



Fall Edition

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# The ILEETA Journal



**ILEETA**★

International Law Enforcement  
Educators and Trainers Association

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# ILEETA Journal Editorial



Managing Editor:  
Kerry Avery

## The 2020 Storm

If there is a time to contemplate and talk about resilience, 2020 is it. At this moment we are in the tornado of the COVID-19 pandemic, a social justice movement to defund the police, and a Presidential election.

Isolation is one of the damaging effects of the pandemic. Numerous people return to the ILEETA conference year after year, many on their own time and dime, because it is a much needed opportunity to spend time in the company of good friends and focus on topics we're passionate about. The commonly heard comment about the conference is, "I come to recharge my batteries." Todd Fletcher talks about this in his article, *Use This Time Wisely*. I commend Harvey and everyone who worked to try and make the ILEETA 2020 conference happen but were ultimately forced to make the tough decision to cancel. Not having the conference this year resulted in a loss of the fellowship that provides a much needed mental boost.

As our mental health takes a beating for most of our waking hours because of social media, I reflect on how the ILEETA Journal has evolved to include a section on health and wellness, and the law enforcement environment. Looking at the winter 2015 edition, my first one after becoming the editor, all the articles were focused on law, training, and use of force. In this issue, five years later, we continue to focus on those topics, but we also have an article from a Sajel Bellon, a psychotherapist, and a personal story on the impact of being on the front line of the Ferguson protests. I think this evolution is a reflection of the law enforcement industry as it continues to come to light that healthier police officers are better police officers, and when you break someone there is an onus to look after them.

The most frustrating aspect of the current environment for me is the lack of acknowledgement that law enforcement is continuously evolving, just like the journal. The contributions to the journal and conference attendance demonstrate the drive to improve the quality of training is ongoing. In this conversation about the need for reform I keep seeing comments about how training needs to be better. I do not think there is a member of ILEETA who does not agree, otherwise we would not be here. Ed Nowicki started this organization 17 years ago to improve training and we all remain committed to doing this. Change does not happen overnight, and it definitely does not happen when budgets are cut.

ILEETA is more than an organization, it is a community of people who share a common goal and care about each other. This year has thrown us more curveballs than ever before. Please take care of yourself and your family, be relentless about managing social media time and connections, take things one day at a time, and do not hesitate to reach out!

Stay safe!

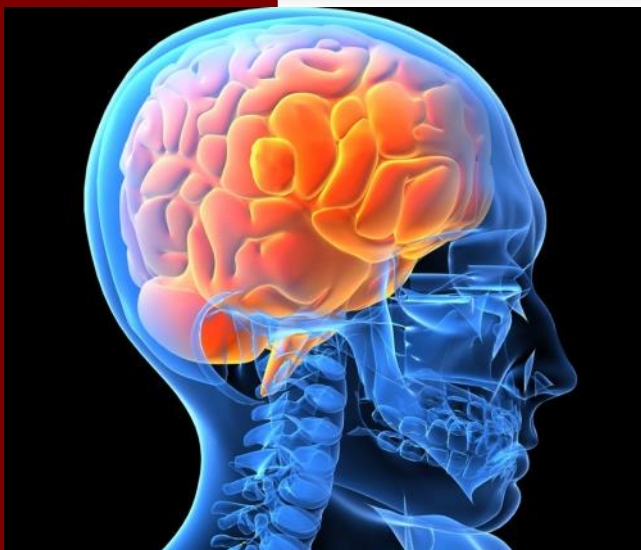
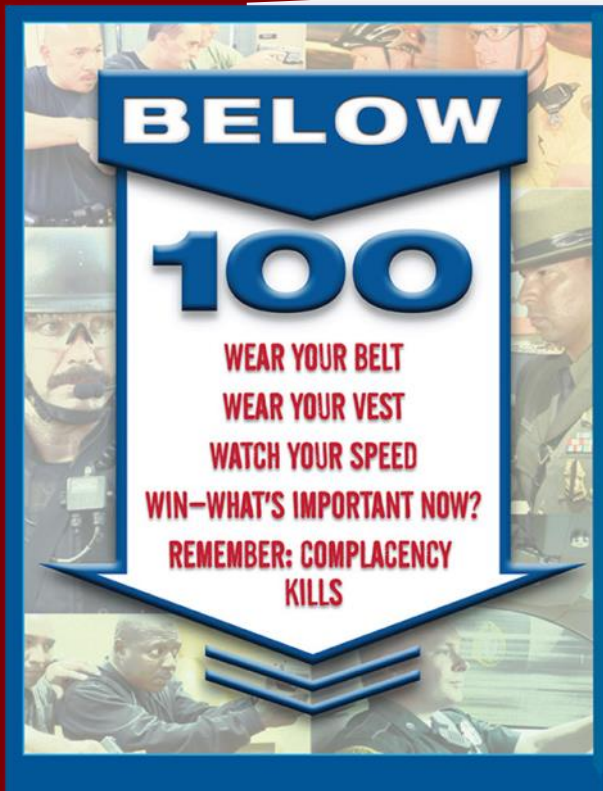
Kerry

Editorial



# *Officer Safety Use of Force*

Editor:  
Brian Hill



# The Status of Force

## by Kevin R. Davis



**I**tem: *Former Ferguson P.D. Officer Darren Wilson is investigated, once again, in the death of Michael Brown by St. Louis Prosecutor Wesley Bell to satisfy a campaign promise. Not content to clear former Officer Wilson, Bell states, ““There is (sic) so many points in which Darren Wilson could have handled the situation differently, and if he had, Michael Brown might still be alive,” he said Thursday. “But that is not the question before us.”*

Item: *Fulton County, Georgia Prosecutor Paul Howard indicts that Atlanta P.D. officer who shot and killed Rayshard Brooks before the Georgia Bureau of Investigation even completed the investigation. Brooks had violently resisted arrest, took a Taser away from one officer and then fired it at police before he was shot and killed. \*Note – Prosecutor Brooks, who was facing a run off election and battling allegations of crimes in office, lost his seat in the election by a landslide.*

Item: *A California police officer has been indicted in the shooting of a subject armed with an aluminum baseball bat. The officer attempted to stop the suspect with two cartridge applications of his Taser, which were unsuccessful. The suspect, who had the bat in two hands was moving towards the officer at the time of the shooting.*

Item: *Three officers of the Jackson, MS Police Department have been indicted in the death of a 62 year old black male subject, 19 months after the incident. All the officers had been cleared in the use of force by their agency and the F.B.I. found no evidence of civil rights violations. All three officers are black.*

Things in U.S. policing are bad, and as the election gets nearer, bound to get worse.

Has the “Minneapolis Effect” and resultant increases in violent crime now surpassed the “Ferguson Effect?” It certainly appears so with even New York City, which had heretofore been experiencing 20-year lows in violent crime having already exceeded their shootings by 166%, and their murders by 50% compared to August 2019. Portland has now seen over 100 days of continual rioting

(and that is not “peaceful protesting” as the media would have you believe). Our Brothers & Sisters in Blue across the nation have had to contend with attacks by skateboard swinging Antifa members, attacks by professional grade fireworks turned into I.E.D.’s to attack officers, as well as the new threat of industrial grade lasers aimed at officer’s eyes with the intention of blinding them (talk to your police legal advisor about where burns/blast injuries from fireworks and blinding by lasers fits on your “use of force continuum”)?

But where are we on use of force? Have our standards changed?

As an example, how about city and county councils across the country approving ordinances and laws which ban “choking and strangulation” but defining neither? My city recently approved such an ordinance. At in-service training I pointed out that a simple headlock by an officer could result in being charged with violation of the city ordinance. The city attorney stated, “I would never recommend a headlock.” Okay, a standard grappling technique used in controlling countless resisting suspects, has now been deemed illegal. Think that is bad? Take a look at the restrictions imposed on the NYPD about not applying pressure to prone or supine subjects during the arrest process? NO pressure can be asserted on a subject who is on the ground.

These ordinances and bans do much to increase the injury potential to both suspect and officer (after all, if you can’t create leverage by pinning the suspect and applying joint locks, then striking them into submission is the next resort, right?)

Funny that law enforcement professionals had zero input into these ill-conceived and hastily implemented changes. Law enforcement was not given a “seat at the table” or the opportunity to comment but anti-police agenda driven groups suggestions were accepted without change.

Item: “8 Can’t Wait” points were forced on agencies by pandering politicians. Pushed out by Campaign Zero an anti-police group whose “research” is dubious at best and rejected by even social justice warrior researchers, the 8 Can’t Wait push for use of force continuums and other points, regardless of their lack of substantiation or that they may be contrary to even *Graham v. Connor*.

Political pressure for *implicit bias and de-escalation* training to be conducted will force these programs on L.E. What valuable training agencies could do, in this pandemic and post Minneapolis world, will be replaced with these PC “check the box,” programs. Regardless that there is a [lack of research](#) to support either bias or de-escalation program, with contrary well documented research proving that this training doesn’t make an impact on police use of force. These courses will be forced on agencies as an appeasement to the mob. Unscrupulous training companies, eager to make a buck, will offer programs which can’t/won’t make a difference or even worse, expose officers to increased risk as they further plant the seed of hesitation into the mindsets of street officers. Sadly, programs which include confrontation simulations and decision making under stress, which have proven themselves to reduce use of force, are ignored or cut based on lack of funds.

Since we know in tough economic times that the first thing to get cut is relevant use of force training, training time will be reduced.

The fact that competence equals confidence which helps control SNS – Sympathetic Nervous System responses and leads to better decision making under stress, is unknown to social justice Warriors or is ignored in the rush to be politically correct.

## What’s our Status on Force?

Let us count these ‘points’ on the “war on cops”:

- Increased scrutiny on the use of deadly and non-deadly force
- Increased pressure for outside “independent” investigations on OIS incidents and in-custody deaths

- More of these vital investigations done by poorly or untrained investigators
- Political prosecutions of officers
- Increased pressure for police auditors and citizen review boards
- Forced acceptance of PC use of force policies
- Increased resignations and retirements of veteran officers
- Inability to recruit qualified candidates
- Reduced training time
- Budget cuts to training

## What to do?

I had a conversation with a Harvard trained politician in my office. What started as an attempt to educate the man on the realities of an armed encounter captured on video turned into a free training session for him on: action/response times, legal standards, political prosecutions which will only lead to more social unrest when acquittals are rendered, PC police training versus programs which actually make a difference, on and on. I don’t know whether even one of his brain cells was changed that day or actually educated but we as trainers, *must* provide solid, factual, legal, data and research driven realities to the politically driven narrative that is being provided.

One thing is for sure, as crime continues to rise throughout the country, cries from politicians to be more proactive and arrest the violent criminal suspects in our communities will only increase. It is the anathema of the modern-day policeman. Cursed by haters in one minute then called for in panic the next when the wolf is at their door.

We’ve gone through this before and the answer is to be even more professional. To train your officers by whichever means possible – short post roll-call reviews of the law, cuffing, simple empty-hand and baton strikes,



Taser and OC reviews. Short in-house videos of good policing and actions that could be improved upon. Reviews of communication strategies and using time, when available to defuse subjects. 15 minutes spent on use of force documentation and the importance of watching any and all videos of the incident prior to writing your report. OIS post incident protocols including the vital point that you should *never* give a statement to investigators without your attorney present.

We are trainers and instructors and our job is to look out for the welfare of our officers! We must up our game and be innovative, aggressive, up-to-date, and passionate about our mission!

Times are tough but the men and women of law enforcement are tougher! We will get through this and professional training is one of the means for us to do that.

Until we meet again, may the Good Lord Bless you with the strength and the will to train your people to win!

**ILEETA**

## About the Author

*Kevin R. Davis is a full-time law enforcement officer with over 35 years of police experience. Kevin has been inducted into the National Law Enforcement Hall of Fame as the 2019 Trainer of the Year. Kevin's assignments have included: corrections, patrol, street narcotics, SWAT, full-time training bureau instructor and video analyst. Kevin's website is KD-ForceTraining.com. Kevin actively works as an expert witness in use of force cases and instructs his two-day "Use of Force Investigations" course to interested agencies. He welcomes your comments at TrainerKevinDavis@Gmail.com*

**ILEETA**  
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March 22-27, 2021 ★ St. Louis, MO



# Use This Time Wisely

by Todd Fletcher



**A**s I sit down to write this article, the COVID-19 pandemic has forced

the cancelation of nearly all training. All facets of law enforcement training have been affected in one way or another. In-service training, hosting training courses, and officers attending training conferences have all been canceled or rescheduled. Our very own ILEETA Conference was rescheduled until August as a result of this virus.

Personally, I went through all five stages of grief during the early days of our spring shutdown. First, I was in denial over the need to cancel training. Spring is a time of year I really look forward to because training starts getting into full swing. Winter offers a slower training calendar and a bit of a reprieve, but spring gets our instructor classes going for the year. The icing on the cake each spring is how the ILEETA Conference motivates me. Shortly after classes started canceling I became angry, and then almost immediately started bargaining to get classes back on the calendar. About this time, I was kind of a bear to be around, but my loving bride seemed to take it in stride (thank you Chrystal!!)

All this led to a little bit of depression before I finally accepted the circumstances brought about by COVID-19. Once I started learning to live with it, I began thinking about how I could use this time to improve our classes and the training I offer. It's not often that we're given the gift of time, so we might as well put it into action and use this time wisely.

