

A COMPARISON OF CRISIS NEGOTIATION MENTAL HEALTH TRAINING TO
CIT TRAINING RECEIVED BY POLICE PATROL OFFICERS

by

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DEDICATION

I would like to dedicate this thesis to my family members and close friends that have supported me throughout my entire educational journey. A special thank you to my parents for always supporting me, listening, and offering invaluable advice when I need it most. I would also like to thank my fellow graduate assistants, Lindsey Onken, Liz Villareal, Deborah Mletzko, Kimberly Meredith, Trevor Shade, and Brock Lafave for helping to make my graduate experience memorable by simply providing moments of laughter, asking how things are going, or listening to me vent about this process. I wish you all happiness and success in your future endeavors, no matter where life takes you.

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ABSTRACT

Crisis negotiation training prepares crisis negotiators to handle the mentally ill. However, the question arises whether this training better prepares negotiators than does the crisis intervention training that patrol officers receive. First, background on the mentally ill population and a history of police encounters with this population will be discussed. Next, the need for effective training to target the issues that police agencies experience will be explained, while emphasizing the theoretical framework and criteria for why this issue has significant social importance. Thirdly, issues faced by police officers and the mental health population laid out by past research that are significant to the research question posed will be used to support the need for this study. Next, the methodology including the sample size, target population, and detailed procedure for how to conduct the study will be described. Finally, the findings, ethical, and validity considerations, limitations of this research, and future directions for research in the area of mental health training in police agencies will be acknowledged.

I. INTRODUCTION

Historically, in America, people with mental illness in need of treatment were institutionalized in psychiatric hospitals. A mental illness is defined by the DSM-5 as “a syndrome characterized by clinically significant disturbance in an individual’s cognition, emotion regulation, or behavior that reflects a dysfunction in the psychological, biological, or developmental processes underlying mental functioning” (American Psychiatric Association, 2013, p. 20). A movement began in the early 1970s that focused on reducing the number of people in psychiatric hospitals, and helping them reintegrate into the community. This movement was known as the deinstitutionalization movement and was a significant factor in the increase of police encounters with the mentally ill population today. This movement contained three components: 1) releasing patients in state psychiatric hospitals back into the community; 2) redirecting potential new admissions from psychiatric hospitals to alternative care facilities; and 3) developing specialized services and training for the care of non-institutionalized people with mental illness (Ellis, 2014). Several outcomes resulted from the deinstitutionalization movement, including the difficulty for the mentally ill population to reintegrate into the community due to the lack of proper social skills and support, and the lack of adequate resources to help them successfully reestablish themselves in the community (Godfredson, Ogloff, Thomas, and Luebbers, 2010).

Due to the outcomes of the deinstitutionalization movement, training programs were enacted to teach officers and negotiators various strategies that they could use when encountering mentally ill individuals out in the field. Police patrol officers in all states in the United States of America are now required to receive training in mental illness for a

minimum number of hours, which varies from state to state. In Texas, patrol officers are required to obtain a minimum of 40 hours in a basic mental illness CIT training course. Crisis negotiators' original focus was terrorist threats, hijackings, and hostage situations. Following the deinstitutionalization movement, crisis negotiators began receiving training on how to handle mental illness crisis situations, like patrol officers. Today, training programs for negotiators are designed to be more in depth and better assist crisis negotiators with handling mental illness situations than just the minimum required patrol officer training. These more advanced training methods were designed to help negotiators develop and refine the skills that they have learned in their training programs. The problem is we do not know whether this time consuming and expensive training is more effective than the training officers receive.

II. LITERATURE REVIEW

From the 1970s to the late 1980s, the most common practice among police officers was to arrest those with mental illness and take them to jail (Lord, Bjerregaard, Blevins, and Whisman, 2011). Jails and prisons became revolving doors for mentally ill people who came into contact with the police. Police agencies were forced to deal with the issues associated with the mentally ill population and address them as they saw fit, with little supervision and no formal training on how to effectively respond to these calls. Police also were responsible for the consumer being taken to the correct care facility that provided them with the immediate treatment that the mentally ill person needed. Due to police officers' lack of knowledge about these resources, people suffering from mental illness often ended up in jail or emergency rooms awaiting improper care or no treatment for their symptoms.

More recently, since 2011, police agencies have become known as gatekeepers for mentally ill people entering both the criminal justice system and accessing mental health facilities. An estimated 20 percent of all police response calls have involved a mentally ill person in some capacity, and police officers have been expected to be the frontline responders, which forced them to be able to handle unique challenges (Lord et al., 2011). When police officers are called to respond to a situation involving a mentally ill person, they are expected to quickly assess the situation with very little background information and make a decision on how to resolve the situation from numerous different options, including: arresting the person, referring them to mental health care services (if available), responding informally by asking them to leave the area, transporting the person for psychiatric evaluation, or taking a report and providing services if the person

is a victim of a crime (Watson, Swartz, Bohrman, Kriegel, and Draine, 2014). Police officers have reported that mentally ill crisis calls are usually far more difficult to handle than non-mentally ill related calls. One of the most common reasons that officers find these calls to be challenging is that mentally ill people are often more unpredictable and can pose serious threats to themselves or anyone around them (Borum, Williams-Deane, Steadman, and Morrissey, 1998). Other issues that officers face include the lack of available resources in the community that help people with mental illness, so they are forced to make decisions on how to best handle the situation, which usually ends up with the person being taken to jail. This lack of resources from the community and police officers being forced into roles for which they have not been properly trained are two major reasons for the problems the mentally ill population faces not only with the police, but with American society as a whole.

In response to the growing issue of police encounters with the mentally ill population, training programs were developed to try to address and reduce this issue. One of the most widely used approaches that targets police encounters with the mentally ill community is known as the Crisis Intervention Team (CIT) model. The CIT approach was first introduced in Memphis, Tennessee in 1988. It was designed to divert people with a mental illness crisis from being arrested and taken to jail. The goals of the CIT program include reducing rearrest rates of individuals who should be diverted to community mental health systems, and increasing officer and civilian safety (Bonfine, Ritter, and Munetz, 2014). There are several foci that the CIT program has, including teaching police officers about mental illness in general, various types of disorders and how to identify them in the field, and the symptoms associated with the disorder. Also,

effective communication strategies like using I-statements, and how to de-escalate the situation help officers effectively cooperate with mentally ill people in crisis. Finally, the program aims to educate officers about the resources available in the community to the mentally ill population that can be used in lieu of taking them to jail.

Crisis negotiators often deal with mentally ill individuals when they are called to negotiate with people suffering from severe mental illness and with hostage takers. According to Rogan and Lanceley (2010) crisis negotiators are highly effective in handling a variety of incidents where negotiators are called to intervene. The crisis negotiation field has been refined since the 1970s. The main concerns for “first generation negotiators” prior to 1971, ranged from hijackings to terrorist acts, events that were more criminal in nature (McMains and Mullins, 2014). In later years and to the present, negotiated incidents became more personal in nature. Then, training principles included a focus on negotiating with mentally ill individuals and included a component of clinical psychology.

From the 1970s to the 1980s, negotiators experienced a major shift in focus from prisoners and terrorists to emotionally disturbed individuals, people with severe mental illnesses, and trapped criminals (McMains and Mullins, 2014). Crisis negotiation training principles that focus on negotiating with mentally ill individuals utilize the discipline of clinical psychology. In the mental illness training that crisis negotiators receive, an understanding of personality disorders that are most commonly encountered during a crisis incident is included in even the most basic training classes that negotiators are required to complete. The “second generation” crisis negotiators are taught crisis negotiation emphasized to train negotiators how to maintain control over a situation

where emotionally disturbed individuals are involved, as well as active listening skills for successful negotiations (McMains and Mullins, 2014).

Social Learning Theory

Social Learning Theory maintains that learning is a cognitive process that takes place in social contexts and can occur either purely through observation or through direct instruction (Bandura, 1971). This theory is applicable because of the focus on crisis negotiator and patrol officer mental health training in this study. Social Learning Theory states that people learn best by interacting and observing others. These training programs provide mental illness experts to teach crisis negotiators and patrol officers the skills and desired behaviors that they are expected to perform in the training program as well as on the job. Since mental illness training programs cannot be taught by using apprenticeship models of learning due the complexities of mental illness training, learning through observation and direct instruction is the only reasonable way to train crisis negotiators and patrol officers in handling mental illness crises.

Research Question and Hypothesis

Crisis negotiation training prepares crisis negotiators to handle the mentally ill. However, after reviewing the literature, the question arises whether this training better prepares negotiators than does the crisis intervention training that patrol officers receive. This research question has not been previously explored by past research nor is there a methodology that has been developed to utilize survey data among crisis negotiators and patrol officers to test their ability to correctly identify a mental illness. Since crisis negotiators are required to obtain a minimum of 40 hours in mental health training, it was logical to assume that crisis negotiators would be able to identify the correct mental

illness more more often than patrol officers. Therefore, the hypothesis for this study simply was that crisis negotiators would be able to identify the correct specific mental illness described in the scenario, and place it in the correct category of mad, bad, or sad in each of the twelve vignettes more accurately than patrol officers.

III. METHODS

This study consisted of two sampling units, which were crisis negotiators and patrol officers who were not trained as negotiators. The sampling frame included twenty-four police agencies within the states of Texas, Florida, Missouri, California, and Arizona. This project contained a convenience sampling method because it consisted of crisis negotiators who attended a crisis negotiation seminar and who agreed to participate in the study. Only negotiators attended that seminar. They took patrol officer packets back with them.

Procedure

There were two separate sets of survey packets that were distributed to approximately twenty-four agencies during the crisis negotiator competition at a large university located in south Texas. The first set of survey packets were entitled Crisis Negotiator Packet, and the second set of packets was entitled Patrol Officer Packet. Six hundred survey packets were distributed; 300 hundred negotiator survey packets and 300 patrol officer survey packets. The estimated amount of time for each participant to complete the survey packet was 45 minutes to 1 hour. The survey packets contained the informed consent form describing the goals of the project, a demographic questionnaire asking ten questions about mental illness training, years of experience as a police officer, twelve vignettes describing a person with mental illness, and twelve surveys following each vignette asking for four responses. The four responses were: 1) What personality type is the actor displaying? 2) What are three identifying factors that led you to this assessment? 3) List three communication strategies that you would use to intervene in this scenario. 4) Circle one of the following categories that you believe best fits your

assessment: the mad, the bad, the sad.

The mad, the bad, and the sad are three broad categories that police officers and crisis negotiators could use to help them identify what type of mental illness a person has in the field and can help them strategize for how to deal with the individual. The bad are typically individuals caught up in criminal activity and who tend to suffer from antisocial personality and/or inadequate personality disorders (Strentz, 2013). The mad category of illnesses typically includes those individuals who suffer from psychotic disorders such as schizophrenia and paranoid delusional disorder (Strentz, 2013). The symptoms that police officers and crisis negotiators look for in someone who is “mad” include delusional behavior, disorganized speech, and whether the person is having hallucinations. The third category of mental illnesses is the sad category, which typically includes individuals who are depressed and often are contemplating suicide (Strentz, 2013).

