left only with dealing with the problem officer as a disciplinary problem. When a problem officer is dismissed from the police service, then everyone loses in the police profession.

The purpose of this research is to discover if current methods are reducing the number of negative incidents that occur after the traumatic incident has been resolved by the department and the courts. The author will examine maladaptive behaviors that officers succumb to as well as the current methods being used by departments. The methods used to identify problem employees in the private sector have been available for many years. However, in the public sector, specifically police departments, police administrators have been slow to accept these methods.

The research question to be examined focuses on whether or not the methods being used today are better than the methods used 20 years ago when dealing with the after effects of a traumatic event on an officer. The methods that were used to develop a response to this question are interviews, book reviews, article reviews, a survey, and personal interviews. The research indicated that the police administrators are very good at responding to the initial incident; however, there are gaps after the initial response has subsided.

The intended method of inquiry includes: a review of articles, internet sites journals, periodicals, a survey, and a case study using two traumatic incidents that involved on duty officers. Each of these methods presents views that can vary in small degree; however, each method does conclude that more must be done assist officers involved in traumatic incidents. In addition, each written review indicated that if nothing is done to address the effects of a traumatic incident, the end result could be an officer that is damaged physically, emotionally, and psychologically.

The intended outcome of the research is to determine that current police administrators are more educated and better equipped to identify and deal with officers suffering from the post-event of the traumatic incident. As more police administrators attend training in the area of police stress management, the more capable they are at identifying a problem officer.

Police managers have a tool with which a problem officer can be identified. The tool is a program called Administrative Data, created by a company called LEA Data Technologies, an on-line webpage titled Administrative/Internal Affairs Software Suite. The webpage stated that the system will identify issues involving Use of Force, Officer Involved Accidents, Complaints, Awards, and Personnel Documented events ("Administrative/Internal Affairs Software Suite," n.d.). This Administrative Data system is known as an early warning system. The early warning system uses criteria established by police administrators to identify officers that could be problem officers. When the early warning system does identify an officer based on the set criteria established by police management, the officer's immediate supervisor is notified that the early warning system has identified a subordinate under his command that needs intervention.

In addition, the early warning system allows police management to enter data regarding established traumatic events that have occurred during the officer's tenure ("Administrative/Internal Affairs Software Suite," n.d.). The early warning system software permits police management to correlate traumatic events in conjunction with the identified officer's actions that trigger a warning on his conduct. The correlation of traumatic events to officer's behavior gives police management the tools to assist a police officer in re-directing his behavior. The LEA Data Technologies website ("Administrative/Internal Affairs Software Suite," n.d.), stated that the technology has an early warning alert feature that allows police managers to "set the limit on the number of chargeable accidents, citizen complaints, use of force incidents and events that an officer can be involved with," within a time frame specified by the manager. The website went on to indicate that on-screen alerts tell the manager when predetermined limits have been met, which warns the manager of a "potential problem officer." With this system, it is easier for the police manager to identify the problem officers and conduct intervention by directing the officer to proper medical professionals.

The field of law enforcement will benefit from the research or be influenced by the conclusions because the law enforcement community needs to know whether the job of dealing with traumatic incidents is more effective today than in the years past. The research review was based on the review of published literature as well as personal interviews; the research indicated that many police officers will suffer in silence when dealing with the after shocks of a traumatic incident. Based on the research review, if police management does not create some type of system to identify problem behavior in



officers and re-direct that behavior with intervention, then the possible consequences could be substantial for the future of law enforcement.

## **REVIEW OF LITERATURE**

During the review of material for this subject, several sources were reviewed that added validity to the subject. Lord (2004) focused on the after effects for an officer that engages in a traumatic incident, like a line of duty of shooting, in which a person becomes seriously injured or death occurs. Lord (2004) detailed the emotional and physical effects of this type of situation on the officer. The author also stated that in these types of situations, the first line supervisor is responsible for the immediate response to direct the officers to a post intervention specialist. The review of her book focused not on why this situation occurred, but police management's response to the incident. In addition, Lord (2004) focused on the training that a department supplies before the incident occurs. Lord (2004) stated, "Training and comprehension must be provided to everyone who might come into contact with these types of incidents, including but not limited to: dispatchers, line officers, field supervisors, incident commanders, command level personnel and municipal legal staff and risk managers" (p. 260). What makes this statement very poignant is that these incidents are going to occur, but if law enforcement management starts training ahead of time, and then they can hopefully deter any long-term problems.

