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Law Enforcement Agencies' Policy Impact on Police Officers' Mental Health and Wellness: A Content Analysis

Na'Shayla M. Nelson
Walden University

Walden University

College of Health Sciences and Public Policy

This is to certify that the doctoral dissertation by

Na'Shayla M. Nelson

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the review committee have been made.

Review Committee
Dr. Amin Asfari, Committee Chairperson,
Public Policy and Administration Faculty

Dr. Michael Brewer, Committee Member,
Public Policy and Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2024

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MS, Walden University, 2020

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Abstract

Law enforcement officers are available to answer the calls of citizens in the communities they serve. They are required to deal with some of the most horrific and stressful situations imaginable. The purpose of this qualitative content analysis was to investigate law enforcement agencies' policies related to adequate provision of early mental health intervention services for law enforcement officers after critical incidents and those policies' impact on officer mental health. The focus of this study was on law enforcement agencies' policies from 34 departments from across the United States. The agencies vary in geographic location and size. The results demonstrate law enforcement agencies policies' influence related to organizational actions regarding mental health and wellness. Implications for positive social change encompass transparent practices regarding employee mental health and wellness. The implications of this research include assisting law enforcement organizations in policy development, training programs, enhanced employee wellness programs, and decreased absenteeism. All of these approaches could be used by law enforcement agencies to improve effectiveness and efficiency, which would provide the citizens they serve with a higher quality of service and officers improved employee health and wellness.

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Dedication

I dedicate this research to the over 750,000 law enforcement professionals in the United States. I also acknowledge those serving around the world. Often, we experience people in crisis or during the worst moments in their lives. Each day you tirelessly serve and leave a little of you with them. This research is just a first step in acknowledging our humanity as a profession and ensuring we are ok so that those we serve and care for are ok. I am grateful to have served in our United States Army and to have been a member of and a leader of many teams. I am forever grateful to have been provided with the opportunity to create organizational change as an Assistant Police Chief and Police Chief.

Acknowledgments

I would like to thank my committee members, Dr. Amin Asfari, Committee Chair and Dr. Michael Brewer, Committee Member. I could not have completed this process without my village. To my mother, Judy and sister, Miracle, thank you for all of your love and support! To my children Kayla and Jacob, you inspired me to fight cancer and become a better version of myself daily. Sequin and Priscilla thank you for being my cheerleaders throughout this process. Each of you provided encouragement and inspiration in your own way. A special thank you to my two dads, Charles and Rome, the impact you've had on my life is immeasurable. This process has been one of the most challenging tasks I have undertaken. I know that GOD is the key to all things, and I am continuously reminded of Psalm 46:5, "If God is within her she will not fail, God will keep her at break of day."

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Chapter 1: Introduction to the Study

Introduction

Law enforcement officers are available to answer the calls of citizens in the communities they serve. They are required to deal with some of the most horrific and stressful situations imaginable. Law enforcement is an ever-evolving set of tasks, opportunities, and threats (Hope et al, 2016). Many researchers have focused on understanding the unique stressors law enforcement officers encounter, such as operating in potentially dangerous situations and frequent exposure to death or injury (Can & Hendy, 2014; Hamel, 2015; Heath, 2014; Lim & Kim, 2015; Rose & Unnithan, 2015; Thomasson, et al, 2014; Van Hasselt et al., 2008; Violanti et al., 2017, 2016).

Background

In this qualitative study, I examined wellness policies from various law enforcement agencies from across the United States. In 2016, the Department of Justice reported 18,000 law enforcement agencies were providing law enforcement services at the local, state, and federal level (U.S. Department of Justice, 2016). The United States has just over 750,000 law enforcement officers (Department of Justice, 2023). It is widely accepted that law enforcement officers have an inherently dangerous job with known and unknown stressors (Baka, 2015). In 2020, it was reported 439 officers died or were killed in career-related situations; in addition, 179 police officers committed suicide (Blue Help, 2020). Due to various professional stressors, law enforcement officers are more likely to be hospitalized than any other profession (Miller, 2009).

In this study, I focused on organizational policy's impact on police officer wellness. I used secondary data derived from law enforcement organizations from across the United States. I used organization policy and procedure to determine some of the actions taken by those in position of authority within the agency related to division of labor, discipline, and interaction among employees (see Edwards, 2012)

Law enforcement supervisors, especially sergeants, have the most contact with front line officers. Chambers (2008) examined studies that focused on suicide rates related to police officer suicides and reporting. The studies indicated flawed reporting and training, which incorrectly affects guidelines and makes organizational decision making inconsistent (Chambers, 2008). Organizational efficiency is determined by the fluid relationship between the organization and its members. Therefore, policy and procedures along with effective implementation are important (Edwards, 2012)

Training and reporting are direct contributors to understanding mental health concerns that are being reported, but they could also be linear factors that affect a supervisors' ability to determine fit for duty in subordinates. In 2019, organizations reported a record number of law enforcement suicides and in 2020, the Law Enforcement Suicide Data Collection Act was signed into law with a goal of providing guidance and prevention tools (Department of Justice, 2021). This directly correlates with administrative management theory, the theoretical framework for this qualitative study.

Problem Statement

There is a problem in police organizations related to the adequate provision of early mental health intervention services for law enforcement officers post critical

incidents. Law enforcement is very stressful (Craun et al., 2014; Rose & Unnithan, 2015; Thomasson et al., 2014). Researchers have shown that law enforcement-specific stressors can impact an officer in various ways, including emotional, fatigue, psychological, or social outcomes (Can & Hendy, 2014; Hamel, 2015; Heath, 2014; Lim & Kim, 2015; Spielberger et al., 1981; Van Hasselt et al., 2008; Violanti et al., 2017, 2016; Webster, 2013).

The dangerous nature of policing, combined with the unknown daily encounters with the public, creates challenges for supervisors (Ingram and Lee, 2015). There is an issue in police organizations related to the adequate provision of early mental health intervention services for law enforcement officers post critical incidents. Specifically, researchers do not know if law enforcement organizational policies impact the mental health of their employees. Law enforcement agencies establish individual wellness policies, and there is no mandatory policy to provide stress counseling specifically for police officers (Bureau of Justice, 2023). Researchers have identified stress and burnout as a complaint by officers who quit the force (Baka, 2015). This issue impacts the individual police officers, the organizations they work for, and the citizens they serve. For example, police officers failing to seek mental health services because of the associated stigma, lack of adequate training of supervisory personnel to identify and refer to the subordinate, and personal issues not related to work all have impact (Ingram and Lee, 2015). Organizations are impacted when police are unable to perform their duties at an acceptable level, which could lead to absenteeism, resulting in longer response times

for the organization when citizens call. When those officers are at work their interactions with citizens could be diminished.

Furthermore, Baka (2015) examined law enforcement officers and determined that job demands create burnout and stress. Stress is a direct byproduct related to the aspect of the job, such as making split second decisions that could result in life or death. Those decisions may cause a mental, physical, and emotional impacts on the officer (Broome and Russell, 2018). I addressed this gap by conducting this study and providing policymakers and stakeholders with information that could assist in developing policies to improve the training for law enforcement agencies.

