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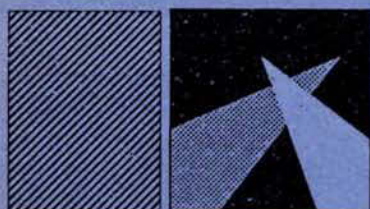
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Violence Handling Strategies:

Effective Interventions as Perceived
by Selected Experienced Members
of the Vancouver Police Department

PREPARED FOR

The Vancouver Police Department
and the Solicitor-General of Canada

FUNDED BY

The Regional Office of
the Solicitor-General of Canada

PREPARED BY:

Robert F. Kissner

Robert F. Kissner & Associates

Tony Le Page

Private Psychologist

John K. McKay

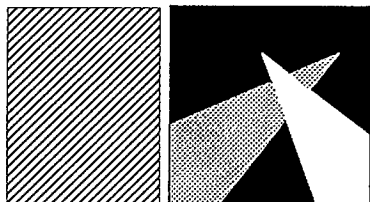
Vancouver City Police Department

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Violence Handling Strategies: \$b

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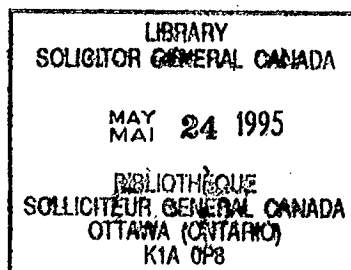
John K. McKay

Vancouver City Police Department

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March 1989



Executive Summary

This was an exploratory and descriptive study designed to examine the natural strategies that experienced members of the Vancouver Police Department incorporate in their work to decrease the likelihood of violence in control interactions.

The aim of the study was to detail common strategies and effective interventions acquired through experience that might be teachable to other members of the force. A particular focus of the interviews was on verbal and other non-physical countermeasures to potential aggression.

Fifteen experienced members of the Department selected with the advice of the Department Staff Development Section were interviewed using a series of structured questions. Interviews ranged from forty-five minutes to one hour and fifteen minutes. Recordings of the interviews were transcribed and analyzed for common aggregate responses.

Factors identified that were seen to decrease the likelihood of the use of force in an interaction, involved tone and voice inflection, relational and listening skills.

Ingredients that were seen to increase the likelihood of the use of force in an interaction, identified police approaches that were demanding, aggressive and impatient.

Signs of tension, body language, and pushy aggressive actions were seen as the most evident style features in an antagonist that suggest an increased likelihood in the use of force. The presence of alcohol, drugs, and substance abuse were the physical elements most often associated with violent situations.

Listening, compliance, and appropriate responses from the other person served to indicate to what extent the officer felt in control of a situation.

In avoiding potentially violent situations, experienced officers combined a number of techniques, ranging from rapport and a low key manner to an authoritative assertive approach. Officers interviewed stressed the value of experience, the correct attitude, and control of personal stress as important personality determinants in avoiding inappropriate use of force.

A number of the natural strategies and skills identified by our sample emerge as trainable concepts for other officers. While new recruits and less experienced members emerge as the most likely candidates for such training, instruction would also be valuable for officers who have been involved in violent confrontations or who report a high incidence of physical confrontations. Increasing line officers range and knowledge of force options is likely to decrease the possibility of violence in police encounters.

Specific recommendations as well as an outline of the type of training that should be considered is elaborated at the end of the report.

Introduction

This was an exploratory and descriptive study designed to examine the natural strategies that experienced members of the Vancouver City Police Department incorporate in their work to decrease the likelihood of violence in control interactions.

The aim of the study was to detail common strategies and effective interventions acquired through experience that might be teachable to other members of the force. A particular focus of the interviews was on verbal and other non-physical countermeasures to potential aggression. A major premise on which this study is based is that improved training including an awareness of factors likely to increase or decrease the possibility of violence in police encounters extends the range of force options available to line officers and decreases the likelihood of inappropriate decisions to use extreme force.

The research was conducted with the cooperation of the Vancouver Police Department and funding assistance from the Regional Office of the Solicitor-General of Canada.

Violence Handling and the Police

Police are paid to manage and control violent people until they are dealt with by the courts or the medical community. Any use of control, physical force or restraint must be justified. To date most police justifications have been based on reactive countermeasures and self defence.

