

TN.DOE.CJ2 4) Demonstrate effective communication in various situations. Relate the ideas and concepts of both verbal and written communication with suspects, victims, general public, other officers, and court affiliates. Demonstrate skills required for using radio and data communication along with the skill of taking notes from a verbal narrative.

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Effective Communication

- The word communication comes from a Latin word "communis" which means common.
- Webster's defines **Communication** as a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior
- In a communication process a sender uses some sort of medium to encode a message and send it to a recipient. In good form communication the message will elicit a response from the recipient who will send a message back.

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Communication

Some reasons for communication:

- Express thoughts, ideas, and feelings
- Create awareness
- Accomplish a common goal
- Avoid isolation
- Communicate problems
- Progression, development or education

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Verbal and Non-verbal Communication

Verbal communication: a message is transmitted verbally. This includes both oral (spoken words) communication and written communication.

- Oral communication includes but is not limited to face-to-face conversations, speech, telephone communication, video, radio, and television.
- Written communication includes but is not limited to written signs or symbols used in email, letter, reports, and memos.

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Verbal and Non-verbal Communication

Non-verbal communication is the sending or receiving of wordless messages.

- These wordless messages are sent using mediums such as gestures, body language, posture, tone of voice, or facial expressions

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How do we normally gain information?

- Official Voice
- Questions
- Interview & Interrogation
- Accusations & "Confrontations"
- Investigation
- Physical Police Presence

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Characteristics of Traditional Law Enforcement Questioning

- Rapid Fact Finding
- Quick Problem Solving
- Intrusive
- Focus on the Questioner's Agenda:
 - "Just the facts"
 - Control

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Impact of Traditional Law Enforcement Questioning

- Diminishes rapport
- Creates pressure
- Can provoke defensiveness
- May create barriers

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"Active listening
is the *stealth weapon* of
effective negotiation."

Robert C. Bordone
Harvard Law School

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Law Enforcement and Communication

- Active Listening: As a police officer, you will deal with individuals who just want to be heard. Whether they are victims of a crime or community members looking for a solution for those who committed the crime, being an active listener will help your audience feel appreciated and understood.
- Active listening means correctly interpreting and understanding the needs of others in a conversation. It is key if you want to resolve a conflict.

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The Purpose of Active Listening

- Lower emotions & return subject to "normal"
- Establish rapport & influence
- Gather information
- Encourage behavioral change

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Active Listening Skills

- Emotion Labeling
- Paraphrasing
- Mirroring/Reflecting
- Summary
- Open Ended Questions
- Minimal Encouragers
- Effective Pauses
- "I" Messages

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"Voice" - The Negotiator's #1 Tool

- The **WAY** something is said (tone, inflection, rate) can be more important than **WHAT** is said.
- Tone of voice, demeanor, & projected sincerity are more important than any single phrase that you may use.

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Emotion Labeling

• Statement of *emotions* heard.

"You sound angry..."
 "You seem hurt..." "I hear loneliness..."
 "You sound betrayed...abandoned."

Adverse reaction? - Easy to back off of:
 "I didn't say you were angry, I said you sound angry." (Soft delivery)

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Emotion Labeling in Depth

• Identification of underlying feelings.

- Subjects often have many emotions
- *Extremely Effective* - Can build tremendous rapport by labeling emotions the subject is feeling but has not yet recognized.

"I can hear anger in your voice, and it seems like this situation has hurt you also."

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Emotion Labeling

If possible never let a feeling go by without labeling it; people love to have others understand how they feel.

Dr. Mike Webster

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Paraphrasing

Put meaning in **your** own words.

"...restatement...giving the meaning in another form."

Webster's Collegiate Dictionary

- Used for brief confirmations of meaning and to display attentiveness
 - Subject - "She's always talking and doesn't pay attention to what I say."
 - Negotiator - "She doesn't listen to you."

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Mirroring/Reflecting

- Brief follow alongs.
 - Repeating the last few words.
 - Good initial technique - helps the negotiator get oriented to the subject.

Subject - *"She doesn't pay attention to what I say to her and it makes me angry."*

Negotiator - *"It makes you angry."*

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Summary

- Periodically covering the main points.

HIS/HER STORY + HIS/HER FEELINGS
- In YOUR words -

"Ok, what you've told me so far is this....and as a result, you feel..... Do I understand you correctly?"

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Open Ended Questions

- Questions that require more than a "yes" or a "no"
 - *"What...?" "How...?" "When...?"*
 - *"What happened today?"*
 - *"How would you like this to work out.....?"*
- Benefits
 - Conveys a sincere interest in gaining understanding.
 - Gives a freedom of response while framing the scope,
 - Limits feelings of interrogation.

