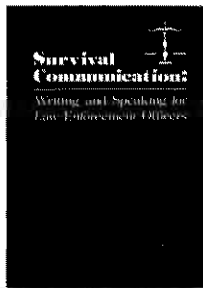


LAW ENFORCEMENT TRAINING

By Neal A. Trautman, M.A.
Executive Director of Effective Law Enforcement Training Programs



Police Story

Law Enforcement Training—

Neal A. Trautman

Survival Communication: Writing and Speaking for Law Enforcement Officers—

Stephen D. Gladis

The rapid privatization of police forces has created a law enforcement industry that wants to see itself grow—just like any other business (see this month's "In Practice" article, "Operation Bootstrap"—an example of how public-sector law enforcement has responded). Should this competitive new growth constituency succeed on its own terms, the U.S. likely will see more people behind bars and more people to put them there. The question of whether or not Americans really want a private, nationwide law enforcement system notwithstanding, the development of this industry brings a corresponding demand for HRD professionals to train the burgeoning police work force.

Law enforcement confronts trainers with a complex set of problems. It is no secret that today's law enforcement agencies, like hospitals and other service institutions, are in the midst of a serious liability crisis. Like doctors, police officers face both a growing number of law suits and a rise in the average amount of damages awarded in each suit—two trends, in fact, that have helped push funds-strapped municipalities into hiring private, self-insured law enforcement firms.

Not long ago, such complexities, legal or otherwise, were rare in the law enforcement business. But as Neal A. Trautman writes in the preface to his *Law Enforcement Training*, "The time

when you could give an officer a badge, gun, and nightstick, then tell him to go out and put someone in jail, is long gone." Subtitled his book "A Comprehensive Guide for the Development of Effective Law Enforcement Training Programs," Trautman has, in large measure, provided a manual that helps modernize police training in the way that matches recent advances in police science and technology.

The learning process police trainees go through, of course, is adult learning—learning by doing. Trautman divides the training into three categories: knowledge learning ("the laws of search and seizure, state statutes, or constitutional rights"), skill learning ("hand to hand combat, night stick or PR24 training, or firearms training"), and attitude learning ("human relations, community relations, or reaction to extreme stress in the field"). Because the public safety is involved, Trautman emphasizes, police trainers have to exhibit a high degree of dedication: "Assuming that any of the three concerned types of learning may or may not be present in a training program is an assumption that no training officer can afford to make."

A police science instructor and training officer with the Winter Park, Florida, police department, Trautman is editor of the *Florida Law Enforcement In-Service Training Newsletter*. He knows his audience but leaves nothing to chance for his readers. Aside from his final chapters on fund raising, legal considerations, and documentation, he devotes himself to detailing aspects of training with which few readers of this journal would be unfamiliar. However, his basic approach is appropriate because, as Trautman cites, while most police officers have had at least some college, few hold baccalaureate degrees; it's unlikely the average police officer has been exposed to the curriculum required for a master's in HRD.

That said, the final chapters discuss training twists unique to the field. For example, law enforcement training, unlike, say, retail training, depends on raising adequate funds from sources outside the institution conducting the training. We are all familiar with the telephone and door-to-door canvassing local police departments conduct an-

nually. Such fund drives provide the bulk of donations to police departments. Nationwide, estimates the American Association of Fund-Raising Council, individuals contribute 83 percent of all funding, the rest being provided by requests and foundations with corporations, somewhat surprisingly, holding down last place in generosity.

Trautman's advice on how to make fund-raising presentations, with little modification, could be applied by any group trying to fill its larder:

- "A basic principle of selling is that the prospect must believe your cause is in his self-interest. Therefore, you must relate your training program's need to both him and his community.

- "The need must be realistic and readily demonstrated. You must convey a sense of urgency.

- "Your presentation must convince the donor that your cause is worth supporting. In the absence of conveying this, donors will only supply you with token support. In order to convey worthiness, you must sincerely believe in what you present.

- "The fact that your law enforcement agency cannot meet the need must be demonstrated. It should also be shown that you have relentlessly tried to raise such funds previously but met with negative results.

- "Be prepared to explain exactly how your acquired funds will be spent. Prove to the prospective donor that his contribution will be well spent."

As mentioned the litigation explosion has had devastating effect on the ability of municipal governments to control law enforcement costs. "On the other hand," Trautman observes, "law suits and related settlements have been a tremendous, positive force in altering and upgrading the procedures and policies of law enforcement."