The Problem

While considerable policy and training exists in all police departments concerning the use of firearms and the use of deadly force; few regulations and limited instruction exist for the use of less-than-deadly force. In the absence of such guidelines and training, use of appropriate non-lethal force is left to the judgement of individual officers. This in turn leaves individual officers vulnerable to criticisms of such judgement and the Department with little to offer in its defence other than the experience and training of the officer in question.

Force Options As One Response

In studying the problem, Kissner and McKay (in press) proposed the adoption of the concept of "force options". As further elaborated in Appendix A, "force options" introduces a continuum of matching force levels ranging from its lowest scale, "appearance" to its highest, "deadly force". The same article argues that this approach is likely to reduce overly reactive responses by police and provide individual officers with a clear explanatory vocabulary for court, departmental, and or public examination in those instances where physical control is required. In order for "force options" to be judged as credible and gain acceptance with members introduction must be based in the context of the experience of respected and experienced members, this study was an initial exploration in that direction.

The Study

This study was first conceived in November 1988 when the investigators were invited to initiate a proposal for initial research concerning verbal and nonphysical interventions mentioned in the earlier mentioned "force options" article.

Fifteen experienced members of the Department were selected for interview with the advice of the Department Staff Development Section. Candidates represented a cross section of police duties ranging from patrol division to investigations and training. Four female and eleven male officers were chosen. Their experience as members in the Department ranged from nine to eighteen years of service. All had dealt with a range of violent and nonviolent encounters.

Questions were developed (included as Appendix B) to reflect factors likely to increase or decrease the use of force in interactions with the public. Members were interviewed at their resident station, which included the Main Street Station, and the Oakridge and Gang Squad Substations. Interviews ranged from forty-five minutes to one hour and fifteen minutes. Recordings of the interviews were transcribed and analyzed for common aggregate responses.

As part of the study a literature review, using the descriptor, force options was conducted using the National Criminal Justice Reference Service Data base. The literature review is included in Appendix C. This review provided a number of relevant articles which will be incorporated in future training.

Results

- (1) Asked what in their experience are the factors that decrease the likelihood of the use of force in an interaction, the most common aggregate responses were:

Item	Frequency
Tone of Voice, Talk Quietly, Calmly, Soft Sell, Come in Low,	12
Human relationship skills, Compassion, Politeness, Eye Contact, Make Friends Smile	8
Good Listening, Find out what is going On, Show Understanding	8
Confidence, Manpower, Use of ERT, Handcuffs Early, Take Charge, Force if Necessary	6
Uniform, Weapon	5
Explain situation, Tell the consequences of the actions, Reason with them	4
Relate to the level of the person, Match cognitive styles	3
Distracting, Confusional Techniques Humour	3

Sample comments included the following:

"A lot of it stems from the initial contact in the approach that say, were as police officers take into an incident." The things that comes to mind is the old adage that if you walk in there with your gun drawn and yelling and screaming there are no steps or levels that you can escalate from that. What can you do to try and escalate and show that you mean business after you're at that level, you can fire your gun but that's about it. Whereas, if you go into a situation and try and be low key, keep it cool you can slowly escalate your level of intensity to try and get your message across."

"I guess your conversational skills. I guess you approach for one thing is certainly important. Your attitude going into a lot of these calls where there is a volatile situation or potentially volatile."

- (2) Asked what in their experience are the factors that increase the likelihood of the use of force in an interaction, the most common aggregate responses were:

Item	Frequency
Demanding, Bullying, Aggressive Approach, Negative Comments, Putdowns, Confrontational	13
Physical approach—macho style, drawing baton	8
Stress in cop, "Small man" problem, Shouting, Screaming, Angry, Impatience, Trying to Prove Something, Younger Cops, Prejudice	8

"Oh sometimes I've said things I wish I didn't. From time to time I might be a little impatient and say "come on, lets quit beating around the bush, lets have the story", that annoys people from time to time. But then after I realize I've done it they might get a little defensive and then I practice my listening skills and I calm down a little bit and I nod, ok, I might repeat what they've said to me, just to make sure I've got it straight, they like that."