Purpose of the Study

The purpose of this qualitative study was to investigate police department policies related to adequate provision of early mental health intervention services for law enforcement officers post critical incidents and those policies' impact on officer mental health. Law enforcement officers across the country respond to a variety of calls daily. Burke (2019) explained that unprepared law enforcement officers who respond to traumatic events become emotionally distraught. Between 1992 and 2012, the Federal Bureau of Investigations reported that there were more than 750,000 sworn law enforcement officers in the United States working at various agencies ranging from local, state, and federal (Bureau of Justice, 2023). In this current study, I focused on law enforcement agencies from across the United States to understand how law enforcement organizational policies impact police officer wellness. I also created groundwork for various avenues of social change. This research may be used by law enforcement

organizations in policy development, training programs, enhanced employee wellness programs, and decreased absenteeism. This can all be used by law enforcement agencies to improve effectiveness and efficiency, which may provide the citizens they serve with a higher quality of service. This research could also be used by fire departments, sheriff departments, and other organizations who are considered first responders. Other organizations can also expand on this study because the administrative management theoretical framework can be applied to any organization.

Research Questions

I designed the following research questions to guide this study.

Research Question 1 (RQ1): Is there policy mandating training for law enforcement supervisors regarding identifying signs of stress in line officers?

Research Question 2 (RQ2): What relationship if any exists between firearms and critical stress related to law enforcement agency wellness policies?

Theoretical Framework for the Study

In this study, I examined human nature and behavior related to obtaining knowledge within an organization to solve a problem. Henri Fayol's 1916 administrative management theory provides a structured way for organizational operation (Edwards, 2012). The administrative management theory uses 14 principles of management to explain and evaluate roles and responsibilities of management. Those principles are division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests to general interests, fair remuneration to

employees, centralization and decentralization, scalar chain, order, equity, stability of use personnel, initiative, and spirit of cooperation (Edwards, 2012).

Law enforcement organizations follow Fayol's 1916 administrative management theory related to unity of command and unity of direction. The police chief will provide a vision or mission statement for the entire police department to follow which creates unity of direction. To accomplish this goal, the police department will promote or appoint midlevel managers to provide guidance on accomplishing the agency goals. In doing so, centralization of decision making occurs. Supervisors have the ability to make some decisions, however, the division of power allows for those with more oversight to have authority in the decision-making process.

Those goals supersede any individual goals as all the decisions concerning division of work and responsibilities are made in the best interests of the police department so that effective service can be provided to the citizens. Classical organizational theory is the foundation for groups who should be working in concert towards a goal. The fundamentals of organizational theory are timeless as they divide the workload among the members of the organization so that goals can be reached (Shafritz et al, p33). Law enforcement agencies also have a division of labor so that the organization can run efficiently. Law enforcement supervisors and officers all have various roles within the agency and their effectiveness will depend upon how well they understand their role. In law enforcement organizations, division of work is categorized in special assignments like detectives, traffic enforcement officers, and patrol officers.

Each assignment would have specific tasks and assignments that assist in achieving the overall organizational goals.

Fayol's 1916 administrative management theory addresses authority and responsibility as the way in which management supervises their subordinates and provides guidance for completing assigned tasks. Law enforcement agencies use this authority and responsibility in two ways. Law enforcement agencies rely on structured management for the daily operations so that services can be provided to the citizens in the communities they serve. Law enforcement agencies across the United States operate under prescribed authority, which is granted by their hiring agency. Authority and responsibility are also determined by the agency as determined by the local, state, or federal laws. Therefore, most law enforcement agencies only have enforcement authority and responsibility in their municipalities or what's commonly referred to as their jurisdiction.

While organizations provide management the authority and responsibility, they must have other skills that provide a better work environment. Fayol's administrative management theory addresses managements' ability to motivate employees also referred to as remuneration. Police organizations have policies that address treatment of employees; however, the supervisor must provide order, equity, and stability at their level while encouraging employees to take initiative and bring ideas to their scalar chain, commonly referred to as chain of command by law enforcement officers.

administrative management theory examines the relationship that is created by an organization through the creation of policy and procedure. Which is complimented by the

person-environment fit theory examines the relationship between work related variables and personality characteristics (Kieffer et al., 2004). Person-environment theory examines work related environments and personal characteristics and attributes (Mosley, 2023) while explaining an individual's reaction to stressful events, the administrative management theory examines the organizational policies that are in place. Burke (2019) explained how law enforcement officers use training to prepare officers to deal with stressful situations once they occur. Burke (2019) noted that law enforcement organizations expose their staff to traumatic incidents and inherent organizational stress. External occupational stress can manifest during physical confrontations with citizens. McTackett and Thomas (2016) examined the correlation between stress and use of force by police personnel. Law enforcement officers who use physical force against a citizen must endure the unknown stressors involved with possible injury to themselves or others. Some cases of physical force can result in death.

Broome and Russell (2018) explored a single event in which an officer used deadly force using phenomenological inquiry. Price (2017) examined job-related stressors post-critical incident. Although one singular event was examined by Price, each lived experience of law enforcement officers may differ based on the region or location where they serve. The external environment is related to law enforcement officer stress as decisions made by officers can easily be questioned and scrutinized by the public. Law enforcement supervisors provide layers between subordinates and upper-level management. Therefore, they must know and understand organizational policies and

procedures to provide effective communication for the overall success of the organization as described by Henry Fayol's 1916 administrative management theory.

Nature of the Study

In this qualitative study, I examined law enforcement agency's policy impact on police officer mental health. The Federal Bureau of Investigations reported approximately 750,000 sworn law enforcement officers employed at local, state, and federal law enforcement agencies across the United States (Federal Bureau of Investigations, 2016). In 2016, the Department of Justice reported 18,000 law enforcement agencies were providing law enforcement services at the local, state, and federal level (U.S. Department of Justice, 2016). In this study, I used a convenience sample to obtain information for analysis.

I used convenience sampling to obtain policies from departments represented at the 88th Session of the Senior Management Institute for Police (SMIP) hosted by the Police Executive Research Forum (PERF). This session was attended by 103 attendees, representing 94 law enforcement agencies from across the United States and two from Canada. Canadian agencies who submit policies will not be included in this study as the focus is on law enforcement agencies in the United States. Future research directions could expand to agencies in other countries. Obtaining policies from the agencies represented in this convenience sample allows the researcher to reach many departments at one time. My goal was to collect secondary data from each department's records, specifically their wellness policies. I examined the information gathered using content analysis.

I used a qualitative research methodology to examine the social issue of impacts on police officer mental health by examining police department policies from submitting agencies from the convenience sample comprised of the 88th Session of the Senior Management Institute for Police.

Definitions

The following is a list of terms that I used during this study. These terms are defined in the context of the study that I conducted.

Distress: Emotionally distressed persons who have a mental health issue (Clayfield and Fletcher, 2011).

Fitness for duty: Objective evidence that an employee may be unable to safely or effectively perform the defined job (Price, 2017).

Law enforcement officer: Responsible for enforcement of the laws, maintaining public order and public safety (doj.gov, 2023). The terms law enforcement and police officers will be used interchangeably.

Line Officers: is a police officer who directly provides police services to the public. A line officer is commonly a uniformed officer who is responsible for maintaining law and order and providing services to the public (McKee, A. 2023).