Materials/Apparatus

The research question in this study aimed to determine whether crisis negotiators training better prepared crisis negotiators to handle mental illness than the crisis intervention training that police officers received to identify the mental illness described in each of the twelve vignettes. The vignettes described the following types of mental illnesses, according to the DSM criteria: 1) Bipolar disorder: distractibility, irritability, excessive involvement in activities that have a high potential for painful consequences, flight of ideas, irrational thought patterns, more talkative than usual; 2) Schizophrenia: hallucinations, disorganized speech, inappropriate affect, aggression, lack of motivation, irregular sleep patterns, inability to function without help, individual’s lack of awareness of their disorder; 3) Antisocial personality disorder: reckless behavior, lack of

responsibility, impulsivity, disregard for safety of self and others, lying and stealing for personal profit, irritability, aggressiveness/abuse, lack of remorse for actions, failure to conform to social norms; 4) PTSD: Sleep Disturbances, Withdrawing from Social Activities/Diminished Participation in Activities, Avoidance of Distressing Memories, Blaming Self, Effects on Occupation, Injuring Self. 5) Borderline Personality Disorder: frantic effort to avoid real or imagined abandonment, impulsivity in spending, suicidal threats, inappropriate intense anger and difficulty controlling anger, instability in interpersonal relationships. 6) Schizophrenia: hallucinations, disorganized speech, inappropriate affect, aggression, lack of motivation, irregular sleep patterns, inability to function without help, individual's lack of awareness of their disorder. 7) Histrionic Personality Disorder: considers relationships to be more than they actually are, shows exaggerated expression of emotion, uncomfortable in situations in which they are not the center of attention, consistently uses physical appearance to draw attention to self, easily influenced by others or circumstances, inappropriate behavior and interactions with people. 8) Narcissistic: individual believes they are special and unique, shows arrogant behavior and attitudes, has a sense of entitlement, has a grandiose sense of self-importance, lacks empathy. Scenario 9) PTSD: sleep disturbances, withdrawing from social activities/diminished participation in activities, avoidance of distressing memories, blaming self, effects on occupation, injuring self. 10) Depression: diminished interest or pleasure in hobbies, depressed mood most of the day, fatigue or loss of energy, diminished ability to think or concentrate, sleep disturbances/insomnia. 11) No mental illness presented, no diagnostic criteria. 12) Depression: diminished interest or pleasure in hobbies, depressed mood most of the day, fatigue or loss of energy, diminished ability

to think or concentrate, sleep disturbances/insomnia (American Psychological Association, 2013).

After writing the vignettes according to DSM criteria, they were reviewed by a panel of four expert psychologists with experience working with law enforcement and crisis negotiators. The expert psychologists also suggested revisions to make sure the major DSM criteria were in the scenario. To determine which of the two groups were able to more accurately identify the mental illness described in each vignette, the control group (patrol officers) and the experimental group (crisis negotiators) were provided with the open ended question, "What personality type is the actor displaying?" From this question, the control group and experimental group's scores were dummy coded to reflect the correct answer or incorrect answer for statistical analysis. Correct answers were scored and coded as a 1. Incorrect answers were scored and coded with a 0. The same approach was used for the question that asked participants to "Circle one of the following categories that you believe best fits your assessment." The correct answers were scored and coded as a 1. The incorrect answers were scored and coded as a 0. These were dichotomous scores and were measured on a nominal scale because they include two outcomes, 1 being yes and 0 being no.

The remaining two questions were open ended qualitative data responses and needed to be analyzed using qualitative data software. A thematic analysis was conducted to code the participants' answers and reveal patterns in the following two questions, what are three identifying factors that led you to this assessment and list three communication strategies that you would use to intervene in this scenario. The data were categorized to reveal prominent themes within the participants' answers. This showed what participants

looked for in the scenario to determine the mental illness being displayed and how they would choose to interact with that type of individual in the field.

IV. RESULTS

There were a total of 600 packets that were distributed to the two groups, 300 distributed to crisis negotiators who were the experimental group and 300 distributed to patrol officers who were the control group. Out of the 300 packets that were mailed out or distributed at the competition to the experimental group, 45 packets were returned, which was equivalent to approximately 15 percent of the total number of packets that were distributed. Out of the total 300 packets that were mailed or distributed to the control group, 37 packets were returned, which was equivalent to approximately 12 percent of the total number of packets that were distributed. Out of the total 600 packets that were distributed, 82 were returned, which was equivalent to approximately 13 percent of the total amount that were distributed. There were twenty-four agencies who received packets either by mail or distributed to them at the competition and eleven returned at least one packet, which was equivalent to approximately 45 percent of the sample population. The return rate of this study is comparable to other surveys and large questionnaires such as the one distributed in this study.

The dummy coded responses to the question “What personality type is the actor displaying?” and “Circle one of the following categories that you believe best fits your assessment” were entered into SPSS statistical software. These dummy coded responses were used to make generalizations about the population from the samples that were drawn. The independent variables were the number of years as a crisis negotiator for the crisis negotiator survey responses and years as a patrol officer for patrol officer responses. The dependent variables were the answers that the crisis negotiators and patrol officers wrote down for question one, which asked them to identify the personality type

that was displayed in the scenario. These dependent variables are dichotomous because they included only two possible outcomes, a 1 for yes or 0 for no if the negotiator wrote the correct or incorrect personality type. The category of mad, bad, or sad is also dichotomous and includes only the outcomes of 1 for correct category or 0 for incorrect category. Both questions were input into SPSS statistical software using logistic regression analysis. Logistic regression was used to identify the within groups measure between years as a crisis negotiator or years as a patrol officer and the likelihood of each group identifying the correct mental illness described in each scenario and the correct mad, bad, and sad categories. Logistic regression was the ideal method to use because there were only two possible outcomes for these two questions, 1 for yes or 0 for no (Walker and Madden, 2013). A paired samples t-test was used to determine if there were group and patrol officer group.

Table 1. Scenario 1: Within Groups							
Dependent Variable: Bipolar							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.038	1.706	1	43	.198	.258	.017
The independent variable is Years as Crisis Negotiator							
Dependent Variable: Bipolar							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.049	1.602	1	31	.215	.176	.014
The independent variable is Years as Patrol Officer .							

Table 1 showed the results of a logistic regression analysis that was performed to ascertain whether the number of years as a crisis negotiator had an effect on the likelihood that participants would choose the correct answer of bipolar disorder in scenario 1. The same method was used for patrol officer number of years and likelihood of answering bipolar disorder. This relationship produced a significance level of $p > .05$ statistical, which translated to years as a negotiator not having an effect on whether crisis negotiators would choose bipolar as the correct answer. The patrol officer data revealed a .215 significance level, indicating that the relationship between years as a patrol officer and likelihood of answering bipolar disorder for scenario 1 was a less significant relationship than that of crisis negotiators. These results did not show a significant relationship between years as a crisis negotiator or years as a patrol officer and selecting bipolar disorder as the correct answer in scenario 1 within groups.

Table 2: Scenario 1: Between Groups Correlation			
	N	Correlation	Sig.
Bipolar PO & Bipolar-CN	33	.129	.474

The data from both groups were compared in table 2 using a paired samples correlation test to determine if there was a relationship between crisis negotiators' and patrol officers' responses to scenario 1 in a between groups statistical test. The significance level of the correlation was a .474, which displayed no correlation between groups when comparing crisis negotiators responses to patrol officer responses. The ideal level for a statistically significant correlation is a .05. The correlation for bipolar disorder responses was statistically insignificant between groups because $p > .05$.

Table 3. Scenario 2: Within Groups							
Dependent Variable: Schizophrenia 1							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.062	2.863	1	43	.098	.353	.022
The independent variable is Years as Crisis Negotiator .							
Dependent Variable: Schizophrenia 1							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.003	.092	1	31	.763	.384	.004
The independent variable is Years as Patrol Officer							

Table 3 displayed the results of a logistic regression analysis that was performed to determine whether years as a crisis negotiator or years as a police officer had an effect on the likelihood that participants correctly answer schizophrenia in scenario 2. The significance of the relationship between years of crisis negotiation and the likelihood of answering schizophrenia was greater than the relationship in scenario 1 because it produced a significance level of $p > .05$, but there was still no significance. Therefore, the relationship between years as a negotiator and the likelihood of answering schizophrenia did not produce statistically significant results either. The results from the patrol officer years and likelihood of answering schizophrenia was a weaker relationship with a significance level of .763, which suggested that there is no relationship between years as a patrol officer and the response of schizophrenia.

	N	Correlation	Sig.
Schizophrenia 1 PO Schizophrenia 1-CN	33	-.325	.065

Table 4 displayed the responses of crisis negotiators and patrol officers for scenario 2 that were compared using a paired samples correlation test to evaluate the relationship and significance level between the two groups' responses. The results showed the relationship between crisis negotiators' and patrol officers' responses in the between groups test as negative with a significance level of .065. This relationship, although much stronger than what the within groups' results were, did not show a statistically significant relationship between groups.

Dependent Variable: Antisocial							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.010	.423	1	43	.519	.471	.009
The independent variable is Years as Crisis Negotiator .							
Dependent Variable: Antisocial							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.003	.088	1	31	.768	.295	.003
The independent variable is Years as Patrol Officer .							

Table 5 showed the results from a logistic regression analysis that was conducted to determine the relationship between years as a crisis negotiator and the

likelihood of the participants writing antisocial personality disorder as the answer for scenario 3. The same method was used to identify the relationship between years as a police officer and the likelihood of writing antisocial as the correct response. The significance level produced by the results was a .519 for crisis negotiators, suggesting there is only a small chance that there is a relationship between years as a crisis negotiator and answering antisocial in scenario 3. The patrol officer significance level was a .768, which revealed a less significant relationship than that of crisis negotiators. There is no statistical significance in this relationship because $p > .05$. These data did not produce statistically significant results for either the experimental nor control group, which suggests that there is no statistically significant relationship between the number of years one has worked as a crisis negotiator or patrol officer and the likelihood of answering antisocial in scenario 3.

Table 6. Scenario 3: Between Groups Correlation			
	N	Correlation	Sig.
Antisocial PO & Antisocial-CN	34	-.272	.120

Table 6 displayed a paired samples correlation test, which was used to evaluate whether there was a statistically significant relationship between crisis negotiators' and patrol officers' responses in scenario 3. The results displayed a negative correlation of -.272, with a significance level of .120. These results were tested using an alpha level of .05 to determine if there was a significant relationship between crisis negotiator and patrol officer responses in a between groups test. The results showed $p > .05$, so there is no significant relationship.

Table 7. Scenario 4: Within Groups							
Dependent Variable: PTSD 1							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.000	.000	1	43	.991	.266	.000
The independent variable is Years as Crisis Negotiator .							
Dependent Variable: PTSD 1							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.000	.006	1	31	.937	.414	.001
The independent variable is Years as Patrol Officer							

Table 7 displayed the results of a logistic regression analysis that was used to determine if there was a relationship between years as a crisis negotiator and the likelihood of answering PTSD as the answer for scenario 4, a logistic regression analysis was utilized. The same method was conducted to determine the results for years as a patrol officer and the likelihood of answering PTSD for the scenario. The results yielded a significance level of .991, which translated to no statistically significant relationship between years as a crisis negotiator and the likelihood of the negotiator answering PTSD in scenario 4. The ideal level to show a statistically significant relationship is .05, and since $p > .05$ there is no statistically significant relationship. The results for years as a patrol officer revealed almost the same level of significance for the relationship at a .937 significance level. Both results were statistically insignificant relationships.

Table 8. Scenario 4: Between Groups Correlation			
	N	Correlation	Sig.
PTSD 1 PO & PTSD 1-CN	34	.240	.171

Table 8 displayed a paired samples t-test, which was used to determine if there was a correlation between years as a police officer and years as a negotiator and answering PTSD in scenario 4. The relationship, like the within groups measured produced a $p > .05$ so it was not a statistically significant relationship. However, the significance between groups was much higher than the within groups measure, which indicated a stronger relationship between groups than within groups.

Table 9. Scenario 5: Within Groups							
Dependent Variable: Borderline Personality							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.024	1.055	1	43	.310	.278	-.011
The independent variable is Years as <u>Crisis Negotiator</u> .							
Dependent Variable: Borderline Personality							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.002	.074	1	31	.787	.112	-.002
The independent variable is Years as <u>Patrol Officer</u> .							

Table 9 displayed the results from a logistic regression analysis that was conducted to determine if a statistically significant relationship was present between years as a crisis negotiator and the likelihood of crisis negotiators answering borderline personality disorder as the correct answer to scenario 5. The data showed a significance level of .310. This results produced $p > .05$, which suggested that the number of years as a crisis negotiator and the likelihood of answering borderline personality disorder for scenario 5 is not a statistically significant relationship. A logistic regression analysis was also completed to evaluate the relationship between years as a patrol officer and likelihood of answering borderline personality disorder. The results from this analysis produced a significance level of .787, which suggested that there is little to no

relationship between years as a police officer and likelihood of answering borderline personality disorder. The significance level for the crisis negotiation responses was more likely to show a weak relationship between the two variables than the patrol officer relationship.