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Minimal Encouragers

- Brief responses (sounds) that indicate you're present and listening.
 - *"Uh-huh...really?...yeah...OK, etc."*
- Best used when the person is talking through an extended thought or for an extended period of time.
- People want to know that you are there & listening.

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Minimal Encouragers

- **Use wisely:**
 - May invite opportunity for our minds to wander or be distracted.
 - Are also what the subject is used to hearing when the listener is simply waiting for the chance to speak.

(Effective in combination with another skill such as paraphrasing or mirroring / reflecting.)

Timing is important.

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Effective Pauses (silence)

- Immediately **before** or **after** saying something meaningful.
- Help focus thought and interaction.
- Help show the subject that conversation is a turn taking process.
- Can also be an appropriate response to anger (wait until the subject asks if you are still there).

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What Active Listening is Not:

- Advice, Judgment, or Persuasion
 - Not your ideas or what you have done in similar situations
 - Do not inject your values (advice) into the situation
- Discussion of topics not expressed by the subject

The subject's feelings, values, life style, statements, and opinions are what count.

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Law Enforcement and Communication

Communication skills are imperative for law enforcement. Most of the citizens that officers encounter are not going to be happy to see them. If it has to do with communication or understanding communication it is important to police officers

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Empathy: An Essential Concept

- Empathy is not Sympathy
 - Sympathy - "...an expression of pity or sorrow for the distress of another..." American Heritage Dictionary
 - Pity and sorrow are not productive
- It's not necessary to actually "*feel what they feel*" to provide empathy.

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Empathy: An Essential Concept

- "*Nor is empathy about being nice.....*Empathizing with someone, therefore, does not mean agreeing with or necessarily liking the other side."

Beyond Winning
Mnookin, Peppet & Tulumello

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If possible avoid these phrases

1. Come here!
2. You wouldn't understand.
3. Because those are the rules.
4. It's none of your business.
5. What do you want me to do about it?
6. Calm Down.
7. What's your problem?
8. You never or you always.
9. I'm not going to say this again.
10. I'm doing this for your own good.
11. Why don't you be reasonable?

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Better Phrases

"I can see (hear) how angry you are"

"I'm listening."

"What's causing that?"

- If you really want to say something and you can just taste how good those words will feel.....
- *they're probably wrong.*

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*Persistent uncooperative behavior,
left un-addressed, risks the
negotiator's ability to influence.*

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Use of "I" Messages to Confront

• "I" Messages:

- "When you....I feel....because...."
- Used to confront the subject about a behavior that is counterproductive, without being accusatory.

Dr. Alan J. Lee

"When you yell at me I feel frustrated because it stops me from listening to you."

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Delivery

- Good Tone of Voice
 - Not harsh, sarcastic, or punishing
- Choice of Words
 - Non-threatening, nonjudgmental
- Effective Pauses
 - Set up delivery & gain the subject's attention
- The "I" portion
 - The key to making it less accusatory

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Active Listening = *Perishable Skills*

• Once learned:

- If not used, they diminish.
- The more they are used, the better the negotiator becomes.

- Can be used in all aspects of life. A negotiator doesn't need to be in a crisis situation to benefit from being a better listener.

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Law Enforcement and Communication

- Compassion: Compassion begins where empathy leaves off. If empathy is an understanding or sharing of other's feelings, then compassion means putting that understanding into action.
- Treating individuals with compassion, whether they're witnesses, victims or suspects helps build a rapport and brings healing to dangerous and traumatic situations. Compassion is perhaps the most important attribute for the modern police officer in his or her daily interactions.

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Law Enforcement and Communication

- Non-Verbal Communication: People often express the sentiment that "it's not what they said it's how they said it" when they make complaints about their interactions with police officers.
- Nonverbal communication: those cues we send through tone, facial expressions, gestures, and enunciation often carry far more weight in how our messages are received than the actual words we use. Police officers must be aware of what signals their nonverbal communication sends to those they encounter in order to mitigate conflict and ease tension.

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Law Enforcement and Communication

- **Adaptability:** The day-to-day job of a police officer is far from predictable. In fact, each individual call-for-service is often very fluid and dynamic. Police officers should be flexible and adaptable, not only to the changing social climate and evolving technologies but to individual situations as they unfold. Officers must be able to anticipate, adapt, and overcome challenges in order to provide real service to their communities.