Law enforcement Supervisor: A sworn law enforcement officer who is employed as a full-time officer for a municipal police department in the who has attained the rank of Sergeant or higher.

Leadership: Northouse (2015) describes leadership as an individual who influences a group to achieve common goals.

Qualified Mental Health Professional: is a mental health professional who meets state mandated training and educational requirements to provide mental health services to others.

Stress: is the body's reaction to whether physical or psychological weather the conditions or real or perceived (Gore, 2004).

Training: is how an organization prepares its employees to deal with potential job-related issues (Della, 2004).

Use of Force: describe as a method across four points: no force, verbal force, restraint techniques, and impact methods (Terrill and Reisig, 2003) which would include deadly force.

Assumptions

To conduct this qualitative study, assumptions were made. Rubin and Rubin (2011) stated that assumptions although they may appear to be factual, they must be proven; even those that cannot be measured directly (Burke, 2019) I assumed that law enforcement organizations could use the findings from this study and provide support to their supervisor leads to the assumption that law enforcement organizations will participate. I also assumed that police organizations will have access to organizational policies and procedures governing training, wellness, and fit for duty standards and that the information provided will negate, manipulate, or validate the hypothesis in this study.

Theoretical Assumptions

I assumed that there is a relationship between work related issues and each individual's personality characteristics. Meaning a person's lived experiences have an

impact on how they cope with work related issues. This would impact the reaction of an employee during a stressful situation. I assumed that the work environment is controlled or dictated by administrative theory. In this case organizational policies.

Topical Assumptions

I assumed that the nature of policing directly impacted officer mental health. The dangerous nature of policing, combined with the unknown daily encounters with the public, creates challenges for supervisors (Ingram and Lee, 2015). Researchers have shown that law enforcement-specific stressors can impact an officer in various ways, including emotional, fatigue, psychological, or social outcomes (Can & Hendy, 2014; Hamel, 2015; Heath, 2014; Lim & Kim, 2015; Spielberger et al., 1981; Van Hasselt et al., 2008; Violanti et al., 2017, 2016; Webster, 2013).

Scope and Delimitations

The scope of this study was law enforcement policies and the impact may have on law enforcement officers' mental health. There are researchers that have examined suicide, use of force incidents, and other actions taken by officers that could impact law enforcement officer wellness. I focused only on the data obtained from law enforcement agencies through an open-source search of their organizational websites.

I used data from a convenience sample to examine police department policy. The sample was from departments represented at the 88th Session of the Senior Management Institute for Police (SMIP) hosted by the Police Executive Research Forum (PERF). This session was attended by 103 attendees, representing 94 law enforcement agencies from across the United States and two from Canada.

Limitations

There are several limitations that occurred with this study. The study was dependent on my ability to locate the agencies' policies using open internet searches on each department's website. The policies were vetted to ensure they follow state guidelines as there is no national standard for law enforcement policies.

The data collected cannot be generalized for the entire law enforcement community, because the participant pool has been narrowed to law enforcement (police) agencies selected using a convenience sample. The participant pool consisted of 94 law enforcement agencies varying in size and location from across the United States and two from Cananda. For the purpose on of this study, the two Canadian law enforcement agencies were excluded from this study because the focus of this study was agencies in the United States.

Significance

There is a problem in police organizations related to the adequate provision of early mental health intervention services for law enforcement officers post critical incidents. By understanding the law enforcement organizations' policies and procedures I identified and examined how organizations can assist their subordinates with regards to mental health and wellness. I addressed the gap in literature by understanding the little know phenomena of law enforcement agency policies and their impact on officer wellness. The results of the study provide an understanding related to the impact of organizational factors on police officer mental which could include but not be limited to supervisor interaction, peer interaction, and other organizational factors.

This qualitative data provides groundwork for various avenues for positive social change. I addressed implications from prior research based on a variety of studies and professional articles, which indicate a need for additional policy and research related to law enforcement officer wellness programs (P.E.R.F., 2021).

This research could be used by law enforcement organizations in policy development, training programs, and enhanced employee wellness programs. High stress can lead to higher agency absenteeism rates, elevated worker's compensation and sick days, earlier retirements, and suicide (Fox, et al, 2012). All of these factors have an adverse impact on services provided to community members who depend on law enforcement services.

Summary

Law enforcement officers experience trauma and stress at a high level. The demands of the organization and the community may apply mental stressors that would be impacted by the actions of those who directly supervise them. The purpose of this study was to examine law enforcement agency impact on police officer mental health and wellness, by examining law enforcement of organizational policy.

It is widely accepted that law enforcement is an inherently dangerous profession that could have varying effects on the law enforcement officers who respond to the public calls for the delivery of service daily (Bureau of Justice, 2023). Law enforcement professionals are expected to respond to incidents, make the right decision, and then be able to cope with the effects of the incident while responding to the next call for help from the citizens they serve.

In Chapter 2, I will explore what it means to be a law enforcement officer and the responsibilities of those in the profession. In the literature review, I will examine the norms and significance surrounding the roles of law enforcement professionals. I researched peer-reviewed journals, books, and other scholarly sources. I will also discuss topics concerning critical incidents and their impact on law enforcement officers related to stress, mental health, and job performance.

Chapter 2: Literature Review

Introduction

Everyday law enforcement officers respond to thousands of calls for service

ranging in circumstances, some that possibly affect the officer's ability to perform

effectively after the incident is over. The purpose of this study was to understand the law

enforcement agency impact on police officer wellness. I investigated the law

enforcement agencies' policies and procedures that relate to officer wellness and mental

health. Results from this study could be used by law enforcement agencies,

municipalities, and adapted for other first responders like fire and emergency medical

service providers. The data collected can be used by organizations to develop or enhance

their current policies to provide a positive impact on their law enforcement officers.

Law enforcement officers are expected to perform at a high level during their

encounters with the public. They are expected to endure the external stressors from those

interactions. This does not include other environmental and organizational stressors.

When officers are unable to perform and their supervisor must be able to provide

guidance to the officer, while following organizational policies and procedures.

This chapter includes a review of the literary findings that will serve as the

foundation for my overall study. The literature review includes discussion of the key

components concerning the topic and how perceptions of mental health and the

profession of law enforcement have a direct correlation. I used archival data in this

qualitative study to identify the predictors of law enforcement policies (independent

variable) impact on law enforcement officers' mental health and wellness (dependent

variable). I used the administrative theory and person-fit theory to assess policy implications.

Furthermore, the themes of the literature review related to this study include some key variables. However, I was unable to fully capture the entirety of mental health and wellness concerns.

Literature Search Strategy

Public policy and administration contain a broad range of databases for conducting research. For the purposes of this research, it was necessary to use databases specifically related to law enforcement and mental health. In addition to the Walden University Library, I also used Sage Publications, Research Gate, and EBSCO to find information on my topic. I used Google Scholar as a tool for keyword searches and to assist in streamlining definitions. Some of the search terms that I used to find scholarly articles were *police, law enforcement, critical incidents, mental health, urban policing, stress, deadly force, organizational stigma,* and *training*.

