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How Human Performance Factors Can be Better Understood and Influenced to Affect Use of Force Encounters

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**How Human Performance Factors Can be Better Understood and Influenced to Affect
Use of Force Encounters**

by

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Submitted to Concordia University, St. Paul, Minnesota
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MASTER OF ARTS CRIMINAL JUSTICE LEADERSHIP

Dedications

This Capstone project is dedicated to my wife Jessica, for if it were not for her support and encouragement, this would not have been possible. Hopefully this journey will also serve as an example to my three children to never stop learning. After 18 months I can finally tell them: “No, I do not have homework tonight!”

Abstract

Police officers in the United States of America are afforded a tremendous amount of power over its citizens. With this power comes great responsibility and over the last several years, police use of force in the course of their duties has come under increased scrutiny. Police officers are humans who are bound by the same performance factors of the average citizen: fear, fatigue, anger, physical and mental fitness are among a whole list of influences that affect use of force encounters. Since officers are human, they are not perfect and mistakes can, and do, occur. Tragically, when police officers make mistakes, lives can be lost. Traditional police training typically consists of firearms drills, combatives, handcuffing drills, less lethal tools, and others. Missing from this training is the opportunity to incorporate mental conditioning and a better understanding of how officer physiological and psychological training affects officer performance. A new holistic approach to use of force philosophy is needed in order to help reduce the risk of unnecessary injuries and deaths. By focusing on the ethical aspects of use of force, utilizing modern training philosophies, and insisting on strong administrative oversight, realistic change is possible.

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How Human Performance Factors Can Affect Use of Force Encounters

Chapter 1: Introduction

Citizens in the United States of America expect to live their lives without government interference and value individual freedom above all else. This is a basic right that should be granted to every individual simply by being alive; in fact, the United States was founded on these very principles. In order for society to function properly, citizens need to feel safe and secure as they go about their lives. Society has granted law enforcement the authority to enforce laws, maintain order, and protect those in harm's way to achieve stability and safety in order to live free. There is no other profession in this country that is afforded as much power as police officers; they have the legal authority to detain, arrest, use force, and in the most extreme circumstances, take the life of another human being.

This much power comes with great responsibility. The expectation is police officers will conduct themselves in a restrained, professional manner and force will only be used when necessary and without excess. Use of force encounters are very dynamic; however, and mistakes do happen, which can have devastating consequences. The reality is police officers are human beings who are tasked with a difficult job. Responding to calls for service, providing medical aid, investigating suspicious circumstances, enforcing orders of the courts, mediating neighborhood and civil disputes, and arresting people when need be, are all considered routine aspects of the job. These duties bring them into contact with countless citizens throughout the course of an officer's career.

Fortunately, the majority of these citizen contacts are done without the need for an officer using any force. In fact, according to a large study published by the International Association of Chiefs of Police (IACP) showed, police did not use force in 99.96% of the time during police calls for service (International Association of Chiefs of Police [IACP], 2001). Unfortunately, the events in recent American society due to use of force incidents going viral gives the public a distorted perception; which has led to damaged police-citizen relationships, large scale protests, and rioting.

However, there are times these citizen contacts take place under dangerous and stressful situations that require officers to make difficult decisions within a very short period of

time; sometimes within a fraction of a second. Sometimes these decisions, no matter how infrequent, result in force being used by an officer, and sadly some of these instances can have devastating and long-lasting effects for all parties involved.

Like all humans, police officers are subject to the same thoughts, feelings, and emotions that control everyone's behavior and actions. Since police officers are human, the effects of human performance limitations undoubtedly affect use of force encounters. This paper seeks to gain a better understanding of how human performance factors can affect an officer's thoughts, feelings, and emotions to influence use of force encounters. More specifically, can an officer's thoughts, feelings, and emotions be better understood and regulated by the individual officer to improve their performance under stress, and therefore reduce mistakes and unnecessary injuries and deaths to both officers and the citizens they encounter?

Once the physiological and psychological factors that influence officer use of force decision making are better understood, this paper will explore how ethical and administrative influences can shape officer performance. The basis of this project seeks to find a modern holistic approach to police training and use of force decision making. The amount of power granted to police officers needs to be balanced with mutual respect and understanding of the rights of U.S. citizens to be free from unreasonable police use of force.

Background and Statement of the Problem

Public upheaval as a result of police use of force is not a recent issue. Perhaps the most infamous example of police use of force being broadcast to the American public was the beating of Rodney King in Los Angeles, California in 1991. The 1992 acquittal of the four police officers charged in this case resulted in devastating large-scale rioting where billions of dollars in damage and nearly 50 deaths were the tragic result (Krbecek & Bates, 2017). In the over three decades that have since passed since the LA Riots, this same cycle of video footage of police use of force leading to large scale upheaval has repeated itself numerous times.

Police use of force training and philosophies have evolved during this time, but controversial use of force incidents continue to happen. More recently was the death of George Floyd and the resulting riots in the Minneapolis area in 2020; as well as the death of Daunte

Wright in Brooklyn Center, Minnesota. Clearly there is still an urgent need for police professionals to improve their training and performance.

Conclusion

There is a dichotomy between the freedoms the citizens of the United States are afforded to be free of unreasonable government intrusion and the legitimate need for police services, which at times will lead to use of force encounters. At times police-citizen encounters go poorly for a variety of reasons, and the end result can be an unnecessary use of force, injury, or even death. With the stakes being so high it is imperative the profession seeks to find new methods and philosophies to improve their training and ultimately performance on the streets. The materials in Chapter Two outlines a comprehensive and holistic approach to a use of force proposal that was developed through the lens of ethical, behavioral, and administrative influences.

Chapter 2: Review of the Literature

Ethical Lens

Police and citizens function in a relationship with one another. The ability of the police to use force upon a member of society is only possible because of the consent society has granted police officers. This unique relationship can best be described through the Social Contract Theory, which has been developed over centuries. In its simplest terms, the Social Contract Theory states people in civilized societies give up some liberty and freedom in return for societal protection against others (Pollock, 2021). This contract starts as the basis for understanding and influencing an officer's decision to use force. But, before going into detail on how a leader is to develop and implement a strategy incorporating ethical decision-making into officer training involving use of force, it is necessary to briefly explore the formal ethical principles that justify police use of force, as well as the legal principles

The word "ethics" is derived from the Greek word *ethos*, which means character, and from the Latin word *mores*, which means customs. In the legal context, ethics describes how individuals choose to interact with one another. In the philosophical sense, ethics defines what is good for the individual and for society and establishes the duties that people owe to themselves and others (*Ethics*, 2023). Though legal responsibilities may seem similar to ethical responsibilities at times, the two principals do have notable differences. For example, most people would agree that having an extramarital affair would be unethical behavior; however, this is not a violation of law in modern society. However, possessing and using marijuana is legal in the state of Minnesota as of August 1st, 2023, but some feel the use of mood-altering drugs is unethical.