Table 10: Scenario 5: Between Groups Correlation			
	N	Correlation	Sig.
Borderline Personality PO & Borderline Personality-CN	34	-.158	.371

Table 10 displayed a paired samples t-test was conducted to evaluate whether there was a relationship between groups of years as a negotiator compared to years as a patrol officer, and the likelihood that each group would answer borderline personality disorder. The significance level was a $.371 > .05$, which translated to no statistically significant correlation between years as a negotiator or patrol officer and the likelihood of answering borderline personality disorder in scenario 5.

Table 11. Scenario 6: Within Groups							
Dependent Variable: Schizophrenia 2							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.000	.018	1	43	.893	.454	.002
The independent variable is Years as <u>Crisis Negotiator</u> .							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.003	.079	1	31	.780	.268	.003
The independent variable is Years as <u>Patrol Officer</u> .							

The data in table 11 was analyzed using logistic regression to determine whether there is was a statistically significant relationship between the number of years as a crisis negotiator and the likelihood of negotiators answering schizophrenia in scenario 6. The level to determine if a relationship is statistically significant is .05, and these results yielded a .893 significance. This significance level suggests that there is no relationship between the number of years as a crisis negotiator and the likelihood that they will answer schizophrenia in scenario 6.

Table 12. Scenario 6: Between Groups Correlation			
	N	Correlation	Sig.
Schizophrenia 2 PO & Schizophrenia 2-CN	34	.426	.012

Table 12 showed a paired samples t-test, which was conducted to determine if there was a relationship between groups of years as a crisis negotiator compared to years as a patrol officer and the likelihood that each group would answer schizophrenia. The results from this data set indicated that there was a statistically significant relationship between the crisis negotiator and patrol officer groups and the likelihood that they would answer schizophrenia in scenario 6. This was the first statistically significant measure obtained from the data sets with a $p < .05$ at a significance level of .012.

Table 13. Scenario 7: Within Groups							
Dependent Variable: Histrionic							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.029	1.296	1	43	.261	.150	-.009
The independent variable is Years as Crisis Negotiator .							
Dependent Variable: Histrionic							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.009	.275	1	31	.604	.303	-.005
The independent variable is Years as Patrol Officer .							

The data in table 7 was obtained using a logistic regression analysis to evaluate the relationship between years as a crisis negotiator and the likelihood of answering histrionic personality disorder in scenario 7. This same method was used to evaluate the relationship between years as a police officer and likelihood of police officers answering histrionic personality. The significance level that results produced was .261 for crisis negotiators, which did not fall within or below the .05, so this relationship is not statistically significant. The significance level of .261 suggests that there is a weak relationship or no relationship between the number of years one has worked as a crisis negotiator and the likelihood of negotiators answering the histrionic personality disorder as the answer for scenario 8. The results for crisis negotiators yielded more significant results than that of patrol officer responses, which had a significance level of .604.

Table 14. Scenario 7: Between Groups Correlation			
	N	Correlation	Sig.
Histrionic PO & Histrionic-CN	34	-.139	.434

Table 14 showed the data presented in the between groups correlation that was obtained using a paired samples t-test. The correlation between years as a crisis negotiator and years as a police officer, and the likelihood that each group would answer histrionic personality disorder was .434. This significance level was greater than .05, meaning that this relationship was found to not be statistically significant.

Table 15. Scenario 8: Within Groups							
Dependent Variable: Narcissistic							
	Model Summary					Parameter Estimates	
Equation	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.002	.081	1	43	.777	.516	-.004
The independent variable is Years as Crisis Negotiator .							
Dependent Variable: Narcissistic							
	Model Summary					Parameter Estimates	
Equation	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.021	.677	1	31	.417	.533	-.009
The independent variable is Years as Patrol Officer .							

Table 15 exhibited a logistic regression analysis which was used to evaluate the relationship between number of years as crisis negotiators and the likelihood that the negotiators would answer narcissistic as the specific diagnosis for scenario 8. Logistic regression was also used to produce results for the relationship between years as a patrol officer and the likelihood of answering narcissistic in the questionnaire. As table 8 reflects, the significance level reported from the logistic regression results showed that

there is a .777 significance level for years as a crisis negotiator relationship. $P > .05$ so there is no statistically significant relationship between number of years as a crisis negotiator and the likelihood of negotiators answering narcissistic in scenario 8.

Interestingly, the years as a patrol officer relationship with the likelihood of answering narcissistic yielded a higher significance level result than that of crisis negotiation.

However, no statistically significant relationship was produced from the patrol officer responses either.

Table 16. Scenario 8: Between Groups Correlation			
	N	Correlation	Sig.
Narcissistic PO & Narcissistic-CN	34	-.457	.007

Table 16 displayed a paired samples t-test that was conducted to determine if there was a statistically significant relationship between groups. Years as a crisis negotiator, years as a police patrol officer, and the likelihood of each group selecting narcissistic as the answer to scenario 8 was evaluated. These data set produced a statistically significant negative correlation between crisis negotiators and police officers of $.007 < .05$. This significance level suggested that there is a relatively strong correlation between years as a crisis negotiator, years as a patrol officer, and the likelihood of each group answering narcissistic for scenario 8.

Table 17. Scenario 9: Within Groups							
Dependent Variable: PTSD 2							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.005	.213	1	43	.647	.378	.006
The independent variable is Years as Crisis Negotiator .							
Dependent Variable: PTSD 2							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.006	.195	1	31	.662	.358	-.005
The independent variable is Years as Patrol Officer .							

Table 17 displays the results of the logistic regression analysis that was completed to determine whether there was a relationship between the number of years participants have worked as crisis negotiators and the likelihood that they will write PTSD as the answer for scenario 9. Table 17 illustrates that the significance level produced from the years as a crisis negotiator results as a .647, which suggested that there was no relationship between the two variables since the significance of this relationship does not fall at or below .05. Years as a patrol officer and the likelihood of answering PTSD was evaluated for the patrol officer group as well and produced a significance level of .662, which was approximately the same significance level of the crisis negotiation respondents. These results suggest that there is little to no relationship between years as a police officer and the likelihood of answering PTSD in scenario 9.

Table 18: Scenario 9: Between Groups Correlation			
	N	Correlation	Sig.
PTSD 2 PO & PTSD 2-CN	34	-.109	.538

Table 18 reflected the results of a paired samples t-test that was used to evaluate the relationship between the years as a negotiator group and years as a patrol officer

group, and the likelihood that they would answer PTSD for scenario 9. The results of the measure indicated that there was no statistically significant relationship between groups and answering PTSD for scenario 9, with the level being $.538 > .05$.

Table 19. Scenario 10: Within Groups							
Dependent Variable: Depression 1							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.000	.002	1	43	.961	.707	.001
The independent variable is Years as Crisis Negotiator .							
Dependent Variable: Depression 1							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.002	.055	1	31	.816	.577	-.003
The independent variable is Years as Patrol Officer .							

Table 19 reflected the results from a logistic regression analysis that was completed to conclude whether there was a relationship between years as a crisis negotiator and the likelihood that the negotiators would write depression as the answer for the personality type of the individual that was described in scenario 10. The results from table 19 show the significance of the relationship between years as a crisis negotiator and the likelihood of the participants selecting depression for their answer as .961, which suggests that there is no relationship between these two variables. This process was repeated for the patrol officer group and yielded a significance level of .816, which was slightly more significant than that of the crisis negotiation group. However, these results suggest that there is also no relationship between years as a police officer and the likelihood of answering depression.

Table 20. Scenario 10: Between Groups Correlation			
	N	Correlation	Sig.
Depression 1 PO & Depression 1-CN	34	.336	.052

Table 20 illustrated a paired samples t-test, which was used to determine if there was a relationship between years as a crisis negotiator and years as a patrol officer, and whether they would answer depression as the specific diagnosis in scenario 10. The results indicated that there was not a significant relationship at a $.052 > .05$ significance level. Despite this significance level being above $.05$, the results indicated that this relationship should be worth evaluating further since it was just above the $.05$ level of significance.

Table 21. Scenario 11: Within Groups							
Dependent Variable: No Mental Illness							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.000	.002	1	43	.961	.707	.001
The independent variable is Years as Crisis Negotiator .							
Dependent Variable: No Mental Illness							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.027	.853	1	31	.363	.087	.008
The independent variable is Years as Patrol Officer .							

Table 21 illustrated the results of scenario 11 where no mental illness was described. The results of the logistic regression analysis reflected the significance level of the relationship between the variables as a $.961$, which suggests that there is no relationship between years as a crisis negotiator and likelihood of answering no mental

illness in scenario 11. The same process was repeated for years as a patrol officer and the likelihood that they would answer no mental illness in scenario 11. The patrol officer responses produced a higher significance level than the crisis negotiator group at .363, which suggested that patrol officers were able to recognize that no mental illness was present in the described scenario at a higher rate than crisis negotiators.

Table 22. Scenario 11: Between Groups Correlation			
	N	Correlation	Sig.
No Mental Illness PO & No Mental Illness-CN	34	-.278	.112

A between groups paired samples t-test was conducted in table 22 to determine whether a statistically significant relationship was present by measuring years as a crisis negotiator compared to years as a patrol officer, and the likelihood of both groups answering no mental illness in scenario 11. The results showed that there is no statistically significant relationship between groups with a significance level of $.112 > .05$. The results of the between groups, however, created a more statistically significant relationship than the within groups measure.

Table 23. Scenario 12: Within Groups							
Dependent Variable: Depression 2							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.000	.015	1	43	.903	.722	-.002
The independent variable is Years as Crisis Negotiator							
Dependent Variable: Depression 2							
Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.039	1.257	1	31	.271	.751	-.013
The independent variable is Years as Patrol Officer .							

Table 23 showed the significance of the relationship between the number of years crisis negotiators have worked and the likelihood that they would answer depression for scenario 12. The results of this logistic regression analysis suggest that there is no relationship between the number of years that participants have been crisis negotiators and the likelihood they are to write depression as the answer. The significance reported showed a .903 significance, which suggests that there is no relationship between these two variables. The results for years as a patrol officer and the likelihood that they would answer depression for scenario 12 was significantly higher than that of crisis negotiators with a significance level of .271, suggesting that there is a much higher likelihood of a weak relationship between the number of years that crisis negotiators and likelihood of answering depression in the scenario.

Table 24. Scenario 12: Between Groups Correlation			
	N	Correlation	Sig.
Depression 2 & Depression 2-CN	34	.103	.563

Table 24 displayed a paired samples t-test that was conducted to determine the relationship between years as a crisis negotiator to years as a patrol officer, and the likelihood that each group would answer depression in scenario 12. The results from the data set showed that there is no statically significant relationship between groups with a .563 > .05 statistical significance level.