## After Action Review/Report

Just like a team should do after every mission, instructors should conduct their own debriefing and after action review (AAR). This is critical regardless of whether you're teaching in-service with a team of other instructors or if you're conducting classes on your own. This debriefing should cover a minimum of three questions:

1. What went well?

2. What went wrong?

3. What did we learn?

The cancelation of classes and training due to COVID-19 has given us time to reflect and conduct these debriefings and AAR's. If you haven't done so already, use some of this time to conduct an AAR of your own class material. Make sure you are providing the best material you can to your students. How are your handouts? Review those handouts to make sure they are using the most current science and research as well as checking to make sure any references used are still current. If you're conducting hands-on training, reevaluate your drills. Do they need to be refreshed, and are they accomplishing the desired results? Take a fresh look at all your classroom materials. Nobody likes to sit through classes with poorly designed presentations. "Death by PowerPoint" is something we've all experienced, so don't do it to your students! If you need advice or assistance in this area, ILEETA has many great instructors who are willing to lend a hand.



*Conducting your own after action review (AAR) is just as important as conducting AAR's during and after class.*

Make sure you set aside your ego and use some of this time to conduct an AAR of your own instructor skills. What has gone well during your presentation, and where



do you stumble? Try to identify at least two areas of your personal presentation that you want to work to improve. This could be working on public speaking, being more comfortable performing demonstrations, developing a deeper understanding of your class material, or exploring new material to incorporate into your skill set.

## Instructor Development

It's an inconvenient truth for law enforcement that many instructors attend an instructor development class then rarely attend ongoing and updated instructor training. I know several law enforcement firearms instructors who attended their initial firearms instructor development class and failed to attend ANY future instructor training. For some of them, their departments believed that since someone gave them a fancy certificate saying they were an instructor, they knew everything they needed to know about firearms training. For others, they didn't think they needed to attend any other classes. Either way, they failed their officers. If we choose to become instructors, then we are responsible for making sure we provide our students with the best information we can even if our departments fail to support us in this endeavor. Sometimes, we need to spend our own time and dime to make this happen. If you disagree, hang up your instructor shirt because you're students deserve better.

The reduced training schedule we currently face due to COVID-19 has given us time to look for future instructor development opportunities. If you haven't attended the ILEETA Conference, then this is the time to do your

research and find out how it could benefit you as an instructor and student. Are there instructors within your subject matter that you want to train with or find out more about? This is the time. I've been lucky to have trained with many of the best firearms instructors in the world. However, there are several prominent firearms instructors who I haven't had the opportunity to meet. This June, I am registered to attend a firearm instructor class with one of them, and I'm really looking forward to developing new instructor skills.

## Back to Training!

Once you've conducted an AAR, set some personal goals for improvement, and looked ahead to continued instructor development, you will be ready to get back into the business of training our officers. I look forward to seeing you on the range!

## ILEETA

### About the Author

*Todd Fletcher recently retired with over 25 years of law enforcement experience. He has presented instructor development training at multiple ILEETA Conferences. Todd writes regularly for PoliceOne and Police & Security News magazine. As co-owner of Combative Firearms Training, LLC, Todd provides firearms training, instructor development classes, and consultation to law enforcement instructors and agencies. He can be contacted at [Todd@CombativeFirearms.com](mailto:Todd@CombativeFirearms.com).*



# Avoiding Ambush: Survival and Success on the Street

by Jeff Chudwin

**T**his article is dedicated to the many fine officers who have offered their experiences and insights regarding the ambush attacks against which they not only survived but prevailed. It is vitally important to learn from their words and take these lessons to heart; to train and practice immediate and effective response. None of us is tough enough or will live long enough to learn it all the hard way.



The issue of ambush directed at police officers must always be a consideration in our training and field response. By numbers of police contacts, ambush attacks are few and far between but so are gunfights. No one would suggest we should stop firearms training because of the statistically rare gunfight or shooting event. As FBI S.A. John Hall (ret.) wrote when he oversaw the Firearms Training unit, we do not train only for those frequent low impact events but for those statistically rare events that have such critical consequences that we must be trained and ready. If we only went by the numbers, officers would

leave their handgun in their lockers.

So back to reality, it is a dangerous world and policing is about interacting with the unknown under difficult conditions. Included in the mix of human interaction will be those who given the chance will do you harm. Who is who and how can we know? Most often we cannot know an individual's intentions until we encounter them. How and where we make that encounter is key.

Awareness and caution are fundamental elements of officer safety, especially in dangerous places and times. Officers writing reports, sitting inside their squad car with no recognition of who is approaching are at the highest risk of surprise. How often have you been approached by a citizen needing directions that you never saw coming? A knock on your window and you about launch out of your seat. And they meant no harm.

Simply put, you must first see them coming. You need to act in response to that recognition in a timely and effective manner.

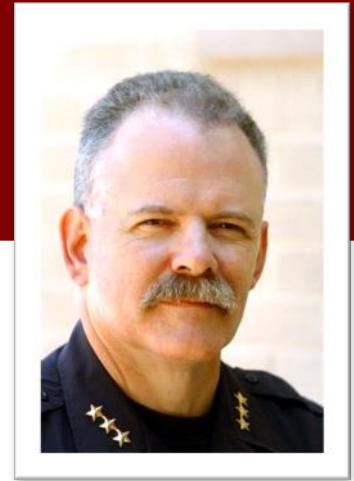
Yet reality is that not all danger can be seen first or avoided. To have the best chance of winning against a surprise attack, we must be unpredictable in our response and capable of immediate and decisive action.

Whether you agree with the offered opinions or what is written is not the issue; the question to answer is; what you have done to think about and then prepare for an ambush directed against YOU.

Here are some thoughts and ideas for your consideration; much more can be said.

## Events:

During a use of force class, a police supervisor told me about an incident he was involved in as a younger patrol officer. He was checking a forest preserve park and about



to lock the entry gate for the night. A single car remained and was parked on the grass. The vehicle was not supposed to be there and the officer called out on his PA for the driver to move. The driver of the auto took a long circular path and drove up behind the officer's squad car and then crashed into him at slow speed. What would most officers have done? This Officer said he knew that he had to move, and instead of jumping out to confront the driver, he drove forward and made a sweeping circle away. As it was getting dark, he saw the driver/offender raise a revolver and begin shooting at him. It was an ambush planned by the shooter to draw the officer close and the shooter expected the officer to walk into it. As it did not happen as he planned, the offender opened fire and gave away his element of surprise. The officer told me he made a fast plan to reverse the inertia of the attack and stopped his car and jumped out into the shadows. He observed the offender get out of his car, rush over and point his revolver into the interior of the now empty squad car. The officer told me he silently approached out of the shadows behind the gunman. With his pistol raised towards the back of the attacker's head, he made his presence known. He said the offender slowly turned his head and then stuck the muzzle of his revolver under his chin and committed suicide.

The offender was counting on the shock value and surprise of hitting the squad car to draw out the officer and murder him. He ran into an officer who responded not by emotion but by consideration and thoughtful action. He told me it saved his life and that he had planned for such events in his mind many times. Not that he expected this bizarre event, but the key point is that facing an irrational act he did not feed into it by angrily jumping out and doing what the attacker expected.

In this action, there are many lessons to consider.

Human nature works against us. We are impatient, emotion driven, and too easily caught up in routine and complacency. Routine and Complacency are deadly adversaries, laying us open to all other hazards.

We take the position that we have gone to the same alarm, same location, same offender over and over. There was no danger in the past so it will not be dangerous

today. Not dangerous ...add the word YET.

A Texas Deputy told me of his life and death fight with a long time domestic offender who had not been previously dangerous so he did not wait for back up. As the Deputy exited his SUV, he slipped and reached up to steady himself by grabbing the edge of the door. The offender rushed him and slammed closed the drive's door onto his gunhand, crushing his fingers and locking them into the door frame. Pinned in place, the Deputy fought back with his left hand, his feet, his teeth and as the offender tried to disarm him. The Deputy grabbed a pistol magazine from his belt and thrust it into the attacker's eye socket. Blinded in that eye, the offender broke away and ran. Fast action saved the Deputy's life.

When we fall into routine, the next time the offender who has not been "dangerous" may be waiting behind the door or around the corner with a knife, gun, or can of gasoline.

We know and recognize the danger and often disregard it. On alarm calls, officers continue to park in front of the bank, house or business. Nothing to worry about, until you are ambushed.

A fine police officer and a friend, Crest Hill IL P.D. Sgt. Tim Simenson was murdered when he opened the trunk of an arrested armed robbers' vehicle. The second offender, unseen and unknown was hiding in the trunk and shot Tim in the face as he opened the trunk lid to look for proceeds.

*-<http://www.odmp.org/officer/715-sergeant-timothy-alan-simenson>.*

## **Ambush by its very nature depends on surprise.**

Every officer should study Col. Boyd's OODA Cycle/ Loop concepts. Simply put, when you can get ahead of your opponent's actions by forcing him to respond to your actions, you are winning the fight of time and space. When he must respond to you, his planning has failed. Ambush is an example of getting inside your opponent's OODA Loop or him getting inside of yours. That said, training to immediately recognize the attack and avoid, deflect, or counter the attacker can then gain you the

advantage and reverse the momentum. Observe, Orient, Decide, and Act is the premise of Boyd's writing and these steps in the cycle take time. Time is the core element of the fight and we can win by adopting Col. Boyd's teachings.

[http://realfighting.com/the\\_ooda\\_cycle.php](http://realfighting.com/the_ooda_cycle.php).

To reduce the likelihood of being taken by surprise and the deadly consequences of violent ambush, we need to be alert, aware, trained to respond, and continually practice our response(s) both mentally and physically. A key practice involves mental visualization. It is a very powerful tool used throughout professional sports. Imagine the situation and visualize your successful response. You are training at a conscious and subconscious level to recognize a variety of patterns. Pattern recognition becomes part of your mental programming so that when faced with a threat, you have seen it before in your mental rehearsals and visualizations. You are instantly alerted by the offender's speech, body language and overall conduct. You can identify human actions that indicate danger as taught by Patrick VanHorne and Jason Riley in their excellent book "Left of Bang" and follow through using your preplanning and training. This is not complicated. An example is the matador and the bull. The matador is able avoid being gored or crushed by use of his cape and moving quickly off the line of the bull's charge. The matador is the conductor of the action. While he knows the bull is the danger, where the bull is located, and recognizes when it is about to charge; his success in evading the charge comes from his mental and physical training and preparation. Using the above concepts, officers on the street can learn to see, identify, and move away from the proverbial bull. At the same time, tasking action to defeat the threat. Each officer can become the matador.

## What You Train To Do

Illinois Tactical Officers Association Conference presenters have warned us about making the correct choice of tactics. Henk Iverson challenges us with these words, "would you truly do that in the fight". If not, stop training it. He explains that "You can get really good at something that will get you killed". How does a new

officer even understand what to do in a life or death incident and more so what to avoid? By seeking out information from web sites like Law Officer and other credible sources of information. For the physical hands on learning, attend training offered through your state POST/Police Training Board, state tactical officers association such as the ITOA, the National Tactical Officers Association, the FBI, and reputable industry trainers.

As the ancient proverb states, "when the student is ready, the teacher will be there".

Paul Howe of CSAT questions us as to how many are living the fantasy of the fight? Meaning we train for things that simply will not work and are not reality based. Too much training is just to put a piece of paper in a file.

Both Henk and Paul have been through the hard times and speak from vast experience.

<http://www.henkiversontesting.com/>

<http://www.combatshootingandtactics.com/>

[http://www.combatshootingandtactics.com/published/Push\\_or\\_Hold\\_8July09.pdf](http://www.combatshootingandtactics.com/published/Push_or_Hold_8July09.pdf)

Former ITOA Board member Dep. Chief Rich Ryan (ret.) served as a Marine rifleman in Viet Nam. Rich traveled the world as a security specialist for one of the largest Fortune 500 companies and studied threat recognition and response. He commented as follows on military ambush response v. civilian law enforcement.

"Ambushes take many forms, but I think it may help the discussion if we understand some differences between military preparation for ambushes and those likely to be encountered by a civilian LE officer. It's been many years since I trooped and trained in Marine rifle companies, but the necessary assumption in that arena is that the attacker has also trained and knows how to set up an ambush. In that scenario, the "kill zone" includes where you are at the moment of attack and where the attacker anticipates you will move. The only effective survival response is violent, aggressive assault on the attacker with as much suppressive fire as you can lay down. It



certainly doesn't always work that way (especially in a mountain jungle environment), but that was the training.

The only 100% survival mechanism that I can think of in either case is that the officer must remain tactically aware of the evolving situation and retain the ability to make sound decisions under extreme stress. Dave Grossman covers this in his training about as well as it can be covered.

I learned security concepts then that have served me very well through the years. One was “Target Hardening”. In those discussions, the focus was on physical security, but the same concept applies to counter-ambush tactics. Left of Bang has the same focus—be a hard target. Situational awareness is always crucial and never more so than in today’s world. An alert officer when approaching any situation will benefit from the risk methodologies which cause us to “think like the attacker”. If you were going to set up an ambush, where would you initiate from? Be aware and have a plan. A response plan for any anticipated immediate future situation is analogous to a baseball outfielder who always knows where he will throw the ball given the conditions on the field. He is watching, waiting, preparing, and has trained his responses ten thousand times.

What is necessary for an ambush to be successful? As you point out, surprise—the officer can’t see it coming. A truly alert officer can reduce the surprise factor. Any officer who is lulled into complacency by routine is at risk.

Always, move to gain and maintain tactical advantage. Static training in a lane with firearm safety rules in full force only teaches basic firearm awareness. Without movement, obstacles, stress, etc. the training is not for the battle. Realism in training can be painful and stressful, but remove the stress and you’ve removed the value. Certainly, skill builder short courses can teach shooting while wounded, reloads, etc., but force-on-force and high stress training— whether provided by the department or obtained privately is vital. It may take money out of your pocket to obtain superior training, but the wise officer realizes that his or her family matters and NO ONE else is responsible for your safety more so than you are.”