Finally, Lord (2004) pointed out that regular training in management of traumatic incidents is very important. It is also important that a supervisor recognizes the signs of the after effects of the traumatic incident on the officer and the course of action to be taken in order to address the signs. Lord (2004) noted that stress signs can manifest

themselves many months or years later, not necessarily within a few days of the traumatic incident.

The next book reviewed was written by Gilmartin (2002). Gilmartin (2002) focused on the emotional survival of the officer after a traumatic incident. He discussed the effects of hyper vigilance on the officer's emotional state of mind as it pertains to a traumatic event. Gilmartin (2002) focused on the officer's response to a traumatic incident in order to determine if management is properly responding to the needs of the officer(s). He also discussed how officers become disillusioned with police work, thus a negative attitude resulted regarding work, and how the negativity creates chaos within the support system. Gilmartin (2002) identified the deterioration of the officer's ability to function when hyper vigilance creates a roller coaster ride for the officer and the support system.

Gilmartin (2002) pointed out that police management needs to focus on the restoration of the officer to a suitable and valued employee. He discussed that officers go through "Victim-Based Thinking" (p. 96). Gilmartin (2002) believed that "some individuals in law enforcement, once they become self-perceived victims, can cease investing in the work role many years before they retire or leave" (p. 97). The "Victim-Based Thinking" appears very quickly for an officer who is involved in a traumatic incident, and management needs to respond to the emotional and family needs in an expeditious manner. A failure of police management to respond can result in the officer manifesting many negative behaviors such as excessive force complaints, civil rights violations, being a discipline problem, and drug dependence.

Finally, Gilmartin (2002) pointed out that management cannot respond unless they are properly trained to identify the problem. Early training is a cornerstone for supervision to recognize a problem with an officer. Gilmartin (2002) implied that today's police management is much better at responding initially; however, it does lack follow-up with the officer.

According to Kates (2004), the author stated, "I'd rather be tried by twelve than carried by six" (p. 181). Many officers live and understand this statement because of the fact that a confrontation is always possible and can happen at anytime. When an officer does fire a weapon, he will relive that event over and over in his mind. In addition, the officer's family will live the incident with him, through his coping mechanisms. These mechanisms's can be maladaptive, thus causing more problems within the family as well as the job.

Kates (2004) also stated that many officers will become victims of Post Traumatic Stress Disorder (PTSD) because they do not know the signs of the problem until it comes to the point in which the officer or police management must deal with the issue. Therefore, through training, PTSD can be explained, and the factors that identify these events can be expressed to officers; physical and mental problems can be stopped prior to problem becoming too great and can be effectively dealt with by a professional. Kates (2004) also identified that each police manager is responsible for the identification of a problem as well as redirecting the officer to needed assistance.

Kates (2004) stated that once a traumatic incident has taken place, the officer needs immediate intervention. He also stated that the officer needs to access the services supplied by the department. Kates (2004) named services like departmental

psychological services, peer support, critical stress intervention, and non-departmental support services. He stated that as soon as the officer is involved in the incident, police management needs to put that officer through intervention before the officer starts to display unacceptable behavior.

In the article written by Volpe and Anderson (1998), they stated their belief in defusing the officer's emotional, psychological, and physical responses as soon as possible after the traumatic event had occurred. The authors made a statement that is an indictment of police administration: "If you ask a police officer about the most significant stressor of policing, they often report police administration" (Volpe & Anderson, 1998). This view is perpetuated by the fact that police administration has a reactive response to traumatic incidents; however, there is a general lack of follow up concerning the officer's well-being after the incident.