Nevertheless, a clear understanding of civil litigation clearly is crucial. According to a study of such suits covering the years 1972 through 1977, conducted by Americans for Effective Law Enforcement, Inc., false arrest, imprisonment, and prosecution accounted for the majority of civil suits, with assault and battery-nondeadly excessive force coming in a close second. According to Trautman in such suits training inevitably comes under scrutiny: "When

a civil suit is brought against a law enforcement agency, the course will closely examine whether training existed, and, if so, the quality of such training.

"All training officers should be very much aware that routinely issued, written training materials and bulletins may become an issue of litigation at a later date."

Sloppy documenters take note: Law enforcement training is for the detail-oriented.

Arresting your audience

The training of police officers, as Trautman notes, must include lessons in public speaking—"survival communication," as author Stephen D. Gladis terms it. "It is no exaggeration to state," the latter writes, "that the ability to communicate effectively is the single most important attribute of a law enforcement officer."

"In the worst case, the inability to communicate effectively or to correctly interpret messages received can lead to serious injury or death to the officer involved."

Bookshelf

An acute understanding of the stakes involved prompted Gladis to create a short, easy-to-read primer on how to avoid that worst case—*Survival Communication: Writing and Speaking for Law Enforcement Officers*. A special agent of the FBI, Gladis now serves as the chief of the speechwriting unit in the FBI director's office. Author of the equally terse *Survival Writing*, he is an adjunct professor at the University of Virginia and well versed in writing instruction strategies and curriculum development.

Survival Communication is a compilation of articles Gladis authored, based on public speaking and writing courses offered at the FBI National Academy. Its sections on writing, speaking, and communicating during crises cover any and all situations in which a police officer might need to communicate quickly and accurately.

The how-to-write section of his book covers little new ground, but Gladis may have coined a new term—

freespeaking—in the chapter on preparing quick first drafts. He defines freespeaking as "recorded brainstorming," taping one's thoughts on the subject at hand as a way to break the ice. This advice for the neophyte writer might be useful to seasoned pros confronted with writer's block: "Don't edit as you speak."

"While freespeaking, don't criticize yourself for anything you say, and don't stop and start the tape recorder as you might do with a dictaphone. Idea production is the goal, not correct pronunciation, grammar, or punctuation."

Gladis' chapters on speaking also should be taken as a primer, although they could serve as a quick refresher for speakers whose skills, including body language, have grown rusty from disuse. (Longtime *Journal* readers will remember his August 1985 article, "Notes Are Not Enough," reprinted in *Survival Communication* as chapter seven, "Nonverbalizing.") Several theories on persuasion are presented in equally easy-to-absorb language, as are his suggestions for answering audience

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questions.

Like *Law Enforcement Training, Survival Communication* holds most interest when it deals with problems specific to police work. Gladis uses the taking of hostages as a graphic example of a police crisis, where the stressfulness of the situation is exacerbated by media pressure. Although lamentably predictable in these times, hostage situations leave the unprepared police department vulnerable to dire consequences.

Competitive media coverage unhandled by the police can, in itself, reignite a hostage situation that appeared headed toward resolution. "Such was the situation," writes Gladis, "in Cleveland, Ohio.