Scenario	Specific Diagnosis		Mad, Bad, Sad Category	
1	Crisis Negotiators	37.7%	Crisis Negotiators	64.4%
	Patrol Officers	32.4%	Patrol Officers	44.1%
2	Crisis Negotiators	51.1%	Crisis Negotiators	60.1%
	Patrol Officers	41.2%	Patrol Officers	61.8%
3	Crisis Negotiators	51.1%	Crisis Negotiators	64.4%
	Patrol Officers	32.4%	Patrol Officers	76.4%
4	Crisis Negotiators	26.7%	Crisis Negotiators	26.7%
	Patrol Officers	41.2%	Patrol Officers	32.4%
5	Crisis Negotiators	20.1%	Crisis Negotiators	0.06%
	Patrol Officers	0.09%	Patrol Officers	0.029%
6	Crisis Negotiators	48.9%	Crisis Negotiators	60.1%
	Patrol Officers	29.4%	Patrol Officers	47.1%
7	Crisis Negotiators	0.08%	Crisis Negotiators	35.2%
	Patrol Officers	23.5%	Patrol Officers	23.5%
8	Crisis Negotiators	48.9%	Crisis Negotiators	31.1%
	Patrol Officers	41.2%	Patrol Officers	32.4%
9	Crisis Negotiators	42.2%	Crisis Negotiators	62.2%
	Patrol Officers	29.4%	Patrol Officers	61.8%
10	Crisis Negotiators	71.1%	Crisis Negotiators	86.6%
	Patrol Officers	55.9%	Patrol Officers	79.4%
11	Crisis Negotiators	28.8%	Crisis Negotiators	0.11%
	Patrol Officers	17.6%	Patrol Officers	0.05%
12	Crisis Negotiators	71.1%	Crisis Negotiators	77.8%
	Patrol Officers	61.8%	Patrol Officers	76.5%

Table 25 illustrated the accuracy percentages broken down by group between crisis negotiators and patrol officers for each of the twelve scenarios. The first column represented the scenario number. The second column displayed the percentage of correct answers for crisis negotiators and patrol officers on the specific diagnosis that was described in each scenario. The third column represented the percentage of correct answers for crisis negotiators and patrol officers for placing their specific diagnosis in the correct category of mad, bad, or sad. Overall, these data suggested that for majority of the scenarios, both crisis negotiators and patrol officers were more often able to place their diagnosis in the correct category of mad, bad, or sad than answer with the correct specific diagnosis. These data also displayed that overall crisis negotiators are able to identify the specific diagnosis and the correct category of mad, bad, or sad, which supports the hypothesis for this study. However, it was interesting to note some of the scenarios where patrol officers were able to identify the specific diagnosis as well as the correct category of mad, bad, or sad. For example, in scenario 3, which described an antisocial individual, patrol officers were able to identify the correct category of “bad” at a percentage of 76.4 percent, compared to 64.4 percent for crisis negotiators. Although crisis negotiators answered the correct specific diagnosis more accurately than patrol officers at 51.1 percent compared to 32.4 percent, patrol officers placed the specific diagnosis in the correct “bad” category at a higher percentage than negotiators.

V. DISCUSSION

The within groups results of this study showed no statistically significant relationships between years as a crisis negotiator or years as a patrol officer and the likelihood that they would answer each vignette more accurately, depending on how many years of experience they have in their respective field. However, the between measures result using the paired samples t-test to compare crisis negotiators' and patrol officers' responses between groups, showed two statistically significant scenarios, and two scenarios that need to be further evaluated since they were closer to being statistically significant than the other results.

The between groups results from scenario 4 showed a .065 significance level, which is close to being statistically significant at the .05 interval. The between groups result from scenario 6 displayed a significance level of .012, which is statistically significant because $.012 < .05$. The between groups result from scenario 8 showed a significance level of .007, which is a statistically significant relationship because $.007 < .05$. The between groups result from scenario 10 showed a significance level of .052, which is almost a statistically significant relationship at the .05 interval. The two between groups results that displayed a statistically significant relationship suggests that there is a correlation between years as a patrol officer, years as a crisis negotiator, and the likelihood of answering the correct specific diagnosis and correct category of mad, bad, or sad. There were a total of twelve scenarios and only two between groups measures showed a statistically significant relationship at the .05 interval. No within groups measure showed a statistically significant relationship. However, overall, the within groups results as well as the between groups results of this study showed higher

significance levels for crisis negotiators than for patrol officers. The independent variables used to measure the relationships in these scenarios were number of years as a crisis negotiator, number of years as a patrol officer, and the dependent variables were the specific diagnosis and category of mad, bad, and sad. Other variables need to be explored because these results show that years as a crisis negotiator or patrol officer only resulted in a statistically significant relationship two out of twelve times between groups, and no statistically significant relationships within groups. These results suggest that this independent variable does not have an effect on whether crisis negotiators and patrol officers answer with the correct specific diagnosis or category of mad, bad, and sad.

Table 25 displayed the accuracy ratings in percentages for each scenario between patrol officers and crisis negotiators on the specific diagnosis and the category of mad, bad, or sad. The results overall from the within groups measures, between groups measures, and accuracy percentages showed higher statistically significant relationships and higher percentages for crisis negotiators throughout the tables than patrol officers, which supported the hypothesis that crisis negotiators were able to correctly identify the correct mental illness more often than police patrol officers, and place the specific diagnosis in the correct category of mad, bad, or sad.

This study needs to be replicated using a larger sample size to gain more data and be able to produce more reliable and valid responses that can be generalized to the population. Out of the total 600 packets that were distributed to crisis negotiators and patrol officers in this study, 82 were returned. The return rate for this study was approximately 12 percent, which is average for this large of a sample size and type of study. It is important that this research was able to rule out statistically insignificant

relationships with these results in order to open the door to more statistically significant findings among other variables. The between groups measure and the accuracy rating table from both groups yielded results that suggested crisis negotiators are overall more accurate in answering the correct diagnosis in each vignette, and responding with the correct category of mad, bad or sad. This study used original data, which has not been previously evaluated, and no study has been conducted that could have provided a theoretical framework, survey, or analysis that would lay a foundation for this project.

Utility of Mad, Bad, and Sad Categories

Although crisis negotiators and patrol officers often did not identify the correct personality type that was being displayed in the vignettes, they were able to place them in the correct category of mad, bad, and sad to frame negotiation strategies. For example, if a subject is schizophrenic, making a “mad” assessment accounts for whether he is schizophrenic, manic, has paranoid personality disorder, etc. Further, if a subject is antisocial, making a “bad” assessment takes out whether he is antisocial, high conflict personality, narcissistic, etc. If a subject is depressed, making a “sad” assumption takes out whether the person is depressed, suffering from PTSD, suicidal, etc. Negotiation strategies can easily be framed and used by just making a “mad,” “bad,” or “sad” assessment, where basing strategies on a wrong specific diagnosis may lead to negotiating mistakes.

Limitations

One of the major limitations of this project was the length of the study packet, and the amount of time it took for each participant to complete the packet. The estimated amount of time to complete the packet was 45 minutes to 1 hour. To help combat the

potential problem of survey fatigue, the participants were allowed to take the survey packet with them and return it when completed. This also posed a problem because many participants forgot about it, lost it, or simply did not find the time to complete it, which could have contributed to the low response rate that occurred in this study.

The method of distribution of packets is a second limitation to address in this study. Participants received the crisis negotiator packets and patrol officer packets through distribution at the crisis negotiator competition or by mail. Many participants suggested that mailing the packets back to the researcher was expensive and inconvenient. In future studies, perhaps utilizing an online survey tool such as Survey Monkey could increase the response rate, and would be more convenient for participants.

A third limitation with this project was the unequal distribution of patrol officer packets to crisis negotiator packets that were returned. Also, there was a low response rate across both groups, with a total return rate of 12 percent. However, this return rate is not far off from other surveys of this nature. Out of 300 packets, 45 crisis negotiator (experimental) group packets were returned, and 37 packets out of 300 patrol officer (control) group were returned. The study did not produce equal distributions between the sample groups; however, the distribution between groups was far better than anticipated.

The sampling frame from this study used a convenience sampling method rather than a random sampling method. To produce a true experimental design, a random sampling method was needed, which is the ideal design to have for any research project. However, a true experimental design was not a feasible option for this project due to limitations on the method of distributing the data to negotiators and patrol officers in other parts of the country. By using a convenience sampling method, there were many

inherent problems such as the potential for researcher bias and the potential for an over-representation or under-representation of groups. Therefore, the sample was not representative of the entire population, and the researcher was not able to make generalizations from the population that was studied in this thesis project.

A fourth limitation for this particular study is that the sampling frame cannot be generalized to the population of crisis negotiators and patrol officers throughout the United States since only five out of the fifty states in the United States of America were represented in this study. Future researchers in this area should utilize a more geographically diverse sampling of the two comparison groups in order to generalize the findings to the population of the United States.

The survey data needs to be evaluated repeatedly in order to determine if it is able to produce results that are accurate, consistent, and can be used to form relationships between different variables that this study did not evaluate. A variety of statistical tests need to be conducted on this research in order to find relationships between variables that are known and unknown to produce results for this type of data. Ideally, in future studies, rather than comparing crisis negotiation responses to that of patrol officers, it would be important to gather a group of professional mental health experts such as psychiatrists, psychologists, and licensed practicing counselors that can be a control group to compare crisis negotiators to.

Social Learning Theory

The theoretical framework is an important component of any research project to include. For this study, Social Learning Theory was used to describe the nature of how crisis negotiators and patrol officers learn their mental health training. The training takes

place in social contexts and they receive direct instruction through lectures from experts about mental illness in general and how to handle mental illness situations, which makes this theory applicable to the study. In future studies, social learning theory could be addressed directly by including questions in a survey specifically related to how crisis negotiators and patrol officers learn during their mental illness training. The survey could include questions that can lead to forming a relationship between years as a negotiator or patrol officer and the models that they have been exposed to during their mental illness training. This would allow the researcher to be able to form a hypothesis of a relationship between years as negotiator or patrol officer and the various educational models they have been exposed to. Results could indicate new training models that could enhance learning during mental illness training. For now, learning through observation and direct instruction is the only way that crisis negotiators and patrol officers are receiving their mental illness training. Future research studies could address this and potentially discover and implement new training methods based on those findings.

VI. CONCLUSIONS

The results from this study were an important step in breaking ground for research in the area of crisis negotiation mental illness training. Although the results yielded statistically insignificant results across groups for years as a crisis negotiator or years as a patrol officer related to the likelihood that the crisis negotiators or patrol officer would write the correct personality type for the scenario that was described, there are still numerous studies that can be done with the data that was collected. The researcher focused on the relationship between the number of years that participants have worked as a crisis negotiator or police officer and the likelihood of answering each question with the correct personality type. There are several additional variables that can be tested to find out if there are any statistically significant relationships such as with gender, hours of college education, amount of training that they received in mental health, suicide training, and advanced mental health training, the organizations that conducted the basic training courses of the participants, and the number of incidents that each group has worked. This research study did not include the variable of gender because there were not enough females to compare to males to produce any accurate statistically significant results. A variety of statistical tests can be used with this data to find relationships within groups and between groups. Ideally, a larger sample size is needed in order to be able to improve its validity and generalize the findings. Additional variables need to be included in future testing to find a statistically significant results.

This area of research is virtually unexplored and has not been empirically tested. This study was a first step attempt at exploring an area of research that had not been evaluated prior to this study. Many studies have stated that crisis negotiators are effective

in various types of situations, but no study has specifically focused on crisis negotiators and the mentally ill population. Results from this study were inconclusive but did provide a few statistically significant relationships between groups, and a foundation for future research in this area. Future researchers in the area of crisis negotiation and mental illness should take into account all of the challenges that accompany original data and survey data in particular, and the limitations that were problematic in this study.

This area of research is crucial to understanding how to better train and prepare law enforcement officers to handle encounters with the mentally ill population more effectively. Mental illness is going to continue to grow into a larger problem for society, and law enforcement officials need to be equipped with the proper training to help them cope with the many challenges that come with working with the mentally ill population. Eventually, after significant results can be obtained from this data, a training model can be created to target the areas where crisis negotiators need additional mental health training. The results of this and future studies in the area of mental illness and crisis negotiation will be able to show researchers and practitioners areas where training improvements are needed to help crisis negotiators handle mental illness crisis situations more effectively. The ultimate goal of this area of research should be to constantly improve mental health training for crisis negotiators and to see an improved relationship between law enforcement officers and the mentally ill population. If the stigma of mental illness can be reduced within the law enforcement community, then perhaps that same ideation can trickle down into society and hopefully one-day result in an improved relationship between society and mental illness as a whole.

APPENDIX SECTION

A. Patrol Officer Scenario Packet.....42

B. Crisis Negotiation Scenario Packet.....71

Patrol Officer Scenario Packet

(Please do not remove cover sheet)

Texas State University
Consent Form

You are being asked to participate in a thesis study, conducted by Jordan Jung, a graduate student at the Texas State University in the Department of Criminal Justice. You have been asked to participate in this study because you are a trained crisis negotiator or a patrol officer.