In addition to using those search terms, several keywords were developed. These words will show up as common themes throughout the study. The keywords identified were *stress, post-critical incident, mental distress, deadly force, police officer, law enforcement, job stress, first responder, active shooter, supervisor, training, use of force,* and *suicide*. Some of the keywords were previously defined in Chapter 1 to provide the reader with a better understanding of the literature. The material that I reviewed had been published within the last 5 years. However, additional publications outside of the guidelines were referenced for foundational and theoretical information.

Theoretical Foundation

administrative management theory

For this study, I used the administrative management theory (Argyris, 1971) derived from organizational theory and person-environment fit theory. Classical organizational theory (Argyris, 1962) is the foundation for groups who should be working in concert towards a goal. The fundamentals of organizational theory are timeless as they divide the workload among the members of the organization so that goals can be reached (Shafritz et al, p33). Henri Fayol's administrative management theory is a structured way for organizational operation. The administrative management theory uses 14 principles of management to explain and evaluate roles and responsibilities of management. Those principles are division of work, authority and responsibility, discipline, unity of command, unity of direction, subordination of individual interests to general interests, fair remuneration to employees, centralization and decentralization, scalar chain, order, equity, stability of use personnel, initiative, and spirit of cooperation (Edwards, 2018). Law enforcement agencies also have a division of labor so that the organization can run efficiently. Law enforcement supervisors and officers all have various roles within the agency and their effectiveness will depend upon how well they understand their role. The employee's understanding and organizational goals are linked Organization Theory.

Person-Environment Fit Theory

Personality and organization theory, suggests that the employee and organization are codependent (Argyris & Schon, 1974). If there are no employees, the organization

cannot function, as such the organization must have goals (policies and procedures) in place so the organization and its employees can succeed. The person-environment fit theory examines the relationship between work-related variables and personality characteristics (Kieffer et al., 2004). This theory examines work-related environments and personal characteristics and attributes. The organization's policies and previous culture relating to employee mental health would affect the perception of the supervisors and police officers experiencing similar situations. Education, training, and other professional knowledge provided by the organization would be mitigating factors as well (Argyris & Schon, 1974). Aside from organizational demands, external demands to include public perception play a role in the overall production of the employee.

Baka (2015) examined the mental demands of the job and how it affects police officers. The research considers the environment that the officers work in and their perspectives. Baka (2015) investigated the relationship between occupational stress and the outcomes, which could be positive or negative. The overall outcome depends on conflicts in the work environment, organizational policies, and production requirements. To understand the mental stressors endured by law enforcement officers their lived experiences must be examined.

Broome (2013) examined the mental effects of officers after they are involved in a use of force incident that involved deadly force. Broome specifically examined the emotional impact of deadly force encounters. Bullock and Garland (2018) examined ideas concerning mental health from the police officer perspective. The researchers used

a variety of categories to gauge their perceptions. There was no account for how the organization's policies impacted the officer's mental health.

Burke (2019) explained how law enforcement officers use training to prepare officers to deal with stressful situations once they occur. Burke (2019) noted that law enforcement organizations expose their staff to traumatic incidents and inherent organizational stress. External occupational stress can manifest during physical confrontations with citizens. McTackett and Thomas (2016) examined the correlation between stress and use of force by police personnel. Law enforcement officers who use physical force against a citizen must endure the unknown stressors involved with possible injury to themselves or others. Some cases of physical force can result in death.

Broome and Russell (2018) explored a single phenomenological event in which an officer used deadly force and explored the perceptions of the officer. Price (2017) examined job-related stressors post-critical incident. Although one singular event is examined by Price, each lived experience of law enforcement officers may differ based on the region or location where they serve. The external environment is related to law enforcement officer stress as decisions made by officers can easily be questioned and scrutinized by the public. Those lived experiences result in various reactions to traumatic events and their perceptions which correlates to the officer's coping skills.

Literature Review Related to Key Variables and Concepts

The United States is home to just over 750,000 law enforcement officers (Department of Justice, 2023). Law enforcement officers have an inherently dangerous job with known and unknown stressors (Price, 2017). In 2020, it was reported that 439

officers died or were killed in career-related situations; in addition, 179 police officers committed suicide (Officer Down Memorial, 2020). The various professional stressors, law enforcement officers are more likely to be hospitalized than any other profession (Miller, 2008). It is unclear if suicidal ideation was evident prior to the event.

Organization policy and procedure determine some of the actions taken by those in position of authority within the agency related to division of labor, discipline, and interaction among employees (Edwards, 2012). For this study a convenience sample of secondary data were collected from law enforcement organization policies from across the United States. My goal for this research was to examine law enforcement agency's policy impact on police officer mental health and wellness.

Law Enforcement

Price (2017) explained that law enforcement is stressful and dangerous with statistical data to bolster the argument from agencies like the Bureau of Labor and Statics, which highlight the profession having the highest levels of illness. Law enforcement officers are tasked with intervening in situations that can potentially become violent and in some cases deadly. They are required to understand and apply applicable laws and know polices and procedure (Pinals & Price, 2013). The Commonwealth of Virginia defines a law enforcement officer as any full time or part-time employee of a private police department, and who is responsible for the prevention and detection of crime and the enforcement of the penal, traffic, or highway laws of the Commonwealth (Code of Virginia). Everyday law enforcement officers are called to assist citizens with situations that vary in type and action required to resolve the situation.

Barka (2015) examined the mental and physical effects of the profession on the officers in Poland; however, did not examine the perceptions of the law enforcement personnel in a supervisory role.

Although law enforcement officers have similar job functions, their eligibility requirements may vary depending on their location and the type of law enforcement agency they may be employed with. This combined with governing ordinance, locality of service, resources, are factors in policy creation.

Entry Level Law Enforcement Requirements

Law enforcement officers are provided training throughout their career beginning with a basic police academy. During the police academy, future law enforcement officers learn legal theories, how to drive a vehicle, report writing, and use of force. For example, to become a law enforcement officer in Virginia, the Code of Virginia 15.2-1705 provides that candidates for the position of police or sheriff deputy complete at minimum, a physical examination that is conducted by a licensed doctor, a drug screening, have a valid driver's license, have a high school diploma or equivalent, be at least 18 years of age, complete a fingerprint based criminal history check through the Federal Bureau of Investigation criminal records exchange, and not have been found guilty of a felony and certain misdemeanors, to include domestic violence (dcjs.virginia.gov). Agencies are also requiring psychological examinations which are not mandated by the regulatory body, Virginia Department of Criminal Justice Services and the physical agility testing is optional.

Once a candidate is accepted for hire as a law enforcement officer, they have successfully demonstrated that they are fit for the position, which includes an acceptable level of mental fitness. After the entry level requirements are met, police officers will experience varying events during their careers. Those varying experiences can also be impacted by training either voluntary, state, or agency mandated.

Each state has its own minimum qualifications to become a law enforcement officer, however, individual law enforcement agencies can require stricter guidelines for hiring. The federal government also has criteria for meeting law enforcement qualifications. Organizational training also varies with each agency, with minimum state guidelines that must be met. The same is true for federal agencies.

