

The I.M.P.A.C.T. Project:



Greg Seidel
Project Director
*Veteran Law Enforcement
Commander*

Interpersonal Communications Skills Training and Assessment Tools for Law Enforcement

A Message From the Project Directors



Randy Means
Executive Director
*Career Law Enforcement
Advisor/Trainer*

Problem There is no consistently applied performance standard for the most important skill domain in law enforcement.

Human relations and interpersonal communications skills are the most important skills a law-enforcement officer could possibly have, but there is wide disagreement on what exactly those skills look like in field applications. Consequently, training, supervision and discipline are inconsistent, at best. Horror stories abound, as do claimed successes. Widely varying theories and applications receive anecdotal and experiential credit and blame, but there has been little concerted or systematic application of subject matter expertise to this important matter. Officer performance runs the gamut from sound to poor with little useful organizational feedback or intervention.

Solution Using true subject matter expertise to 1) Identify performance criteria and standards for officer-citizen communication, 2) Develop correlated evaluative tools, and 3) Create an associated training program.

This project recognizes the criticality of human relations and interpersonal communication skills and the need to assure the presence of those skills in incumbent law enforcement officers. To that end, the Project has identified appropriate performance criteria and created “real life” evaluation scenarios for assuring these skills in officer-citizen contacts. It has also created correlated remedia-

tools, including computer/video-based training for use as necessary and/or desirable.

Credibility A faculty of Subject Matter Experts whose qualifications include both extensive law enforcement experience and relevant, advanced academic credentials developed all project criteria.

The Subject Matter Experts average 30 years of full-time experience as extremely successful police officers. They include two veteran, licensed psychologists, as well as experts with Master’s Degrees in Communication Studies, Doctorate Degrees in Human Development, and Ph.D.’s in psychology. All teach law enforcement communication skills. Most teach in upper division college and university settings. All teach nationally, some internationally. Also, the Project Executive Director has a relevant Doctorate Degree, 30 years’ experience in evaluating the proper use of police authority, and has taught this subject nationally for many years. This is the strongest team ever assembled for the purpose of identifying performance criteria in officer-citizen communication.

Benefits Improvement in officer performance in this skill domain will strengthen community relations, increase investigative effectiveness, reduce complaints and lawsuits, minimize use of force, enhance officer and public safety, improve working relationships, and reduce work-related stress.

Interpersonal Management Program And Communication Training

The Faculty

Vast Law Enforcement Experience Advanced, Relevant Academic Credentials



Paul Whitesell, Ph.D is the Superintendent of the Indiana State Police and a practicing psychotherapist specializing in police issues and police personnel. He has been a full-time police officer since 1974 with Indiana State Police, the Fort Wayne (IN) Police Department and several other municipal agencies. He holds Diplomat status in three areas within the American College of Forensic Examiners. He travels extensively presenting on issues of human behavior, police procedure and interpersonal communication and is an adjunct faculty member at Indiana University. He teaches officer safety and survival nationally and has both academic and applied expertise in police combat communication and psychology. A Marine close-combat instructor and Vietnam veteran, he is a court certified expert in defensive tactics and was inducted into the Martial Arts Hall of Fame in 2002.



Dennis Conroy, Ph.D is a licensed Psychologist and has recently retired after over 30 years service as a police officer with the Saint Paul (MN) Police Department. During that time his diverse assignments included Patrol Officer, Juvenile Officer, Patrol Supervisor, Vice/Narcotics Investigator, Director of the Professional Development Institute, Director of the Field Training Program, Communications Center Supervisor and Director of the Employee Assistance Program. During his more than 25 years of clinical experience in psychology, he has taught regularly in upper division collegiate settings, blending psychology and law enforcement in such courses as Human Behavior in Law Enforcement and The Psychology of Victims. His High Risk Communications seminars are taught nationally. He is the author of the book, *Officers At Risk* and he is a Marine Corps Vietnam veteran.



Brian Fitch, Ph.D is a 32-year veteran of the Los Angeles County Sheriff's Department. He has worked a variety of assignments in field operations, the detective division, training and has worked as a supervisor in both patrol and confinement. A lieutenant and communication skill trainer for the Sheriff's Department, Dr. Fitch is also an adjunct faculty member at California State– Long Beach and has developed and instituted a variety of acclaimed communication courses throughout the country. He was featured on an *A&E* television special on interrogation techniques and has taught interview and interrogation courses nationally and internationally, including foreign governments. A conflict management expert, his Masters Degree is from the University of California system; his Doctorate Degree is from the Fielding Graduate Institute.



Sandra Terhune-Bickler, Ph.D has degrees from UCLA, California State University-Northridge, and the Fielding Graduate Institute and is a 25 year veteran officer with the Santa Monica Police Department in the west L.A. area. She spent years in Patrol and in the Motorcycle Unit, and is now assigned to Personnel and Training. She has been a Crisis Negotiator for 11 years and coordinates the department's Peer Support Program. She is a California POST Master Instructor and designed the 24-hr course on *Crisis Negotiations Skills for First Responders* used by California POST. Dr. Terhune-Bickler has taught a variety of acclaimed crisis negotiations and tactical communication courses for law enforcement groups throughout California and nationally. Her noteworthy article on negotiations was published in the *FBI Law Enforcement Journal*.

Training & Assessment System

Ask your officer where he trains or drills to improve his weapon proficiency, emergency driving skill, or defensive tactics and he will name a space with safeguards designed to learn, practice, and demonstrate necessary skills. Ask the same officer where he practices officer-citizen communication skills and he will likely say, “at work” or “in the field.” Our thirty years of training and consulting with hundreds of agencies and over seven hundred thousand officers has taught us the field is a dangerous place to practice the most important skill in law-enforcement.