Although there is a formal, recognized distinction between the legal and philosophical sides of any ethical debate, these differences are less important in the world of policing and the decision of an officer to use force. What may be considered legally justified in a use of force situation, may not be philosophically or morally justified based on who is interpreting the use of force. If an officer is legally justified to take another person's life, does this legal designation offer any meaningful solace to the family of a person in crisis? A person who was armed with a deadly weapon in public that the officer felt deadly force was needed in order to protect

themselves or another against great bodily harm or death, is still a person who had a family and friends who will find little solace in legal arguments.

A police officer can only operate under the limitations of human performance factors that affect all human beings. The effects of extreme stress, fear, fatigue, personal beliefs, morals and training will all blend together to influence how an officer comes to the decision to use force and how the officer will perform. In order to better understand the ethical dilemma an officer faces during the decision to use force, it is helpful to utilize a system to properly analyze all aspects of the dilemma an officer is faced with. One such process is described in detail by J.M. Pollock (2021) by analyzing five aspects of an ethical dilemma.

Identify the Facts

Police use of force during citizen contacts is actually not very common despite what public perception and what the media might portray. According to recent statistics from 2018, about 61.5 million persons aged 16 or older had at least one contact in the prior 12 months with police. The police use of force rate was 4.19 per 10,000 contacts. In other words, force was used in only .04% of police contacts (Adams, 2021).

Identify Relevant Values and Concepts

Police officers are allowed to legally use force to protect themselves or another from physical assault. They are also allowed to use force to effect an arrest or fulfill other duties such as detaining someone for a mental health evaluation. Using force, even when lawful, should be a last resort and the least amount of force necessary should be used. The Fourth Amendment of the Constitution, and its interpretation, is the single most important legal concept pertaining to police use of force.

Identify all Possible Moral Dilemmas for each Party Involved

There are two main parties involved during any police use of force encounter; the officer and the citizen to which the force is being used against. The police are morally obligated to fulfill the oath of their position, which may be at odds with their personal beliefs. For example, a police officer may be forced to take another person's life, while the same officer may feel that killing another human being, regardless of the circumstances, is immoral. The citizen in which the force is being used against typically should be free to live their life without

government intrusion or harm being done to them. However, at which point does one's individual freedom end? Is the greater good of the community more important than a single individual?

Although the officer and the citizen are the main parties involved in the ethical dilemma pertaining to an officer choosing to use force, there are other considerations to be evaluated. If someone is injured, or loses their life during a use of force encounter, there are major impacts that will be felt by the agency, community, partners and surviving family members.

Decide what is the Most Immediate Moral or Ethical Dilemma Facing the Individual

The most immediate dilemma facing both the officer and the citizen at the same time is; when does a person's right to freedom get outweighed by the greater good of the community? To put this another way, when is a person's actions deemed to be wrong and therefore a government agent is required to use force to protect the greater interests of the community?

Which Ethical System Best Resolves This Dilemma

To resolve this challenging ethical dilemma, a teleological ethical system such as act utilitarianism seems to be the most accurate system to resolve any conflicting beliefs on police use of force. This is the case as act utilitarianism allows for the most leeway to address the conflicting variables in police using force on a citizen. In order for society to function properly, there needs to be order. If someone is engaged in a criminal act, or they are unable to function safely on their own, such as an untreated mental illness, disorder is caused in society. Police officers, as government agents, are tasked with maintaining order. Lawful force being used against an individual is necessary to maintain order for the greater good. Each use of force should be judged by only the single specific act without regard to future actions.

A Legal Overview

A legal understanding from a police use of force perspective in the United States needs to start with an overview of the US Constitution and the landmark US Supreme Court case *Graham v Connor* decided in 1989. The Fourth Amendment of the US Constitution, and the body of case law interpreting it, is perhaps the most important constitutional amendment pertaining to policing in the United States. The majority of an officer's daily duties are

influenced by the Fourth Amendment, and for good reason. The United States was founded on the notion that citizens are free to live their lives without unreasonable governmental intrusion. The 4th Amendment reads:

“The right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no Warrants shall issue, but upon probable cause, supported by Oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized”.

The ultimate goal of this important amendment is to protect a person’s right to privacy and freedom from unreasonable intrusion by the government. However, the Fourth Amendment does not guarantee protection from all searches and seizures, but only those done by the government that are deemed unreasonable under the law (Welcome to Lii, 2023). The factors that determine what is considered a seizure and what is considered unreasonable have been sources of much debate in the courts and on the streets of America.

Once an officer decides to take an individual into custody and that person resists, police officers are then allowed to use force. This is necessary in order to carry out that seizure. This includes the use of deadly force when the force is deemed reasonable. It is this “reasonableness” test that has been fiercely debated and the US Supreme Court decision in *Graham v. Connor* defined that “reasonableness” (*Graham v. Connor*, 1989).

The most pertinent outcome from this ruling is the "reasonableness" of a use of force incident must be judged from the perspective of a reasonable officer at the scene, rather than from a person with hindsight of 20/20. Allowance must be granted “for the fact that police officers are often forced to make split-second judgments - in circumstances that are tense, uncertain, and rapidly evolving - about the amount of force that is necessary in a particular situation” (*Graham v. Connor*, 1989). It goes on to state the test of reasonableness under the Fourth Amendment is not capable of precise definition or mechanical application. However, its proper application requires careful attention to the facts and circumstances of each particular case. This includes the severity of the crime, whether the suspect poses an immediate threat to the safety of the officers or others, and whether they are actively resisting arrest or attempting to evade arrest by flight.

Ethical Approach to Officer Use of Force

The best leaders of an agency know the ultimate success or failure of any initiative is fully their responsibility. Knowing this, it will take a comprehensive, multi-faceted approach to change an officer's decision-making process during a use of force encounter. This will be a challenging process where leadership can expect resistance from within and outside their department. However, any improvement in reducing unnecessary use of force is worth the effort.

First, there needs to be a true understanding by the officers of the ethical guidelines in place that allow them to do their jobs in the first place. Officers are one part of a relationship where the citizens have given up some freedom with the understanding that they will be protected. This relationship comes with great power and responsibilities for officers. All relationships are founded on the basis of respect and care. If you respect and care for someone you don't abuse them or willingly violate their rights.

The place to start for an agency is to believe in an important foundation and hire the right people who believe in the department's mission. Agencies must only hire the most dedicated and qualified candidates after a comprehensive application and interview process. There will then be a thorough background process, followed by a psychological screening that will only allow candidates who meet an agency's desired profile to be officially appointed.