As Rich points out, there is a difference in ambush

response training. The concept of suppressive fire as a military tactic does not translate into the civilian law enforcement response. We can however direct gunfire at a location where the offender is known or reasonably believed to be located. We are responsible for rounds fired and do not have “free fire zones”. With that caveat, a fierce counter attack should be taught to stop the momentum of the attacker(s) and move out of a purely defensive mode. When under direct attack, we will not win by defense only.

## Some Considerations

**FREQUENCY V. QUANTITY:** We cannot eat a years’ worth of food in one meal any more than one day of firearms or defensive tactics training prepares us for a life and death fight. It is doing something of value in training daily that makes the difference.

**WHAT TO DO:** Commit to a daily effort that includes reading Left of Bang and the listed resource. With Kindle and I-Pads, electronic media at hand when you have those extra minutes. Physical fitness is the foundation of capability in the fight and a fit officer looks ready. As Coach Tony Blauer states, “you can’t fake endurance”. Table top different scenarios with your patrol partners and ask the “what if” questions. Draw your response on a white board and require each other to explain the legal issues as to use of force in the given situation, the method of approach to the scene, identification of the danger or kill zone and how to avoid it and keep other officers out, and what you might do on scene. Is there an immediate threat to life requiring immediate action or do you have time to contain, plan, and coordinate? You will find many unanswered questions but if they are not asked and answered truthfully, the next time you see the question will be in real time where life is at risk. Remember, the learn as you go model is a poor one indeed.

**LAW AND POLICY:** Know the legal and department policy issues that frame our use of force and arrest procedures and tactics. The United States Supreme Court laid out the reasonableness standard in *Graham v. Connor* (1989). Three points must be considered as an officer responds to a call:

The severity of the crime at issue.

Whether there is an immediate threat to the officer or others

Whether the offender is attempting to defeat your arrest by resistance or escape.

In an ambush, the attempted crime is murder, the threat is one of death or great bodily harm and it is happening now, and the offender is by the nature of the crime attempting to defeat your arrest.

What does your policy offer as to guidance? There are those who argue for policy that prohibits the use of force against a driver of a vehicle if it is ONLY the vehicle being used as a weapon. They must have failed to read about the series of recent vehicle attacks in the US and overseas. But again, does your policy allow shooting at or from a moving vehicle where there is an immediate threat to life? If not, move to make the change.



**APPEARANCE:** Remember the words of noted trainer Clint Smith, "If you look like food you will get eaten". Do

you present a squared away appearance, is your gear maintained, do you look ready? Lt. Col. Dave Grossman describes how a white shark will bump its prey before attacking. Human predators will do the same but instead of a physical bump it can be a psychological one. The pre-attack is a look over, a decision-making moment as the officer is being appraised with one thought, "can I take him/her"?

An FBI study related to officers murdered in the line of duty detailed how one offender decided not to attack on officer because his uniform and gear was squared away and he was carrying a large revolver with rubber grips. The murderer bypassed this potential victim officer because he said it looked like the officer was carrying a "magnum revolver" and looked squared away. The officer never knew he had been "bumped". How many times has this happened that cannot be known or quantified?

**Readiness is not only what gear you carry but how carry yourself.**

**USE COMMUNICATION EFFECTIVELY:** If you know that you are heading into danger; try to get the best information BEFORE searching for or advancing against armed offenders. Know who your back up is and where they are located. If you are calling in assistance, advise the route(s) to avoid. In a violent emergency event, the radio can be useless due to multiple users. Clear the air for those who need it most.

Even linking up with assisting uniformed Officers can be difficult and dangerous and far worse for plain clothes officers. A badge or star worn on the belt is likely not going to be seen and you will be seen as "the man with the gun". Carry/Wear large external ID that clearly shows POLICE such as the DSM Safety Banner and rifle sling cover.

<http://www.dsmsafety.com/>

**AVOID:** the kill zone and creating cross fire or 'Blue on Blue' fire. Beware of being drawn into an ambush. If it does not look right, slow down, appraise, hold position or move in another direction; remember the Forest Preserve Incident.

Do not form a circle around the offender or vehicle, as this becomes what we call a “circular ambush” created by ourselves. Do not put him / them into a linear “gauntlet”. As they drive or run down the line, we are firing from either side into each other. Train to put the offender at a disadvantage using the concept of the “L” formation. This allows clear line of sight and line of fire. The “L” is where officers position themselves at the ends of the L with the offender in bend or 90-degree position. The offender cannot focus on and target both officers at the same time. Officers are spread apart and at different distances achieving contact and cover points. Avoid standing close together where an immediate attack puts all officers in the line of fire and puts officers in each other’s line of return fire. Test this out with your partners. It is a simple exercise. One of you plays the offender, and two or more of you stand in various locations. Ask the “offender” what he can and cannot see, what he can and cannot immediately target. Switch roles so every officer sees and experiences the issues from both perspectives. Where there is more than one officer, make certain to have at least one officer providing rear cover and checking for threats that include other offenders, oncoming vehicles, or dangerous animals. Check your 6 is the saying; make it happen.

NOTE: ALL safety measures are in place in any training. NO live fire firearms or ammunition should be in the scenario. Do not “train” on midnights in the parking lot. Discussion is always needed but when hands on training is in place, always follow the safety rules and train in an area or location set up for it.

OBSERVE: 360 degrees, do not just look but SEE. No one trains this better than Derrick Bartlett of Snipercraft, Inc. His class, Tactical Vision is one of the most important I have attended. He explains and demonstrates why we fail to see what is happening around us. More importantly, he teaches how to visually identify critical inputs at high speed and then act on that information. The brain takes in most of the information we need through our eyes. As Darrick teaches, there is a means to see better and faster that greatly enhances our defensive abilities.

- <http://www.snipercraft.org/courses2.html>

We can see at close distance but if you also carry binoculars in your car on the seat next to you, you can see ahead and standoff distance is protection. Do not drive into the erupting violence. Night vision is huge advantage at night and in low light and is less expensive in the older versions. Hold your distance and where feasible come in on foot. You can hear very little of outside conditions from in a car and you are an obvious target entering by use of your vehicle.

WHAT GIVES US AND THEM AWAY: light, sound, and movement. During different times of the day, each one has different effect. Light and sound at night, movement more so in the day. Know this and make your actions accordingly.

Let your eyes adjust to the dark if you have the time, so make the time. Use flashlights properly and do not light up yourself or your partners. Do not put light in their eyes destroying their night vision.

As noise gives away the offender, it works the same for officers. Make sure to quiet your gear that you carry. Use a key holder on your belt to prevent the rattling of loose keys, and check all other items by jumping up and down a few times.

SLOW DOWN: the saying that "Fools rush in where Angels fear to tread" applies to us all. Speed kills in a number of ways. We can create danger or force an offender into action by rushing in. As Paul Howe trains, “know when to push and know when to hold”. Do not rush into the muzzle of a gun or towards the point of a blade heedlessly and without a plan. A police uniform does not make you stronger, smarter, or faster. It does make you a visible target. One more time: slow down.

STABILIZE: Get control of yourself, adrenaline is a very powerful chemical that drives us into unreasoning actions. Get control of other Officers responding to assist. The saying I remember best and lived a number of times is: When you ask for help, the good news is you get it, When you ask for help, the bad news is...you get it.

Many Officers rush to the scene, with no command and control, they all are doing what they think best. They get to go to some other town, drive fast, and not have to

write paper; a good day...except if you are in command and require coordination.

Where life is not at immediate risk, such as an active shooter/threat situation and immediate rapid deployment is not in play, SLOW DOWN.

Get control of the scene. Set your perimeter. Identify your Officer/unit locations. Team/Buddy Up where possible. Buddy-Up plain clothes officers with uniformed officers. DO NOT leave your partner. When you break apart, bad things can and have happened.

BREATH: Break out of tunnel vision. Clear your mind and senses by using a breathing technique we learned from Lt. Col. Dave Grossman and Bruce Siddle. It is called Combat Breathing and done as follows; breath in through the nose and hold for three seconds, press out on the gut before releasing the breath for three seconds, release the breath out through the mouth for three seconds and repeat. This clears your mind and brings conscious thinking back into play. In a recent discussion panel at the LEETA 2017 Conference, a St. Louis officer described the ambush attack he faced in the early am hours as he was working a secondary security job. He saw the attackers on foot and although suspicious, he said he did not peg them as a threat. They left the area and then returned in a vehicle. As the attackers drove up to his parked vehicle, one jumped out and onto the hood of his car and started shooting down at him through he windshield. Simultaneously, the officer drew his pistol and fired back. Moments before, he grabbed the vest that he had placed on the seat next to him; that he had not put on until he said that "God spoke in his ear and told him to get ready". His gut instinct was telling him that things were very wrong, even when his conscious mind was saying otherwise. The ambusher jumped down and fled as the officer reloaded his Beretta model 92. The officer said that he could not see anything other than a small area in front of his face because he was so focused on his attacker. He forced himself to breath and his visual area opened wide, he could see the others driving away and the shooter running off. The officer was hit just on the side edge of his vest mid chest. His fast counter attack, his ability to instantly draw and fire, along with his vest saved life.

*On Killing*, Lt. Col. Dave Grossman, 1995

*On Combat*, Lt. Col. Dave Grossman, PPCT Press, 2004

*Sharpening the Warrior's Edge*, Bruce Siddle

[https://www.amazon.com/Sharpening-Warriors-Edge-Psychology-Training/dp/0964920506/ref=sr\\_1\\_1?ie=UTF8&qid=1491168086&sr=8-1&keywords=sharpening+the+warrior%27s+edge](https://www.amazon.com/Sharpening-Warriors-Edge-Psychology-Training/dp/0964920506/ref=sr_1_1?ie=UTF8&qid=1491168086&sr=8-1&keywords=sharpening+the+warrior%27s+edge)

HAVE A PLAN: It always changes on contact but planning requires thinking and that affords consideration of what we know and what we do not. Where are we, where should we be? Where is the offender(s) and how are he/ they armed? Number of and description of offender(s) and vehicles, direction, speed, clothing, weapons, and injuries / where did he/they head?

HAVE AN ALTERNATIVE PLAN: When Plan A fails, transition to Plan B or C which may be a transition to NIKE's and run fast to a better location where you can take cover and successfully defend yourself.

MURPHY'S LAW: Whatever can go wrong, will go wrong, and at the worst possible time. Murphy's Law is NOT Murphy's Suggestion. It will happen that whatever your plan, or piece of gear or other element you are counting on, fails to work. Carry backup gear and as said, have a backup plan.

DON'T RUSH IN WHERE YOU DO NOT HAVE TO -

ESTABLISH A PERIMETER: Instead of moving into dark fields, alleys, or yards where you are subject to unseen attack, set up a perimeter. Call in K-9 and air support if you have access. Get it right from the start, as LAPD Ofc.- Senior Pilot Jack Shonely (ret.) has taught us, make it bigger and shrink if needed as you cannot easily or effectively go from smaller to larger. Officers must hold their positions and stay alert. If we rush from one false sighting to another we are totally ineffective and worse a danger to ourselves. How often has the offender come out of a field or yard right into a perimeter unit. Who gets surprised and possibly ambushed? Offenders will change their appearance and often wear clothes to discard and simply walk away. Get Ofc. Shonely to come to your region and do his Perimeter and Containment class; it is essential information. His book *Apprehending Fleeing*



Suspects is another must read. [www.Officertactics.com](http://www.Officertactics.com)

**DO NOT UNDERESTIMATE:** Not every offender is an untrained and ineffective opponent. He or SHE may be highly trained and skilled and most importantly, highly motivated to murder you and anyone else that attempts to stop them. Respect the fact that they are willing to fight and plan/respond accordingly.

**THE FIGHT EQUATION:** FIND THEM, FIX THEM IN PLACE, FLANK THEM, DEFEAT THEM. Frontal attacks are suicidal against a fortified position manned by ready defenders.

**WHEN UNDER ATTACK:** MOVE – SHOOT – COMMUNICATE in whatever order is required. These three actions have many facets and apply at different times under varying circumstances.

**MOVE,** in close quarters, without cover, do not be a stationary target. As Henk Iverson trains, it is more important to not get shot by immediately moving off the line of force than it is to stand still, try to shoot back and get shot. Movement may include the use of your squad car and breaking out of the kill zone or driving at the attacker to defeat his plan. It may be on foot and moving hard laterally like the matador to avoid the bullet or the blade. Moving and shooting is an elevated skill set. The fight is dynamic and most often involves movement by the officer and offender. Why is it that the majority of police firearms training I have seen is static range work with little reality to the actual incidents that have occurred? Work with experienced and vetted trainers to learn both the safety protocols and the tactics of the close quarter fight. Start with unloaded handguns to understand the footwork and the issue of muzzle discipline. Do not draw your handgun as you are moving sideways and muzzle the shooter to your left or right. Do not cross step as you will trip and likely fall. Turn your feet in the direction you choose and move fast. In extreme close quarters, arm's length, you may have to move into the offender. At greater distance, movement to cover at speed away from and off line of threat may be the key. Only through realistic and continued training and practice can you learn these vital skills.

**SHOOT:** The ability to immediately get your handgun or long gun into action is critical. Develop your skills through

continued training and proper practice. Train for accuracy and speed but do not go so fast as to miss. You may only get one round in a fight and it has to count. One of the great shooters I competed against said this, “your first shot has to be your best shot and every shot has to be your first shot”. There are no throw-aways or do-overs. Many officers shoot once a year and are “qualified”. Qualified for what? The next piece of paper or a real fight? If your agency cannot provide you with training, find it and pay for it on your own. Ask yourself, how much is your life worth? The only answer, all that I have. Work an extra overtime shift or two to buy ammo and find the instructor on your department or in your region to show you the way.