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Law Enforcement and Communication

- **Building Trust:** To build trust in the community, police officers must be in constant communication with citizens, listening to their wants and needs and building a rapport with those they work with day-to-day. The perception of law enforcement is created by its relationships with community members, community officials, and the media. Trust means keeping promises, acting in a manner that promotes community safety and security, and avoiding actions that can undermine trust.

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Law Enforcement and Communication

- **Critical Thinking:** There is no such thing as a routine call in law enforcement. Officers should have the ability to quickly and efficiently evaluate and analyze facts, observations, and information so they can make sound decisions. Officers must be able to think critically if they're going to help members of the community solve problems and resolve conflicts.

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Law Enforcement and Communication

- **Observation:** Keen observation skills are essential. Being able to visually, mentally and emotionally gauge a situation quickly can save your life and the lives of others. Detail-oriented individuals tend to be better observers because they can pick out small (but important) details at a moment's notice. If you're not a detail-oriented individual, try training yourself to be a better observer.

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Cultural Communication

Culture is more than just race or country of origin. Culture is made up of many things such as:

Age	Gender
Physical abilities/qualities	Race
Sexual orientation	Educational background
Geographic location	Income
Marital status	Parental status
Religious beliefs	Work experience

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TN.DOE.CJ2 5) Defend the importance of strong community relations. Analyze how elements of the community system interact with each other and create a community outreach program to increase the law enforcement/community bond. Assess real-world scenarios by interpreting information and use situational management concepts to find optimal resolutions for conflicts.

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Community Relations

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Crime Prevention As a Bridge

- Crime Prevention efforts reduce polarization that sometimes exists between police and citizens.
- Community Policing, Neighborhood Watch, Orange Hat Patrols, Weed and Seed, and McGruff programs build a bridge that enables residents and law enforcement to communicate, collaborate, and work together to build safer, more caring communities.

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The Benefits of Improved Police-Community Relations

Improved Relations Allow Police Officers to

- Police more effectively
- Find their jobs safer and easier to do
- Face less litigation and gain longer careers
- Be treated with greater respect
- Have better morale

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Improved Relations Allow Community Residents to

- Have more trust and less fear of police
- Have a safer community
- Have less tension and conflict
- Gain greater cooperation from police
- Gain increased safety for children and seniors
- Gain quicker resolution to crime

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Sir Robert Peel
Considered a "father" of law enforcement

His principles of
policing are still
applicable today.



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Sir Robert Peel's Nine Principles of Policing

1. The basic mission of the police is to prevent crime and disorder.
2. The ability of the police to perform their duties is dependent upon public approval of police actions.
3. Police must secure the willing cooperation of the public.
4. The degree of cooperation of the public that can be secured diminishes proportionally to the necessity of the use of force.

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Sir Robert Peel's Nine Principles of Policing

5. Police seek and preserve public favor.
6. Police use physical force to the extent necessary.
7. Police at all times should maintain a relationship with the public.
8. Police should always direct their actions strictly toward their functions.
9. The test of police efficiency is the absence of crime and disorder.

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Community Policing

- The community-policing philosophy rests on the belief that law-abiding citizens in the community have a responsibility to participate in the police process. It also rests on the belief that solutions to today's contemporary community problems demand freeing both community residents and law enforcement to explore creative ways to address neighborhood concerns beyond a narrow focus on individual crimes.

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Philosophy of the Citizens' Police Academy

- Agency size and demographics can sometimes create barriers between the police and those they serve.
- Community policing is paramount to the effectiveness of crime reduction.
- Police image: There are many misconceptions to dispel.

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Philosophy of the Citizens' Police Academy What They Can Accomplish

- Improved cooperation
- Less apathy
- Reduction in crime
- Reduction in fear of crime
- Better communications
- Improved police image
- Clear understanding

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Volunteers in Police Service

- Provides support for resource-constrained police departments by incorporating civilian volunteers so that law enforcement professionals have more time for frontline duty
- Volunteers from the community
- Expanding law enforcement to the community
- Ease demands on law enforcement
- Encourage a more informed citizenry
- Provide an example to young people
- Improve cooperation and understanding between the police and their community

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Considerations of Community Interaction

- How community volunteers can be used within their community
 - Legal issues
 - Safety issues
 - Expertise issues

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Community/Police Needs and Support

- Filling needs with volunteers
 - Coordinating position
 - Prerecruitment action required
 - Role of the International Association of Chiefs of Police (IACP)
 - Match volunteers to the organization's strategic plan
 - Possible volunteer positions (adapt to local needs)

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Recruiting and Marketing

- Recruitment strategy
 - Who is your target?
 - Develop a plan
 - Recognize important existing networks and tap into
 - ✓ Churches, PTAs, community councils, Kiwanis, Rotarians, etc.
 - ✓ Elementary and secondary schools
 - ✓ Youth, courts, citizens' police academies

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What Does a Citizen Need To Know Before Volunteering?