In the article written by Brown (2003), he made the following statement about PTSD and police officers: "An officer may develop PTSD after experiencing a critical incident, or being exposed over a period of time to stress that he was unable to alleviate. These are the two basic causes of PTSD with police officers" (para. 5). Based on this statement, as well as other factors in this article, Brown (1998) identified the fact that unresolved stressors can lead to more debilitating problems for the officer. This is when police management needs to step in with training and education about how to identify the factors involved with PTSD.

Brown (2003) goes on further to state, "...where the stress is caused by an aspect of the job over a long period of time that undermines the officers self-esteem, confidence and trust in his supervisors and/or coworkers" (para. 9). The statement by

Brown (2003) re-enforces that police management has to identify the problem and step in to assist the officer in getting the correct assistance for his stress. However, based on research, most police administrations just ignore the problem until the officer creates enough reason for police administrators to remove him/her from the police force.

Brown (1998) discussed how too many officers will not step forward and seek help for the effects on traumatic incidents, even when it affects their health. He made the following statement about this issue: "...like so many police and correction officers, he is reluctant to admit it because he values self-reliance so much and sees asking for help as a sign of weakness" (para. 7). Brown (1998) argued that through training and education for management, identifying stressors would benefit the officer as well as the family. It is his belief that it is police management's responsibility to identify and assist problem officers before it becomes a problem that simply cannot be dealt with other than removal from the police force. Brown (1998) also stated that, currently, police management is getting better at identifying problem officers; however, there are still some barriers that need to be overcome.

## **METHODOLOGY**

The research question to be examined considers whether or not police administration is more responsive to officers involved in traumatic incidents today than the response that was given 20 or more years ago. The researcher hypothesizes that, today, police managers are more effective in dealing with officer involved traumatic incidents by the implementation of policies that make it mandatory for officers to be pulled from the line. This allows officers to attend therapeutic counseling without fear of reprisal from police administration. However, the officer must still contend with a culture

that places great value displaying “No fear.” Police administrations can combat the cultural ideal by using crisis intervention teams, employee assistance programs, and stress management training.

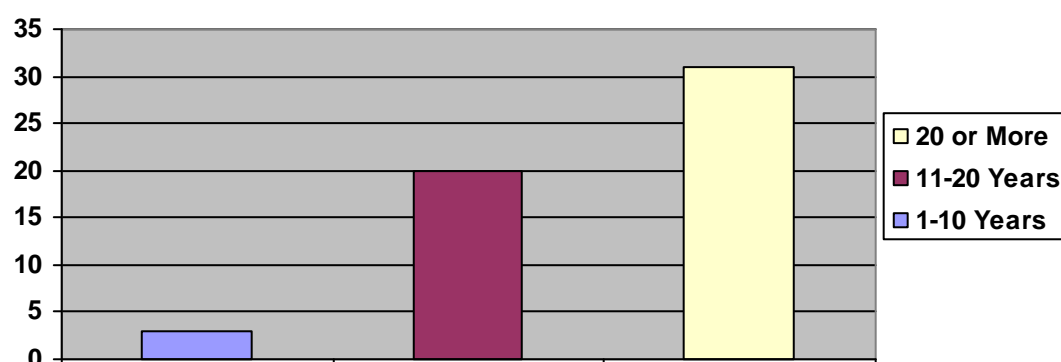
The method of inquiry will include: a review of articles, Internet sites, periodicals, journals, a survey distributed to 54 survey participants, and two personal interviews will be conducted. The instrument that will be used to measure the researcher's findings regarding police stress following traumatic incidents will include both personal interviews and a survey consisting of seven questions that will be distributed to 54 participants from Texas police departments. The respondents will come from municipal and county law enforcement organizations. All respondents to the survey will be participants at the Law Enforcement Management Institute Leadership Command College. The response rate to the survey instrument resulted in a 100% return. The information obtained from the survey will be analyzed by the author to determine if a written policy is in place and whether counseling is being offered by the police department.

## **FINDINGS**

A questionnaire was submitted to participants who are sworn personnel. The survey was divided into two parts. The first part contained general information about participants and their respective departments. The second part consisted of questions concerning police administrations' responses to traumatic incidents and the after-effects of the traumatic incident. The questionnaire was distributed to 54 participants.