After the candidate is hired, they will need to complete a Field Training Program performed by Field Training Officers (FTOs). The FTO's are perhaps the most important piece of a new officer's career. Only officers who have a proven track record of ethical decision-making and police behavior will be utilized as FTO's. It would be a disservice to the new officers starting out, and to the community at large, if FTO's with a history of using too much force or disrespectful police service were allowed to train new officers.

Once the best candidates are selected and hired, it is the obligation of agency leadership to ensure all agency members are guided by a comprehensive departmental policy that has been developed with a focus on ethical policing and procedural justice. A well-maintained, up-to-date policy manual is key to the ongoing success and safety of the agency, officers, and the community. However, in law enforcement it is vital that all moving parts – policy, procedure,

training, expectations, accountability-align with one another to form a cohesive and professional approach to policing. Developing a law enforcement policy manual that directly correlates to the mission statement and code of conduct is a critical step to ensure officers utilize ethical principles in their decision making, including the decision to use force. (Public Safety Policy Services & Policy Management Software for Law Enforcement, 2018).

True leaders who believe in servant leadership principles know they don't have all of the answers and build an administrative team composed of the best members of an agency. Agency heads surround themselves with intelligent, motivated, and ethical people who have a proven track record of making ethical decisions and actively advancing the mission of the agency. The development and implementation of an agency's policy manual should be done by following a set of seven guiding principles (Battle, 2015).

The first principle states the policy manual must be comprehensive; providing staff members with all aspects of expected and non-tolerated behavior. This is especially true of Use of Force related policies. Officers must realize the decision to use force must not be based merely on the easily achieved legal hurdle that force "may" be used, but also based on the much more difficult ethical hurdle that they "have" to use force based on the specific factors they are faced with.

Secondly, it indicates the policy manual is clearly written and easy to use. There cannot be any room for confusion and misunderstanding. The product is a reflection of the entire process, and leadership oversight must ensure clear, streamlined implementation. It is the obligation of the agency head to ensure the manual is a complete user guide to influence officer decision-making.

Third, the manual must be consistent with and mirror the organizational philosophy, legal requirements, and applicable standards for the agency. This includes all federal and state laws pertaining to officer use of force, industry best practices, and provisions detailing how officers will be trained to meet the organizational standards.

The fourth principle suggests members of the agency representing all divisions from sworn personnel to support staff will be involved in the development of the manual. This is not to say that this will be an easy task, as there will no doubt be differing opinions. But by

developing subcommittees that are tasked with reviewing and providing input covering all the various sections of the manual, agency members will be empowered to have a personal stake in the direction of our agency.

Fifth, agency members will receive adequate training and participate in open and honest discussions about the policy and the reasons for its requirements. Agency leaders must be receptive to realistic and constructive feedback. It does no good to implement a policy manual that is not supported by the agency members. Leadership must realize not all members will be in total agreement, but it should be made clear to the members what the reasoning is behind the policies in order to be as transparent as possible.

Sixth, all sections of the policy manual, including the use of force policies, are considered a living document. Routine inspections and reviews should be completed to ensure compliance with its directives so that the policy remains current. This review process should be done on an annual basis. Regardless of any changes made to the policies during these annual reviews, all department members should receive yearly training.

The seventh and final principle indicates the developed policy manual will reflect and incorporate accepted state and national best practices. No single person should consider themselves a subject-matter expert, and it is not realistic for any single leader to have all the answers. In fact, it would be counterproductive to the fundamental idea that policing is part of a consensual relationship with the public, if law enforcement agencies do not seek outside perspectives. Standards and accepted police practices should change as societal expectations change. Truly responsible leadership should ensure a policy manual has been developed after listening to different perspectives, including those they may not agree with.

Procedural Justice

In addition, to the seven principles outlined above the most important thing a leader must do to ensure officers make use of force decisions through an ethical process, is to make sure their own actions are in line with these ethical practices. If leadership shall expect their officers to follow high standards and implement the rules of procedural justice in their daily activities, then leaders must treat their own officers with the same respect. Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a

concept that, when embraced, promotes positive organizational change and bolsters better relationships (*Procedural Justice*, 2023).

Not all use of force encounters can be avoided. There are times when an officer has no other choice but to use some level of force to protect themselves or another from harm, or to execute some other duty expected of them. However, there may be occasions where the use of force can be avoided, or the severity of the force used could be less by officers basing their actions on the four ethical principles of procedural justice. The following hypothetical scenario, created by the author, illustrates this idea:

Officers are called to a motor vehicle accident. There are two vehicles involved, and the motorists are arguing with one another. Upon arrival the motorists are in each other's faces and it appears they are about to physically fight. Under a strict legal interpretation, officers could physically restrain both motorists in handcuffs, but this would require physical force to take control of both people. This physical contact could result in resistance by either one (or both) of the motorists, which would result in the officers utilizing a higher level of force such as a takedown or the deployment of a less lethal device. Was this use of force necessary from the beginning? If a person starts with the belief that force should be used as a last resort when possible an officer in this scenario may be able to avoid using force by utilizing ethical procedural justice decision-making.

Upon arrival officers should defuse situations not escalate by using force as the first choice. In the above accident scenario, the officers should calmly, yet firmly identify themselves and direct the motorists to separate. The officers need to realize they may face initial resistance due to the emotions involved. The officers should not take this resistance personally; however, as many officers have used unnecessary force due to "contempt of cop". This is a situation where officers perceive their position is not being respected by a citizen, and the officers feel their role in society is more important than the role of the citizen. As a result, the officer may use force to maintain their perceived importance.

Once the officers have the motorists separated, they need to treat each side fairly and provide each one with the opportunity to explain in their own words what happened. Any decisions the officers make to take-action or not take enforcement action needs to be fully

explained and transparent to all involved. All decisions must be made without impartiality. Personal feelings and beliefs cannot influence this process. If officers are expected and trained to use ethical decision-making in their duties, then it may be possible for many use of force incidents to be avoided, as explained above. Afterall, avoiding the use of force should be the goal of any agency in order to prevent unnecessary injury, death, or loss of public trust.

In order for officers to buy into this new use of force mindset, agency leaders must treat their officers with the same concepts of procedural justice, and follow the same process while implementing a new ethical framework to influence their actions to reduce the need to use force. If they do not, leadership will lose the faith and confidence of their officers and these initiatives will fail. This failure should fall squarely on the shoulders of leadership and the community members will suffer as a result. This community includes police supporters, police detractors, innocent victims, neutral observers, and other law enforcement agencies.

All community members deserve a high level of professional and ethical policing. It is imperative that a police department's administration does everything possible to successfully implement an ethical decision-making process in order to reduce the situations where officers must use force. If force can be avoided by officers utilizing an ethical decision-making framework, then our entire society benefits through reduced injuries, loss of life, and fewer people charged with crimes. At the same time the relationship between the police and the citizens they have chosen to protect and serve improves.