- Position description
- Time commitment
- Defined program activities
- Direct supervisor
- Website access for personal record of service/journal
- How long should volunteers serve?
- Age criteria
- Citizens' police academy attendance prior to service

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Environment

1. Political and social climate are favorable.
2. Collaborative group is viewed as a leader in the community.
3. There is a history or evidence of collaboration or cooperation in the community.

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Process and Structure

1. Members are invested in the process as well as the outcome.
2. Clear roles and responsibilities
3. Flexibility
4. Adaptability
5. Equal decision-making authority is held by each member regardless of rank, authority, or place in the hierarchy.

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Communication

1. Members learn to listen and allow venting.
2. There is open and frequent communication.
3. Members disclose self interest at first meeting.
4. Members establish informal and formal means of communication.

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Purpose and Resources

- Concrete, attainable goals and objectives
- Shared vision
- Desired results and strategies
- A skilled and unbiased convener of meetings
- Staff time and volunteer time
- Sufficient funds

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Crime in Your Neighborhood

- A ***lack of community involvement*** may lead to some of the most serious and perplexing problems your community faces.

Why Is Community Involvement Important?

- When members of a community are involved with each other, they know
 - Their neighbors
 - The daily “goings-on” in the neighborhood
 - When something is wrong

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Neighborhood Watch

- One great way to perpetuate community involvement is through the Neighborhood Watch program.
- Neighborhood Watch was established in 1970 to bring residents together to interact and become the guardians for the police in their community.

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Neighborhood Watch

- Crime prevention group organized around a block, defined neighborhood, or business district
- Serves as “eyes and ears” for law enforcement
- Helps establish or reclaim informal control of an area by observation, visibility, and increased social interaction
- Donates time and resources
- Usually has no formal budget or funding source
- Success results in reduction in crime and improved quality of life for neighborhood residents

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The Benefits of Neighborhood Watch

- Unites the community and increases neighborhood cohesion
- Reduces fear of crime in the community
- Improves crime reporting by citizens
- Increases surveillance in the community
- Prevents and reduces crime
- Enhances homeland security

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Studies show that Neighborhood Watch is effective because

- It unites neighbors around a common goal—safety and security.
- It provides all members basic skills on preventing crime and reporting suspicious activities or crimes.
- It builds a base for correcting neighborhood problems.
- It works well with other civic activities.

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Additional Citizen Actions

- Discuss your community's overall security, including lighting, and contact neighbors or the proper authorities to request necessary improvements.
- Contact your local law enforcement agency and work with it to discuss basic community modifications that may overcome current problems.

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Bartlett Police Department Citizen Academy

- The Citizens Police Academy is a fun, free, informative, ten-week course. Classes are condensed versions of actual police training that will provide the student with an overall view in a variety of law enforcement areas.
- It is offered to lay persons in our community by the Bartlett Police Department in an effort to educate citizens and give them an opportunity to observe and understand law enforcement from a "hands on" approach. In doing this we hope to build bridges within our community.
- We believe that with learning will come understanding, and with understanding will come an abiding respect for those who wear the badge.
- Department presentations include Crime Scene Investigations, Canine Unit, Traffic Enforcement and Narcotics.
- There is no fee to attend this course, however, space is limited.

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Bartlett Police Neighborhood Watch

- The Neighborhood Watch Program is a very important and productive part of the City of Bartlett and the Police Department. The City currently has approximately 60 organized Neighborhood Watch groups. Neighborhood Watch can be the eyes and ears of the community helping the Police Department take a proactive approach to crime fighting and community awareness. Neighborhoods are organized and instructed in such things as how to be good neighbors, observing and reporting suspicious activity, home security surveys, emergency preparedness and other ways the neighborhood can help the Police Department better serve the community.

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- Most police departments offer similar programs. For example the Memphis Police Department offers:
- Neighborhood watch program
- Citizen's Police Academy
- And a Community Outreach program:

The Community Outreach Program (C.O.P.) initiative developed through the restructuring of the Co-Acts to better serve the community relative to community policing and the reduction of juvenile violence. Its redevelopment began in 2011 and became active March 10, 2012. The unit consists of approximately 60 officers and six (6) supervisors who are provided target areas from data gathered with the assistance of the University of Memphis. These officers address the problems in the target areas through a three prong approach: identification, enforcement and education.