**COMMUNICATE:** Train to call for assistance by stating your location, that you need help, and that you are under fire or firing. The television version of “shots fired” that too often is the information shouted into the radio, does not tell us if the officer has fired and the offender is down or that the officer is under fire.

If the fight is over, say so. Officers will be driving at high speed with all the dangers attached to get to you.

In our training we have officers FIRST finish the fight and then call in a mock radio call. They have not done it before and it requires training.

**GEAR:** It only matters if you have it with you. How much ammo do you need? No one can say. But if you think you need more, CARRY MORE. Near us, an ambushed officer exhausted 37 rounds in a 9 minute shoot out. He shot dry and responding officers passed him a shotgun. You cannot expect that others will supply you or even get to you in time. You have to decide what is enough. A single magazine for your pistol or patrol rifle is not. As a note, I find plain clothes officers and administrators carrying no other ammo than that in their pistol or revolver. For street officers who make use of outside vest carriers, be sure to have a mag pouch on your gun belt. We continue to see officers show up to training with their only mags on their vest carriers. If the vest carrier is stripped off in a fight or any other reason, you have no extra ammo. Handguns are carried as defensive close range tools, always on us and ready for immediate use. But if you are responding to a known deadly force threat, deploy your

rifle / shotgun before you arrive. Mount long guns inside your squad car so you have immediate access. There are a number of rack designs that I have used including Big Sky and Santa Cruz. If you must use a trunk or back of vehicle storage system, stop and retrieve your long gun before you arrive at the scene. You may encounter the offender(s) fleeing the area. Be ready by being prepared.

## CHECK YOUR GEAR /TEST YOUR GEAR BEFORE THE FIGHT:

Whatever gear you choose, be sure it is clean, working and functional, easy to access, and replaced or checked on a monthly basis. Before you move out of your home or station, check you duty pistol(s) to be sure it is fully loaded with the proper ammunition; same with any long guns. Keep them clean and lubricated as a dry and dirty pistol or long gun is subject to failure. Ammunition should not be repeatedly chambered and loaded back in the magazine. The bullet can be pushed back into the casing and fail to feed. Check all ammo you load to be sure it is in perfect condition.

An article I wrote on this for your consideration:

<https://www.policeone.com/police-products/firearm-accessories/gun-racks/articles/125511-GearCheck-Weapons-ammo-inspection-tips-that-can-protect-your-life/>

**MEDICAL:** YOU ARE ON YOUR OWN. EMS is not entering an active gunfight. Defeat the threat and treat yourself.



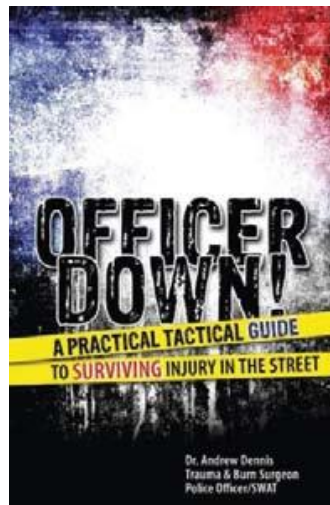
Otherwise, you might bleed to death under cover and

waiting. ALWAYS carry a tourniquet on your body (not in your car or go bag that is left behind) and know how to use it without looking and in the dark. Several companies such as Rescue Essentials and Tactical Medical Solutions are making ankle holders that carry a tourniquet, gloves and other vital items.

<https://www.rescue-essentials.com/rescue-essentials-ankle-medical-holster/>

<https://www.tacmedsolutions.com/product/tourniquet-ankle-holster/>

Check out Dr. Andrew Dennis' book: Officer Down: A Practical Guide to Surviving Injury on the Street. Doc Dennis is one of our ITOA TEMS Docs and a highly skilled SWAT Dr. His information can save your life. Spend time with this training. It is not a fifteen-minute exercise. Do it under stress on the range and in realistic simulations. Make it real, so training and action on the street are twins.



Our ITOA TEMS CoChair Dr. John Wipfler who teaches and writes extensively on TEMS and helped develop our self aid/buddy aid classes sends the following:

1. If struck by a knife or bullet or fragments into your torso (neck, chest, abdomen, pelvis), first finish the fight, then communicate and get help in rapid transport to a trauma medical center, providing first aid along the way. These injuries are life-threatening. Bring or meet advanced life support providers along the way if conditions allow. Get appropriate medical treatment for the key killers... bleeding, tension pneumothorax, compromised airway and breathing. Your goal is to get to the ER (emergency department) and if needed, into the OR (operating room) as soon as possible.

2. If struck by a knife or bullet or fragments into your arms or legs, the first response is to finish the fight, defeat the threat, then seek hard cover. Look for the criminal who just attacked you and finish the fight... first. Then look for a 2nd and 3rd criminal maintaining 360 threat awareness. Remember the medical issues are secondary to your immediate safety, noting that up to a 30 second delay in treatment is acceptable for any injury in a high-threat situation. When you are done shooting and the immediate threat is defeated, and behind hard cover or in concealment, keep scanning while putting on your tourniquet. No need to look at your injury until the scene is later fully safe and the cavalry has come. Put the tourniquet high on your arm or leg, and twist the windlass until the TQ is tight and painful. You should be able to do this in less than 15 seconds. Once the tourniquet is in place, you will not die from that injury. Most officers will be fully alert and 'in the game' at this time. Arrange transportation and further medical care at a tactically appropriate time. No rush to leave. Do not allow other officers to risk their lives and possibly die by rushing to help you. Stay behind hard cover, communicate, and wait for the situation to be contained. You have 2 or 3 hours to get to the hospital. Think and act clearly. If a medic or fellow officer is present, most penetrating trauma injuries to the arms and legs can be treated with a compression bandage (OLAES, EB, others), but you won't want to take the time to figure this out until the gunfight is over and done. First use your tourniquet as soon as it's safe to do so. Remember a TQ is painful, but it can save your life and possibly the lives of your fellow officers who don't need to rush to save you. Be prepared and survive.

Tactical Medical Solution SOF®TT-W Tourniquet

<https://www.tacmedsolutions.com/product/sof-tactical-tourniquet-wide-new-buckle/>



**COVER:** Make effective use of cover. Know the limitations of your vehicle as protection against gunfire. The ricochet issues and the inability to see the offender when behind your car needs to be understood.

If you cannot see, you can be flanked. The old training we received was to retreat to the squad car, use it as cover, and return fire. In the absence of close cover, that may be the answer, but do you have a plan to clear your vehicle and move fast to another position of advantage? If you have no close vehicle, a large tree, brick or concrete wall can negate the power and penetration of rifle fire. Have you trained to shoot from inside and around your car? Read about the driver—FTO's response to the March 2013 ambush attack in Middlefield Ohio to understand the value of being able to draw and fire from inside your squad car.

Will your holster allow the draw. If it requires that you rock the pistol backwards before clearing the holster retention system, you will likely be unable to do so seated deep in your seat.

Paul Howe wrote about the "myth of cover" around vehicles. Read:

[http://www.combatshootingandtactics.com/published/the\\_myth\\_of\\_cover\\_07.pdf](http://www.combatshootingandtactics.com/published/the_myth_of_cover_07.pdf)

**THE FIGHT IS NOT OVER—UNTIL YOU CONFIRM IT IS:** Is the offender truly out of the fight? Simply being on the ground is not proof. Dangerous and motivated murderers have been shot repeatedly and still fought on. It only has to be another beat of the heart, the flow of blood to the brain, enough energy for one more shot fired at you.

Even with the primary attacker(s) down, danger is not past until you have checked your 360 and made a full scan of the scene and surrounding and made the decision it is safe for the present time. Other offenders can be hidden, or arrive with the intent to rescue their confederates or for revenge. In the Mumbai India terrorist attacks, the key anti-terrorism commander and 5 of his men were shot dead as they arrived and were first spotted by the attackers while still in their vehicle. Have a set or more of eyes to your rear and covering your backs. What part does the offender play in deciding the fight is over? Again from Rich Ryan; "I read recently that the fight isn't over until the bad guy decided it's over. In one of Peter Hathaway Capstick's African hunting books as he discusses the many hunters who decide the fight was over after a good killing shot, but the lion, cape buffalo, or elephant, didn't get the message, with deadly consequences".

**REMAIN READY:** The offender will see you and know you first. Your uniform is identification of your position and a powerful symbol, but it does not make you stronger, faster, or better at anything. It does make you a more visible target.

**VIGILANCE:** is constantly required, even when you have had little sleep, are sick, or just bored. The fight comes to you when you least expect it. Be capable of moving from recognition of danger to action at high speed. Not just any action but trained and effective response that you have prepared for and continue to practice daily.

**SAFE AREAS:** Our concept of "SAFE HAVEN" may be wrong. The dept. parking lot or visitor area can be a very dangerous location. Look at your surroundings from the view of the attacker. When possible, back your car into a parking spot, be ready to exit quickly and with good visual on the areas around you.

You are highest risk when stationary and in restricted space. Scan first before moving into your vehicle. Running engines, exhaust seen on cold days, cigarette smoke or stubs on the ground, air conditioning water runoff beneath a car can be indicators of persons inside.

**INCONVENIENCE:** We are always in a rush. Slowing down, altering our daily routines and routes may take longer but

it is protection against any offender looking to use your daily habits against you. It may be inconvenient but being dead is far more so. Make it a game, one that reinforces good tactics in movement and counter-surveillance.

**ATTENTION TO DETAIL:** Know who and what is around you. Pay attention and get out of Condition White as Col. Cooper called the state of total unawareness to your surroundings. See danger when it is hiding in plain sight. Read the book, *Left of Bang* and learn how to be more aware of the signs of danger and trouble approaching. Get a copy for your family members, it applies to everyone.

Example: Brake lights that remain on during a traffic stop indicate the car is in drive and the driver is preparing... to do what? Do NOT approach the vehicle. Make distance, over your PA, order the driver to put the car in park, turn off the engine, turn on the interior light at night... These are the Left of Bang warnings written about. Anomalies or things that do not belong in the moment. Such actions are often right in front of us and either not recognized or disregarded.

Ambush video:

<https://www.youtube.com/watch?v=JQWrzH-oyA8>

March 2013 attack in Texas

**Below 100:** Every officer, agency wide, should join effort that was initiated by Law Officer Magazine editors past and current, Capt. (ret.) Dale Stockton and Major Travis Yeates. Based on five core tenants of officer safety and survival, Below 100 focuses on: wear your seat belt, watch your speed, wear your body armor, WIN—what's important now?, and remember—complacency kills. Presented by some of the finest trainer we have in law enforcement, the Below 100 program contains critical information to protect officer's lives.

<http://below100.org/>

Combining all the above, add the following list to your training:

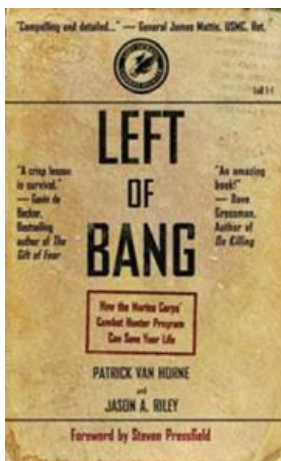
Think Tactics and constantly be assessing your position. A moving target is a difficult target. When danger is near:



- When do I move?
- Where do I move? (to and from)
- How do I move?
- Where am I the most predictable?
- Where am I the most vulnerable?

**STUDY HISTORY:** When pursuing or searching for dangerous offenders, expect that he/they will fight. We have seen too many examples of ambush of officers in such situations including the Howard Johnsons' Hotel sniper incident Dec. 31st 1972 in New Orleans, the

August 1997 Colebrook New Hampshire ambush of officers in a heavily wooded area, the February 2013 murders committed by Dorner in southern California, the recent ambush murders of officer in New York, Dallas, and many others across the nation. If we fail to study history, we will not learn the lessons that have been paid for in blood and fire. After reading about these terrible events, what lessons do you take away?



**MINDSET:** Last but perhaps the most important, we are what we make of ourselves. The mental toughness we bring to any conflict will be the most important element. We must be personally responsible for acquiring the skills that are so vital.

From former Marine Sgt. R.J. Meehan whom I hired after he recovered from his wounds;

"The mental "switch" needs to flip in an ambush. Failure to recognize the reality and immediacy of the situation results in delay in response, and time is the enemy, because those nano-seconds could be the final moments of your life unless you do...something. You must have a gun in order to shoot back, but more importantly you must have the skill, and the will, to USE what you have trained to counter and interrupt the ambush technique.

And really, that's all an ambush is-technique. The counters to that technique are military concepts:

- Gain fire superiority
- Fix the enemy by establishing a base of fire and enveloping, or by hasty assault (depends on distances involved)
- Destroy the enemy's ability to fight
- Employ skirmishers,
- Check ammo, casualties
- Resupply, get aid to the wounded
- Extract or continue patrol

Let's say you are sitting in your squad typing your disposition on your computer after a call. Your focus is down towards your computer. Your vehicle is in drive and you are standing on the brake pedal because you're vigilant and ready to move. In the next instant, your passenger-side window shatters. Because you are vigilant in keeping the car in drive, you immediately move off the "X" by hitting the gas and scanning for threats, calling out what happened on your radio, and assessing what just happened. Now, you could have been attacked in some fashion or a rock could have been kicked up by a passing vehicle and it broke your window-who knows. But because you maintained your ability to become mobile in an instant- because you were vigilant and ready, you're off the "X" and in a position to respond to whatever comes next. Simple. Not world-shatteringly-tactically-majestic or unicorn-fancy. Just ready and thinking ahead. This is a simple example of putting mindset into action.