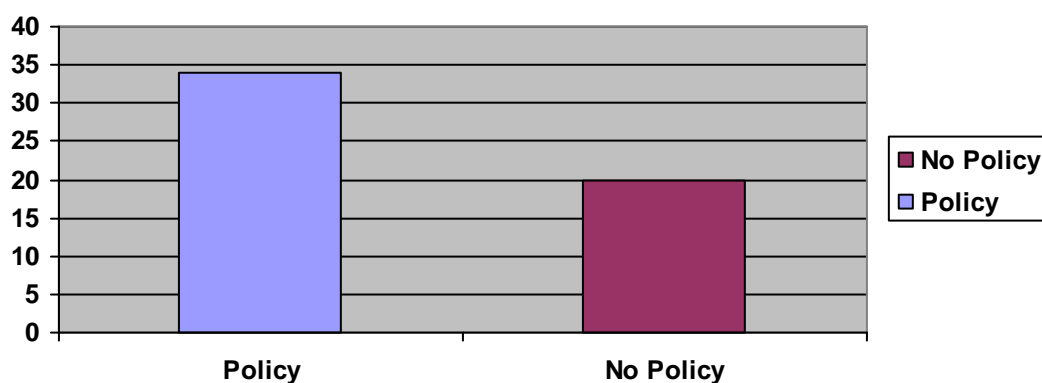
The first figure shows the years of service that the respondents have in the law enforcement profession. The respondents' years in law enforcement ranged from 1

year to 20 or more years. The researcher noted that 31 respondents have 20 or more years of law enforcement experience. Therefore, each of the respondents has seen many changes within the law enforcement profession.



**Figure 1.** Number of years of experience for survey participants.

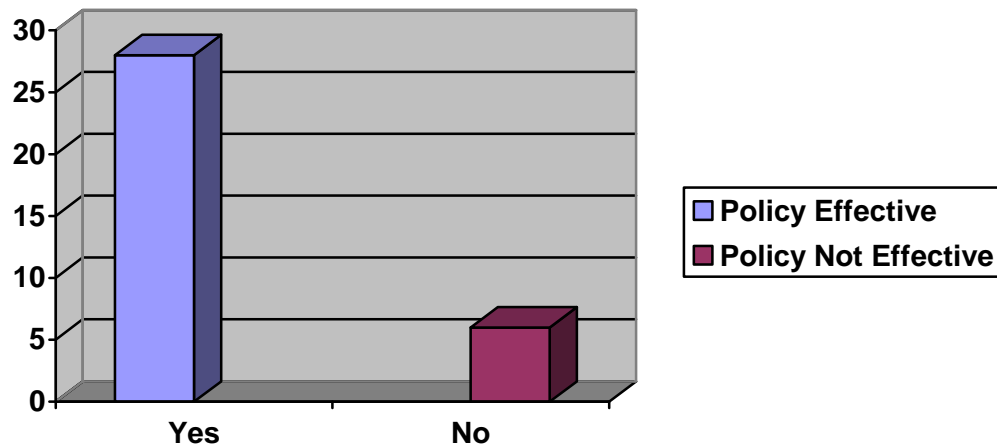
Figure 2 concerns departmental policy mandating counseling after a traumatic incident. Out of the 54 respondents, 34 respondents stated that their department mandated counseling for officers involved in traumatic incidents. However, 20 respondents stated that their department does not have policy for mandated counseling after a traumatic incident. Based on this figure, it is apparent that some departments are moving in a direction to identify and diminish the effects traumatic events on officers. However, the survey showed that over half of the respondents to the survey indicated that their respective departments do not have a policy on how to deal with officers who are suffering from the events of a traumatic episode. Without a policy on this issue, the supervisor and officer are left without any direction.