Behavioral Lens

Cognitive Behavioral Intervention (CBI)

According to the principles of cognitive behavioral intervention (CBI), there is a connection between one's thoughts, feelings, beliefs and their actions. Proponents of CBI strategies believe people can learn to become experts of their own behavior by closely examining their own thoughts and feelings, recognize how these can affect behavior, and then consciously implement strategies to influence decision making and behavior with the goal of promoting positive outcomes (Whalley & Kaur, 2019).

This theory began in the world of psychology decades ago and is now recognized worldwide across numerous disciplines. Cognitive behavioral therapy (CBT) is a form of psychological treatment that has been demonstrated to be effective for a range of problems including depression, anxiety, substance abuse, marital problems, eating disorders, and severe mental illness. Numerous research studies suggest that CBT leads to significant improvement in functioning and quality of life. CBT has demonstrated to be potentially even more effective than many other forms of psychological therapy or psychiatric medications (APA, 2017).

As the benefits of CBT principles grew and became more recognized over the decades, the use of these principles expanded beyond the field of psychology. Additional professions have implemented these same practices into their operating procedures with successful results. One such area of use is within the world of corrections and supervision.

Cognitive behavioral intervention (CBI) is a two-part process that first relies on the fact that a person's thinking controls their behavior. Secondly, in order to have true, long-lasting change in behavior, one must first change the thinking behind their behavior. The two parts of CBI are (1) cognitive restructuring and (2) cognitive skills (Arvidson, 2023a).

Cognitive restructuring-This is a three-step process that must be properly followed in order for the steps to work.

1. Pay attention to thinking: A subject must pay attention to their thoughts and feelings without judgment. There are various tools that can be utilized for someone to consciously focus on their thoughts and feelings. One such tool is a Behavior Chain. (See Appendix A).
2. Recognize risk-A subject then recognizes that when there is risk in their thoughts and feelings, then this risk could lead to negative consequences in behavior.
3. Use new thinking-After the thoughts and feelings are recognized to be leading one to risky and negative consequences, alternative thoughts are chosen which will then hopefully lead to better outcomes.

Cognitive Skills- Once an individual has cognitively restructured their thinking using the above method, a new course of action, or learned cognitive skill, is chosen that will hopefully lead to a better outcome. The choice to use a newly learned skill, or course of action, is done as a

conscious, deliberate decision, not merely reacting based on emotions which can lead to undesirable outcomes.

Another approach that has been used in the area of corrections for offender supervision and rehabilitation is known as: evidence-based practices (EBP). The goal of this practice is to see an improvement in offender recidivism rates when compared to traditional models of supervision. EBP's began with scientific research about how to best reduce re-offending. For over 30 years, research on offender treatment has shown that certain approaches can reduce re-offending. This "What Works" body of evidence has demonstrated that not all rehabilitative efforts are equal. However, interventions can maximize their effectiveness by adhering to the principles of an effective intervention strategy known as the risk-need-responsivity (RNR) model of correctional treatment (Bourgon, 2003).

The "Risk" principle focuses on matching the level of service to the offender's level of risk. It informs corrections what offender to focus efforts on and what level of such services are needed. Intensive level of services would be allocated to the highest-risk clients and minimal services to lower-risk clients. The "Need" principle focuses on the specific targets of the services that are provided to clients. The evidence shows that services have to target specific criminogenic needs (or the dynamic risk factors) functionally related to criminal behavior to achieve change (such as pro-criminal attitudes and substance abuse). The "Responsivity" principle focuses on matching the style and mode of intervention to the abilities, motivation, and learning style of the offender. This principle concerns "how" services are delivered. Research in this area consistently shows the importance of including cognitive-behavioral interventions and techniques in supervision in order to reduce re-offending (Bourgon, 2003). Collectively this Risk-Need-Responsivity model is individually tailoring supervision needs to the individual offender and their needs.

The research has shown these interventions positively impact people, helping to create change in both their thinking and behavior (Arvidson, 2023b). Is it possible the use of CBI and EBP, as explained, can be applied to police training to improve officer use of force encounters? Any tools and practices that can improve police officer training by focusing on how an officer's thoughts and feelings in a high stress-situation affect their performance is a valuable area of

research. If officer training can be improved upon and allow officers to control their emotions in order to make better decisions during real world encounters, unnecessary force, injuries, and deaths should be the result.

How do these Principles Relate to Police Use of Force

At first glance, the thought-behavior link principles, EBP and CBI, would not appear to have any bearing on police use of force encounters. However, these concepts have been backed with decades of research to show how thoughts, feelings and emotions influence people's behavior. The connection between one's thoughts, feelings and behavior is a human commonality and applies to all people; regardless of who the person is and what situation they may encounter.

With this human commonality as a starting point, the above concepts can be applied to the world of law enforcement training to improve officer performance. A closer look at the research shows that these concepts have already been utilized in the realm of improving athletic performance (Gee, 2010). Athletes operate in a high stress world of making appropriate decisions under difficult circumstances. Their performance is critical to the successful completion of their predetermined goals. The incorporation of CBI principles into an athlete's training have been shown to improve their athletic performance. Although there are differences between the world of sporting competitions and policing, and the stakes are much higher in the real world of policing than an athletic competition, there are similarities. Officers operate in the realm of needing to make appropriate decisions under difficult circumstances and their performance is critical in the completion of goals such as making an arrest or protecting themselves or another from assault.

The idea that the mind (thoughts, beliefs, attitudes) and body (actions, performance) are inherently connected is certainly not new. In fact, it is widely accepted within the psychological community that our attitudes and emotions directly affect our bodies at a physiological level. In addition, a person's behaviors, and the effort that they put forth toward those behaviors are impacted by their current attitude and emotions (Gee, 2010).