Purpose of this Study: This study aims to determine if crisis negotiator training is more effective in resolving mental crisis situations than patrol officer training. The findings from this research will be used to improve training for crisis negotiators. The goal of this study is to evaluate if and where training modifications are needed in the area of mental illness for crisis negotiators to be more successful in handling mental illness crises more efficiently and effectively.

Procedure of the Study: You will be asked to complete twelve surveys that ask four questions related to the twelve crisis scenarios that you read. The entire length of time that it will take you to complete the project is estimated to be approximately 45 minutes. There will be one demographic questionnaire that will ask about your length of service, training related questions, and a question about your education level. The questions will ask you to identify the personality type of the individual described in the scenario, three identifying factors that led you to this assessment, to circle the category of mad, bad, or sad that your assessment best fits into, and three communication strategies that you would use to intervene in the scenario.

Participation is Voluntary: Your participation in this study, throughout its duration, is completely voluntary. If you choose not to answer any or all of the survey questions for any reason, you may choose not to without any penalty to you. Additionally, if you choose to skip a portion of the study or withdraw completely at any time throughout the duration of the study, you may choose to do so without penalty.

Confidentiality: The results of your survey questionnaire will not be shared with anyone except the researcher and professors on the thesis committee involved with the study. In order to analyze the results accurately, the researcher will need to keep each survey until the study is completed by the end of Summer 2016. All data will be kept in a secure location, and it will be stored on password-encrypted files and password protected lab computers. The consent forms will be stored in a locked file cabinet in a secure location, and will be kept separate from the surveys so that the researcher cannot identify your answers. At the end of the study, once all data has been analyzed, the consent forms and all data will be destroyed properly according to regulations set forth by the IRB.

Risks and Benefits: Risks in this study are expected to be minimal, and may include slight discomfort or anxiety from reading a scenario and assessing the character's personality type. As previously stated, if you feel uncomfortable, you may withdraw from or skip any portion of the study throughout its duration. Possible benefits include that you will be contributing to empirical research involving the evaluation of crisis negotiator

training methods, and this research can be used to improve training so that crisis negotiators are prepared to handle mental health crisis situations more effectively.

Questions/Comments: If you have any questions or comments about the study, you may contact the primary researcher, Jordan Jung (jtj16@txstate.edu; (210) 317-5518).

This project EXP2015L920001T was approved by the Texas State IRB on December 17, 2015. Pertinent questions or concerns about this research, research participants' rights, and/or research-related injuries to participants should be directed to the IRB chair, Dr. Jon Lasser (512-245-3413 – lasser@txstate.edu) and to Becky Northcut, Director, Research Integrity & Compliance (512-245-2314 – bnorthcut@txstate.edu).

Instructions

1. Please answer the eight questions on the demographic questionnaire. Four of the questions ask you to select one answer out of a list, so write a check mark on the line provided next to the answer you choose. The remaining four questions are open-ended and ask you to fill in the blank area provided below each question.
2. There are a total of twelve scenarios that describe a person who is suffering from a crisis, and police officers have been called out to respond to the situation.
3. Carefully read each scenario and determine what personality type the actor is displaying. Keep in mind that it is possible for the scenario to describe a person who is not suffering from a mental illness.
4. After reading each scenario, answer the four survey questions that follow. There are three open-ended questions, simply asking you to write your answer in the blank area provided below each question. The fourth question asks you to circle one answer, so please read the questions carefully.
5. Thank you for your participation in this study. This study is completely voluntary, so if at any time you decide to skip a question or stop participating all together you can do so without any penalty to you.

Patrol Officer Demographic Questionnaire

1. What is your sex?
 Male
 Female
2. Select the length of your basic mental health training:
 Less than 40 hours
 40 hours
 80 hours
 More than 80 hours
3. Approximately how many hours of advanced training past the basic training do you have?
4. Approximately how many of your advanced training hours were devoted to mental illness training?
5. Approximately how many of your advanced training hours were devoted to depression/suicide training?
6. Select the organization that conducted your basic training:
 Your Agency
 State Association
 Other Law Enforcement Personnel
 Private Company
7. How many years have you been a police officer?
8. How many hours of College Education do you have?
 Less than 60 hours
 60-120 Hours
 Bachelors Degree
 Masters Degree
 Doctoral Degree

Scenario 1

When Betty arrives at Mary's house, Mary will not allow Betty to enter. Betty describes her sister's behavior as acting very irritable towards her, and what Mary says does not make sense. Betty has called the police to report her sister, Mary's behavior. The dispatcher tells the patrol officers that Betty decided to visit Mary at home since she did not sound like her usual self on the phone. Also, Mary will not let her sister inside the house, and Betty fears for her sister's safety. A team of two patrol officers respond to the call, and when they arrive at Mary's house, the officers attempt to talk Mary into letting them help her. Mary seems very distracted and is not complying with the officers' requests. When the officers ask her questions, she just yells fleeting ideas such as "My sister was talking to me earlier and asking me if I was okay, I want to take a walk because I have so much energy but there are things that can get you so I didn't leave, but the cat too is not really here right now, and the neighbors have books that I borrowed so I need to stand in the couch to have a look around." The officers cannot be sure if Mary has any weapons inside that she can use to harm herself or others, so they decide to call crisis negotiators to respond to try to deescalate the situation and get Mary safely out of her locked house. The negotiators eventually talk Mary into opening the door for the officers. She talks constantly, has trouble maintaining a single thought, and is easily distracted by irrelevant items in her house that randomly catch her attention. The officers determine that Mary may be experiencing a mental illness crisis, so they fill out an ED and take her to a facility that can evaluate her. When the officers ask Betty for any other information that she can provide, she tells them that she noticed a new couch, new desk, and new computer that Mary must have recently purchased because she did not have them two weeks ago when she previously came to visit Mary in her home, and thought it was worth bringing to the officers' attention

Scenario 1: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 1?

2. What are three identifying factors that led you to this assessment?

3. List three communication strategies that you would use to intervene in this scenario.

4. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad

Scenario 2

When Betty arrives at Mary's house, Mary will not allow Betty to enter. Betty describes her sister's behavior as acting very irritable towards her, and what Mary says does not make sense. Betty has called the police to report her sister, Mary's behavior. The dispatcher tells the patrol officers that Betty decided to visit Mary at home since she did not sound like her usual self on the phone. Also, Mary will not let her sister inside the house, and Betty fears for her sister's safety. A team of two patrol officers respond to the call, and when they arrive at Mary's house, they speak with Betty briefly about the situation. Betty says, "My sister is yelling at me through the door that she can't let me in because of something about danger, and telling me or someone to stop trying to hurt her." The officers attempt to talk Mary into letting them help her. Mary seems very distracted and is not complying with the officers' requests. When the officers ask her questions, Mary responds with statements like "the goat is in the tree, help the Frisbee, so I am afraid of toasters." The officers cannot be sure if Mary has any weapons inside that she can use to harm herself or others, so they decide to call crisis negotiators to respond to try to deescalate the situation and get Mary safely out of her locked house. The negotiators eventually talk Mary into opening the door for the officers. Mary looks and smells like she has not showered in several days. While the officers speak with Mary she continually says, "I do not know why they want me," but she is not looking directly at the officers while she is saying this. After about thirty minutes, the officers try to get Mary to go with them, but she begins flailing her arms, kicking, and threatening them to stay away from her. The officers finally get Mary into the vehicle, they fill out an ED, and take her to a facility that can evaluate her. When the officers asked Betty for any other information that she can provide while trying to get Mary to let them in, she told them that she often calls her in the middle of the night just to talk because she cannot sleep. Additionally, Mary has quit or has been fired from several jobs because she cannot stay awake, has trouble organizing thoughts, sometimes talks about the worms on her feet, and/or she does not want to be there so she leaves without asking her boss for permission

Scenario 2: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 2?
2. What are three identifying factors that led you to this assessment?
3. List three communication strategies that you would use to intervene in this scenario.
4. Circle one of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad

Scenario 3

Ryan is a 32-year-old male who has a long history of becoming involved with illegal activities that he has been arrested for in the past. When he was a young boy, and throughout his teenage years, Ryan ran away from home several times and the police usually found him in the act of vandalizing property or breaking into stores to steal items from them. Throughout his middle school and high school years, Ryan was often caught stealing money from his mother's wallet, and initiated several fist fights as well as verbal fights with classmates. Ryan has struggled with keeping a job because of his tendency to show up late or to not show up at all. He has trouble sustaining relationships because he tends to get bored and has affairs. Ryan has a history of drinking then driving at high speeds down the highway, which resulted in his license being suspended. His girlfriend of two years is often forced to drive him around since he is not able to drive himself. Together they have a one-year-old son, who Ryan often uses as a way to make his girlfriend comply with what he asks her to do. He has been fired and quit a total of four jobs in the past two months due to his behavior, or because he is bored and no longer wants to work there. The police have been called several times at their home because he physically and verbally assaults his girlfriend. One night, Ryan has been out with a few friends, and he comes home in an irritable mood, with blood on his clothes and cuts and bruises on his body and face. Ryan's girlfriend, Jenny questions him about his activities, and he tells her to shut up and mind her own business. He then shoves her into a wall and orders her to get him clean clothes and stop asking him stupid, pointless questions. The baby suddenly starts crying and Ryan yells at Jenny to shut the baby up or else he will. Jenny is terrified for her safety and the safety of her son, so she takes Ryan his clothes and waits for him to get into the shower, before grabbing their son and running to the car to get him to a safe place. Jenny starts the car and calls the police to come arrest Ryan because he is threatening her and does not know how badly the person(s) he beat up are injured.

Scenario 4

Ryan is a 32-year-old male who has a long history of becoming involved with illegal activities that he has been arrested for in the past. Throughout his childhood and teenage years, Ryan was verbally and physically abused by his alcohol dependent father. Whenever Ryan is asked to talk about his father he says that he does not want to ever talk about him. Throughout his young adult life, Ryan has struggled with keeping a job because of his tendency to show up late or to not show up at all. Ryan has a history of drinking then driving at high speeds down the highway, which resulted in his license being suspended. His girlfriend of two years is often forced to drive him around since he is not able to drive himself, and together they have a one-year-old son. He has been fired and quit a total of four jobs in the past two months due to his erratic behavior (multiple injuries, acting hyper, avoiding people, and disturbing memories). Jenny, Ryan's girlfriend often hears him wake up in the middle of the night and wander around the house. When she questions him about how he sleeps, he tells her that he sleeps fine. The police have been called several times to their home because he becomes verbally aggressive towards his girlfriend, and she becomes fearful that he might injure her or their son. One night, Ryan has been out late, and he comes home drunk, with blood on his clothes and cuts and bruises on his body and face. Jenny questions him about his activities, and he tells her, "Shut up and mind your own business." The baby suddenly starts crying and Ryan yells at Jenny to shut the baby up. Jenny is terrified for her safety and the safety of her son, so she tells Ryan that she is going to leave and take the baby with her to her mother's house. He pauses a few moments, and then tells her that he is sorry about snapping at her, but he saw his father today and he beat him up so that now maybe he cannot hurt him or his mother anymore. Jenny asks Ryan who he beat up because his father has been dead for the past nine months. Ryan continues to tell her that the man he beat up was his father and does not know why she does not believe him. Jenny calls the police because she does not know how badly the person that Ryan beat up is injured.

Scenario 4: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 4?