Responding to the sudden, evil truth of the terrible rush of violence of being caught in the ambush requires an ever-present willingness to fight, counter attack, and win. Otherwise, your "switch" turns on...what exactly? My first thought when the IED that took off my fingers was about my wife and the fact I had been maimed. I immediately recognized this as an "intrusive, distracting thought" because of Lt Col Grossman wrote in his book "On Killing", and what was first turned on was my "tactical

thought process", i.e, "where are my teammates, is anyone else hurt, and how are we going to counter the ambush that is inevitable, any second now....where would I ambush us from?" Then my mind turned to my weapons and how I was going to run them with one hand -thank you Henk Iverson for that body of knowledge, gained through his training. I wasn't watching all this happen from the outside in, except for imagining the situation enemy's point of view and trying to get ahead of what I thought their plan might be. On the contrary, I was 100% focused on the next few moments, as my full attention became focused on the ambush I felt sure was about to happen. Combat is work and priorities. I was finding something to do to help the situation. As it turned out, my best option at that moment was to get the hell out of the kill zone and make sure everyone else in my vehicle was OK. Had we been ambushed by small arms as I expected, I had formulated a plan and was of the mindset to put it into action.

An officer asked me about the trials of becoming a Marine in boot camp and school of infantry, and whether I thought any of it was really important after being in combat. I took a moment to consider, because marching around in circles was pretty comical in hindsight. But what I told him, and as I said it I realized the truth of it-was that every second of it-every run, every rep, every round, every time a DI got in my face, every time I felt the hurt and felt my mind weaken, every time I failed and pulled myself up again and attacked a problem, a scenario, or a hardship - mattered. It was the SUM TOTAL of all the preparation that, when our first ambush happened, allowed me to act based on the training. The first one was a shock but after a few times it was no longer a shock, it was the job we were there to do.... it was shooting, moving, communicating; what we said we would do, we did, and it worked. Luck played a role, but it worked. They ambushed us on convoy 4 times during my 3 months in Iraq".

R.J's words are powerful and based on reality. There is more to write, more to say, and more to do. Each of us writes our own history. The question will be, what did you

do today to prepare and train for the hard and dangerous moments? What will you be doing tomorrow?

Commander Ed Mohn, our ITOAVice President and lead tactical trainer tells us, "Train hard for the day will come".

Is today your day?

AMBUSH CAN BE AVOIDED OR DEFEATED.

THOSE WHO WIN; FIRST PREPARE TO WIN.

WHAT IS NEW IS OLD: Technology may change, legal issues are always a vital part of decision making and continually evolve, but the rules of the fight and the danger of ambush have been with us since the beginning of conflict. Look below at the orders of Major Robert Rogers. These were orders of war where no quarter was asked nor given. Take from them what we as police officers can best use, based on the laws and policies we work within.

## STANDING ORDERS, ROGERS' RANGERS

MAJOR ROBERT ROGERS, 1759

1. Don't forget nothing.
2. Have your musket clean as a whistle, hatchet scoured, sixty rounds powder and ball, and be ready to march at a minute's warning.
3. When you're on the march, act the way you would if you was sneaking up on a deer. See the enemy first.
4. Tell the truth about what you see and what you do. There is an army depending on us for correct information. You can lie all you please when you tell other folks about the Rangers, but don't never lie to a Ranger or officer.
5. Don't never take a chance you don't have to.
6. When we're on the march we march single file, far enough apart so one shot can't go through two men.

7. If we strike swamps, or soft ground, we spread out abreast, so it's hard to track us.
8. When we march, we keep moving till dark, so as to give the enemy the least possible chance at us.
9. When we camp, half the party stays awake while the other half sleeps.
10. If we take prisoners, we keep 'em separate till we have had time to examine them, so they can't cook up a story between 'em.
11. Don't ever march home the same way. Take a different route so you won't be ambushed.
12. No matter whether we travel in big parties or little ones, each party has to keep a scout 20 yards ahead, 20 yards on each flank, and 20 yards in the rear so the main body can't be surprised and wiped out.
13. Every night you'll be told where to meet if surrounded by a superior force.
14. Don't sit down to eat without posting sentries.
15. Don't sleep beyond dawn. Dawn's when the French and Indians attack.
16. Don't cross a river by a regular ford.
17. If somebody's trailing you, make a circle, come back onto your own tracks, and ambush the folks that aim to ambush you.
18. Don't stand up when the enemy's coming against you. Kneel down, lie down, hide behind a tree.

Let the enemy come till he's almost close enough to touch, then let him have it and jump out and finish him.

**ILEETA**

## About the Author

*Jeff Chudwin served 38 years and retired as the Chief of Police for the Village of Olympia Fields IL. He has been a law enforcement officer since 1974 and continues to work as a sworn officer. He is a graduate of DePaul University Law School and served as an Assistant States Attorney for both Will and Cook Counties IL. Chief Chudwin is a founding member and current president of the Illinois Tactical Officers Association (ITOA).*

Since 1978, Chief Chudwin has provided training to police officers and agencies on legal and practical issues of police use of force, tactical response training and officer survival at conferences throughout the country. He has worked on legal and policy issues related to officer involved shootings and represented officers involved in high-level use of force incidents. He is the executive editor of the ITOA Journal and has authored numerous articles for law enforcement publications on the issues of police use of force, *firearms training, and SWAT and patrol functions.*



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# Leading the National Discussion on Policing

by Lewis “Von” Kliem, MCJ, JD, LL.M.



**A**s our nation continues to wrestle with police reform, many Americans are eager to join the conversation. What

they are finding is that understanding and fairly judging police practices is not easy. Those of you with careers in criminal justice are likely fielding calls from friends and family wanting to know the difference between *carotid restraints* and *respiratory restraints*—two terms you are certain they didn’t know a week ago.

Not surprisingly, experts at the Force Science Institute have also seen a rapid increase in requests for information and interviews. Certainly from friends and family, but more consistently from police executives, attorneys, legislators, and the media. The range of topics has been impressive, and, more often than not, the questions seem to come from an honest attempt to understand policing.

## Getting Oriented

For many callers, including the journalists, talking with researchers, doctors, or attorneys who specialize in police practices and human performance is a first. They find the topics are more complex than they initially thought but are relieved to learn that research, training, and articles have been aimed at these topics for years—even those they believed were “novel” or “controversial.”

To help journalists prepare for interviews, we offer relevant articles from Force Science News. In fact, with rare exception, we have been able to provide multiple articles on each subject. One exception has been the “fear-based” training hypothesis. We are not aware of any research on “fear-based” training, but we did confirm our unequivocal support for “reality-based” training.

For those hoping to understand the evolution of evidence-based training, we have been directing them to our Force Science News library. The free library holds well over 400 articles, dating back 15 years. It contains

summaries and expert commentary for high-profile events, equipment development, civil and criminal cases, and, of course, human performance research. Although it was not the intent of the publication, the library serves to show where the profession has been, where it has grown, and where it has stood the test of time.

For those wanting a more detailed look at Force Science research, we have provided links on our website to each of our 27 peer-reviewed studies.

## Hot Topic: Excited Delirium

If your experience is like ours, many of you may find that the topics people most want to discuss are topics we view as important but not particularly “novel” or “controversial.” Even so, some topics have simply captured the public’s attention.

One such topic that continues to resurface is *excited delirium*. For those not familiar with excited delirium, the American Medical Association notes:

Excited delirium is a widely accepted entity in forensic pathology and is cited by medical examiners to explain the sudden in-custody death of individuals who are combative and in a highly agitated state. Excited delirium is broadly defined as a state of agitation, excitability, paranoia, aggression, and apparent immunity to pain, often associated with stimulant use and certain psychiatric disorders.

Despite medical cases documenting this phenomenon for over 150 years, critics continue to describe excited delirium as a controversial syndrome “invented” to absolve officers from excessive force. It is easy to imagine the confusion felt by those entering these discussions for the first time, especially if the conversation comes in the wake of an in-custody death that has left families broken and departments scrambling to understand the cause.

For those who have approached us on the excited delirium issue, we avoid commenting on any specific case. Instead, we explain the public safety purpose behind excited delirium training, direct callers to our relevant articles, and expose the vulnerability of the critics’



arguments.

## The “Pseudo-science” of Excited Delirium?

There seems to be a predictable strategy shared by those hoping to resurrect the excited delirium debate. First, they will note that the term is not found in the International Classification of Diseases and is therefore not relied on by the American Medical Association. Next, they will add that the diagnosis is not used by the American Psychiatric Association. Finally, if a targeted organization uses the term *excited delirium*, the critics will conclude the organization is advancing “pseudo-science” and imply the organization shouldn’t be believed; on this or any other issue.

Ironically, the “pseudo-science” attack continues to backfire on critics and media outlets, signaling their bias or incompetence. That’s because *excited delirium syndrome* has been recognized by the National Association of Medical Examiners and the American College of Emergency Physicians since 2009. Although medical experts might debate the primary cause of death in a specific case, neither the syndrome nor its most commonly associated symptoms are controversial.

Critics who attempt to undermine police credibility by attacking *excited delirium*, find themselves on the exact wrong side of their community’s interests.

Excited delirium training is not limited to post-incident investigations and evidence collection. Force Science also conducts excited delirium training in the context of de-escalation courses, where officers learn to adjust their communication, persuasion, and de-escalation strategies while assessing the possibility of a medical crisis.

Even so, post-incident investigations and on-scene de-escalation are not the primary goals of excited delirium education. The driving purpose of “excited delirium” training is to save lives.

Officers properly trained to recognize excited delirium as a potentially fatal medical condition, are also more likely

to practice arrest and restraint techniques that mitigate the risk to the patient. They are more likely to have planned, trained, and initiated a cooperative emergency response with dispatchers, emergency medical services, and hospital emergency staff.

Far from pseudo-science, excited delirium response training is recognized as a law enforcement best-practice by Lexipol, the International Association of Chiefs of Police, the Institute for the Prevention of In-Custody Deaths, and the Force Science Institute.

## Preparing for the Next Chapter

Many of you have trained, mentored, and supervised police. Your friends, families, and communities will undoubtedly benefit from your unique insights into the challenges facing our nation. Force Science graduates, more than ever, have the opportunity to share the impact that human performance research has on police practices.

During these coming weeks and months, it is almost certain that you will be confronted by those who sincerely view the police (and those who support them) as the problem. Use of force training and education is increasingly viewed as the product of fear-based, warrior training. The irony is that prior to any use of force, your training and education is precisely what led to the tactics and strategies that allow you to reduce the need for force or avoid it altogether.

Those honestly committed to transparency and procedural justice will have to admit that the expertise of highly trained investigators is what enables your agencies, courts, and communities to fairly assess the judgment and conduct of those involved.

Force Science will continue to lead discussions with government and community leaders across the nation. Reach out to us with questions or just for a sanity check.

If our full-time staff can’t answer your questions, we have an instructor staff that includes medical doctors, Ph.D.

psychologists, litigation attorneys, public policy attorneys with advanced law degrees, and trainers with extensive law enforcement, research, and expert witness experience. The combined accomplishments of our affiliated researchers and instructors include over 400 research articles and several textbooks. Email us your questions. Often we can respond right away and frequently we will have someone call you.

There are hard conversations ahead between our police, government leaders, and communities. Many of you will be in the middle of them. Let us know how we can help as we all lead local and national discussions on policing.

See REPORT 6 OF THE COUNCIL ON SCIENCE AND PUBLIC HEALTH (A-09), Use of Tasers® by Law Enforcement Agencies (Reference Committee D), at <https://www.ama-assn.org/sites/ama-assn.org/files/corp/media-browser/public/about-ama/councils/Council%20Reports/council-on-science-public-health/a09-csaph-tasers.pdf>

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## ILEETA

### About the Author

*With nearly 30 years in the criminal justice profession, Von worked as a civilian police officer, attorney, educator, and author. Von is an senior attorney for Lexipol, the executive editor of the Force Science News, and is co-owner of Von Kliem Consulting, LLC, where he trains and consults on constitutional policing, use of force analysis, crisis communications, and trauma-informed interviewing.*

### About the Force Science Institute

The Force Science Institute (FSI) was launched in 2004 by Executive Director Bill Lewinski, PhD, who has a doctorate in police psychology. FSI conducts sophisticated scientific research studies in human behavior to document the physical and mental dynamics of life-threatening events, including officer-involved shootings. Its findings impact officer training and safety and the public's perceptions of police use of force.

For more information, visit [www.forcescience.org](http://www.forcescience.org). If you would benefit from receiving updates on FSI's findings, as well as a variety of other law enforcement-related articles, visit [www.forcescience.org/news/](http://www.forcescience.org/news/) and click on "Subscribe Now" link. Subscriptions are free.



# *Instructor Development*

Editor:  
Thom Dworak



# Testing...1,2,3

by Kerry Avery, M. Ed.



**I**s this thing on?



The traditional school system we grew up in used testing as a threat to motivate us to work and study harder. Who can forget the pop quiz, final exam, or standardized testing? These experiences have given tests a bad reputation.

Although the brain is technically not a muscle, research has shown we need to treat it like one. When it comes to muscle development there are two common sayings, *use it or lose it* and *no pain no gain*. We all know the benefits of working out, but most people do not do it or we would all be walking around with nice buff muscles. Even though there is evidence the muscle development concepts also apply to the brain the natural tendency is to take the easiest path available.