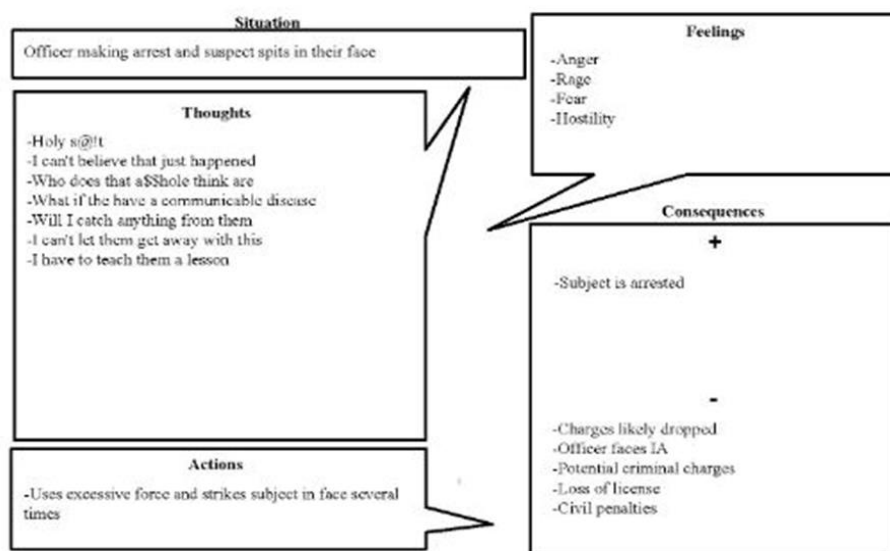
Pre-competitive anxiety is believed to be the most frequently cited psychological issue facing competitive athletes. Anxiety refers to the cognitive concerns or worry and the

autonomic responses that accompany a stressful situation; particularly when the perceived situational demands exceed the individual's perceived ability. Elevated anxiety directly causes a number of physiological changes that have the potential to significantly impede athletic performance. For example, elevated anxiety results in a narrowing of the perceptual field and a reduction in an individual's ability to shift attention. Moreover, elevated anxiety significantly impairs fine motor functioning and impairs decision-making abilities (Gee, 2010). While utilizing CBI principles one can see how the thought-behavior link can improve performance and decision-making in athletes. There are volumes of studies that show how cognitive training of athletes can reduce the impact of the above described challenges that impair athletic performance (Lucia et al., 2023). Applying these same principles to police training would be equally as beneficial

Training and Implementation to Effect Organizational Change

It has been shown that understanding and utilizing RNR principles and CBI techniques, which are grounded in the proven link between thoughts, feelings, emotions and our behavior reduces offender recidivism. It has also been shown that sports performance can be improved by implementing similar principles into training methodologies. If one agrees that there are similarities in athletic and police performance, then police departments need to implement similar CBI training methodologies into police training.

One tool that has been shown to be helpful during CBI based training sessions is known as a behavior chain (Arvidson, 2023a). This tool used in conjunction with CBI principles could be helpful in police training as described by the following example, which was created by the author:

Figure 1*Suspect Resistance Behavior Chain*

Most typical police training consists of physical hands-on training: Firearms drills, combative, handcuffing skills, and more. Although there has been improvement in recent years, there is still a lack of focus on officer mental conditioning and understanding how psychological conditioning may truly impact officer performance. Criminal justice leaders need to implement CBI techniques and EBP into the training philosophies of their agencies.

The above behavior chain is not an uncommon occurrence in policing. Most officers have experienced similar situations in the field. The feelings of anger, frustration, and fear are a reality for many law enforcement officers. Unfortunately, there have been times officers choose a use of force option based on these negative emotions and the results can be very problematic. With the increased use of police body cameras and bystander cell phone video, there is plenty of video evidence to show officers who have acted improperly under similar circumstances as the one described above.

Behavior chains and a focus on mental conditioning (COG training), could become common practice in policing. Organizing large scale department wide training sessions is a very labor-intensive process and there is only so much money devoted to training budgets. Just as there can be reluctance to implement new strategies into the world of corrections supervision,

one could summarize that similar resistance would be found in the realm of police training (Bourgon, 2003). The same reluctance can arise any time a new approach or methodology is regardless of the field of discipline.

Utilizing behavior chains and focusing on the importance of mental conditioning (COG) is a low-cost solution and can be done at any time during one's police shift. This reduces limited training time and resources. For example, an initial training session would be needed to explain the principles of EBP's and COG. New strategies and training tools would be introduced such as behavior chains to force officers to consciously focus on how their thoughts, feelings, and beliefs directly influence their actions. Once the initial implementation training takes place, behavior chains and COG conditioning can be done independently by the officer; any time or place.

In the above scenario where the officer was spit on, it is normal for an officer to feel anger and concern about disease transmission. But if an officer can be trained to focus their feelings and thoughts before deciding upon a course of action, and the negative consequences of acting on these feelings, new courses of action could be decided upon. If an officer is able to identify that anger is about to influence their actions, they can slow down and make a better decision that does not involve using excessive force. If offenders can be trained to reduce criminal acts, and athletes can improve their performance through the use of these valuable and proven techniques, the same can be said about police officers to improve their decision-making as well.

Although using different terminology, one of the most recognized and respected names in police training, Charles Remsberg, began teaching the importance of COG techniques in the early 1980's. While his focus was on officer safety and survival during dangerous encounters, Remsberg indicated:

"We were working on giving crime fighters the mental advantage and talking about autogenic breathing and mental rehearsal or visualization. The scientific and anecdotal evidence was overwhelming on how these two skills could give a warrior the edge in a confrontation" (Smith, 2014, p.50).

Now some officers may scoff at the notion of utilizing behavior chains taken from the world of offender supervision in order to improve their own performance, but little do they know one of the most respected trainers in the world of policing believed in the same principles over 40 years ago. Remsberg may have used terms like “mental advantage” and “mental rehearsal”, or “visualization”, but his training philosophy matches very closely with thought-behavior link principles and COG techniques as has been discussed at length in this paper.

It is also important to note that Remsberg came from an earlier generation of policing where the term “warrior” to describe police officers was beginning to take hold in training circles. The “warrior” concept to describe policing has fallen out of favor in recent years due to the negative connotations of police officers having an “us versus them” mentality in the communities they work. Modern, responsible police agencies recognize this problematic viewpoint of officers “being at war” with their communities. However, this does not mean there cannot still be lessons learned from earlier generations of policing and applying these lessons to more modern, effective training methods.

If officers are taught to understand the “why” EBP principles work to improve performance while utilizing COG tools, and are shown “how” to effectively implement these tools into their training, then officer performance can be improved and negative outcomes during use of force encounters can be reduced. This is a goal that all stakeholders in society should support; from police chiefs, officers, community members, police supporters, politicians, and community activists. If these diverse groups of stakeholders should agree on anything, it is how to improve police performance and reduce needless uses of police force which would prevent injuries and death to community members. This should be the goal of all departments and communities.

Administrative Lens

In February 2021 the Police Executive Research Forum (PERF) published a large study titled “*What Police Chiefs and Sheriffs Need to Know About Collecting and Analyzing Use-of-Force Data*”. This publication was the result of a large-scale review on existing police use of force literature. Particular attention was paid to what the research says about the precursors to use-of-force incidents: The officer, subject, situational, and environmental factors that seem to

influence, or not influence, the use of force. Understanding the precursors to police use of force will help shape policies. A few of the more critical takeaways for the purposes of this paper were the following:

Officer factors: Officers with higher levels of education, more years of experience, and officers who are older tend to use less force. Previous uses of force by an officer and fewer training hours tend to increase the likelihood of force being used.