Training

Law enforcement officers are considered professionals who must continuously receive continuous education. For example, the Virginia Department of Criminal Justice (2023), the governing body for law enforcement in Virginia provides guidance for training. Each person who is certified as a law enforcement officer must complete a basic 26-week training commonly referred to as Basic Law Enforcement Training. At the completion of the police academy the newly sworn law enforcement officers must complete a field training program. This program has core concepts that new law enforcement officers must demonstrate successfully before being released to solo duty. At the completion of the field training process the paperwork is certified and submitted to the governing body. Continuous training, also referred to as in-service, ensures officers meet the minimum requirements to be a law enforcement officer. In-service is conducted

biennially based on the law enforcement officer's certification date. Law enforcement organizations can mandate additional training; however, organizations cannot lower the state mandated standards.

Law enforcement officers who elect to specialize in areas like traffic or investigations can volunteer to participate in courses approved by the Department of Criminal Justice Services. These classes can also be applied to the in-service requirements. In some cases, the classes have practical application phases, or testing which will allow the law enforcement officer to be certified in that area. In 2001, the concept of Crisis Intervention Teams was introduced in Virginia as a training option.

Crisis Intervention Teams

The concept of Crisis Intervention Teams, commonly referred to as CIT, started as a grant program in Viriginia in the early 2000s to combine various first responders and community resources to assist citizens experiencing mental health concerns. The original CIT model was developed by the Memphis Police Department, located in Memphis, Tennessee (Department of Criminal Justice Services and Department of Behavioral Health and Developmental Services, 2014). The program has spread across the United States as a viable community training tool for mental health intervention.

The Crisis Intervention Teams receive 40 hours of initial training as mandated by the state. The training includes more than just law enforcement, which keeps in line with the team concept. The training can include dispatchers, fire, emergency medical services, and behavioral health professionals (Department of Criminal Justice Services and Department of Behavioral Health and Developmental Services, 2014).

This training assists first responders in providing diversionary services for people with mental health issues, they are not automatically incarcerated. These encounters are normally recorded and maintained to improve services provided to those with mental health issues. This training is available to any law enforcement officer of various ranks, including sergeants. At the conclusion of the training, the officer or supervisor will have completed specialized training to recognize a person experiencing mental health issues or crisis and employ skills to de-escalate what may be a dangerous circumstance and is commonly referred to as a Crisis Intervention Team Officer (Department of Criminal Justice Services and Department of Behavioral Health and Developmental Services, 2014).

Although this training provides participants with training to initially respond to person's experiencing a mental health it does make them qualified mental health professionals.

Critical Incident Training

Law enforcement officers and detectives have been classified as one of the most stressful professions in the United States (Ingram, 2023). In many cases, officers are exposed to incidents that are traumatic and, in some cases, have a lasting effect on the officer. The effect of post-traumatic stress is directly related to the perceptions of the person who experienced the event (Carleton, et al 2020). To combat the lasting effects of post-traumatic stress and other mental health conditions, specialized training in managing critical incidents has become a resource for law enforcement agencies. Carleton, et al (2020) identifies various programs that are generally accepted as subcategories of critical

incident training which include critical incident stress management (CISM) and peer support among other programs implemented to the reduction of mental health issues among first responders.

CISM and peer support teams provide specialized training and guidance for assisting employees with coping strategies after a stressful incident. Critical Stress Management training allows law enforcement officers of any rank the ability to receive training to assist their peers in navigating recent life altering incidents. The International Critical Incident Stress Foundation, Inc provides various voluntary training opportunities with flexible schedules, that law enforcement with basic skills. This training does not certify a law enforcement officer as a qualified mental health professional. However, they can be considered peer support for fellow co-workers.

Peer support officers are also volunteers within an agency who agree to receive basic training in critical incident stress management strategies and follow state and department mandated policies concerning reporting and confidentiality. These law enforcement officers who are trained peer supporters, elect to assist others with stress management and have the ability to provide referral information.

Peer support programs that support officer wellness is a supported practice on a nationwide basis. The Law Enforcement Mental Health and Wellness Act Program supports peer support programs and other means of providing services to employees. Although peer support and CISM programs are programs designed to provide coping mechanisms for law enforcement officers who are experiencing stress, these programs are not intended to replace traditional theory.

Law Enforcement Supervisors

It has determined that law enforcement supervisors and officers enter the profession meeting the same basic requirements. They provided the same basic academy training as prescribed by their agency. At the conclusion of the academy and field training, law enforcement officers are likely to have varying experiences. Once an officer has met the prescribed organizational guidelines, he or she may be eligible for promotion to the rank of sergeant. After promotion, they will take those varying experiences into their new role. Bennett and Hess (1992), refer to law enforcement supervision as an evolutionary practice. The role of the supervisor continues to change. Law enforcement supervisors are now tasked with performing normal law enforcement functions, conflict resolution, budgeting, time management, and more (Bennett and Hess, 1992). Law enforcement supervisors also respond to critical incidents, respond to citizen complaints, review written reports submitted by subordinates, and provide guidance to law enforcement officers in need of assistance while performing their duties.

As an additional role, supervisors are now tasked with determining mental fitness for their subordinates. In 2019, there was a spike in law enforcement officer suicide. In 2020, The Law Enforcement Policy Center for the International Association of Chiefs of Police released employee wellness guidelines. It included the supervisor being heavily involved in the identification of officers suffering from stress or a mental health issue.

Although law enforcement supervisors are perceived as playing more of a role in the identification of subordinates with mental health issues, some supervisors may have difficulty with this change in culture. Cook et al (2022) examined how organizations can

have officer wellness programs and policies, but the need for strong accepting leadership

is as important.

Organizational Factors and Related Stigma

Baka (2015) examines the law enforcement professional and how organizational

factors such as the work environment have a correlation to an officer's production

weather negative of positive. The research identifies the mental demands of the

occupation and the work environment as contributing factors to law enforcement officer

perspectives.

Law enforcement officers have dual work environments which may play a role in

their effectiveness and efficiency. They have the external environment where they have

contact with the citizens they serve, which is compounded by the department or internal

environment. The positive or negative outcome related to the law enforcement officer's

stress is affected by organizational policies (Baka, 2015).

Law enforcement organizations are governed by policies and procedures that

provide guidance for how the department will operate and the acceptable actions of its

employees. These policies also include how training can be requested and requirements

for being eligible for promotion to various ranks. Although an agency may offer training

or programs for officers who experience a traumatic event, organizational stigmas may be

a barrier in the acquisition of the services.

Although policies and procedures are in place, police officers are trained to forgo

weakness as they are viewed as society's guardians. In keeping with the protector image,

the stigma of showing little to no emotion, presenting a demeanor that commands respect

(Rufo, 2016) and other tough attributes align with organizational stigmas that would demonize mental health services for peers.

Ramchand, et al (2018) examined suicide prevention efforts among law enforcement agencies across the United States. The study examined perceptions concerning department program implementation and employee perceptions. In the early 1940s, local law enforcement agencies implemented programs to combat alcohol addiction through employee assistance programs, commonly referred to as EAP (Axelrod, 2017).

The Employee Assistance Program transformed into a program to deal with most employee issues surrounding addiction, grief, stress, and mental health issues (Axelrod, 2017). Although this program was enhanced to assist employees in various ways, in many cases limited information is shared concerning the employee with the organization and there is a lack of knowledge concerning the program.

When investigating unintentional organizational stigma, the issue can be traced back to the training process when officers are taught not to react or exhibit emotions while interacting with the public (Garcia-Lorenzo, et al, 2021). This combined with officers responding to a multitude of calls where they may have limited remedies to assist a citizen in distress could alter an officer's perception towards the organization and coping skills regarding mental distress.