Searching for years to find a well-designed training and assessment system we could recommend to our client agencies we discovered it did not exist: so we brought the best people in the country together and

created the first validated communication training, practice, and assessment space for public contact professionals.

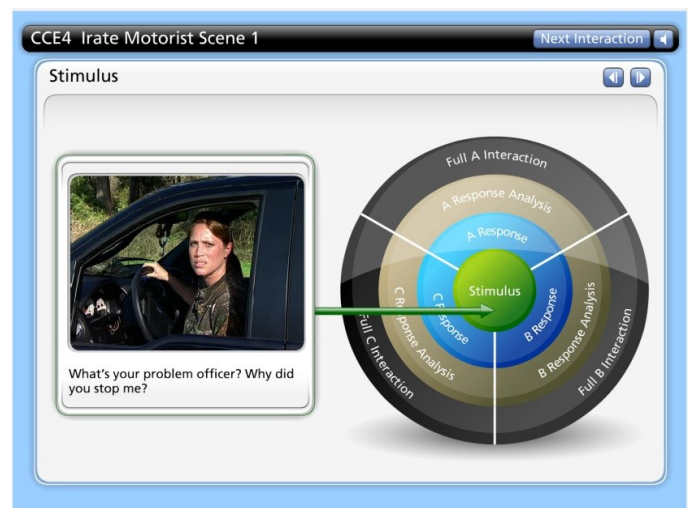
Unlike any other training, IMPACT communications training is designed for law-enforcement officers and the unique communication challenges faced they face. Our subject matter experts are nationally recognized hands-on instructors with decades of real world experience training officers. They have created a media based training system that: 1) Explains the principles of tactical communication excellence; 2) Demonstrates the application of these principles in everyday officer encounters with the victims, witnesses and suspects; and 3) Provides officers with a valid assessment of their communication proficiency.

Self-Guided Tutorial DVDs

The colorful bull’s-eye user dashboard makes navigating through the computer-based trainer simple and reduces any program learning curve or frustration. There are 30 video scenarios in the 5 DVD set. In every scenario the citizen speaks five times. For each citizen response there are three different prerecorded officer responses. The responses are categorized as “A” for Awful, “B” for Better, and for “C” for Correct. So each scenario contains 15 recorded officer responses and 15 matching segments of expert analysis describing the positive and negative verbal behavior used. The self-guided tutorial program can be used whenever an officer has a computer or MDT available and the opportunity to work on tactical communication excellence.

Role-Play & Assessment DVDs

It is difficult to get officers to role-play effectively with one another for the purpose of improving interpersonal communication skills. The 5 DVD Role-Play set provides officers and agencies a safe and effective training space to practice using the IMPACT communication principles. It also provides a revolutionary means to assess and individual officer skill attainment and provide prescriptive coaching in areas that need improvement. The validated *IMPACT Assessment Instrument* provides officers with useable feedback to improve their people skills.



IMPACT Municipal Edition Scenes

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| 1. Alleged Racial Discrimination | 16. Irate Crowd |
| 2. Angry Parent at a Ballgame | 17. Irate Motorist |
| 3. Armed Robbery Victim | 18. Irate Parent |
| 4. Attempted Arrest Warrant Service | 19. Landlord-Tenant Dispute |
| 5. Child Custody Dispute | 20. Loud Music/Party |
| 6. Citizen Complaint | 21. Media at Fire Scene |
| 7. Civil Matter Dispute | 22. Missing Child |
| 8. Confused Senior Citizen | 23. Natural Death |
| 9. Contact with Gang Members | 24. Rape Victim |
| 10. Distraught Family Member | 25. Refusal to Leave Premises |
| 11. Domestic Disturbance | 26. Suicidal Subject |
| 12. Drunk at a Public Event | 27. Suicide Investigation |
| 13. Evacuation | 28. Suspected Drunk Driver |
| 14. Hesitant Witness | 29. Suspicious Person |
| 15. Homeless/Emotionally Disturbed Person | 30. Traffic Collision |



“Analogous to video-based firearms simulation training, this project allows for accurate assessment and training of interpersonal communication competencies.”

DVD Training Materials Included

The Five Self-Guided Tutorial DVDs depict 30 frequent and/or critical officer-citizen contact scenarios. Each scenario is designed with five communication junctures. All of these 150 tactical communication junctures have three prerecorded video model officer responses. That’s 750 officer examples with corresponding subject matter expert analysis of the important verbal and nonverbal response behavior.

The Five Role-Play & Assessment DVDs are designed for role-play sessions lasting under an hour. Each session gives the role play officer 30 opportunities to respond to the citizen’s questions, statements, refusals, insults and taunts in a tactical way to deescalate emotions, keep focus on the contact purpose, gain cooperation, and conclude the professional contact. The officer’s verbal and nonverbal behavior is evaluated using the *IMPACT Assessment Instrument*.

Additional Program Training Materials Included:

- 400+ page “script book” containing the dialogue and analysis
- A 75 minute DVD featuring Randy Means and members of the IMPACT Faculty
- A Model Policy on Human Relations and Interpersonal Communications

IMPACT Coaches Clinics (for Supervisors, Managers, FTOs, Assessors) and Line Officer Training Seminars

It is emphatically recommended (but not absolutely necessary) that purchasers attend corresponding instruction in the tactical communication principles and the interpersonal skills crucial for effective implementation, consistency of performance, and reliability of evaluation.

Total IMPACT Material Cost \$6,000

Training Seminar Cost \$2,750 (or less) per day

For More Information Contact: Greg Seidel 804.400.5869, Email: seidelg@comcast.net
Visit WWW.THOMASANDMEANS.COM