Situational Factors: Refer to the characteristics of an encounter. For example, encounters that involve a warrant check, officer calling for backup, or hostile bystander demeanor, may be more likely to result in a use of force. Situations where there was a foot pursuit or vehicle pursuit tend to increase the chance of force. Certain types of calls can affect use of force rates.

These are particular areas that can be directly influenced by public policy. State laws, licensing boards and department policies can dictate the education level and training requirements for officers. Foot pursuit outcomes can be influenced by officer fitness levels, which can be influenced through department policy and officer wellness programs. Foot and vehicle pursuits can also be influenced by policies by placing limitations and guidelines for participating in such situations. These areas of focus will be explored in greater detail later in this paper.

Effects of Stress and Fatigue

It is expected that repeated exposure to high stress and potentially life-threatening situations, dealing with hostile people or seeing the results of accidents, assaults and injuries cause stress and anxiety. But shift work, working overnights, overtime, being held over late on a shift, and interrupted sleep cycles due to court, schedule changes, call-outs, are all causes of mental stress that can lead to physical stress as well. Extended exposure to fatigue caused by the above factors can lead to chronic fatigue syndrome, a health problem characterized by extreme fatigue that does not improve with bed rest and continues to worsen with physical and mental activity. This is critical to understand as fatigue can impair an officer's mental and physical ability, create a cycle of fatigue, limit job performance, and damage an officer's health (NIJ, 2012).

For law enforcement officers, stress can increase fatigue to the point that decision-making is impaired and officers cannot properly protect themselves or citizens. The causes of stress and cycle of fatigue as described above can lead to sleep disorders for officers (Rajaratnam, S. W. et al, 2011). Research cited in another National Institute of Justice found that officers with sleep disorders were more likely than their peers to make serious administrative errors or safety violations, fall asleep while driving, and experience "uncontrolled anger" toward suspects (NIJ, 2012). Clearly this is a serious problem as department safety violations and "uncontrolled anger" towards suspects can lead to unjustified and excessive use of force.

It is clear that stress and fatigue can have a detrimental effect on an officer's performance. Healthy, mentally sound officers are safer to have on the streets and make better decisions under stress. As a result, there needs to be a comprehensive, multifaceted approach to addressing the effects of stress and fatigue. This can be accomplished through effective, well-crafted policies and officer wellness programs to address the mental and physical well-being of officers.

How State Licensing Policies Can Affect Use of Force Encounters

A comprehensive review of the PERF publication *"What Police Chiefs and Sheriffs Need to Know About Collecting and Analyzing Use-of-Force Data"* detailed specific officer and situational factors that can influence use of force outcomes. As far as Officer factors are concerned: older officers, officers with higher levels of education, and officers with more years of education were shown to have less use of force incidents. Officers with previous use of force incidents and fewer hours of training tended to have higher incidence of use of force. State policies can be used to control some of these factors.

Take the Minnesota Board of Police Officer Standards and Training (POST Board) for example. This is a state ran organization that dictates the requirements for a police officer to be licensed in the state of Minnesota. The POST Board also sets the training standards that all licensed officers must meet in order to hold a current license. The standards and requirements set forth by the MN Post Board are set by the state legislature. Minnesota is unique in its licensing system for peace officers. Most other states retain some form of academy training

followed by certification of the individual officer. Minnesota requires those aspiring to work in law enforcement to complete an educational program and pass a state board exam. Licensing itself only occurs when eligible candidates are appointed to a peace officer position and certain selection standards are met. Licensing is a cooperative process between the POST Board, the hiring agency and the candidate.

In order for a candidate to be eligible to take the licensing exam, they must have earned a postsecondary degree from a regionally accredited college or university; a minimum of a two-year degree is required. The candidate must also successfully complete a board-approved Professional Peace Officer Education program (commonly referred to as a SKILLS Program). Certain candidates can also qualify for the reciprocity licensing exam if they have completed applicable academy training in another state, or federal agency, and possess an accredited degree, or have worked in law enforcement for a minimum number of years in another state. Military members with four years of applicable job experience can also qualify for the reciprocity test (MN Post Board, 2023)

This minimum level of education and licensing in Minnesota is a higher threshold to enter law enforcement compared to many states. In fact, police eligibility requirements can vary significantly as some states only require the candidate to be 18 years of age, possess a high school diploma or GED equivalent, and pass a written test (Discover Policing, 2018). These lower levels of education and minimum age would suggest higher use of force incidents taking place by officers when considering the referenced PERF publication into account.

The Minnesota POST Board also sets training requirements for licensed peace officers with the goal of officers being as well-trained as possible. Licensed peace officers must successfully complete 48 hours of law enforcement related continuing education every three years. These 48 hours are broken down into learning objectives with a specified number of hours for certain types of training (MN Post Board, 2023).

Once per calendar year officers must be trained on specific Use of Force Topics: Readiness Aspects of Use of Force, Verbal and Non-Verbal Communication Strategies, Proficiency with Unarmed Control Measures, Proficiency with Intermediate Force Weapons, Principles of Firearm Use, Handgun Range Exercises, Other Firearm Range Exercises (involving

shotgun and/or rifle use), Firearm Selection, and Use of Firearms in Low Light and in Adverse Weather (MN Post Board, 2023).

Within this 3-year licensing window a minimum total of 16 POST approved credits must be covered by the following categories:

- Crisis Intervention and Mental Illness Crises (6 credits minimum)
- Autism (4 credits minimum)
- Recognizing and Valuing Diversity and Cultural Differences to include Implicit Bias (1 credit minimum)
- The remaining 4 credits are elective and can be taken in any of the above categories

Officers must also complete a minimum of 8 POST approved credits every 5 years in the area of Emergency Vehicle Operations and police vehicle pursuits (MN Post Board, 2023).

How State Laws Can Affect Use of Force Encounters

In addition to dictating licensing and training requirements for police officers, state legislatures are also responsible for writing the laws that dictate when and how police officers are to use force. This is standard practice across all states, but the death of George Floyd in 2020, and the public outcry afterward, is an example of how public opinion can influence changes to state laws. The Minnesota State Legislature enacted a special session in 2020 that made several significant changes to 609.066 AUTHORIZED USE OF DEADLY FORCE BY PEACE OFFICERS (MN Statutes, 2022).

Specifically, a Legislative Intent section was added to the statute which stated:

“that the authority to use deadly force, conferred on peace officers by this section, is a critical responsibility that shall be exercised judiciously and with respect for human rights and dignity and for the sanctity of every human life. The legislature further finds and declares that every person has a right to be free from excessive use of force by officers acting under color of law.”

State lawmakers wanted to make it clear to all officers that the sanctity and dignity of all humans should be first and foremost in their minds when making the decision to use deadly force.

Another significant addition included a section directing officers to:

“Exercise special care when interacting with individuals with known physical, mental health, developmental, or intellectual disabilities as an individual's disability may affect the individual's ability to understand or comply with commands from peace officers”.