Additionally, 83% of law enforcement officers being male, the overcompensation of the guardian ideology enforces organizational stigmas that weakness is unacceptable. Keddie (2022) examines gender inequality as another issue for law enforcement officers.

The lack of organizational trust and support for those reporting issues in law enforcement contribute to organizational stigmas and stress related to the law enforcement profession. As these officers are promoted through the ranks, they take their training, experiences, and perceptions with them into leadership.

Stress

The law enforcement profession is accepted as a demanding occupation due to varying factors. Some of which include organizational pressure to perform at a continuous high level, actively working in gruesome crime scenes involving some of the most vulnerable citizens, and backlash from the actions of others. In 2020, law enforcement officers were faced with external factors such as community distrust, organizational demands to include policy changes, and professional tension.

Although stress is natural, the individual response to it determines the law enforcement officer's well-being (World Health International, 2023). Although it is important for law enforcement officers to have coping strategies to deal with stress, those skills can also be affected by external factors. Officer perceptions would be considered one of the factors, because a positive or negative perception would dictate actions of the officer. Those perceptions directly correlate to how the stressful incident is mentally processed based on the officer's personality.

Law enforcement officers' coping abilities are also affected by organizational factors. Which would include training or lack thereof. Officers who are not prepared to deal with traumatic incidents may not have a favorable response to stress. This would correlate with organizational factors. Law enforcement supervisors who are unable or

unwilling to provide their subordinates with guidance or assistance during stressful situations may influence the law enforcement officer's response to stress.

For law enforcement officers who are navigating through organizational difficulties, they will experience additional stress relating to organizational culture. Police culture, as with any organization, has unwritten rules and practices that will affect the officers, especially those who are easily influenced. The law enforcement culture is shrouded in practices and beliefs that mandate the actions of a law enforcement officer and in some cases, the unwritten rules are more readily accepted than the organization policies.

Additionally, police culture dictates loyalty and team versus individual mentality, regardless of the consequences to the individual law enforcement officer (Huddleston et al., 2007; Skogstad et al., 2013). Those organizational stressors combined with other factors have led some officers to commit suicide.

Suicide

The World Health Organization (2023) finds there is a relationship between suicide and mental health. Although more than 700,000 people take die at their own hands each year, the problem appears to be more prevalent in the United States. Males are more likely to be take their own lives based on previous research by Chambers (2008). With 83% percent of law enforcement officers being male, organizational training and support systems should be examined. This examination can be done by determining law enforcement agency's policy impact on officer's mental health.

Summary and Conclusions

In this chapter, I provided a review of literature and research concepts for this proposed study. The literature review provides an understanding of terms associated with law enforcement and mental health. The literature review also provides an understanding of the interchangeable use of the terms mental health and wellness. This along with the foundational knowledge have established a viable need for the proposed research. Current research has demonstrated the acuteness of organizational impact on law enforcement officers' mental health and wellness. The next chapter will provide the research foundations consisting of the research rationale and design, methodology, and population selection.

Chapter 3: Research Method

Introduction

Law enforcement agencies are entrusted to provide communities with services as outlined by law and the agency's policies and procedures. In this qualitative study, I examined law enforcement agencies' policy impact on police officers' mental health and wellness. Since 2016, the suicide rate for law enforcement officers has fluctuated with an increase of 26.7 % in 2019 and a decrease of 28.3% in 2023 based on data collected by BlueHelp.org (2019, 2024). However, little is known about the impact of law enforcement agencies' policy on law enforcement officers' mental health and wellness.

Chapter 3 will include an explanation of the research question, framework for the study, and the justification for the entire design. I will also present the data collection and a breakdown of how the data was analyzed and other considerations which include any ethical or validity issues that would challenge the overall legitimacy of the research.

Research Design and Rationale

In this qualitative research, I developed research questions to understand the impacts of law enforcement organization's policies on law enforcement officers' mental health and wellness by reviewing law enforcement agency policies. I believed there was a problem in police organizations related to the adequate provision of early mental health intervention services for law enforcement officers post critical incidents. The following research question were used to propel the research and supported my research procedures and data analysis:

RQ1: Is there policy mandating training for law enforcement supervisors regarding identifying signs of stress in line officers?

RQ2: What relationship if any exists between firearms and critical stress related to law enforcement agency wellness policies?

In 2018, Bullock and Garland conducted research to examine the perceptions of law enforcement officer's attitudes concerning mental health. Bullock and Garland (2018) examined self-esteem, race, and work efficacy through officer experiences of performing their duties. Bullock and Garland (2018) examined the correlation between pertinent job functions and the effects the day-to-day duties had on the line officers. Bullock and Garland (2018) provided a baseline for the correlation concerning performance and job-related stressors. Bullock and Garland (2018) examined officer perceptions but did not examine the policy implications; therefore, my research was developed to address this gap.

Content analysis is used to assess various types of data in qualitative research. Content analysis can include data from interviews, field notes, and other notes or data (Lune and Berg, 2017). For the purposes of this qualitative content analysis, I examined 34 law enforcement agencies' policies. I used a collaborative research approach because the results of this study could potentially be used by the agencies whose policies I examined. The departments were stakeholders in this research, which is consistent with the collaborative social research approach of content analysis (see Lune and Berg, 2017).

I used content analysis to create codes for the 34 law enforcement agencies' policies that I examined. To convey overall meaning and explanation relating to overall

themes, codes were identified as part of this content analysis. The codes were then used to formulate themes within the policies. By using content analysis, the data were explained based on my knowledge in the field, which adds additional depth to the research (see Strauss, 1990).

Because qualitative research can be used to address various social problems, I determined that a content analysis would be the appropriate method for examining this social problem. I examined the problem of adequate provision of early mental health intervention services for law enforcement officers after critical incidents.

Using content analysis, I created categories to identify themes and relationships related to all the policies that are submitted. For example, one of the initial themes was the existence of a mental health and wellness policy in a department.

The Department of Justice (2023) reported that there were more than 750, 000 law enforcement officers working in the United States. Including every currently employed law enforcement officer or their employing agency in this study would take time and resources not available for this study. Therefore, a convenience sample was selected for this research.

Convenience sampling is an accepted process within qualitative research, which researchers use to obtain research and is considered a non-probability sampling method (Nikolopoulou, 2023). Although I used a convenience sample to identify a population sample that was readily accessible and diverse, I did determine that criteria were needed so that future researchers could easily access the departmental policies if they decided to replicate or expand on this research.

Role of the Researcher

The role of the researcher is crucial to a study. Mosley (2023) stated that the researcher understanding the difference between interpretations and opinions related to social implications are valuable. My role in this research was important because I have 17 years of law enforcement experience and training. As a previous police chief and current assistant chief of police, who is directly involved in policy creation and training, my understanding of the importance and implications of this issue are unique.

Methodology

The methodology of this study included data collection and the data analysis plan. These steps were completed before the examination of the agency policies.