This [study](#) compared the same class, one presented with a lecture and the other utilizing active instruction. The research found that students preferred the lecture format but performed better in the active learning format class. Students in the active learning class felt they did not learn as much. “These results suggest that when students experience the increased cognitive effort associated with active learning, they initially take that effort to signify poorer learning” (Deslauriers et al., 2019). The path of least resistance and the perception of reduced learning

because of cognitive effort presents an uphill battle to convincing people that testing is a good thing.

Testing to learn and as a form of review has been labeled retrieval practice. The books, *How We Learn and Why It Happens* by Benedict Carey, and *Make It Stick: The Science of Successful Learning* by Peter C Brown, Henry L Roediger III, and Mark A McDaniel, provide detailed accounts of the research which conclude trying to retrieve information results in better long term recall than reading or rewriting it. Even if the information is new, a person retains more by attempting to answer questions and being given the correct response than if they read it or someone tells them.

Do you want to try it for yourself? This exercise will take about 20 minutes over two sessions.

1. Go to this [assessment](#), answer the questions and then follow the steps at the bottom.
2. Wait at least 48 hours.
3. Go to this [assessment](#), test yourself and compare your results.

Incorporating retrieval practice in to training means moving away from the idea that tests are only issued at the end to assess learning and record a grade.

## Pre-Assessments

A pre-assessment can be given at the beginning of a course or topic. This type of assessment is only for personal reflection and learning. Do not collect, grade, or share the responses. A pre-assessment serves a few purposes. It primes the brain by getting participants thinking about the topic, including their existing



# Testing...con't

knowledge and experience. Getting answers wrong will pique interest and motivate people to learn the correct answer. Prerequisite knowledge can also be included as review which ensures everyone is starting from the same place.

## Formative Assessments

Formative assessments are used throughout a course to ensure participants are retaining what is being taught and to practice applying content to real situations. These assessments are often not graded but if they are assign a low weighting to each one as a portion of the final grade. Formative assessments may be incorporated at the end of a topic, or as review at the beginning or end of the day. They should also be used to review topics covered previously in order to interleave the topics (but that's another article.)

## Summative Assessments

The summative or final test is still relevant for assessing and confirming the course objectives are met to a satisfactory level. The format of the test should be driven by the learning objectives. If the objective is to conduct a witness interview the test should be a scenario or if scenarios are not feasible a written test with case-based questions. The expectations and pass grade for the summative assessment need to be communicated at the

beginning of the course. Remember people learn from their mistakes, so it is important to provide feedback on the summative assessment. We are preparing people to do a job, not teaching to a test.

You may face resistance and not be the most popular instructor because you're increasing cognitive effort, but your training will be more effective if you incorporate testing throughout.

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## ILEETA

### About the Author

Kerry Avery is the owner of [Odin Training Solutions Inc.](#) Kerry has a Master's degree in Education and over 15 years' experience designing training programs, with the last 10 years spent working with law enforcement to develop classroom, online and blended learning courses. In addition to course development, Kerry coaches and teaches law enforcement instructors on course design and facilitation. Kerry is the editor for the ILEETA Journal, and has presented at the ILEETA, IADLEST, and IACP conferences. She can be reached at [Kerry.Avery@shaw.ca](mailto:Kerry.Avery@shaw.ca).



# Three Things We Need to Teach Every New Supervisor

by Andrew A. DeMuth Jr.



**N**ewly appointed supervisors will never be as impressionable or as moldable as they are when they are first promoted. For this reason, it is critical that

they receive excellent initial training and enter their new role with the appropriate mindset, a leadership mindset.

Of course, there are numerous principles of leadership from which to teach, but there are three that will help good supervisors become great leaders.

## **1. It's not about You!**

This is the single most important concept for new supervisors and the first principle in becoming a truly exceptional leader. It's simple: you put your people first.

Years ago, a mayor was elected in a town near where I worked. His first official act in office was to create a reserved parking spot for himself, the closest spot to the municipal building. To accomplish this, he eliminated a handicapped spot. Contrast this with Chief Robert Garofalo of another nearby agency, the West Windsor Police Department, who works the road on Christmas mornings so one of his officers could be with family.

In researching his book, [Leaders Eat Last](#), leadership expert Simon Sinek interviewed a Marine Corps general and asked him what made the Marines so special. The general replied, "Officers eat last." The general further explained that when Marines line up at a chow hall, the lowest ranked personnel go first while the higher ranked personnel go to the back of the line. What an incredible gesture that sends a powerful message of putting your people first.

To be a leader means to lead. It doesn't mean to see what perks are in it for you. Leadership is sacrifice and putting your people first. When the leader truly takes

care of his or her people, it builds loyalty to both the leader and the organization. New supervisors, it's not about you!

## **2. Become a Student of Leadership.**

Scheduling personnel, setting up training, and completing performance evaluations are not leadership functions; they are management functions. They are absolutely critical to the running of the organization, but they are not examples of leadership. Leadership is much more than that.

Great leaders elevate their people. They help their people grow and develop and excel. Great leaders create a positive environment, they promote a healthy culture, and they lead their people in accomplishing the mission of the agency. Ultimately, "The function of leadership is to produce more leaders, not more followers." An excellent quote by Ralph Nader.

But newly promoted personnel must understand that leadership is not just a word; it is an undertaking. Besides the training provided by the agency, leaders should take it upon themselves to learn about leadership every day. In this era of technology, we have almost unlimited access to some of the best leadership minds of both today and throughout history. There are more books, articles, and videos on leadership that one could ever complete.

Teach our people to commit 30 minutes each day to learning more about leadership from all industries. One of our greatest sins is, "That would never work in law enforcement," or "That would never work in my agency." We dismiss ideas, not because we truly believe they wouldn't work but because we have never seen them successfully implemented within our agency and we are afraid to try. We need courageous leaders with ideas and vision.

## **3. Know Your Job!**

# Supervisor...con't

"Hey Sarge, am I allowed to ask the passenger to get out of the car on a motor vehicle stop? Sarge, I'm on a noise complaint call, and I smell the odor of burnt marijuana coming from inside the house. May I search? Sarge, may I seize and search a garbage bag left at the curb of a residence without a warrant?"

The questions will never end, and they won't just be about search and seizure either? From agency rules and regulations to law to policy to tactics to best practices, leaders need to know their job. Their people must be able to trust them. As leaders in such a unique profession, they owe this to their people.

Newly appointed leaders should commit a part of every shift to learning and brushing up on general job knowledge areas. This should be a daily occurrence. They should strive to become the go-to supervisor in the agency.

As trainers, we have the ability to influence the direction of the ship in the form of suggesting, modifying, and creating training curricula. Leadership training is one of those areas that benefit everyone: the leader, the squad or unit, and the organization. Of all the training in our

industry, it offers the most return on investment. From the onset, if we could get new supervisors to buy into making it about their people, a commitment to learning leadership, and understanding value of job knowledge, that return on investment would be massive.

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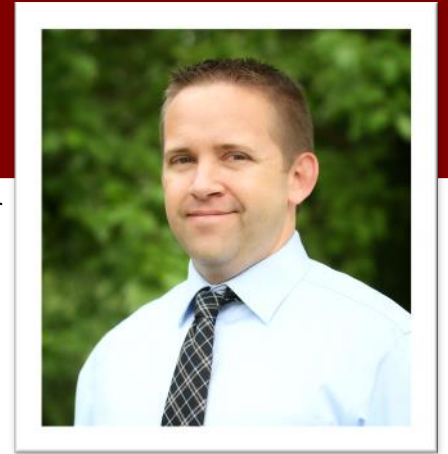
### About the Author

*Andrew A. DeMuth Jr. retired from the Freehold Borough Police Department in 2015 after a 25-year career. He served as the agency training officer and rangemaster in addition to running the investigations division. Today, he serves as a civilian manager of the statewide CODIS program within the New Jersey Division of Criminal Justice and trains regularly at agencies and police academies throughout the state and is an adjunct professor at Middlesex County College.*



# Combatting Sexual Violence Through Better Police Training

by Detective Corporal Jim Twardesky



A wolf who comes disguised as a friendly sheep is an apt description for the sexual predator. Perpetrating their crimes and evading consequences by their ability to hide their real motivations is a defining feature of the sexually motivated criminal. Getting to the truth despite the deception should be the goal of a successful police investigation.

The sad truth is that annually, an average of 433,648 sexual assaults are reported each year in the United States [1]. The problem for us as law enforcement is that less than 5% of these reported assaults lead to an arrest with less than 1% resulting in a felony conviction [2]. There is no disputing that sexual assaults are complex crimes with a number of mitigating factors that can complicate a successful prosecution but we as law enforcement can do better.

We get better by spreading knowledge about the reality of sexual assault and dispelling the many myths surrounding these horrific crimes. It is important for officers to know that rape is the sexual expression of power and anger by the offender and more about dysfunction in the offender's personality than it is about the sex [3]. Officers need to further understand that the challenge for the sex offender in committing their crime is that the nature of the crime itself makes it difficult for them to hide their identity, especially with the ever-increasing sophistication of DNA testing.

This leaves the sexually motivated offender with two options to avoid apprehension. One, avoid being apprehended because the victim never reports the assault to law enforcement. Or two, avoid being apprehended because no one, including law enforcement, believes the victim when they do come forward.

Why is this important to law enforcement? Because the officer who better understands how the sex offender operates will be in a better position to determine the truth and hold them accountable. Knowing that offenders look for

vulnerable victims or for ways to make a victim more vulnerable is a key element of investigating sexual assault.

Understand that the offender likely targeted your victim and anyone who on the surface may have a credibility issue would make for a more vulnerable target. Any attempt by an officer to assess the victim's credibility prior to a thorough investigation plays right into the sex offenders hands because many of the surface level observations you make about that victim are the same vulnerabilities that the offender identified and is now trying to exploit.

The other problem we have when law enforcement responds to sexual assault allegations is that many of the dynamics involved in sexual assault contradict officers' previous experiences with criminal investigations. For one, officers learn early on working the street that body language and statement inconsistencies can be helpful in detecting deception. If I ask you if you have drugs in your pocket and you respond by refusing to make eye contact or telling me a story that's jumbled with no logical sequence or you start sweating out of nowhere, I will come to suspect that you may have drugs in your pocket.

Because these reactions are common in guilty suspects, officers tend to associate these observations with deception. The unfortunate problem for the sexual assault victim, is that these same behaviors are also consistent with the behavior of someone who has recently experienced a traumatic event [4]. Officers should recognize that these behaviors are more indicative of someone who is under stress, not necessarily someone how who is being deceptive. The question is really, why is this person under stress right now? In the case of a sexual assault victim, what you may really be seeing is not deception but further evidence that a crime occurred. Further training on trauma's effect on the brain can help

*Photo: Youtube*



# Sexual Violence...con't

officers to better understand exactly why the victim in front of them is behaving the way they way that they are.

To end with, the only way to improve our response to sexual assault is to improve the training we give to officers. Too many of the trainings I've attended came from the perspective of victim advocacy rather than that of law enforcement. They were great in educating me about the victim experience, but they couldn't provide the specific tactics and strategies needed to effectively investigate rape allegations. Where I really gained insight was meeting and attending training put on by veteran sex crime detectives who were able to show how they took their knowledge of sexual assault victims and offenders to conduct more effective investigations. Training geared specifically towards cops with an emphasis on who the offender is and how they operate is the best way for us to hold more sexually motivated offenders accountable.

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## ILEETA

### About the Author

Detective Corporal Jim Twardesky has been in law enforcement since 1999, currently serving as a detective for the City of Warren police department in Michigan. He has a bachelor's degree in criminal justice and a master's in public administration, both from Wayne State University. Additionally, he teaches as an adjunct instructor for the Macomb Public Service Institute and regularly lectures on the subjects of child homicide, sex crimes and interviewing child molesters through his company [Twardesky Consulting](http://Twardesky Consulting).

**ILEETA**  
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# *LE Environment & Health and Wellness*

Editor:  
Kim Schlau



# A Clinician's Role in Law Enforcement: Your Essential Psychological Protective Expert (PPE)

By Sajel Bellon Ed.D., RP., CTSS



**T**hink of me as  
your PPE!

There has been greater attention turned towards the mental health and well-being of Law Enforcement Officers (LEOs) over the past few years. Departments have been finding themselves having to manage and respond to this internal crisis. With the nature of the calls becoming more severe, organizational communication, relationships and reactions are more complex. This results in a profound ripple effect that bleed into the LEO's personal and professional life where they are feeling drained and mentally exhausted. The consistent compounding factors of the high pressure nature of the job, exposure to trauma and stress contribute to a variety of mental health disorders, like depression (Wasilew and Olson, 2010), addictions, alcoholism (Leino, Eskelinen, Summala, & Virtanen, 2011), Post-Traumatic Stress (PTS) and ultimately, the increased risk of loss of life to suicide (Rees & Smith, 2008). Drawing on some parallels from In Crisis, Compassion and Resiliency in Student Affairs (Treadwell & O'Grady, 2019) policing can also be described as a career that draws individuals with a desire to help and support others and often leads one to adopt their job as a 'lifestyle' (p. 16). This can be detrimental to the individual LEO as they lose a sense of self and the ability to disconnect from their job role and organizational pressures. As a proactive measure, it is essential that law enforcement organizations recognize their role in supporting their frontlines, by integrating PPEs as part of their culture and system.