Coinciding with this addition detailing how police officers should interact with people having certain disabilities, a section was added to the deadly force statute that specifically outlined when deadly force cannot be used with individuals experiencing a mental health episode:

“A peace officer shall not use deadly force against a person based on the danger the person poses to self if an objectively reasonable officer would believe, based on the totality of the circumstances known to the officer at the time and without the benefit of hindsight, that the person does not pose a threat of death or great bodily harm to the peace officer.”

Changes to the deadly force statute were not the only changes made by the MN State Legislature. 609.06 AUTHORIZED USE OF FORCE also saw an addition that prohibited certain restraint techniques unless the use of deadly force was authorized under the provisions of 609.066 AUTHORIZED USE OF DEADLY FORCE BY PEACE OFFICERS. Specifically, officers were prohibited from using a “choke hold” which was defined as:

“A method by which a person applies sufficient pressure to a person to make breathing difficult or impossible, and includes but is not limited to any pressure to the neck, throat, or windpipe that may prevent or hinder breathing, or reduce intake of air. Choke hold also means applying pressure to a person's neck on either side of the windpipe, but not to the windpipe itself, to stop the flow of blood to the brain via the carotid arteries.”

Officers were also prohibited from tying all a person's limbs together behind the person's back to render the person immobile (traditionally referred to as “hog tie”) or securing a person in any way that results in transporting the person face down in a vehicle (MN Statutes, 2022).

Officer use of force, and specifically use of deadly force, has always been a hotly debated topic in the United States, and the MN State Legislature took the opportunity to place greater restrictions on when officers were justified in using deadly force and certain type of

restraint methods. The effects of these changes are still unclear on the use of deadly force in Minnesota, but any attempts to protect lives and limit the situations when officers need to use deadly force should be supported. Even when absolutely necessary, and legally justified, the taking of a human life by a police officer has devastating consequences for the surviving family members, the community, department, and the officer and his or her family as well.

As described above, state law and policy can influence officer factors, specifically education and training requirements that according to PERF, can have an effect on the rates of use of force. State law can also influence the situation factors regarding the types of calls and scenarios when officers can lawfully use deadly force. Another important influence on officer use of force can be department policy.

Department Policy Effects on Use of Force

Police departments are able to enact stricter minimum educational standards than the state minimum. They can also have stricter, and more detailed departmental policies that outline officer training requirements and expected response to certain types of calls. This was evident in an examination of departmental policies from the Burnsville Police Department. Burnsville is a suburb approximately 15 miles south of Minneapolis and has a population of 63,943 as of 2021 (US Census Bureau). The Burnsville Police Department serves as the local law enforcement agency and has a sworn authorized strength of 75 officers. The Burnsville Police Department requires sworn officers to be 21 years of age and have a 4-Year college degree (*Burnsville Police Department, 2023*). This minimum age and educational requirement is higher than most of the United States.

The Burnsville Police Department Policy Manual contains 11 sections that covers all aspects of how the department is organized, staffed, equipped, trained and officer response to calls. An examination of policies outlining officer responses to foot pursuits, vehicles pursuits, crisis calls will be illustrative of how departmental policy can influence use of force outcomes (*Burnsville police policy manual, 2023*). It is important that departments have sound policies in place that the officers and community members can understand. These policies set the overall philosophy, culture, and function of the department.

Policy 307-Vehicle Pursuits

Vehicle pursuits expose innocent citizens, law enforcement officers and fleeing violators to the risk of serious injury or death. The primary purpose of this policy is to provide officers with guidance in balancing the safety of the public and themselves against law enforcement's duty to apprehend violators of the law. With this in mind, the Burnsville Police Department seeks to limit motor vehicle pursuits to instances involving only serious offenses against persons. This policy provides restrictions on vehicle pursuits and guidelines for officers to follow in those limited cases where a vehicle pursuit is allowed. Another purpose of this policy is to minimize the potential for pursuit-related collisions. Vehicular pursuits require officers to exhibit a high degree of common sense and sound judgment. Officers must not forget that the immediate apprehension of a suspect is generally not more important than the safety of the public and pursuing officers (Minn. Stat. § 626.8458 Subd. 1). Deciding whether to pursue a motor vehicle is a critical decision that must be made quickly and under difficult and unpredictable circumstances. In recognizing the risk to public safety created by vehicle pursuits, no officer or supervisor shall be criticized or disciplined for deciding not to engage in a vehicle pursuit due to the risk involved. This includes circumstances where Department policy would permit the initiation or continuation of the pursuit. It is recognized that vehicle pursuits are not always predictable and decisions made pursuant to this policy will be evaluated according to the totality of the circumstances reasonably available at the time of the pursuit (Minn. Stat. § 626.8458 Subd. 1). Officers must remember that the most important factors to the successful conclusion of a pursuit are proper self-discipline and sound professional judgment. Officers conduct during the course of a pursuit must be objectively reasonable; that is, what a reasonable officer would do under the circumstances. (Minn. Stat. § 626.8458 Subd. 2 (2)).

The whole policy is much longer, but it is important to point out that the policy recognizes the inherently dangerous nature of vehicle pursuits and sets forth the parameters that a pursuit is allowed only for serious crimes against persons. Even then, the policy states officers and supervisors are not to be disciplined for not initiating a pursuit or discontinuing a pursuit when it becomes too dangerous.

Policy 407-Foot Pursuits

It is the policy of this department that officers, when deciding to initiate or continue a foot pursuit, must continuously balance the objective of apprehending the suspect with the risk and potential for injury to department members, the public or the suspect.

Officers are expected to act reasonably, based on the totality of the circumstances. The safety of department members and the public should be the primary consideration when determining whether a foot pursuit should be initiated or continued. Officers must be mindful that immediate apprehension of a suspect is rarely more important than the safety of the public and department members.

Officers may be justified in initiating a foot pursuit of any individual the officer reasonably believes is about to engage in, is engaging in or has engaged in criminal activity. The decision to initiate or continue such a foot pursuit, however, must be continuously re-evaluated in light of the circumstances presented at the time.

Mere flight by a person who is not suspected of criminal activity shall not serve as the sole justification for engaging in an extended foot pursuit without the development of reasonable suspicion regarding the individual's involvement in criminal activity or being wanted by law enforcement.

Deciding to initiate or continue a foot pursuit is a decision that an officer must make quickly and under unpredictable and dynamic circumstances. It is recognized that foot pursuits potentially place department members and the public at significant risk.

Therefore, no officer or supervisor shall be criticized or disciplined for deciding not to engage in a foot pursuit because of the perceived risk involved.