- (3) Asked what in their experience are the personality factors or style features in the other person that suggest an increased likelihood of the use of force, the most common aggregate responses were:

Item	Frequency
Signs of tension in person, Body Language, Pushy aggressive actions.	10
Verbal signs of tension, Provocation, Yelling, Shouting, Verbal Anger, Volatile.	6
Age (young), size (small) of assailant, macho type	3
Less aggression to women cops	3

"Usually their stance or the amount of tension in their body, they emotions that are displayed on their face, usually if they clench their jaws and you can sense that everything's tightening and their getting mad and their temper's just rising...you sense this tension that's just building and building and you are aware that this guy is ready to blow any second, that sort of thing."

"Somebody who has got an audience and who you know is not directing his behaviour towards you and what you are doing...I find that people who you are going to have to take into custody who have a crowd think they can get away with a whole lot more because you'll be afraid to do anything. People who lock eyes with you and try and get you into a stare down match, to use the analogy of two boxers, staring down your opponent, guys who are into that, I find can snap pretty quickly and get violent. But you've got to deal with those individuals on their own merit. Somebody who wants to turn it into a stare down match, well you just don't lock eyes with him.; as soon as you break him down from that he becomes easy to deal with. Somebody who's all over the place and lashing out already when you arrive, those are the type of people that you want to immediately fix your full attention on, and somebody like that direct eye contact first over an extended period of time then you can break him down. I think that whatever the guy happens to be doing if you take the direct opposite approach quite often you can bring him down."

- (4) Asked what in their experience are the physical features in the situation that suggest an increased likelihood in the use of force, the most common aggregate responses were:

Item	Frequency
Alcohol, drugs, and substance abuse	9
Knives, guns, flashlights, night sticks, syringes	5
Crowds, party, public places	5
Location (e.g. kitchen), confinement, private place	4
If police are outnumbered	4
Size of person, Size of Cop	2

"The biggest determining factor that I've seen tending towards violence has been the state of sobriety of the people that you are dealing with and when we deal with people in the evening and at night, 90% of our contacts are people under the influence of alcohol and drugs. So if there is a determining factor I'd say it's usually an alcohol or drug factor. It could be even higher than 90%, I can't remember anybody whose been violent who hasn't been under the influence of something. Environmentally, we can try and steer a situation into a neutral environment or an environment that is less likely to offer the availability of weapons and such, but you don't always have control over them when you're confronting the situation. "

"You never let them get too far ahead of you if you're walking around the house. Don't ever get yourself into a situation where they could dart into a room before you. If you're at a domestic don't stand there talking to them in the kitchen. When I started they never taught you these things, we just depended on the older guys we worked with to teach us. If you had a guy who was a good teacher like I did then you were alright. But it was a hit or miss situation and I look back on it now and there's a lot of things we should have been taught."

- (5) Asked what in their experience told them when talking to another person whether they were in control or he was, the most common aggregate responses were:

Item	Frequency
They don't listen, don't comply or take direction, or respond appropriately	7
Officers believed control could be re-established by:	
1. Physical, confrontational, and confident techniques	
2. Distraction, confusional techniques, lowering voice	4
3. Backing away, leaving	3

"I guess it's a combination of their body language, like the clinched fists that sort of thing, how agitated they are, are they twitching or in a sort of combat stance, like are they ready to go, what's the crowd doing, is the crowd staying put or slowly inching forward...and if it is inching..you are starting to become surrounded, you're not in control anymore, it becomes numbers. Like "I need more cops here because I can't handle twelve guys."

- (6) Asked to give an example of a potentially violent situation in which they were able to avoid by using effective communication and what strategy they used and why they thought it worked, the most common aggregated responses were:

Item	Frequency
Talk down, quietly, low key	4
Respect, non-threatening manner, get acquainted, give a little.	4
Authoritative, assertive approach, let them know the facts, take control	4
Self-Control	3

"I was involved with a crazy guy with a knife, who was waving it around on the street, he didn't look like a threat, he was an older guy, probably with some kind of mental problem...I started to talk to the guy, you know, albeit at a distance, and got him calmed down and eventually after a few minutes he did in fact throw the knife down and start crying and so on. It probably isn't something that is recommended to do because you are within the distance where he can get to you...So he went to jail,

obviously, and went to VGH for psychiatric testing and so on, but it calmed the situation down."