The traditional police culture reinforces maladaptive ways of coping, like drinking alcohol as a social and psychological release for dealing with the stresses of the job (Violanti, 2004). Alcoholism is correlated with increased mental health disorders and is the second most widespread diagnosis amidst suicides (Violanti, 2004). These factors also have a direct impact on the LEO's quality of life both professionally and personally, resulting in difficulties in relationships (Bellon, 2017), domestic disturbances/violence and parenting issues (Wester,

Sedivy, Arndt, & Arndt, 2010). It becomes very difficult for the compromised LEO to recognize the implications of the trauma in their life and are often left feeling overwhelmed, helpless and unable or unwilling to seek professional support. There is a shared responsibility, between the individual and the organization, in taking steps towards cultural systemic solutions for the detrimental patterns that we are observing among our LEOs and in our Departments.

It has become very evident that the traditional approach of treating outcomes by getting clinical help or support after the fact may not be the most efficient or effective solution for those in such high-risk sectors. There are means of minimizing the numbers who are suffering by being more proactive. The aim of this chapter is to challenge the traditional perspective of the sole approach of post-mental health care and to explore the potential positive impact of culturally competent clinicians on the entire span of a law enforcement career, from recruitment through to retirement, serving as Psychological Protective Experts (PPE).

Proactively including functions of a mental health professional in a Department's mandatory training and medical protocol would help to create a culture that **Promotes Wellbeing, Prevents Mental Illness and Embraces Treatment** by normalizing the interaction and engagement with PPEs. In essence, collaborating and working towards building Mind Armour™ while encouraging mentally healthy and connected workplaces (Bellon, 2017).

## Promotion of Well-Being

Knowing the potential brevity and weight of their work, LEOs need to care more about actively boosting their well-being, rather than just the relieving of their symptoms after they occur, or relief of their suffering (Seligman, Park, & Peterson, 2005). The absence of illness does not equal wellness. Building strengths is not just about improving weaknesses. It is more about finding meaning and purpose in one's work, which can translate to developing protective factors against stress and trauma.



Positive Psychology, the scientific extension of psychology that studies aspects that lead to human flourishing, well-being and resilience, seeks and shares interventions that leverage 'what is working well' and 'what helps one to thrive'. Exercising these positive strategies promote more positive emotions, relationships and character strengths that in turn, can protect, inoculate and buffer against the negative impact of stress and trauma (Seligman & Csikszentmihalyi, 2000).

A clinician who is well versed in the sciences of well-being or positive psychology can help to "turn toward understanding and building human strengths to complement our emphasis on healing damage" (Lambert, 2007, p.3) by the building up of strength-based strategies and reinforcing resiliency adaptive behaviours. During the early years, the LEO's career can be on focused on how to build mental/emotional wellness to enhance their resiliency and promote well-being, both at work and at home (Bellon, 2017). This can be achieved by encouraging and nourishing the benefits of positive emotions, relationships, hobbies/interests, goals, values and beliefs. Positive psychology informed clinicians can provide a variety of frameworks and evidence-based interventions to enhance protective factors for the LEO, minimizing some of the adverse influences from their job.

Having an established positive connection with a clinician right from the early stages, also helps to reduce the stigma that is associated with seeking mental health support since the emphasis would be on training and development, much like a trainer or coach at the gym, but focused on the fitness of the mind. The practitioner plays an integral role in helping LEO's build their skills and resilience by providing tools for self-care and mental well-being.

Organizationally reinforcing proactive positive psychological structures within the operational culture with the guidance and supervision of a PPE would yield positive psychological gains, while mitigating the breakdown of teams, relationships, families and loss of life due to suicide.

## Prevention of Mental Illness

The attention to the mental health and well-being of law enforcement officers has dramatically increased over the years. Prevention campaigns have been dedicated to raising awareness and educating officers at all levels of the organization in hopes of increasing awareness and minimizing the outcomes of Occupational Stress Injuries (OSI), like PTS and suicide. Many officers report a cumulative erosion of their well-being as they advance further along in their careers. The stressors are compounding between the direct exposure to trauma from responding to calls, the moral and sanctuary injuries from internal sources in their departments and culture, the pressures from the media and general public. Ultimately, all these accumulative factors have a direct influence and greatly impact the quality of their personal lives and family. Over the long-term, these stressors corrode one's sense of self, safety and purpose, diminishing and detrimental to their well-being and mental health. Well established patterns of avoidance or denial may play a part in LEO's coping with anxiety in unhealthy ways, preventing them from seeking the professional support to assist them. This extends the critical time between the exposure to trauma and effective treatment (Tedeschi & Calhoun, 1995). Organizational encouragement for a relationship with a PPE provides the opportunity for LEOs to participate in regular visits decreasing the stigma, avoidance and latency period after exposures. Established trust and confidentiality allow officers to seek assistance and support without fear or direct connection to internally linked relationships or consequences.

The PPE's role is to be solution-focused and goal oriented towards an LEO's self-care and prevention plan. Their functions include:

- Co-creating a safe haven for the LEO to feel a sense of sanctuary
- Providing the time and space to listen to the LEO's concerns by asking questions and exploring perspectives
- Supporting the LEO to discover and articulate their desired outcomes



- Identifying protective factors, strengths and assets
- Mapping out pathways and actionable steps towards implementation of a plan
- Reviewing, modifying and performing check-ins for continuous improvement and active participation in adaptive coping, self-care and resilience maintenance

(Blau, 1994)

## Embracing Treatment

Culturally aware and competent clinicians not only have the ability to assist LEOs in post-care and treatment of mental illnesses and disorders. They also have the capacity to metaphorically ride along with LEO for the duration of their career promoting well-being and preventing the adverse effects of chronic stress and trauma. There are many benefits for LEOs and Departments to consider seeking out and connecting with culturally competent clinicians/therapists at the very beginning of one's career, prior to the exposure to trauma and stress, as discussed above. For instance, founding a rapport and trust with a clinician early in one's career enables the development of confidence and sense of safety, establishing the necessary trust to discuss their evolving feelings and situations openly without fear of judgement or embarrassment. This is more difficult to establish when in a heightened compromised state during a crisis or when in the critical stages of needing treatment. The LEO can exercise more control and choice when selecting a clinician when they are in a good place and mentally healthy, resulting in a better personal fit in selecting a qualified practitioner for themselves for the long-term.

Traditionally, many LEOs find themselves seeking therapeutic care as a reaction to experiencing post-traumatic symptoms (Blau, 1994; Cummings, 1996; Fullerton, Ursano, Kao, & Bhartiya, 1992; Kirschman, 1997). Therapeutic conceptualizations and treatment plans are highly influenced by the complexity of the LEO's experiences, compounding factors, diversity of variables and ability to actively function in the therapeutic process. As the LEO matures in their role and accumulates the

stress of their varied experiences, the dynamics of their distress become more complex. This complexity unduly over burdens the LEO's recovery process as the LEO and PPE are stagnated by trying to build an alliance, address peripheral issues and mitigate potential collateral damage of the crisis. For example, when initially introduced during a time of crisis, often LEOs require stabilization in various domains and aspects of their relationships, at home and work. This can interfere with the urgency to prioritize and directly deal with the trauma or symptomatology. Whereas, when there is an established working relationship and familiarity, the therapeutic process itself can be more directed and focused on specific issues, resulting in more efficient resolution. This benefits not only the individual member, their immediate and LEO families but the overall organization, as it can translate to shorter or fewer absences, healthcare/insurance related costs and liabilities.

In conclusion, it is essential for law enforcement organizations to prioritize their role in normalizing the use and connection with PPE as part of their culture and practice. Invitations for culturally competent therapists to participate in debriefings, mental health/wellness days, peer support events, other professional development trainings, meetings and day-today check-ins, can help create the necessary familiarity, connection and comfort level to foster a culture that is proactive with their psychological care. This directly helps to lift the heaviness and burden that so many LEOs carry and causes them to suffer in silence. In order to grow and become stronger as a profession, there needs to be acknowledgement, acceptance and action towards implementing the use of Psychological Protective Experts (PPE) systemically and culturally.

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## ILEETA

### About the Author

*Sajel Bellon Ed.D, RP, CTSS is a Behavioural Science Professor, Psychotherapist, the Founder of Mind Armourä & SOS Psychotherapy. She is driven to "un-stigmatize" the suicidal mind, while building resiliency beyond to post-traumatic growth. Her focus is on bringing forward integrated researched strategies for mental health, education, and systemic cultural change within the high-stress sectors, including the first responder and emergency services.*

*Bellon is a pioneer in linking the 'family' to the minimization and prevention of occupational stress injuries and loss of life to suicide, based on her own first-hand experience as a spouse and family member to the Emergency Service sector. Emphasizing psychological safety and connection as key pillars, Bellon helps organizations enhance their mental wellness promotion, trauma prevention and recovery processes.*

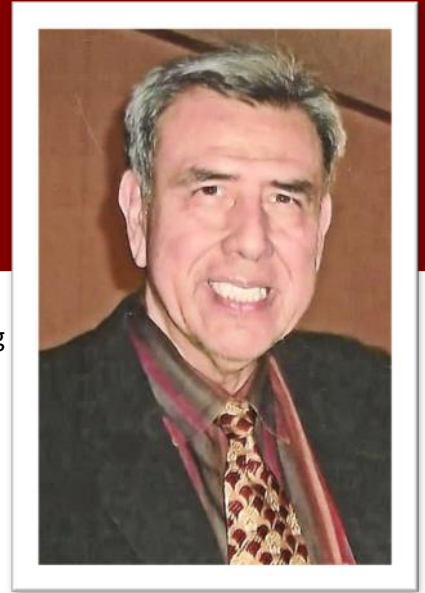
*As a professional speaker, Bellon has developed programs and delivered talks around the globe, including Canada, the U.S. and Australia, speaking for a variety of post-secondary institutions and organizations such as Harvard Business School, Berkeley School of Engineering, Central Queensland University, the Royal Canadian Mounted Police, the International Law Enforcement Educators & Trainers Association and the Armed Forces.*

*Holding a Doctorate degree in Educational Leadership from the University of Western Ontario, a Masters from the University of Guelph and several additional certifications, Bellon instructed at Wilfrid Laurier University where she created Canada's first Positive Psychology and Positive Education Certificate programs.*

*Bellon is a Registered Psychotherapist with the College of Registered Psychotherapists of Ontario, a recognized member of the Ontario Association of Mental Health Professionals, the Global Speakers Federation and the Canadian Association of Professional Speakers.*

# Correcting the Message of Systemic Police Racism

by Jesse C. Gonzales, CST, CPD, ILEETA



**T**he message that is being sent by the media and radical groups of systemic police bias is wrong. It is not representative of the 375 million annual contacts that police officers have with the public. Crime and suspects behavior, not the racial makeup of a person determine police actions.

Police arrests and shootings are a result of how often officers engage armed and violent suspects.

In 2018 one of the most recent years that has published data on this subject, African Americans made up 53% of known homicide offenders and committed approximately 60% of robberies, although they made up 13% of the population.

Police actions and shootings are not the reason that African American are killed at eight times the rate of whites and Hispanics combined, violence in their communities is.

There are many studies that refute the claim of systemic police bias. Harvard Economist, Ronald Fryer In 2016 and in 2020 has published an extension of his research, a study of racial differences in police use of deadly force. He found no evidence of bias in police shootings. His findings have been supported by researchers at the University of Maryland and Michigan State University, who in a paper released last year wrote: "We did not find evidence for anti-Black or anti-Hispanic disparity in police use of force across all shootings, and if anything, found anti-White disparities when controlling for race-specific crime."

Mr. Fryer has stated that although it is clear to him that racial disparities in police shooting stemmed primarily from racial disparities in criminal behavior police shootings stemmed primarily from racial disparities in criminal behavior.

Mr. Fryer goes on to state that after surveying more than two dozen federal and state investigations of police departments across the country, a pattern became clear.

When police are investigated following incidents of deadly after the force that have gone viral, police activity declined, and violent crime spiked. It happened in Ferguson Mo., after the Michael Brown shooting, it happened in Chicago, after the Laquan McDonald shooting, and in Baltimore after Freddy Gray died in police custody.

Mr. Fryer stressed that it is not the investigations themselves that are the problem as much as the circumstances under which they are conducted. Investigations that were not prompted by well publicized events resulted in little in police behavior and violent crime.

When he looked at cities in which the investigation was preceded by a viral event, he stated, "homicide goes up considerably. Total crime goes up considerably." What happens he said, is that police effectively pull back. They do not stop doing their jobs, but they become less proactive and curb their interaction with the public.

The Ferguson effect and now the Minneapolis effect, can cause officers to back off law enforcement activity in minority neighborhoods. This along with scapegoating law enforcement can backfire in ways that will do the most harm to law abiding African Americans who depend on police for basic safety and will subject them to being victims of crime.

Another study that disproves the claims of systemic police bias, was published in August 2019 in the Proceedings of the National Academy of Sciences. The researchers found that the more frequently officers encounter violent suspects from any racial group, the greater the chance that a member of that group will be fatally shot by a police officer. There is "no significant evidence of

antiblack disparity in the likelihood of being fatally shot by police, they concluded.

The Minneapolis officers who were involved in the George Floyd arrest are being held accountable for their excessive use of force and failing to follow proper police procedures during the arrest.

This incident although extremely rare, due to the media coverage and the fact that the incident went viral, has caused another round of intense scrutiny on law enforcement. Police have been in a battle for many years with the media and extremists who only see one side of one of the toughest jobs in the world, Policing in America today.

It is a given that a refocus on de-escalation training will need to occur across all departments, community policing efforts will increase, especially in minority communities, in order to rebuild the trust that these communities must have in law enforcement, who stand between them and crime in their communities.