Participant Selection Logic

The target population for this study were agencies who were represented at the 88th Session of Senior Management Institute for Police, hosted by the Police Executive Research Forum, I attended. The agencies represented federal, state, and local law enforcement agencies from across the United States and Canada. The population sample of law enforcement agencies included New York (New York) Police Department, Chicago (Illinois) Police Department, Houston (Texas) Police Department and Baltimore (Maryland) Police Department, which are among the top 20 largest police departments across the United States. The sample also includes New Bern (North Carolina) Police Department and Redmond (Oregon) Police Department, which are considerably smaller in size. The Redmond (Oregon) Police Department employs fewer than 90 officers. By using this population, I was able to conduct content analysis using policies from

departments that vary in size, resources, and locations across the United States. The target population was later reduced from 96 to 34 because I only examined law enforcement agencies within in the United States that had publicly available policies and police departments not located on college campuses or in Washington, D.C. (Appendix A).

I did not use consent forms because I used secondary data (see O'Sullivan et al., 2017). Therefore, Walden University Institutional Review Board did not have to approve any research forms related to live participants. I conducted content analysis to review current law enforcement agency policies, transforming the text into common themes, and answer the two research questions. I examined the 34 policies to determine common themes within the policies because there is no national standard for mental health policies in law enforcement. The original goal was to examine the 96 law enforcement policies and analysis the content to determine a relationship between law enforcement agency policies and impact on law enforcement officer mental health.

Instrumentation

Because this is a content analysis, questionnaires and interviews were not used, in this study. To obtain the data, I examined 34 policies from law enforcement agencies from across the United States. Because there is no national standard for mental health policies related to law enforcement officers. I used content analysis to examine various articles and create themes to examine the policies. The findings and themes based on the content analysis were recorded.

Bordens and Abbott (2018) explained that operationally defining variables helps in developing the right research questions. For this study the creation of effective research questions was important to conducting insightful research.

My initial proposal was to interview law enforcement officers and discuss their mental health related to employment policies and procedures and their interactions with supervisors. This would have required obtaining various clearances from law enforcement agencies, obtaining medical records, and gathering other information related to employment records. Because my goal was to examine organizational impacts through policy, a qualitative content analysis was also determined to be appropriate.

Data Analysis Plan

Qualitative content analysis is a complex process involving the creation of categories, subcategories, coding, and themes (Erlingsson & Brysiewicz, 2017). The coding and categories were to be conducted on 96 law enforcement agency policies using NVivo Qualitative Research Software. I accurately conducted a content analysis to investigate whether law enforcement agency's policies had a correlation to law enforcement officer's mental health and wellness.

Originally, the policies to be examined for this research were to be obtained from a convenience sample of the senior law enforcement training, where 96 agencies from across the United States and Canada were represented. The law enforcement agencies vary in location, size, and demographics employ. Based on the original research questions:

RQ1: Is there policy mandating training for law enforcement supervisors regarding identifying signs of stress in line officers?

RQ 2: What are the policies that assist supervisors with the ability to assess subordinate readiness?

For the purposes of this study, categorical grouping provides a geographical assessment of the law enforcement agencies based on state. I determined that critical stress, wellness, fitness for duty, and firearms would be used for coding. The plan for analyzing the polices was to conduct categorial grouping and create tables based on the research questions to provide findings related to the research question for all 96 policies, with the hope of determining where the information could be used in future policy development. However, 34 policies were examined in this study due to policy accessibility, time, and other factors discussed in chapter 4.

Issues of Trustworthiness

Parsh (2018) cited the importance of responsible research in terms of providing plausible explanations concerning the research process. The explanation of the process provides validity to the process and credibility for the research. This research had threats to its validity based on the organizational policies reviewed versus that they are applied. Policies not implemented are ineffective and would create issues with the data analyses. Since the data being examined is being extracted directly from law enforcement agency policy, there will be no identifying data collected on individual law enforcement officers. Therefore, making the threats to validity and bias limited.

Ethical Procedures

Creswell (2014) stated that when conducting research, the researcher should be prepared to encounter possible problems and ethical issues that may arise during the study related to data collection. This data is comprised only of policies obtained from an open search of the participant's organizational websites, therefore there is no concern regarding anonymity or participant confidentiality. Although this research references policies from 34 agencies, this information is provided for clarity concerning how the data was obtained. However, the policies are being examined for this research, and no humans are studied. Therefore, this study involves very little risk.

Walden University requires all students to complete the National Institute of Health's Protection of Human Research Participants course, which I completed. I also received a final Institutional Review Board approval for this study 01-03-24-0348419.

Additionally, since this proposed research does not involve living specimens, therefore requirements as mandated by the Institutional Review Board and federal government (21 CFR 56.101), which governs ethical research, do not apply. Because the traditional concerns involving protecting participant confidentiality, preservation, and destruction of data do not apply. Although, these guidelines do not apply to my research, this study and all other research must be conducted with ethical considerations in each phase of the study, and with integrity. There should never be any falsification or manipulation of data that would lead to a misrepresentation in reporting (Bordens and Abbott, 2018).

Summary

This qualitative research examined the correlation between law enforcement agency policies and police officer wellness. The data was be obtained from various law enforcement agencies from across the United States and Canada using a convivence sampling method to identify the participants. Those agencies were represented in the 88th Session of Senior Management Institute for Police. I was able to examine 34 policies as part of the content analysis. The information collected was used to address the problem in police organizations related to adequate provision of early mental health services for law enforcement officers post critical incidents. The information obtained through the content analysis was examined and shared in Chapter 4.

Chapter 4: Results

Introduction

In my qualitative content analysis for this study, I investigated law enforcement agency policy's impact on police officer mental health by examining policies obtained from a convenience sample identified from the departments represented at the 88th Session of the Senior Management Institute Program, which I attended. In this chapter, I discuss the data analysis process and results.

The research questions for this study were:

RQ1: Is there policy mandating training for law enforcement supervisors regarding identifying signs of stress in line officers?

RQ2: What relationship if any exists between firearms and critical stress related to law enforcement agency wellness policies?

This chapter also contains a detailed discussion of settings, demographics, data collection, analysis, and study results. The study's trustworthiness will also be reexamined based on previous issues identified in Chapter 3.

Setting

This qualitative content analysis was not conducted in a particular setting because no live participants were used in this study. The United States has law enforcement agencies that vary in size and location, with varying degrees of authority. For example, some law enforcement agencies have federal authority, meaning they can enforce the federal law anywhere in the United States. Those would be Federal Bureau of Investigation (FBI) agents. States have law enforcement agencies with enforcement

authority anywhere in that state, commonly called the state police. City, county, and town police departments have authority within the borders of the employing municipality. Autonomous law enforcement agencies can also be found on college campuses, the railroad system, and tribal reservations (Bureau of Justice, 2023).

Demographics

The Bureau of Justice Statics for the United States Justice Department reported 1,214,000 full-time sworn and civilian law enforcement personnel in its most recent law enforcement agency census (Garner & Scott, 2022). These statistics do not consider the part-time and auxiliary (volunteer) personnel. There is a 7% increase in overall staffing with local law enforcement accounting for 59% of full-time sworn personnel (Gardner & Scott, 2022).