**Figure 2.** Survey respondents on whether or not their department has a policy for stress related counseling.

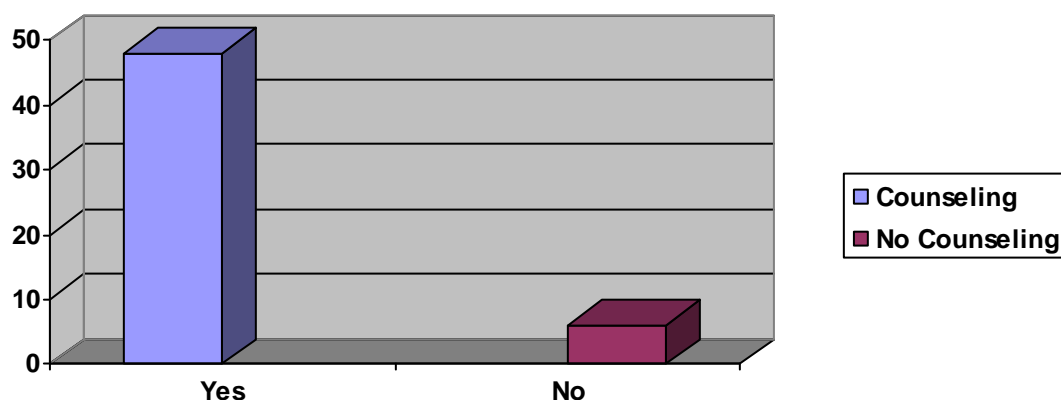
The researcher also asked a question to determine if a policy involving traumatic incidents and management's response to those events was effective in the current police environment. What is interesting is that the number of responses in the "yes" versus the "no" category. The researcher found that 28 of the 34 respondents thought their respective departments had effective departmental policies. One respondent wrote on his/her "No" answer, "If they did follow up." The researcher interpreted this to mean that supervision simply sends the officer to the counseling and does absolutely nothing else to monitor the officer. The researcher would suspect that some supervisors follow the motions because that is what the department wants them to do. This is what this researcher suspects is the issue with the six "No" responses; however, other explanations are possible.





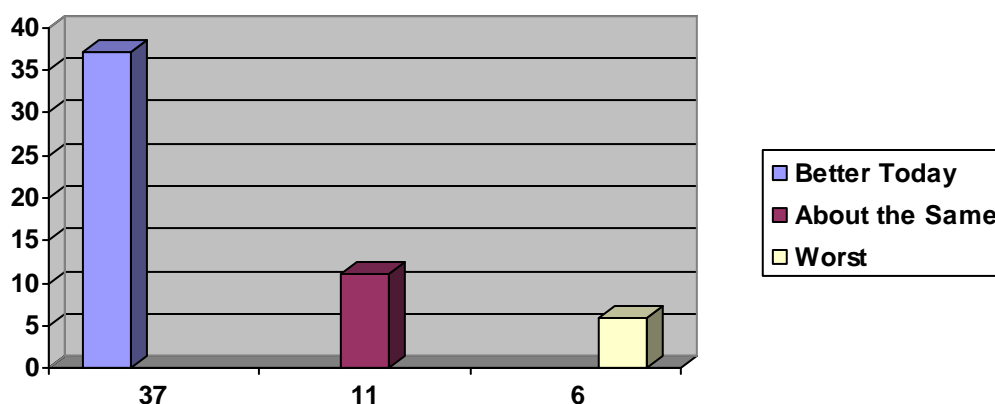
**Figure 3.** Survey responses for whether officers thought their policy was effective.

Based on the question and research, the researcher determined that most departments today recognize that officers involved in traumatic events should be sent to counseling or psychological evaluation before returning to work. The researcher also asked the respondents the services that were available to the officer or offered to the officer. The researcher learned that the most common types of counseling services offered is employee assistance, police psychologist, and Critical Incident Stress Management (CISM). Based on the 48 participants who responded to this question, they stated that 15 departments offered employee assistance, 12 departments offer CISM to their employee, and 21 departments have a police psychologist to assist the officer in dealing with a traumatic event.