2. What are three identifying factors that led you to this assessment?

3. List three communication strategies that you would use to intervene in this scenario.

4. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad

Scenario 5

Nancy, a 36-year-old married woman has been having trouble with her marriage of five years increasingly throughout its duration. Tim, Nancy's husband, leaves several times a month for business trips across the country. Almost every time Tim is getting ready to leave for his next business trip, Nancy accuses Tim of not loving her and going to meet his girlfriend. Tim and Nancy often argue about money because Nancy often buys unnecessary items while Tim is away, resulting in them not having enough money to pay the bills. Tonight, Tim is once again preparing to leave for a business trip and Nancy begins accusing him of leaving her, but now is also insulting and criticizing him. Tim becomes upset and tells her that if she did not spend all of their money then perhaps he could take vacations and spend more time with her. Nancy becomes immediately angry and proceeds to tell Tim that if he leaves for his business trip she will kill herself. Tim tries to comfort her and explain that he has to leave but will be back in a few days. As Tim is about to leave, Nancy suddenly begins throwing several porcelain vases from their living room in his direction. None of the pieces came close to hitting him, but in order to protect himself he went outside and called the police to intervene in the situation. Nancy remains in the house crying and frantically yelling that she will kill herself if Tim leaves her. The police arrive and eventually get Nancy to cooperate with them. When the police question Tim regarding Nancy's behavior, he explains that Nancy has often told him that he does not care about her enough to be there for her and always puts work before her needs. He also tells the police that when he comes home from his business trips Nancy often has purchased items in his absence, which has negatively impacted their credit. He does not understand why his wife acts this way, and fears that she may actually end up killing herself one day when he has to leave her alone and go to work

Scenario 6

Walter is a middle aged man who lives with his parents in a middle class neighborhood. Walter's parents care for him because he often experiences times where he cannot function properly by himself. He has trouble bathing, brushing his teeth, eating properly and has been found wandering the streets in the middle of the night. Walter's parents have called the police several times to intervene when he becomes aggressive towards them. Walter has struggled for several years, ever since he was a teenager, and has always shown signs of aggression when his illness reaches a state where it can no longer be controlled by his current regimen. Walter has not been able to hold an occupation for more than a few months at a time throughout most of his adult life. He quickly becomes uninterested in the job, becomes frustrated with the work, and is not able to socialize well with others. He often expresses emotions that are inappropriate for events that are occurring such as laughing at angry customers rather than politely taking care of their problem. Working also affects Walter's sleep schedule because he often sleeps throughout the day since he cannot sleep well at night. Walter mostly stays at home throughout the day and shows little interest in social activities that his parents try to get him involved in. For the past two months, Walter's parents have needed to call the police more frequently than usual because Walter has been aggressive and uncooperative with them. One night, Walter begins yelling, "Leave me alone" which wakes up his parents. Walter's mother rushes into his room to try to calm him down, he hits her in the face while yelling, "seeing FBI agents, smells like rotting flesh." Walter's father gets his mother out of the room to safety and calls the police to intervene. When the police arrive, Walter's father explains to them that Walter is being aggressive, yelling in his room, does not know who Walter is talking to, and it is difficult to make sense of what he is saying.

Scenario 6: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 6?
2. What are three identifying factors that led you to this assessment?
3. List three communication strategies that you would use to intervene in this scenario.
4. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad

Scenario 7

Randall is a 24-year-old college student who enjoys partying almost every night with his friends. The police have been called to deal with Randall often when his behavior reaches a point where his peers feel that he will become a danger to himself or to others. In the past, Randall has been arrested for several bar fights because he flirts with girls who have boyfriends at the bar with them. Randall's friends have told officers before that Randall is someone who enjoys being the center of attention in almost any situation. For example, they say he always dresses in elaborate outfits that attract attention to him, and approaches people in an inappropriate manner with sexual gestures and jokes. Randall has been fired for sexually harassing women and men at several jobs that he has held in the past. Randall often engages in risky activities when he feels that he is no longer attracting enough attention to himself. While Randall is out partying one night, he receives a text message from Cindy, who he considers his girlfriend after only knowing her for two weeks. Randall is so excited to receive this text message because he has been texting Cindy multiple times a day since they went out on their first date two weeks ago. Cindy tells Randall that she does not want to go out with him again and to stop texting her. He immediately begins sobbing uncontrollably, then throws a tantrum, and blames Cindy for breaking his heart and ruining their perfect relationship. He begins seeking advice from anyone at the party who is willing to listen to his tragic love story. Then he takes two bottles of alcohol and climbs onto the roof of the house where the party is and begins making a scene. He starts yelling dramatically about how Cindy ruined his life and he will never love again. Randall's friends call the police to intervene because they feel that he may be a danger to himself.

Scenario 8

Henry is a 42-year-old successful businessman, who has been happily married to his wife for about twenty years. His wife approached him one night and bluntly told him that she was done with him and wanted a divorce. Henry did not understand why Elizabeth would want to divorce him because he has always considered her very lucky to be married to such a successful and wonderful husband. Elizabeth explains to her husband that she takes care of all of the household chores and handles all financial responsibilities, while he just goes to work every day and comes home without even bothering to acknowledge all that she has done. He does not understand why this is an issue because this is how things have always been in their relationship, and it is her duty to take care of these mundane items since he has far more important responsibilities. Elizabeth continues by telling him that she does not approve of his attitude in situations such as when he becomes impatient in lines because he is too busy, or calls a waiter stupid because he had to ask for Henry to repeat a portion of his order in a restaurant. Henry is appalled to hear that his wife has all of these outrageous complaints about him, and begins defending himself by telling her, "It is not my fault that people cannot perform their jobs to my standards, you should feel the same way, although I guess you would not understand since you don't seem to realize you are married to the best husband a person could ever have." Elizabeth had enough of her husband's insults, so she moved out of the house that night, leaving Henry by himself. A week after she leaves, Henry learns where Elizabeth is staying and begins visiting her several times a day in order to get her to agree to letting him have another chance. Elizabeth refuses to give him another chance and asks him to leave. He continues to show up at her house throughout the next month, and says all the reasons she needs to take him back. After a few weeks, Elizabeth starts becoming fearful because Henry is now threatening her to take him back or else he will force her to. Elizabeth finally calls the police one night because Henry is clearly drunk and pounding on her door for her to let him inside. The police arrive at Elizabeth's house and try to talk Henry into leaving the property. Henry is being uncooperative and will not leave the property because Elizabeth is his wife and they are not entitled to tell him what he can and cannot do when it comes to his wife.

Scenario 9

Angie, a 28-year-old female, has been living with her fiancé, Tommy over the past year. Angie has not had a full night of sleep in over six months. She often wakes up in the middle of the night, pacing the room and looking around for any signs of danger. About nine months ago, Angie witnessed someone trying to break into a car while she was out walking one evening, only a few blocks away from her home. Angie stopped and looked at the man for a few seconds, then continued walking. Suddenly, Angie saw the man begin to walk quickly toward her, so she began running, but the next street she came to was busy and she no longer saw the man following her. Over the past six months, Tommy has noticed some evident changes in Angie. Angie no longer spends time with her closest friends because she says she is so exhausted from work and does not feel like going out, and he has noticed that she becomes startled easily when she hears unexpected sounds. Three months ago Tommy woke up in the middle of the night to Angie screaming from a nightmare that she had. When he finally got her to calm down and stop shaking, Tommy attempted to ask Angie about the nightmare. She responded in an irritable tone that it was nothing and she never wanted to talk about it. Since then, Tommy has noticed that Angie has changed even more; for example, she has called into work often a few times a week because she does not feel well, and she refuses to talk about the crime she witnessed. Tonight, Angie is alone because Tommy had a late shift at work. When Tommy arrived at home, he found Angie upstairs bleeding from her arm, and she kept repeating that everything is her fault. Tommy remains with Angie and calls an ambulance. When the paramedics arrive, Angie becomes aggressive and warns them to stay away from her unless they want to get hurt also.

Scenario 10

Arthur is a middle aged man who lives with his sister, Tanya in a two-bedroom apartment. Arthur has always been an outgoing and active individual who loves spending his spare time volunteering with his sister at animal shelters to help find pets forever homes. He also enjoys spending time with his colleagues and friends outside of work. Over the past month, Arthur has called into work sick a total of four times with an explanation that he did not get enough rest due to feeling sick. Arthur's boss has noticed that it takes Arthur longer to complete his everyday tasks. Additionally, she has found a few errors on the work that he turns in, when normally his work is flawless almost every time. He has come to work some days looking like he slept in his clothes and needing a shave. He has stopped going to lunch with friends from the office, preferring to "rest." His boss expresses her concern to him, but he assures her that he is just struggling with a few personal issues right now, that everything will be fine so not to worry. On Saturday mornings, Arthur and Tanya make breakfast together then prepare to go volunteer at the animal shelter. For the second Saturday in a row, Arthur told his sister that he did not feel like volunteering this weekend because work was very stressful and exhausting all week long, so he just wanted to stay home and rest. His sister decided it would be best to leave him alone, but was concerned about why he did not show any interest in participating in one of his deepest passions for the second week in a row. When she came home from volunteering at the end of the day she went to knock on Arthur's door to check on him, but he did not respond. She heard noises coming from the powder bathroom in the living room and knocked on the door. Arthur responded that he was in there and to not disturb him. After 20 minutes, Tanya knocked on the door and asked Arthur if he was alright and to please open the door to talk to her. Arthur refused to come out and told her to leave him alone forever, and it sounded to Tanya like he was almost crying. Tanya knew that something had to be wrong but did not know what to do, so she called the police and explained that her brother has locked himself in the bathroom for at least 30-45 minutes and sounds incredibly upset. When the police arrive, Arthur is still locked in the bathroom.

Scenario 11

Mr. Miller is a 59-year-old man who lives in a house next to college student apartment homes that were built two years ago. Mr. Miller has called the police several times to put a stop to the noisy college student parties that happen several days during the week in the middle of the night at the apartment complex, which keep him awake. One night, during the campus spring break, he decides that he is going to put a stop to the parties himself since the police cannot seem to handle the situation. Mr. Miller is stressed out from a long day at work and has not had a full night of rest all week due to the constant partying at the apartment complex. Mr. Miller possesses a concealed handgun license and has been an upstanding citizen all of his life. He has just had enough of these college students keeping him awake when he has to wake up early for work or to take care of his grandchildren. So, he grabs his 9mm pistol from inside his dresser for protection, walks outside, gets in his car, and drives towards the college apartments. Mr. Miller walks into the college party and finds the DJ who is blasting loud music. He gets up on the stage and asks him politely to let him make an announcement over the microphone to make the students quiet down so the residents who live around the complex can get some sleep in their homes. The DJ laughs at him and pushes Mr. Miller off the stage. Mr. Miller becomes angry and immediately reaches on his holster for his weapon. The DJ saw Mr. Miller reach for his gun, and yelled for someone to call the police because this old man was going to shoot everyone. People began screaming and running away as fast as they could. When police received the call there was a patrol car only a few miles away. When they arrived at the scene, Mr. Miller was standing alone and looked as though he was in shock.

Scenario 12

Mr. Miller is a 59-year-old man who lives in a house next to college student apartment homes that were built two years ago. Mr. Miller has called the police several times to put a stop to the noisy college student parties that happen a few days during the week in the middle of the night at the apartment complex, which sometimes keep him awake. Mr. Miller recently lost his wife six months ago to a terminal illness and has not been himself since her passing. He cries often, doesn't eat, and believes that life is not worth living anymore. Every Thursday night, Mr. Miller used to go eat dinner with his friends from work and go bowling afterwards. Since his wife's death, Mr. Miller has not been to the bowling alley, and he only speaks with his friends at work when he sees them in the hallways of the office. Mr. Miller's boss and coworkers have noticed that he comes to work sometimes looking exhausted, and it often takes him more time to complete his work each day over the past few months. When Mr. Miller's friends and family try to call or come by and visit him, he usually tells them that he is tired and does not want to see anyone right now. One night, during the campus spring break, he decides that he is going to put a stop to the parties himself since the police cannot seem to handle the situation. Mr. Miller possesses a concealed handgun license and has been an upstanding citizen all of his life. He just wants the partying to end, so he grabs his 9mm pistol from inside his dresser for protection, walks outside, gets in his car, and drives towards the college apartments. Mr. Miller walks into the college party and finds the DJ who is blasting loud music. He gets up on the stage and tells the DJ, "The party is over and it's time for you all to leave, you are keeping everyone awake." The DJ laughs at him and pushes Mr. Miller off the stage. Mr. Miller becomes angry and immediately reaches on his holster for his weapon. The DJ saw Mr. Miller reach for his gun, and yelled for someone to call the police because this old man was going to shoot everyone. People began screaming and running away as fast as they could. When police received the call there was a patrol car only a few miles away. When they arrived at the scene Mr. Miller was standing alone, and looked as though he was in shock. Following this incident, the police ask Mr. Miller's friends and family whether or not the college parties have bothered him in the past, and they said that he used to complain every once in a while, but it did not seem to be that big of an issue. Also, Mr. Miller and his wife were planning to sell their house and move until she fell ill and died, so he no longer had plans to move.