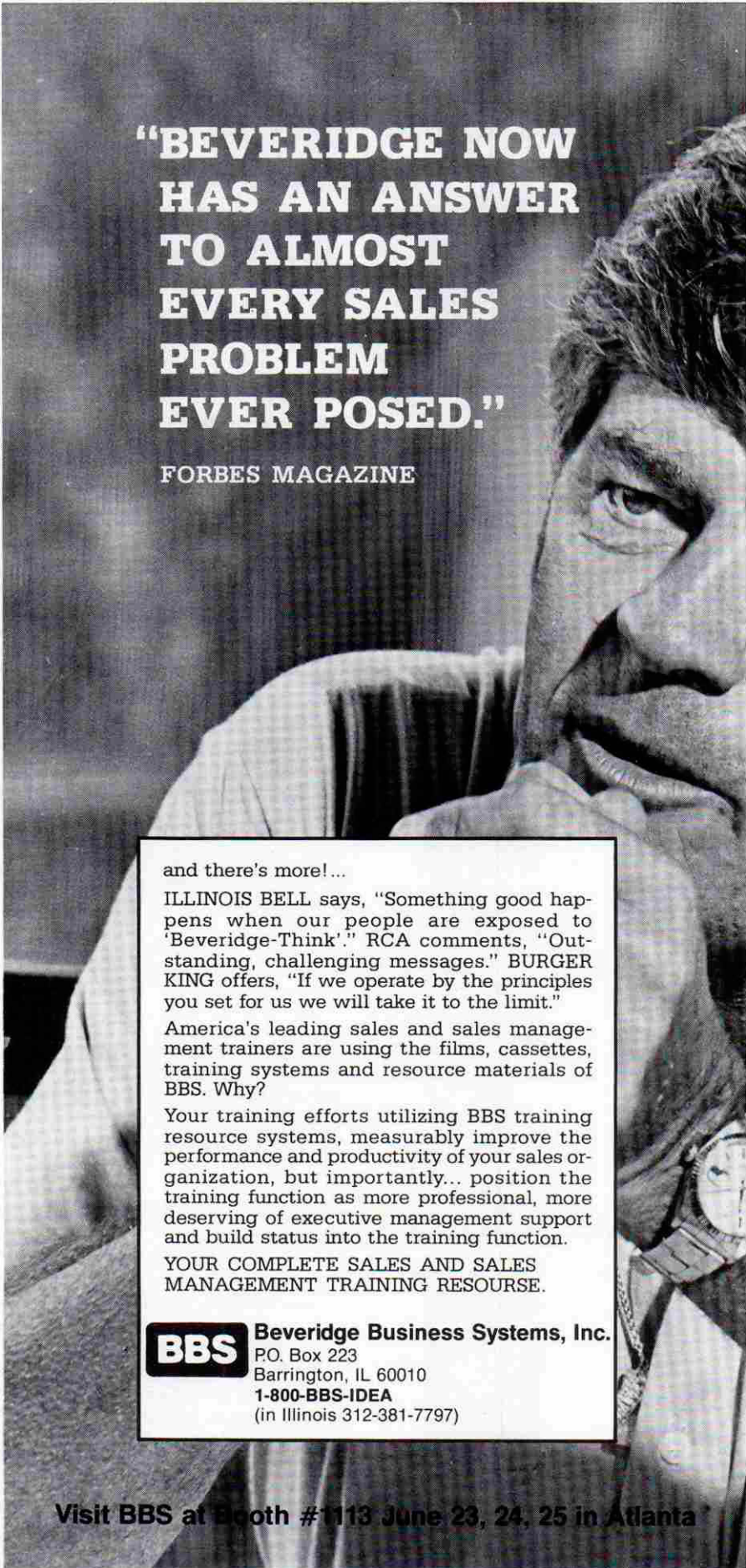
"A reporter for a local television station called the news producer and told him the situation appeared to be ending. The producer, wanting to be the first with the story, went live via 'minicam' with pictures of police snipers readying their defensive positions on the surrounding rooftops. The hostage-taker, who had access to a television, saw the positioning of snipers and balked. He shouted, 'Everything is off, right now.' In fact, negotiations went on for a least another day."

Several networks and wire services have instituted guidelines in the wake of such incidents, but Gladis advises municipal police departments to discuss the subject with local media well before crisis situations erupt. In fact the growing use of public information officers shows that many police departments already take media relations seriously.

Law Enforcement Training. 207 pp. Springfield, Illinois: **Charles C Thomas Publisher**. \$28.50.
Circle No. 180 on Reader Service Card.

Survival Communication. 77 pp. Dubuque, Iowa: **Kendall/Hunt Publishing Company**. \$7.95.
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"Bookshelf" is written by Robert Boxé. Send inquiries and books for consideration to: Bookshelf, Training & Development Journal, 1630 Duke St., Box 1443, Alexandria, VA 22313.



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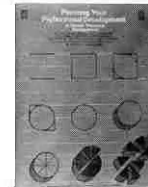
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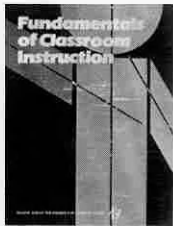
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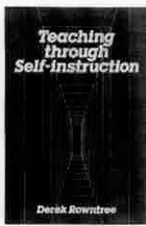


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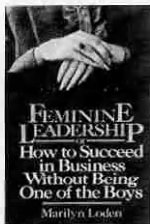
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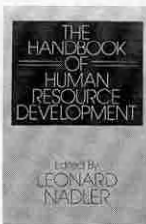
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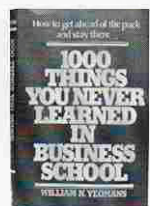
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Order Code: YOMY. Published by ASTD. 1986. 52 Pages. \$8.50 ASTD National Members. \$12.00 Nonmembers. \$1.75 shipping and handling.

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