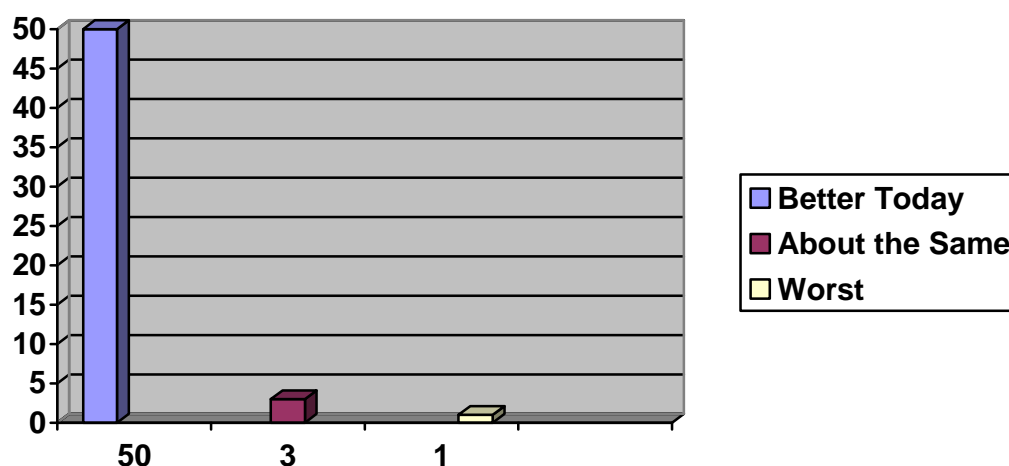
**Figure 4.** Survey response for whether the officers' departments offer counseling after a traumatic incident.

The second part of the survey defined police administration's response to officers' needs after a traumatic event has occurred. There were only two questions in this part of the survey. The first question asked if the respondents felt police management responded better today with counseling services than when they entered the law enforcement profession. They had three options to choose from. It was determined that police administrators are better today at identifying and responding to officers who are in need of counseling.



**Figure 5.** Responses for if the participants thought departments are responding better to officers suffering from stress than they used to.

The final question deals with attitudes of officers seeking counseling when stress related problems develop. Again, the researcher presented to the respondents three choices: better today, about the same, or worse. The researcher determined that officers believe that management is better today at responding to the needs of the officers involved in traumatic incidents.



**Figure 6.** Responses to officers' attitudes about counseling are better than past attitudes.

In one case study, this author interviewed an officer who was involved in a line of duty shooting. The officer interviewed was 26 years of age and had been in law enforcement less than three years. He responded to a call for service in 2000. Upon the respondent's arrival, the suspect displayed a weapon (handgun), and a gun battle began. Once the incident was over, the respondent was removed from the line up while the investigation ensued.

The respondent stated that very shortly after the incident, several police administrators contacted him to make sure that he fine; however, at that time, crisis counseling was not offered to him. The respondent went on to state it was

approximately seven days later when he was sent to crisis counseling. The respondent stated that he was allowed to go to as much counseling as he needed to attend. He stated that he felt he was supported by police administrators more than his peers. He also stated that his peers were more critical of his actions than police administration, thus causing him unnecessary emotional stress. The respondent stated that his only complaint was that he wanted counseling sooner than seven days after the incident. He also said that the way the incident was handled by police administration was very positive versus how his peers responded to the incident.

The researcher also interviewed a second officer who was involved in a traumatic incident in 1990. This officer is currently retired from the agency, after 20 years of service. The incident occurred when he was 33 years of age and had been an officer for 15 years. The respondent stated that he was dispatched to a mass shooting, and he was the third officer on the scene. He went on to state that once the incident was completed, police administration had all officers on the scene go to counseling for the incident. In general, the respondent found police management's initial response was excellent; however, follow-up counseling was not available. He also stated that the police culture within the department at that time was officers needed to handle their own problems.

The research since this incident occurred has led the researcher to believe that police management is much better today at initial responding to critical incidents; however, police management still lacks in the area of follow-up. In addition, attitudes amongst police officers concerning counseling have improved for officers seeking assistance.

## DISCUSSION/CONCLUSIONS

The question examined by the researcher considered whether or not whether police administrators today are responding better to traumatic incidents with stress related counseling than 20 years ago. As each officer knows, when an officer is involved in a traumatic incident, the emotions of anger, grief, depression, and isolation are exaggerated by the incident. Initially, these emotions happen immediately after the incident or the emotions can start to manifest themselves over a long period of time.