Scenario 12: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 1?

2. What are three identifying factors that led you to this assessment?

3. List three communication strategies that you would use to intervene in this scenario.

4. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad

Negotiator Scenario Packet

(do not remove cover sheet)

Instructions

1. Please answer the twelve questions on the demographic questionnaire. There are four questions that ask you to check one of the options. The remaining eight questions are open-ended and ask you to fill in the blank area provided below each question
2. There are a total of twelve scenarios that describe a person who is suffering from a crisis, and police officers have been called out to respond to the situation.
3. Carefully read each scenario and determine what personality type the actor is displaying. Keep in mind that it is possible for the scenario to describe a person who is not suffering from a mental illness.
4. After reading each scenario, answer the four survey questions that follow. There are three open-ended questions, simply asking you to write your answer in the blank area provided below each question. The fourth question asks you to circle one answer, so please read the questions carefully.
5. Thank you for your participation in this study. This study is completely voluntary, so if at any time you decide to skip a question or stop participating all together you can do so without any penalty to you.

Negotiator Demographic Questionnaire

1. What is your sex?
 Male
 Female
2. Select the length of your basic negotiator training:
 Less than 40 hours
 40 hours
 80 hours
 More than 80 hours
3. Approximately how many hours of advanced training past the basic training do you have?
4. Approximately how many of your advanced training hours were devoted to mental illness training?
5. Approximately how many of your advanced training hours were devoted to depression/suicide training?
6. Select the organization that conducted your basic training:
 Your Agency
 State Association
 Other Law Enforcement Personnel
 Private Company
7. Approximately how many hours were devoted to mental illness training?
8. Approximately how many hours were devoted to depression/suicide training?
9. How many years have you been a police officer?
10. How many years have you been a negotiator?
11. Approximately how many incidents have you worked as a negotiator?
12. How many hours of College Education do you have?
 Less than 60 hours
 60-120 Hours
 Bachelors Degree
 Masters Degree
 Doctoral Degree

Scenario 1

When Betty arrives at Mary's house, Mary will not allow Betty to enter. Betty describes her sister's behavior as acting very irritable towards her, and what Mary says does not make sense. Betty has called the police to report her sister, Mary's behavior. The dispatcher tells the patrol officers that Betty decided to visit Mary at home since she did not sound like her usual self on the phone. Also, Mary will not let her sister inside the house, and Betty fears for her sister's safety. A team of two patrol officers respond to the call, and when they arrive at Mary's house, the officers attempt to talk Mary into letting them help her. Mary seems very distracted and is not complying with the officers' requests. When the officers ask her questions, she just yells fleeting ideas such as "My sister was talking to me earlier and asking me if I was okay, I want to take a walk because I have so much energy but there are things that can get you so I didn't leave, but the cat too is not really here right now, and the neighbors have books that I borrowed so I need to stand in the couch to have a look around." The officers cannot be sure if Mary has any weapons inside that she can use to harm herself or others, so they decide to call crisis negotiators to respond to try to deescalate the situation and get Mary safely out of her locked house. The negotiators eventually talk Mary into opening the door for the officers. She talks constantly and is easily distracted by irrelevant items in her house that randomly catch her attention. The officers determine that Mary may be experiencing a mental illness crisis, so they fill out an ED and take her to a facility that can evaluate her. When the officers ask Betty for any other information that she can provide, she tells them that she noticed a new couch, new desk, and new computer that Mary must have recently purchased because she did not have them two weeks ago when she previously came to visit Mary in her home, and thought it was worth bringing to the officers' attention.

Scenario 1: Survey Questionnaire

5. What personality type is the actor displaying in Scenario 1?

6. What are three identifying factors that led you to this assessment?

7. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad

8. List three communication strategies that you would use to intervene in this scenario.

Scenario 2

When Betty arrives at Mary's house, Mary will not allow Betty to enter. Betty describes her sister's behavior as acting very irritable towards her, and what Mary says does not make sense. Betty has called the police to report her sister, Mary's behavior. The dispatcher tells the patrol officers that Betty decided to visit Mary at home since she did not sound like her usual self on the phone. Also, Mary will not let her sister inside the house, and Betty fears for her sister's safety. A team of two patrol officers respond to the call, and when they arrive at Mary's house, they speak with Betty briefly about the situation. Betty says, "My sister is yelling at me through the door that she can't let me in because of something about danger, and telling me or someone to stop trying to hurt her." The officers attempt to talk Mary into letting them help her. Mary seems very distracted and is not complying with the officers' requests. When the officers ask her questions, Mary responds with statements like "the goat is in the tree, help the Frisbee, so I am afraid of toasters." The officers cannot be sure if Mary has any weapons inside that she can use to harm herself or others, so they decide to call crisis negotiators to respond to try to deescalate the situation and get Mary safely out of her locked house. The negotiators eventually talk Mary into opening the door for the officers. Mary looks and smells like she has not showered in several days. While the officers speak with Mary she continually says, "I do not know why they want me," but she is not looking directly at the officers while she is saying this. After about thirty minutes, the officers try to get Mary to go with them, but she begins flailing her arms, kicking, and threatening them to stay away from her. The officers finally get Mary into the vehicle, they fill out an ED, and take her to a facility that can evaluate her. When the officers asked Betty for any other information that she can provide while trying to get Mary to let them in, she told them that she often calls her in the middle of the night just to talk because she cannot sleep. Additionally, Mary has quit or has been fired from several jobs because she cannot stay awake, or she does not want to be there so she leaves without asking her boss for permission.

Scenario 2: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 1?
2. What are three identifying factors that led you to this assessment?
3. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad
4. List three communication strategies that you would use to intervene in this scenario.

Scenario 3

Ryan is a 32-year-old male who has a long history of becoming involved with illegal activities that he has been arrested for in the past. When he was a young boy, and throughout his teenage years, Ryan ran away from home several times and the police usually found him in the act of vandalizing property or breaking into stores to steal items from them. Throughout his middle school and high school years, Ryan was often caught stealing money from his mother's wallet, and initiated several fist fights as well as verbal fights with classmates. Ryan has struggled with keeping a job because of his tendency to show up late or to not show up at all. He has trouble sustaining relationships because he tends to get bored and has affairs. Ryan has a history of drinking then driving at high speeds down the highway, which resulted in his license being suspended. His girlfriend of two years is often forced to drive him around since he is not able to drive himself. Together they have a one-year-old son, who Ryan often uses as a way to make his girlfriend comply with what he asks her to do. He has been fired and quit a total of four jobs in the past two months due to his behavior, or because he is bored and no longer wants to work there. The police have been called several times at their home because he physically and verbally assaults his girlfriend. One night, Ryan has been out with a few friends, and he comes home in an irritable mood, with blood on his clothes and cuts and bruises on his body and face. Ryan's girlfriend, Jenny questions him about his activities, and he tells her to shut up and mind her own business. He then shoves her into a wall and orders her to get him clean clothes and stop asking him stupid, pointless questions. The baby suddenly starts crying and Ryan yells at Jenny to shut the baby up or else he will. Jenny is terrified for her safety and the safety of her son, so she takes Ryan his clothes and waits for him to get into the shower, before grabbing their son and running to the car to get him to a safe place. Jenny starts the car and calls the police to come arrest Ryan because he is threatening her and does not know how badly the person(s) he beat up are injured.

Scenario 4

Ryan is a 32-year-old male who has a long history of becoming involved with illegal activities that he has been arrested for in the past. Throughout his childhood and teenage years, Ryan was verbally and physically abused by his alcohol dependent father. Whenever Ryan is asked to talk about his father he says that he does not want to ever talk about him. Throughout his young adult life, Ryan has struggled with keeping a job because of his tendency to show up late or to not show up at all. Ryan has a history of drinking then driving at high speeds down the highway, which resulted in his license being suspended. His girlfriend of two years is often forced to drive him around since he is not able to drive himself, and together they have a one-year-old son. He has been fired and quit a total of four jobs in the past two months due to his behavior. Jenny, Ryan's girlfriend often hears him wake up in the middle of the night and wander around the house. When she questions him about how he sleeps, he tells her that he sleeps fine. The police have been called several times to their home because he becomes verbally aggressive towards his girlfriend, and she becomes fearful that he might injure her or their son. One night, Ryan has been out late, and he comes home drunk, with blood on his clothes and cuts and bruises on his body and face. Jenny questions him about his activities, and he tells her, "Shut up and mind your own business." The baby suddenly starts crying and Ryan yells at Jenny to shut the baby up. Jenny is terrified for her safety and the safety of her son, so she tells Ryan that she is going to leave and take the baby with her to her mother's house. He pauses a few moments, and then tells her that he is sorry about snapping at her, but he saw his father today and he beat him up so that now maybe he cannot hurt him or his mother anymore. Jenny asks Ryan who he beat up because his father has been dead for the past nine months. Ryan continues to tell her that the man he beat up was his father and does not know why she does not believe him. Jenny calls the police because she does not know how badly the person that Ryan beat up is injured.

Scenario 5

Nancy, a 36-year-old married woman has been having trouble with her marriage of five years increasingly throughout its duration. Tim, Nancy's husband, leaves several times a month for business trips across the country. Almost every time Tim is getting ready to leave for his next business trip, Nancy accuses Tim of not loving her and going to meet his girlfriend. Tim and Nancy often argue about money because Nancy often buys unnecessary items while Tim is away, resulting in them not having enough money to pay the bills. Tonight, Tim is once again preparing to leave for a business trip and Nancy begins accusing him of leaving her, but now is also insulting and criticizing him. Tim becomes upset and tells her that if she did not spend all of their money then perhaps he could take vacations and spend more time with her. Nancy becomes immediately angry and proceeds to tell Tim that if he leaves for his business trip she will kill herself. Tim tries to comfort her and explain that he has to leave but will be back in a few days. As Tim is about to leave, Nancy suddenly begins throwing several porcelain vases from their living room in his direction. None of the pieces came close to hitting him, but in order to protect himself he went outside and called the police to intervene in the situation. Nancy remains in the house crying and frantically yelling that she will kill herself if Tim leaves her. The police arrive and eventually get Nancy to cooperate with them. When the police question Tim regarding Nancy's behavior, he explains that Nancy has often told him that he does not care about her enough to be there for her and always puts work before her needs. He also tells the police that when he comes home from his business trips Nancy often has purchased items in his absence, which has negatively impacted their credit. He does not understand why his wife acts this way, and fears that she may actually end up killing herself one day when he has to leave her alone and go to work.

Scenario 5: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 5?
2. What are three identifying factors that led you to this assessment?
3. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad
4. List three communication strategies that you would use to intervene in this scenario.