If circumstances permit, surveillance and containment are generally the safest tactics for apprehending fleeing persons. In deciding whether to initiate or continue a foot pursuit, an officer should continuously consider reasonable alternatives to a foot pursuit based upon the circumstances and resources available.

Again, the policy itself is much longer, but the important takeaway is that foot pursuits are inherently dangerous to both the officer and the suspect being pursued. When possible, officers should consider more safe alternatives to chasing after a suspect on foot, and if an

officer chooses not to pursue on foot, the officer, nor the supervisor can be disciplined for not starting a foot pursuit or discontinuing one. By reducing the number of foot pursuits, a department should be able to reduce the number of situations needing use of force.

Policy 421-Crisis Intervention Incidents

This policy provides guidelines for interacting with those who may be experiencing a mental health or emotional crisis. Interaction with such individuals has the potential for miscommunication and violence. It often requires an officer to make difficult judgments about a person's mental state and intent in order to effectively and legally interact with the individual.

Definitions related to this policy include:

Person in crisis - A person whose level of distress or mental health symptoms have exceeded the person's internal ability to manage his/her behavior or emotions. A crisis can be precipitated by any number of things, including an increase in the symptoms of mental illness despite treatment compliance; non-compliance with treatment, including a failure to take prescribed medications appropriately; or any other circumstance or event that causes the person to engage in erratic, disruptive or dangerous behavior that may be accompanied by impaired judgment.

The Burnsville Police Department is committed to providing a high level of service to all members of the community and recognizes that persons in crisis may benefit from intervention. The Department will collaborate, where feasible, with mental health professionals to develop an overall intervention strategy to guide its members' interactions with those experiencing a mental health crisis. This is to ensure equitable and safe treatment of all involved. Officers should consider that taking no action or passively monitoring the situation may be the most reasonable response to a mental health crisis.

This policy outlines the inherently difficult situation that officers are placed in while responding to calls involving persons in crises; the policy specifically states these situations have the potential for miscommunication and violence. The entire policy itself has specific guidelines for how officers should handle these types of calls, but perhaps the most significant

takeaway is that taking no action by officers may actually be the most reasonable response to these types of calls. By taking no action, or passively monitoring persons in crisis, the Burnsville Police Department recognizes that officer use of force incidents may be avoided.

Conclusion

Police use of force is a critically important area to study and understand. This is a complicated topic that can be controversial and have devastating consequences when incidents involve injury and the loss of life. Police officers are human beings, who are subject to the effects of stress and decision-making when placed in dynamic situations. If police training is modernized to incorporate an ethical foundation into training and decision making, perhaps officers will choose other options besides using force as a first response.

Additionally, by seeking new methods outside the relative comfort of standard police training philosophies, perhaps new training approaches can be utilized to improve performance. For example, the world of corrections supervision as well as athletic performance, have both benefited from utilizing behavior chains and mental conditioning. Public policy is one area that can be utilized to enact minimum training, educational, and training standards on police officers with the goal of reducing negative use of force incidents.

Finally, a comprehensive administrative approach encompasses state laws, licensing boards, and departmental policy while seeking to provide realistic tools and guidelines for officers. These different tools are used to control and guide police officer hiring, training and educational requirements, which can vary from state to state. The ultimate goal is to minimize negative police use of force incidents and give officers guidelines on when and how to use force in different situations.

Chapter 3: Implications, Recommendations, and Conclusions

Fortunately, the vast majority of police contacts with citizens do not result in force being used. In fact, a large study indicated 99.96 of police calls for service resulted in no force being used (International Chiefs of Police [IACP], 20010. This is a promising statistic that should receive more attention; however, the increased use of body cameras and bystander cell phone video has documented use of force encounters that have gone horribly wrong. Today, these images quickly go viral and give the impression that police encounters frequently end in violence. Regardless of how infrequent force is actually used by police officers, law enforcement owes it to themselves and their communities to seek opportunities to reduce the use of force when possible.

The previous chapter explored how a police officer's performance in the scope of their official duties can be influenced by three main lenses: Ethics, Behavior, and Administrative. Within each of these lenses there are a variety of factors that can be studied to better understand how police training can evolve to improve officer performance. For instance, within the Ethical Lens, the elements of procedural justice are examined to resolve disputes. This concept can also be used to promote positive organizational change and bolster better relationships (Procedural Justice, 2023).

Through the Behavioral Lens, the use of cognitive behavioral interventions (CBI) and behavior chains; which have been used to traditionally treat offenders (Arvidson, 2023b), the argument is made that these same tools could find success in police officer training and decision making. In the Administrative Lens a comprehensive review of the Minnesota Board of Peace Officers Standards and Training (POST) requirements for peace officer licensing and training requirements shows that effective oversight can influence officer performance (MN Post Board, 2023). This comprehensive three-tiered approach to positively influence use of force outcomes isn't merely philosophical in nature. There are real world implications as well.

Practical Applications

There are very tangible practical applications for this research in not only the field of law enforcement, but in society as a whole. There are times when police officers have no choice but to use some level of force to effect the lawful arrest or detention of others, as well as

protecting themselves or others from injury or death. However, even the justifiable use of force can have long lasting, negative effects for the police officers involved and their agencies, the subject the force was used against and their families, as well as the community as a whole.

Police agencies must constantly seek to improve their decision making, performance, and training in the modern world they police in. Any possibility to reduce the need to use force in a citizen encounter through improved training based on a comprehensive integration of ethics, behavioral performance, and administrative oversight, is a must. The citizens of the United States deserve to live their lives without unreasonable police interactions and avoidable injuries and loss of lives.

Recommendations for Further Research

The purpose of this paper is to better understand how police officer performance in use of force encounters can be affected by various factors that affect all humans. It has been established that the effects of stress, fatigue, and lack of sleep can affect decision making in high stress situations; which, can lead to tragic outcomes for all stakeholders involved. This paper proposed a new, more holistic approach to use of force training to improve and reduce police-citizen use of force encounters.

However, in order to measure the effectiveness of such efforts, a large-scale controlled research project would be the next step. A collection of agencies who have adopted the proposed holistic approach would need to have their use of force statistics reviewed in order to see if there were any significant reduction in the use of force incidents, injuries, and complaints. This same data could then be compared against a collection of agencies who did not adopt the new proposed holistic training approach.

Conclusion

This paper should be considered a starting point to begin an honest conversation on the current state of police use of force training and officer performance. The argument can be made that modern police training, while currently evolving, still has room for improvement. There should be more of an emphasis placed on the ethical, behavioral, and administrative side of use of force decision making. Even though only a small fraction of police citizen contacts result in the use of force, videos of use of force encounters going viral have given the public a

false sense of police abuse of power. Modern, responsible police agencies should seek to embrace a more holistic approach to use of force in order to improve officer performance, while at the same time reducing the amount, and severity of force being used.

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Appendices

Appendix A