Once the stress starts to manifest, it can create maladaptive behaviors, such as incidents of excessive drinking, use of drugs, domestic violence, suicide, and divorce. As these manifestations continue to build, the officer begins to start feeling a sense of hopelessness. Once the feeling of hopelessness begins to set into the psychological being of the officer, then the escalation of maladaptive behavior increase with intensity. Much of these maladaptive behaviors begin to surface in the family as well as on the job. The sooner police administration can step in with intervention, the sooner the officer can be restored to a quality employee.

In the 1980s, officers who were involved in traumatic incidents were either viewed as justified or had violated some departmental policy by police administration. The officer's emotional well being became secondary to the incident. Therefore, many officers were left to suffer in silence, which only amplified the emotional issues. The research indicated that during the last 28 years, police administration has differed in their response to traumatic incidents. In the past, police administration responded with an offer of intervention; however, it was generally received with suspicion on the officer's part. Even most police administrators looked at officers who did accept the

offer of intervention with great suspicion, as if something was wrong with the officer and they were mentally incapable of performing the job.

However, as the police profession has grown, so have the attitudes of police administrators and officers, which have changed for the better of the profession. Police management's response to critical incidents is much better today and officer's response to the acceptance is much better today. The biggest change comes from the police culture of the police departments, which, in the past, implied that any display of weakness was not acceptable. With the change in officers and managers attitudes, much progress has been achieved for the initial response to a traumatic incident. The survey findings supported that things are getting better today with police administrations' responses to the need of intervention on behalf of the officer. The researcher also determined that there is still a great need for police administration to address the issue of intervention on the officer's behalf.

The purpose of this research was to determine if police administrations are better today at identifying and responding to officers who are displaying behaviors that would indicate that they are having stress related problems. Based on surveys and personal interviews, police administration is better today; however, they are not doing all they can to identify and respond to stress problems. Generally, this researcher found that most agencies are responding after the behavior has become a problem, and it is impeding the officer from succeeding in his duty assignment. Most of these behaviors come to light because of an off-duty incident. When looking at an individual officer whose behavior has caused him/her to be identified as a discipline problem, generally, it can be linked back to a traumatic incident that was not dealt with in the beginning.

The research question that was examined focused on whether police administration is better today at responding to stress from traumatic related incidents. The survey reflected that most agencies are excellent at responding to the initial traumatic incident but lack follow up. Because of the lack of follow up, some officers succumb to self destructive behaviors such as excessive drinking, use of drugs, suicide, and other related incidents. The researcher did determine that if a police administration had a policy identifying a course of action a supervisor could follow in order to direct an officer into intervention, then the supervisor is more likely to pursue this course of action.

Police management can have a written policy on this issue, the policy can be effective, and police managers can be trained in the subject of stress management. However, it is still incumbent on the officer to let someone in police management know there is a problem or they need to admit that a problem exists that needs to be resolved. If a problem does exist, even police management recognizes the problem. If the officers do not want any form of counseling, then the counseling is ineffective.

The researcher hypothesized that although police administrators are aware of problems that are the result of traumatic incidents, police administrators have become excellent at responding to the initial traumatic incident by in counselors. In addition, police administrators have increased training for supervisors to identify the stress related factors that could be the result of the traumatic incidents. However, this researcher has found that some police administrators do not follow up with officers or those supervisors are not trained in the area of recognition of stress factors. At this time, the researcher noted that increased training in this area for supervisors, as well as

officers, has had an effect in the area of recognition and response. However, there is still much need for improvement.

The researcher reviewed written material on this subject, interviewed officers involved in traumatic incidents, and conducted a survey of identified law enforcement professionals. The researcher concluded from the findings that police administrators are better today at responding to stress related problems than police administrators 20 years ago. The findings of the research did support the hypothesis. The reason why the findings did support the hypothesis is probably due to the survey and case interviews. As noted in the surveys, the responses were that 90% of police management has improved with training, policy changes, and attitudes. The researcher also noted that each respondent had his or her perceptions on this issue that could skew the surveys. However, written material on the subjects related to this issue stated that police management is moving in a positive direction towards addressing officer related problems in order to get an employee back to a status of a performing employee.