- (7) Asked what are the personality factors or emotional factors in the policeman that makes him more likely to use force as a first option, the most common aggregate responses were:

Item	Frequency
Attitude of certain cops, arrogance, impatience something to prove, fragile ego, low self-esteem, machismo, little man complex	9
Youth of cop, inexperience, new recruit	7
Personal stress, NCO riding you	6
Lack of Communication Skills	2

"When I'm with someone who is in training we analyze each situation and I point out, "OK you had it but you lost it, you had it going to this point and then.."You know nine times out of ten they gave the wrong trigger word or they said the wrong thing or they sparked it where they didn't have to spark it. And that's easy to correct, they think to themselves "I did something that was wrong in that situation and I'll remember it for next time." If they're just bad at it, they might never learn... because they are not receptive to having it pointed out to them."

"I think youth and inexperience can be a problem because they don't know how to react and they react how they perceive a policeman should react, like take charge at all costs and you know, "I'm an authority figure and I know what to do." I've seen that with a lot of young policemen. They're not sure, they don't want to be perceived as anything other than as macho and take charge individuals, they think their peers will look down on them if they go into a situation and talk to the guy, rather than, hand on the shoulder, "Ok you're coming with me" kind of a thing. I've seen that with a lot of younger policemen who are not really sure of themselves, they're over-compensating for their lack of security and they come on strong. As a result of coming on strong straight away, things get blown out of proportion and what should be a relatively low level, low-key dealing has been escalated for no real reason."

Discussion of Results and Their Relationship to Training

Experienced police officers develop a number of common natural strategies that they use to decrease the likelihood of the use of force. Many of these strategies are concerned with non-physical aspects of the intervention, that is the style, tone, timing, and content of verbal statements. Others are nonverbal strategic moves, such as isolating an individual rather than conversing in the context of a crowd.

A number of these natural strategies and skills emerge as trainable concepts that are likely to accelerate the learning curve of new recruits and less experienced members. Such training may also prove to be valuable for those officers who have been involved in any previous violent confrontations or who report a high incidence of physical confrontations. Training for these latter two groups acts as a catharsis to the experience(s) and ensures that officers are trained in a full range of practical force options.

Overall, by increasing the range of force options available to line officers, such training is likely to decrease the possibility of violence in police encounters and decreases the likelihood of an inappropriate decision to use extreme force.

"The biggest thing about being a policeman on the road is that there is no point that you can go "time out", "this isn't working" "you know I should have said this and you should have said that" Life goes on, it flows. If you stand there like an idiot and forget what to say, they'll eat you alive. If you're not an experienced person you'll run into a situation where you have got nothing to say and things need to be said and you know its really an uncomfortable position for a recruit to be in as far as a recruit goes because he's with a guy who's hotter than hell and you don't know how to handle him."

Recommendations

1. We propose that a training programme that incorporates many of the interviewed experienced officers perceptions be offered to the following target groups:
 - a) experienced line officers nominated by other line staff as being especially effective in dealing with potentially violent situations. These officers would be among the first groups trained to ensure practical relevance of the training and would act as mentors and conduct brief in-service field training and follow-up with other staff;
 - b) new recruits as they are hired into the Department;
 - c) officers with less than two years of field experience;
 - d) officers who have been involved in a serious confrontation involving an assailant with a weapon;
 - e) officers who have been involved in a high number of physical altercations.
2. We propose an integrated curriculum within a "force option" model that would extend our developed theory and field research to actual teaching and demonstration. Such training would include:
 - i. A basic introduction to the concept of "force options"; presentations by a training team that would add a lawyer to our current team whose role would be to demonstrate court testimony based on force options versus existing approaches;
 - ii. A review of factors likely to increase and decrease likelihood of violence in interactions with the public. The experience(s) of trainees and the experiences of senior especially skilled officers would be included.
 - iii. Training in basic verbal and non-physical intervention tactics and strategies;
 - iv. Training in weaponless control and intermediate impact weapons.
3. We propose a training schedule that provides training in four hour time blocks. Items i through iii would take sixteen to twenty hours of training. Item iv would be integrated into the existing physical training program.
4. We propose empirical validation of the training through construction and administration of questionnaires and case-logs at the beginning of the training, a six month, and a one-year follow-up of members. We are prepared to predict not only lessened use of force by members who adopt the model but residual benefits such as less court time and time away from work owing to physical injuries of members.