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TN.DOE.CJ2 6) Apply appropriate problem-solving strategies and critical-thinking skills to work-related issues and tasks using conflict-resolution, anger-management skills, escalation/de-escalation techniques, and procedures to resolve problems. Research emergency response and create an emergency response plan, and then role play the implementation of the response plan using the above skills and criminal justice vocabulary.

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10 Steps for Developing the Emergency Response Plan

1. Review **performance objectives** for the program.
2. Review hazard or threat scenarios identified during the **risk assessment**.
3. Assess the availability and capabilities of **resources** for incident stabilization including people, systems and equipment available within your business and from external sources.
4. Talk with public emergency services (e.g., fire, police and emergency medical services) to determine their response time to your facility, knowledge of your facility and its hazards and their capabilities to stabilize an emergency at your facility.

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5. Determine if there are any **regulations** pertaining to emergency planning at your facility; address applicable regulations in the plan.
6. Develop **protective actions for life safety** (evacuation, shelter, shelter-in-place, lockdown).
7. Develop hazard and threat-specific emergency procedures using any resources available. Write your emergency response plan using this **template**
8. Coordinate emergency planning with public emergency services to stabilize incidents involving the hazards at your facility.
9. Train personnel so they can fulfill their roles and responsibilities.
10. Facilitate **exercises** to practice your plan.

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Incident Command

- Executes and Oversees operations during the emergency
- Depending on the type of emergency those in charge of responding could be:
 - Police Department
 - Fire Department
 - Entity Administration
 - Building Management
- Military such as the National Guard will be used to supplement local agencies when those resources are exhausted
- Law enforcement by the military or "Marshal Law" would only be implemented in the most extreme situations as a last resort

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If an emergency of any type is observed, 9-1-1 should be called

- If an emergency of any type is observed, 9-1-1 should be called When dialing 9-1-1
- Identify yourself.
- Identify your location.
- Specify the nature of the call.
- Indicate the location of the emergency.
- Indicate the location of injured and special needs individuals.
- **Do not hang up until the 9-1-1 dispatch operator tells you to do so.**

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During an emergency, everyone must follow directions

- Everyone will be notified of emergencies by the alarm system, verbally, or personal knowledge and individual sensory systems
- Instructions for response will follow the initial notification

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Fires

Emergency Response uses the R.A.C.E method

- R** – *Rescue and/or Remove* all persons from the affected area.
- A** – *Activate the Alarm System* Dial 911
- C** – *Confirm or Contain the Fire*
- E** – *Extinguish or Evacuate the Premises*



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Medical

- Contact 9-1-1 first and then staff
- If trained, begin First Aid and or CPR.
- Send someone to meet with emergency medical response to direct them to the injured person.

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Hazardous Chemical Release

- Remain clear of any spilled materials.
- Depending upon the severity of the release, the building may be evacuated or everyone may shelter in place.
- Follow all directions from incident command and pay attention to all alarms.



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Bomb Threat

- First notify the Police by calling 9-1-1 (from a land line)
 - Next, notify a staff member
- * Try NOT to make phone calls with a cell phone in the event of a bomb threat

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Threat of Violence

- Dial 9-1-1.
- Notify Security, Staff or Law enforcement to inform them of the situation and begin any necessary emergency response.
- Do not attempt to apprehend the person involved.
- Is the person armed?
 - Your response will be dictated by circumstances that evolve.
- Active Shooter: Run, Hide, Fight!

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Weather events

- Tornadoes
 - Get underground if possible.
 - If not possible use:
 - Small interior rooms without windows.
 - Hallways on the lowest floor away from outside doors and windows.
- Severe Thunderstorms
 - If working outdoors, seek shelter immediately.
- Flooding
 - If water flow entering the facility cannot be controlled, evacuating the building may be necessary.
 - Move to higher elevations, if needed.



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Power Failure / Utility Failure

- Staff or building management will assess the situation.
 - Depending on the cause and timeliness of repair the building may not need to be evacuated.
 - The proper type of emergency response will be determined by the manager/supervisor or building management (i.e. evacuation, shelter in place) & communicated to occupants.
- * Candles should NOT be lit at any time.

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Earthquake

- If indoors, take cover under sturdy furniture (i.e. desks, work tables), an interior wall away from windows, tall furniture or in a supported doorway.
 - **Do Not run for the exit or stairways.**
- If outdoors, move to an open area away from any buildings, utility wires, trees etc.

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Elevators

- Elevators should not be used for evacuation during emergencies.
- Elevator malfunction while occupied:
 - Occupants should follow the directions in the elevator. Attempt to call 9-1-1
 - Building Management will notify the elevator service company and the Fire Department.