The death of Mr. Floyd should not weaken the fact the Law Enforcement is essential in this country that is governed by laws. Without rule of laws and those who enforce them, the country will move towards being overrun by crime, lawlessness, havoc and chaos. Police officers serve and protect everyone, there is no systemic

police bias/racism. There are good cops and bad cops and we all know who they are, and now is the time to do something about it. Stay safe out there. **ILEETA**

## About the Author

*Jesse C. Gonzalez is a Law Enforcement/Private Security Educator/Advisor. He is an active ILEETA member, a Certified Security Trainer. He has taught professional development programs to Law Enforcement as an American Management Professional Speaker, nationally and internationally. He has presented training programs on the Law Enforcement and Private Security Television Networks to over 8100 agencies. He also has presented leadership programs to the United States Justice Department, Federal Bureau of Prisons, and Police Cross Cultural Programs at the National Crime Prevention Institute, University of Louisville. His office is outside of San Antonio, Texas and can be reached at 210-288-8339, or at [jcgonzalez@bluebon.net](mailto:jcgonzalez@bluebon.net)*

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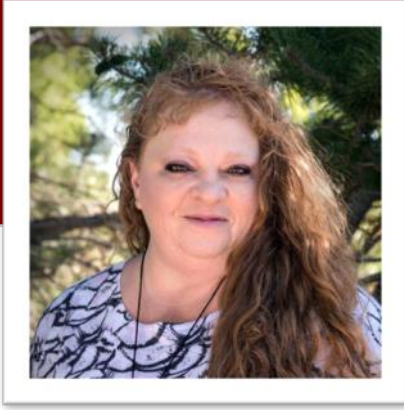




# Just a Casualty of Ferguson

## Part II

by Traci Ciepiela



In the last edition of the ILEETA Journal, you read the story of my

friend and my partner who ultimately lost his entire life because he was left standing on a line in Ferguson, Missouri for over two weeks being shot at, hit with bricks, spit on, and urinated on and being under orders to not respond. You learned that in what I suspected was, and have now confirmed it was, a suicide attempt put him in jail facing some pretty serious charges.

My friend is now out of jail. He had to plead guilty to a felony in order to get out. As of writing this he is still alive although during the two days I got to spend some time with him he was very clear, “we both know how this is going to end.” I don’t want to see his name listed with Blue Help, and I have done everything in my power to see that doesn’t happen. Ultimately, the choice is up to him.

He told me a little bit about his 8 months in jail. He was beaten multiple times because word got around that he was previous law enforcement, it didn’t help that one of the correctional officers openly referred to him daily as “trooper.” He believes he had at least 5 ribs broken during different attacks while he was in the shower, out of range of any camera.

He hanged himself twice during the 8 months he was locked up. He was discovered both times. He then decided that he wasn’t going to end his life before he at least got out of jail. He confirmed that on the night in question he was trying to end his life and even begged the responding deputy to put a bullet in his brain. Ferguson destroyed his life.

I could see how hurt he was that all of his “friends” other law enforcement officers had turned their back on him. Yes he made a mistake, and he will be the first to tell you that he “fucked up his life.” I felt horrible for him because none of us are perfect. All of us have made mistakes. Many of us are lucky we just didn’t get caught. It breaks my heart to know that his law enforcement family kicked him out of the family because of this event. He was sick. I and an aunt of his were the only two people to write to

him in jail or to accept his calls. When he needed his friends the most, they turned their back. I thought the Blue Line was a little thicker than that.

Since Ferguson, he has been afraid to sleep. With sleep came the night terrors. He did everything he could to avoid sleeping. His suicide attempt came after being awake for 30 hours. He has tried counseling, medications, a pilot program for Post Traumatic Stress but nothing ever seemed to work for him. He now feels that this one event clouds every good thing he had ever done.

He talked briefly about Ferguson, he was on the front for the night of the Grand Jury decision. For two weeks, 12 hours on 12 hours off, he was subjected to being shot at, hit with all kinds of objects and he was not allowed to respond. I started to think about the current situation in our country. How many more officers are going to end up like my friend? Being forced to stand a line and not be able to respond to being hit, shot at, blinded, and forced to stand there and take physical and verbal abuse. I also started to wonder whether we need to look at a new training program for law enforcement.

We don’t ask firefighters to enter a burning building and stand there while the fire overtakes them. We don’t expect our military to go into battle without helmets or other protective equipment. So why today are we asking our officers to go into battle without helmets, without shields, without pepper spray, without tear gas, and then expect them to stand there be abused, be tortured and not let them respond.

We train officers to be able to respond, we train officers to fight back, but we don’t train them to just stand there to be assaulted, attacked and abused and to do nothing about it. Lt Col Grossman, in a book we are all familiar with, [On Killing](#) writes:

“Fear in and of itself is seldom a cause of trauma in everyday peacetime existence, but facing close-range interpersonal aggression and hatred from fellow citizens is a horrifying experience of an entirely different magnitude.

# Casualty...con't

The ultimate fear and horror in most modern lives is to be raped, tortured, or beaten, to be physically degraded in front of loved ones or to have the sanctity of the home invaded by aggressive and hateful intruders. The Diagnostic and Statistical Manual of the American Psychiatric Association affirms this when it notes that Post-Traumatic Stress Disorder (PTSD) . . . may be especially severe or longer lasting when the stressor is of human "design." PTSD resulting from natural disasters such as tornadoes, floods, and hurricanes is comparatively rare and mild, but acute cases of PTSD will consistently result from torture or rape. Ultimately, like tornadoes, floods, and hurricanes, bombs from 20,000 feet are simply not "personal" and are significantly less traumatic to both the victim and aggressor....

The soldier in combat is inserted straight into the inescapable midst of this most psychologically traumatic of environments. Ultimately, if the combatant is unable get some respite from the trauma of combat, and if not injured or killed, the only escape available is the psychological escape of becoming a psychiatric casualty and mentally fleeing the battlefield. " (Grossman, 2000).

Politicians are doing exactly this to our officers today. They are allowing them to be beaten, degraded, and tortured by aggressive and hateful people. How many officers when all of this is said and done are going to be

living tortured lives like my friend, whose life was destroyed by Ferguson? Already 150 Minneapolis officers have filed for disability due to post traumatic stress. How many are going to try counseling, and medication, and anything else they can think of, and then find nothing helps them? I hope those officers have someone who won't turn their back on them, when they need someone the most. **ILEETA**

## About the Author

*Traci Ciepiela spent 14 years working as an officer. She holds a Masters Degree in Criminal Justice with additional post graduate education. She suffers from multiple sleep disorders herself. She now teaches in the Police Science/Criminal Justice Department at Hawkeye Community College in Waterloo, Iowa. She is a Certified Clinical Hypnotherapist and spends time coaching individuals to improve their lives by changing mindsets and ending the effects of trauma.*



# The Discipline of Respect

by Jack E. Hoban

**W**ould you like to greatly increase the chance that a suspect resists arrest and fights you? Easy. Treat him or her disrespectfully.

One of the important disciplines we stress in our Ethical Protector courses is the ability to separate in our minds the *relative* value of behaviors (words and attitudes) from the *absolute* value of life. We respect the value of life – all life, all the time – while dealing professionally with a person’s behavior.

If you think about it, it’s a skill most of us have already. Do you have children? Teenagers? I have had them. They often exhibited behaviors, attitudes and said things I did not respect. And that’s putting it mildly! But I still respected their lives – and loved them anyway. I loved them even if I had to punish them. As professional protectors we “just” have to apply that same discipline to everyone.

When our Founding Fathers said: “All men are created equal,” they were not talking about behaviors or relative values. They were talking about the intrinsic value of life. Life is an absolute value. Don’t overthink it, we all have it, or we wouldn’t be alive. And it is the *superseding* value; we couldn’t have our other values, behaviors, and attitudes if we weren’t alive.

How can we view all others as equal human beings even when their behavior is immoral or illegal? We think a good way is to first remind ourselves that, despite our own shortcomings, we are equal human beings, too.

Ask yourself these questions:

- Are there richer people in the world than you?
- Smarter?
- Better looking?
- More highly educated?
- Nicer?
- Done more good works in their lives than you have?

Certainly so, and you can probably live with all that. But

ask yourself this question:

*Do any of those things make their life worth more than my life?*

Definitely not!

Despite our *relative* good points and bad points, we know that our lives are equal to anyone else’s. Have you ever been looked down upon or disrespected? Did you like it? Or did you think it was wrong and unjust?

But maintaining the respect discipline is not easy. Some people police officers encounter exhibit behaviors that really make us doubt their human equality. But ask yourself, which is the worse crime?

- Stealing a car?
- Selling dope?
- Robbing a bank?
- Treating someone like a subhuman piece of crap?

Our research and experience show that the discipline of respecting life while dealing lawfully with behavior has four benefits:

1. It de-escalates conflict
2. It is physically safer for the officer
3. It is mentally healthier for the officer
4. It is the foundation for constructive relationships between the police and the community

Community policing and use of force are arguably the two biggest topics in policing today. We believe that community relations improve and use of force occurrences – and complaints – decrease when you consistently apply the discipline of respect. **ILEETA**

## About the Author

*Jack E. Hoban is president of Resolution Group International and a subject matter expert for the U.S. Marine Corps Martial Arts Program. Those interested in the Ethical Warrior concept and/or Ethical Protector training for police officers can visit [www.rgi.co](http://www.rgi.co) for more information.*





# *The Lighter Side*





# Kevin Davis



## Interesting or little known facts about you

I'm actually a shy and introverted person. My late Father was a gym teacher and coach. I originally studied at University to become an elementary school English teacher but thought otherwise after doing some tutoring.

## Tell us about your career

I started working private security during University because they allowed me to study while working. In the summer, I worked at one of the largest outdoor concert facilities in Ohio. This gave me tremendous experience and I became attracted to law enforcement while working with them each night. I attended my first basic police academy in 1982 and became a Deputy Sheriff. I worked for that agency from 82 until I left in 1990. I then attended my second basic academy and began working for the Akron Police Department in 90 where I am still employed. I was a full-time instructor for my agency for about 19 years. Currently I am a Detective working in the Body Worn Camera Unit.

## Your history and experience with ILEETA

I was an old ASLET member and joined ILEETA early on. I've attended the conferences ever since. The vast majority have been on my own time, at my own expense.

## What interests you about training?

As a patrolman and SWAT Team member I knew that relevant and realistic training saved lives. Unfortunately, "check the box" and "going through the motions" training had become the standard. ILEETA and other advanced training showed me the way and I have endeavored to incorporate my own training into meaningful training programs in my quest to serve my Brothers & Sisters in Blue.

## Where do you see, or hope to see, law enforcement

## training go in the future?

Wow, this is a tough one! What I SEE is training funds being cut or otherwise directed toward politically correct programs which are neither relevant nor realistic. Since my focus is on use of force, I would like to see officers getting more scenario based training and forced to learn to make decisions in complex, realistic training events. I would also like to see use of force investigations training mandated for front-line supervisors and investigators. I see too many supervisors and investigators investigating use of force with little to no knowledge, training or experience.

## Any recommendations for ILEETA members? (Books, courses, podcasts, websites etc.)

There are some great podcasts out there (including our own Brian Willis' efforts) which I download and listen to in my car during my daily commute...Thanks Brian! It is currently an "interesting world" right now vis-a-vis law enforcement. There are some great YouTube shows and podcasts which you can listen to about policing. Listening to contrary opinions is tough but keeps you informed. As a reader I try to consume most books about use of force, policing and performance under stress. I just finished Seth Stoughton's book "Evaluating Police Uses of Force". Though I disagree with much of the book and the focus of the author, we have to keep yourself apprised of what police reformists and "re-imagining policing" folks are focused on... Of course, as an author, I would humbly recommend both my books to ILEETA members \*available where fine books are sold. **ILEETA**

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Please be accurate when completing this form, since this information is used to print your conference certificate, your conference ID badge, and for training record purposes. **You MUST be an ILEETA member to attend, if not please complete section 2.** If e-mailing this form to ILEETA at [info@ileeta.org](mailto:info@ileeta.org), please save and re-name the file using your conference badge name and "2021crf". For example: John\_A\_Smith\_2021crf. **If you e-mail your registration you will receive a confirmation reply within 3 business**

**Section 1 - Conference Attendee Information**  
**If not an ILEETA Member, complete membership application in Section 2**

Name	Last		First		M.I.	
Title/Rank			Agency			
Agency Street Address				City		
State	Zip		Agency Phone			
Agency Fax			Agency E-Mail			
Home Street Address				City		
State	Zip		Home Phone			
Home E-Mail				Country		
Preferred Contact	<input type="checkbox"/> Home <input type="checkbox"/> Agency		Web site if applicable			
Check those that apply: <input type="checkbox"/> Criminal Justice Educator <input type="checkbox"/> Public Agency Trainer <input type="checkbox"/> Privately Employed Trainer						
<input type="checkbox"/> Training Manager <input type="checkbox"/> Field Training Officer <input type="checkbox"/> Researcher/Author <input type="checkbox"/> Other – describe						
Check those that apply: Type of training conducted: <input type="checkbox"/> General subjects <input type="checkbox"/> Use of force <input type="checkbox"/> Safety/Wellness <input type="checkbox"/> Firearms						
<input type="checkbox"/> Investigations <input type="checkbox"/> Defensive tactics <input type="checkbox"/> Other – describe						

**Section 2 – New ILEETA Member Application – ILEETA Members Do Not Complete**

Please provide verification that you are an instructor in the field of criminal justice. Describe in the space provided the nature of your instruction/training. Additional information such as trainer certification or testimonial/reference letter may be attached to this e-mail/mail/fax (two documents maximum). We will contact you if additional information is required.

Supervisor or Client who can verify you the above			
Contact Info for above	Phone		E mail
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<input type="checkbox"/> Conference Registration \$420 <input type="checkbox"/> New Membership \$50	
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