Appendix A

"FORCE OPTIONS" — AN EFFECTIVE AND ACCOUNTABLE POLICING APPROACH IN CONTROLLING UNCOOPERATIVE AND VIOLENT PEOPLE.

Robert F. Kissner, Consultant; John K. McKay, Const. V.C.P.D.

This article introduces the concept of "force options" as a control approach in policing. Force options is defined in terms of a five-tiered system of police presence and control management of uncooperative and violent people. Force options is presented as a professional policing concept which has pragmatic utility in the field as well as for any subsequent court testimony involving the use of force. Force options is seen as a concept that enhances clear understandings of the legal parameters in the use of force and introduces a clear vocabulary for use in court testimony.

Police are paid to deal with violent people and, in fact, control their behaviour until they are dealt with by the courts or the medical community. Traditionally, force is a reactive response by police dealing with an uncooperative or violent person. A reactive model of police force presents force in a framework of self-defence and force is justified solely on that basis. Self-defence while perhaps a useful justification for the common man, is inherently deficient in modern day policing. Statements and actions based solely on self-defence are subject to individual interpretation and response. In such cases final analysis often rests on the credibility and prior experience of each officer involved rather than on presentation and examination of the procedures of control. Through lack of applied experience and limited familiarity with the system the new recruit becomes the most vulnerable to overreaction and/or criticism; this of course impacts directly on the department as a whole.

Current expectations are for police to control uncooperative or violent people in a manner that does not result in the laying of charges against or by the police. Practical reality dictates that the courts not be overburdened with assault charges which stem from unrelated matters. At the same time it is the responsibility of police administration to avoid a "get even" mentality.

Downey and Roth (1983) argue that the proper degree of force should be that amount that is necessary to overcome a suspect's resistance and gain control. The authors also introduce the concept of force options as being force choices that are safe for the officer, effective, and socially acceptable. In the Downey/Roth Model, force is escalated dependent on the extent of resistance encountered and the officer's estimate of the suspect's capabilities.

Adapting the content of the Downey/Roth approach and introducing a more formal vocabulary of "force options" permits police departments and individual officers to analyze encounters and to determine appropriate levels of force regardless of the experience of the individual officer. Force options introduces not only intervention strategies but a vocabulary of accountability and explanation appropriate to internal department needs as well as public use.

Force options consists of five levels of increasing intervention which may be accessed as a graduant or immediate response. These five options are:

- 1) Appearance, Presence, and Reputation,
- 2) Dialogue,
- 3) Empty Hand Techniques,
- 4) Compliance Tools,
- 5) Deadly Force.

Police are seen to exert control by their arrival/presence at at a situation. This control may be enhanced or diminished depending on variables related to: appearance, e.g..dress, bearing, size, manner; presence e.g.. number of officers and vehicles, and reputation e.g.. department and personal reputation. Depending on the specific situation this first level of intervention maybe effective in ending a confrontational situation.

The second level of intervention is that of dialogue and refers to the communication skills of the officer involved. The officer is responsible for defining compliance in terms that the civilian rather than the officer understands. Increasing the officer's range of verbal tactics will result in a concurrent decrease in the necessity for physical force.

The third level,empty hand techniques, refers to traditional police "come-along holds" and includes a wide range of physical tactics, most of which use pain as a basis for compliance.

The fourth level, compliance tools, refers to the use of batons. In this option, if impact force is deemed justifiable, then the baton is judged to be much safer than a firearm for the officer to use.

The final force option, that of deadly force, refers to the use of a fire arm to control a situation. This option only becomes justified in situations where other options have failed or become impossible.

Knowing these options and the widest range of possible techniques allows the officer to make sound decisions during critical moments of intense stress and to justify his actions internally and if required, before the courts.