Scenario 6

Walter is a middle aged man who lives with his parents in a middle class neighborhood. Walter's parents care for him because he often experiences times where he cannot function properly by himself. He has trouble bathing, brushing his teeth, eating properly and has been found wandering the streets in the middle of the night. Walter's parents have called the police several times to intervene when he becomes aggressive towards them. Walter has struggled for several years, ever since he was a teenager, and has always shown signs of aggression when his illness reaches a state where it can no longer be controlled by his current regimen. Walter has not been able hold an occupation for more than a few months at a time throughout most of his adult life. He quickly becomes uninterested in the job, becomes frustrated with the work, and is not able to socialize well with others. He often expresses emotions that are inappropriate for events that are occurring such as laughing at angry customers rather than politely taking care of their problem. Working also affects Walter's sleep schedule because he often sleeps throughout the day since he cannot sleep well at night. Walter mostly stays at home throughout the day and shows little interest in social activities that his parents try to get him involved in. For the past two months, Walter's parents have needed to call the police more frequently than usual because Walter has been aggressive and uncooperative with them. One night, Walter begins yelling, "Leave me alone" which wakes up his parents. Walter's mother rushes into his room to try to calm him down, he hits her in the face while yelling, but does not seem to realize what he did or that his mother is even present. Walter's father gets his mother out of the room to safety and calls the police to intervene. When the police arrive, Walter's father explains to them that Walter is being aggressive, yelling in his room, does not know who Walter is talking to, and it is difficult to make sense of what he is saying.

Scenario 6: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 6?

2. What are three identifying factors that led you to this assessment?

3. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad

4. List three communication strategies that you would use to intervene in this scenario.

Scenario 7

Randall is a 24-year-old college student who enjoys partying almost every night with his friends. The police have been called to deal with Randall often when his behavior reaches a point where his peers feel that he will become a danger to himself or to others. In the past, Randall has been arrested for several bar fights because he flirts with girls who have boyfriends at the bar with them. Randall's friends have told officers before that Randall is someone who enjoys being the center of attention in almost any situation. For example, they say he always dresses in elaborate outfits that attract attention to him, and approaches people in an inappropriate manner with sexual gestures and jokes. Randall has been fired for sexually harassing women and men at several jobs that he has held in the past. Randall often engages in risky activities when he feels that he is no longer attracting enough attention to himself. While Randall is out partying one night, he receives a text message from Cindy, who he considers his girlfriend after only knowing her for two weeks. Randall is so excited to receive this text message because he has been texting Cindy multiple times a day since they went out on their first date two weeks ago. Cindy tells Randall that she does not want to go out with him again and to stop texting her. He immediately begins sobbing uncontrollably, then throws a tantrum, and blames Cindy for breaking his heart and ruining their perfect relationship. He begins seeking advice from anyone at the party who is willing to listen to his tragic love story. Then he takes two bottles of alcohol and climbs onto the roof of the house where the party is and begins making a scene. He starts yelling dramatically about how Cindy ruined his life and he will never love again. Randall's friends call the police to intervene because they feel that he may be a danger to himself.

Scenario 7: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 7?

2. What are three identifying factors that led you to this assessment?

3. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad

4. List three communication strategies that you would use to intervene in this scenario.

Scenario 8

Henry is a 42-year-old successful businessman, who has been happily married to his wife for about twenty years. His wife approached him one night and bluntly told him that she was done with him and wanted a divorce. Henry did not understand why Elizabeth would want to divorce him because he has always considered her very lucky to be married to such a successful and wonderful husband. Elizabeth explains to her husband that she takes care of all of the household chores and handles all financial responsibilities, while he just goes to work every day and comes home without even bothering to acknowledge all that she has done. He does not understand why this is an issue because this is how things have always been in their relationship, and it is her duty to take care of these mundane items since he has far more important responsibilities. Elizabeth continues by telling him that she does not approve of his attitude in situations such as when he becomes impatient in lines because he is too busy, or calls a waiter stupid because he had to ask for Henry to repeat a portion of his order in a restaurant. Henry is appalled to hear that his wife has all of these outrageous complaints about him, and begins defending himself by telling her, "It is not my fault that people cannot perform their jobs to my standards, you should feel the same way, although I guess you would not understand since you have the same thinking capacity and ability to perform a job as they do." Elizabeth had enough of her husband's insults, so she moved out of the house that night, leaving Henry by himself. A week after she leaves, Henry learns where Elizabeth is staying and begins visiting her several times a day in order to get her to agree to letting him have another chance. Elizabeth refuses to give him another chance and asks him to leave. He continues to show up at her house throughout the next month, and says all the reasons she needs to take him back. After a few weeks, Elizabeth starts becoming fearful because Henry is now threatening her to take him back or else he will force her to. Elizabeth finally calls the police one night because Henry is clearly drunk and pounding on her door for her to let him inside. The police arrive at Elizabeth's house and try to talk Henry into leaving the property. Henry is being uncooperative and will not leave the property because Elizabeth is his wife and they are not entitled to tell him what he can and cannot do when it comes to his wife.

Scenario 8: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 8?
2. What are three identifying factors that led you to this assessment?
3. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad
4. List three communication strategies that you would use to intervene in this scenario.

Scenario 9

Angie, a 28-year-old female, has been living with her fiancé, Tommy over the past year. Angie has not had a full night of sleep in over six months. She often wakes up in the middle of the night, pacing the room and looking around for any signs of danger. About nine months ago, Angie witnessed someone trying to break into a car while she was out walking one evening, only a few blocks away from her home. Angie stopped and looked at the man for a few seconds, then continued walking. Suddenly, Angie saw the man begin to walk quickly toward her, so she began running, but the next street she came to was busy and she no longer saw the man following her. Over the past six months, Tommy has noticed some evident changes in Angie. Angie no longer spends time with her closest friends because she says she is so exhausted from work and does not feel like going out, and he has noticed that she becomes startled easily when she hears unexpected sounds. Three months ago Tommy woke up in the middle of the night to Angie screaming from a nightmare that she had. When he finally got her to calm down and stop shaking, Tommy attempted to ask Angie about the nightmare. She responded in an irritable tone that it was nothing and she never wanted to talk about it. Since then, Tommy has noticed that Angie has changed even more; for example, she has called into work often a few times a week because she does not feel well, and when he comes home she shows almost no interest in his presence. Tonight, Angie is alone because Tommy had a late shift at work. When Tommy arrived at home, he found Angie upstairs bleeding from her arm, and she kept repeating that everything is her fault. Tommy remains with Angie and calls an ambulance. When the paramedics arrive, Angie becomes aggressive and warns them to stay away from her unless they want to get hurt also.

Scenario 9: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 9?
2. What are three identifying factors that led you to this assessment?
3. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad
4. List three communication strategies that you would use to intervene in this scenario

Scenario 10

Arthur is a middle aged man who lives with his sister, Tanya in a two-bedroom apartment. Arthur has always been an outgoing and active individual who loves spending his spare time volunteering with his sister at animal shelters to help find pets forever homes. He also enjoys spending time with his colleagues and friends outside of work. Over the past month, Arthur has called into work sick a total of four times with an explanation that he did not get enough rest due to feeling sick. Arthur's boss has noticed that it takes Arthur longer to complete his everyday tasks. Additionally, she has found a few errors on the work that he turns in, when normally his work is flawless almost every time. He has come to work some days looking like he slept in his clothes and needing a shave. He has stopped going to lunch with friends from the office, preferring to "rest." His boss expresses her concern to him, but he assures her that he is just struggling with a few personal issues right now, that everything will be fine so not to worry. On Saturday mornings, Arthur and Tanya make breakfast together then prepare to go volunteer at the animal shelter. For the second Saturday in a row, Arthur told his sister that he did not feel like volunteering this weekend because work was very stressful and exhausting all week long, so he just wanted to stay home and rest. His sister decided it would be best to leave him alone, but was concerned about why he did not show any interest in participating in one of his deepest passions for the second week in a row. When she came home from volunteering at the end of the day she went to knock on Arthur's door to check on him, but he did not respond. She heard noises coming from the powder bathroom in the living room and knocked on the door. Arthur responded that he was in there and to not disturb him. After 20 minutes, Tanya knocked on the door and asked Arthur if he was alright and to please open the door to talk to her. Arthur refused to come out and told her to leave him alone forever, and it sounded to Tanya like he was almost crying. Tanya knew that something had to be wrong but did not know what to do, so she called the police and explained that her brother has locked himself in the bathroom for at least 30-45 minutes and sounds incredibly upset. When the police arrive, Arthur is still locked in the bathroom.

Scenario 10: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 10?
2. What are three identifying factors that led you to this assessment?
3. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad
4. List three communication strategies that you would use to intervene in this scenario.

Scenario 11

Mr. Miller is a 59-year-old man who lives in a house next to college student apartment homes that were built two years ago. Mr. Miller has called the police several times to put a stop to the noisy college student parties that happen several days during the week in the middle of the night at the apartment complex, which keep him awake. One night, during the campus spring break, he decides that he is going to put a stop to the parties himself since the police cannot seem to handle the situation. Mr. Miller is stressed out from a long day at work and has not had a full night of rest all week due to the constant partying at the apartment complex. Mr. Miller possesses a concealed handgun license and has been an upstanding citizen all of his life. He has just had enough of these college students keeping him awake when he has to wake up early for work or to take care of his grandchildren. So, he grabs his 9mm pistol from inside his dresser for protection, walks outside, gets in his car, and drives towards the college apartments. Mr. Miller walks into the college party and finds the DJ who is blasting loud music. He gets up on the stage and asks him politely to let him make an announcement over the microphone to make the students quiet down so the residents who live around the complex can get some sleep in their homes. The DJ laughs at him and pushes Mr. Miller off the stage. Mr. Miller becomes angry and immediately reaches on his holster for his weapon. The DJ saw Mr. Miller reach for his gun, and yelled for someone to call the police because this old man was going to shoot everyone. People began screaming and running away as fast as they could. When police received the call there was a patrol car only a few miles away. When they arrived at the scene, Mr. Miller was standing alone and looked as though he was in shock.

Scenario 11: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 11?

2. What are three identifying factors that led you to this assessment?

3. Circle one of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad

4. List three communication strategies that you would use to intervene in this scenario.

Scenario 12

Mr. Miller is a 59-year-old man who lives in a house next to college student apartment homes that were built two years ago. Mr. Miller has called the police several times to put a stop to the noisy college student parties that happen a few days during the week in the middle of the night at the apartment complex, which sometimes keep him awake. Mr. Miller recently lost his wife six months ago to a terminal illness and has not been himself since her passing. Every Thursday night, Mr. Miller used to go eat dinner with his friends from work and go bowling afterwards. Since his wife's death, Mr. Miller has not been to the bowling alley, and he only speaks with his friends at work when he sees them in the hallways of the office. Mr. Miller's boss and coworkers have noticed that he comes to work sometimes looking exhausted, and it often takes him more time to complete his work each day over the past few months. When Mr. Miller's friends and family try to call or come by and visit him, he usually tells them that he is tired and does not want to see anyone right now. One night, during the campus spring break, he decides that he is going to put a stop to the parties himself since the police cannot seem to handle the situation. Mr. Miller possesses a concealed handgun license and has been an upstanding citizen all of his life. He just wants the partying to end, so he grabs his 9mm pistol from inside his dresser for protection, walks outside, gets in his car, and drives towards the college apartments. Mr. Miller walks into the college party and finds the DJ who is blasting loud music. He gets up on the stage and tells the DJ, "The party is over and it's time for you all to leave, you are keeping everyone awake." The DJ laughs at him and pushes Mr. Miller off the stage. Mr. Miller becomes angry and immediately reaches on his holster for his weapon. The DJ saw Mr. Miller reach for his gun, and yelled for someone to call the police because this old man was going to shoot everyone. People began screaming and running away as fast as they could. When police received the call there was a patrol car only a few miles away. When they arrived at the scene Mr. Miller was standing alone, and looked as though he was in shock. Following this incident, the police ask Mr. Miller's friends and family whether or not the college parties have bothered him in the past, and they said that he used to complain every once in a while, but it did not seem to be that big of an issue. Also, Mr. Miller and his wife were planning to sell their house and move until she fell ill and died, so he no longer had plans to move.

Scenario 12: Survey Questionnaire

1. What personality type is the actor displaying in Scenario 12?
2. What are three identifying factors that led you to this assessment?
3. Circle **one** of the following categories that you believe best fits your assessment.
 - a. the mad
 - b. the bad
 - c. the sad
4. List three communication strategies that you would use to intervene in this scenario.

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