Limitations that might have hindered this study resulted because of not having the ability to go into each agency to actually review department policy and the early response measures. Yet, it is interesting that the attitudes among officers are much improved versus the response from management, which indicates that in the ranks, attitudes have changed; however, management's response to this change has been much slower. Based on the respondent's responses and the attitude of the police culture, the previous attitude of "I can handle this problem" is diminishing among police ranks. The research also indicated that police management is getting better at



responding to officers who have been involved in traumatic incidents. This change in attitudes among officers presents an opportunity for police management to intervene in a crisis situation with a receptive officer.

Therefore, the study of police administrations response to traumatic incidents is relevant to contemporary law enforcement because each time an officer's behavior is posted on the headlines of the news media, it creates a wider distrust between the public and the police. Law enforcement administrators stand to benefit from the results of this research by realizing there is more work that needs to be done in order to respond to those officers in need. No officer should suffer in silence with all the current intervention techniques now available to supervision.

## REFERENCES

*Administrative / Internal Affairs Software Suite*. (n.d.). Retrieved February 25, 2009,  
from [www.leadatatech.com](http://www.leadatatech.com): <http://www.leadatatech.com/administrative.html>

Brown, H. (1998). *Handling too many critical incidents can lead to trouble*. Retrieved  
October 9 2007, from Police Stress - Law Enforcement Stress line:  
<http://www.geocities.com/~halbrown/bogshrink1.html>

Brown, H. (2003). *The Effects of post traumatic stress disorder (PTSD) on the officer  
and the family* . Retrieved October 9, 2007, from Hal Brown, LICSW:  
<http://www.geocities.com/~halbrown/ptsd-family.html>

Gilmartin, K. (2002). *Emotional survival for law enforcement*. Tucson, AR: E-S Press.

Kates, A. (2004). *Cop shock: Surviving posttraumatic stress disorder (PTSD)*. Tucson,  
AR: Holbrook Street Press.

Lord, V. (2004). *Suicide by cop: Inducing officers to shoot*. Flushing, NY: Looseleaf  
Law Publications.

Volpe, J., & Anderson, B. (1998). *Trauma Response Profile: Beverly J. Anderson,  
Ph.D., B.C.E.T.S.* Retrieved October 9, 2007, from  
[http://www.geocities.com/~halbrown/beverly\\_anderson](http://www.geocities.com/~halbrown/beverly_anderson)

## APPENDIX

### SURVEY

#### Police Administrations Response to Traumatic Incidents

Traumatic incident is defined as any event that has emotional power to overwhelm an individual's ability to cope and which may interfere with the functioning of a person's coping mechanism immediately or in the future.

#### PART I

1. Number of years you have been in Law Enforcement?

\_\_\_\_ 1-10

\_\_\_\_ 11-20

\_\_\_\_ 20 or more

2. Does your department have a written policy mandating that officers attend stress related counseling after their involvement in a traumatic incident?

\_\_\_\_ Yes

\_\_\_\_ No

3. If your department has a policy dealing with officers reporting for mandated counseling do you believe the policy is effective?

\_\_\_\_ Yes

\_\_\_\_ No

4. Does your department offer counseling services for stress related problems for officers not involved in a traumatic incident?

\_\_\_\_ Yes

\_\_\_\_ No

If yes what kind services are offered?

\_\_\_\_ Employee assistance

\_\_\_\_ CISM

\_\_\_\_ Police Psychologist

\_\_\_\_ Other

#### PART II

1. In your view do police administrations respond better today to officers suffering from stress related problems from traumatic incidents than when you enter into the police profession?

\_\_\_\_ Better today

\_\_\_\_ About the same

\_\_\_\_ Worst

2. Do believe attitudes about officer seeking counseling for stress related problems that occur from traumatic incidents, are better today than when you entered into the police profession?

\_\_\_\_ Better today

\_\_\_\_ About the same

\_\_\_\_ Worst

Thank you filling out this survey. Please return to Ron Beale