In conclusion, "force options" is seen as a useful concept and approach in controlling uncooperative and violent people. "Force options" represents a positive professional approach that combines the administrative need for even policy, the officer's need for a useful strategy in analyzing force situations, and an effective method of determining the proper degree of force interventions.

Appendix B

FORCE OPTIONS QUESTIONS

The purpose of the interview through the following questions is to determine the natural strategies that an experienced policeman will use to decrease the likelihood of violence in any interaction. In this particular interview we are concerned with the non-physical aspects of the interaction, that is the style, tone, timing and content of verbal statements to the potential assailant. We are also interested in the nonverbal strategic moves that experienced policemen use to increase their degree of control over the situation. For instance isolating the individual rather than conversing with him in a crowd.

1. What in your experience are the factors that decrease the likelihood of the use of force in an interaction? PROBE.
2. What are some of the factors that increase the likelihood of the use of force? PROBE.
3. What personality factors or style features in the other person would suggest to you that the use of force was likely? PROBE.
4. What physical factors in the situation suggest an increased likelihood of the use of force? PROBE
5. When talking to another person what tells you whether you are in control or whether he is in control? PROBE.
6. Can you give an example of a potentially violent situation which you were able to avoid by using effective communication? What strategy did you use and why do you think it worked? PROBE.
7. What are the personality or emotional factors in the policeman that makes him more likely to use force as a first option? PROBE.

Appendix C

LITERATURE REVIEW

Database Name: DIALOG — File 21:NCJRS — 1972-89/jan

t 16/3/1-262

16/3/1 113406
 Citizens Killed by Big City Police, 1970-84
 Sherman, L W; Cohn, E G
 SPONSOR: Crime Control Institute, Washington, DC 20007
 1986 44 p
 United States
 AVAILABILITY: Crime Control Institute, 1063 Thomas Jefferson
 Street NW, Washington, DC 20007; Document

16/3/2 112873
 Law Enforcement Custody Deaths
 McLaughlin, V; Siddle, B
 Police Chief, V 55, N 8 (August 1988), P 38-41 1988 4 p
 United States

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 Barbour, G
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 Prison Guards and the Use of Physical Coercion as a Mechanism of
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16/3/5 110266
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 Wilbanks, W
 Prosecutor, V 21, N 3 (Winter 1988), P 5-10 1988 6 p
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 Criminal Law -- Right To Run: Deadly Force and the Fleeing Felon.
 Tennessee v. Garner, 105 S. Ct. 1694 (1985)
 Greathouse, M D
 Southern Illinois Law Journal, V 11 (Fall 1986), P 171-184 1986 14 p
 United States

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 Police Nonlethal Force Manual: Your Choices This Side of Deadly
 Clede, B
 1987 127 p
 United States
 AVAILABILITY: Stackpole Books, Cameron and Kelker Streets,
 Harrisburg, PA 17105; Book
 REPORT NO.: ISBN 0-8117-1300-8

16/3/9 108951
 Liability of State Officials and Prison Corporations for Excessive Use
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 Ohio Governor's Office of Criminal Justice Services, Columbus, OH
 43215
 1986 29 p
 United States
 AVAILABILITY: Ohio Governor's Office of Criminal Justice Services,
 65 East State Street, Columbus, OH 43215; Document

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 Police: The Constitution and the Community
 Baxter, J; Koffman, L (Editors)
 1985 274 p
 United Kingdom
 AVAILABILITY: Professional Books Ltd, Milton Trading Estate,
 Abingdon, Oxon, England; Paperback
 REPORT NO.: ISBN 0-86205-105-3; ISBN 0-86205-106-1

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 Battered Woman Syndrome and Self-Defense - A Legal and
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 TOPIC: Force options

— Tue Mar 28/89

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Australian Institute of Criminology, Phillip Act, Australia 2606
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Police Foundation, Washington, DC 20037
SPONSOR: US Department of Justice National Institute of Justice,
Washington, DC 20531; US Department of Justice NIJ Pub
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20850; Microfiche

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Intruder in Your Home - How to Defend Yourself Legally With a
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\$10.68 0.305 Hrs File21
\$0.20 2 Type(s) in Format 2
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\$3.36 Tymnet
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TOPIC: Force options

— Tue Mar 28/89

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