Data Collection

The United States has 17,000 law enforcement agencies tasked with providing services in various states, localities, serving various populations. I would not have been able to complete this research if I had not scaled down my population. I planned to collect policies from 96 police departments from across the United States and Canada because the agencies were represented at the 88th Session of the Senior Management Institute Program, which provided a convenient sample for this research (Appendix A). This information was accessible because I was an attendee of the session. To ensure the departments represented in this sample met the criteria for the study, the demographics had to be analyzed. The departments were listed based on the state they were in and the department's full name. Two agencies from Canada were excluded as this study focused

on law enforcement agencies in the United States. For the purposes of this study,

agencies located in Washington, D.C., were excluded from this study because it is not

recognized as a state. All agencies that did not fall into the category of a police

department were also excluded from this study, which includes sheriff departments, one

police department where all the officers were crossed trained as firefighters, all college

campus police departments, and the Portsmouth (Virginia) Police Department, where I

am currently employed. Agencies that did not have their policies readily available as

public records on the agency's website were not included in this study (Appendix A).

There were 34 policies available for review out of the original 96 policies, which was

35.4% percent of the available sample. All 34 policies contributed to the study and can

easily be located on each agency's website. This qualitative content analysis used the law

enforcement agency's policies to identify impact on police officer mental health.

It is important to note that there is no known national standard for law

enforcement agencies related to mental health policies for law enforcement officers.

Therefore, each policy had to be examined for common themes. Before I determined the

themes, I had to determine the criteria of identifying which policies would be included

for analysis. I used terms such as mental health, fitness for duty, wellness, and critical

incident stress management to determine what policies to use in the study. The final

decision was to use these policies. Because there are no national standards for mental

health policies in law enforcement, creating themes based on the initial policy review was

important.

Data Analysis

I reviewed 34 law enforcement agencies' policies to understand their impact on law enforcement officers' mental health. I examined policies from across the United States, therefore, themes had to be created as a baseline to determine commonality. The common themes were mental health, fitness for duty, wellness, and critical incident stress management. In addition to using those search terms, several keywords were developed. These words will show up as common themes throughout the study and references which help provide the background for the study. The keywords identified were *stress, post-critical incident, mental distress, deadly force, police officer, line officer, law enforcement, job stress, first responder, active shooter, supervisor, training, use of force, and suicide.* Some of the keywords were previously defined in Chapter 1 to provide the reader with a better understanding of the literature. The material I reviewed was published within the 5 years prior to the study's completion. I used NVivo to understand the similarities between the policies.

NVivo is a user paid, web-based qualitative data analysis tool commonly used to examine themes and commonalities in qualitative research (NVivo.com, 2024). NVivo is also used for mixed method research and is widely accepted across various social science fields. It is used by researchers to produce non-numerical data to be entered for the creation of codes and themes (Kent State University, 2024). This qualitative data analysis tool is accepted by Walden University for data analysis. I used NVivo to enter my prescribed codes and research questions so they could be compared with each policy. I

examined the themes of mental health, fitness for duty, wellness, and critical incident stress management using the original research questions.

Once the themes and research questions were uploaded, I also uploaded each individual policy. Each policy was uploaded as a pdf document. As each policy was uploaded, NVivo created a listing in alphabetic order. I had to complete this process three times because I experienced errors with uploading pdf documents. NVivo works more efficiently with word documents, however converting the agency pdf documents created formatting errors and the information could not be used. Therefore, I used the pdf documents after manually coding the information for the policies that did not automatically code.

NVivo then automatically created frequency of certain words found in the 34 law enforcement agency policies examined and the research questions. Once the policies were uploaded, NVivo created an alphabetical table of the information that showed how many times each policy related to the research questions (Appendix B). NVivo also captured the date and time the entries were made and my initials, NN, as the modifier. There was also a duplicate entry for the Austin Police Department as portions of the policy were not uploading. The duplicate entry was the remainder of the policy that did not originally upload. The classification for the entries was also captured.

The most common theme was critical incident, which was referred to 6,842 times throughout the policies examined. I selected my data to be displayed in clusters to show the relationships with the key words. I did not select other charting options because they were harder to read and understand. Figure 1 shows the relationships by connecting the

commonly related policies and themes with a solid blue line. Figure 1 also shows the

policies colored coded based on similarity. My examination of the data showed a

relationship between key words and frequently identified terms in the policies.

Figure 1

Items Clustered by Word Similarity
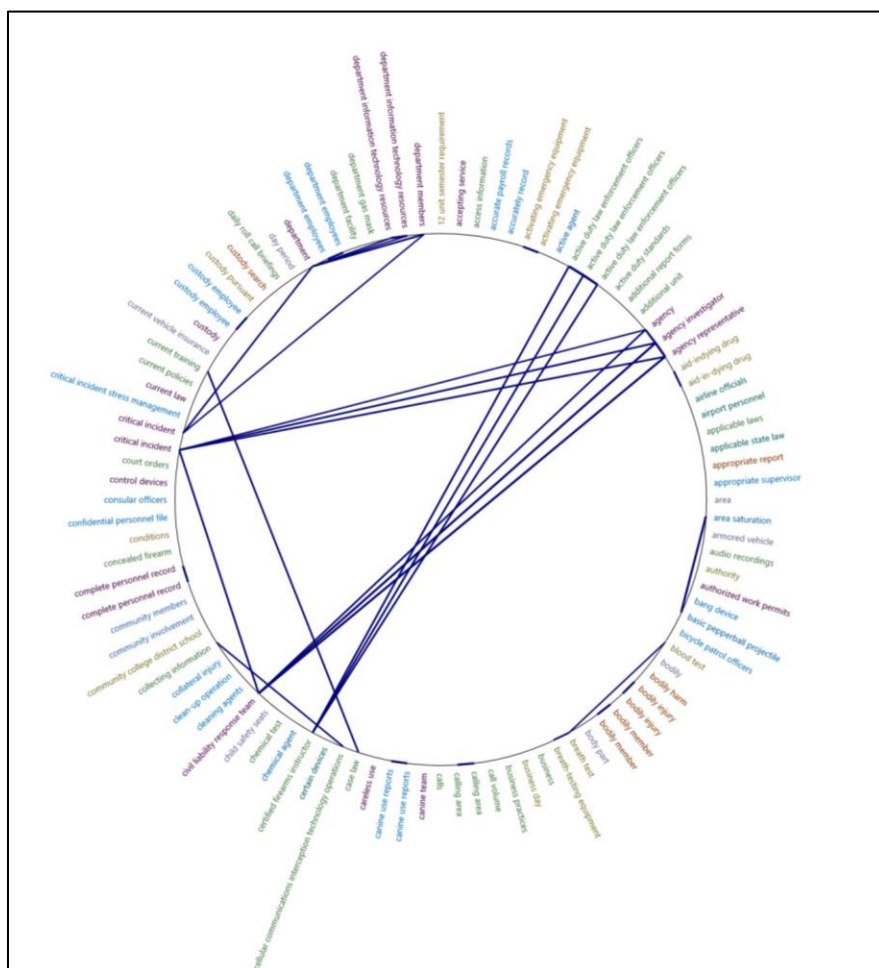
Figure 2 shows relationships by color coding the themes with the department

policies. Each agency with similar policies were color coded together. Key themes are

also color-coded, based on how frequently they are referenced in the policy. Based on my

examination of the data, the clusters are not based on any factor, like geographical

location.

Figure 2

Word Similarity and Departments
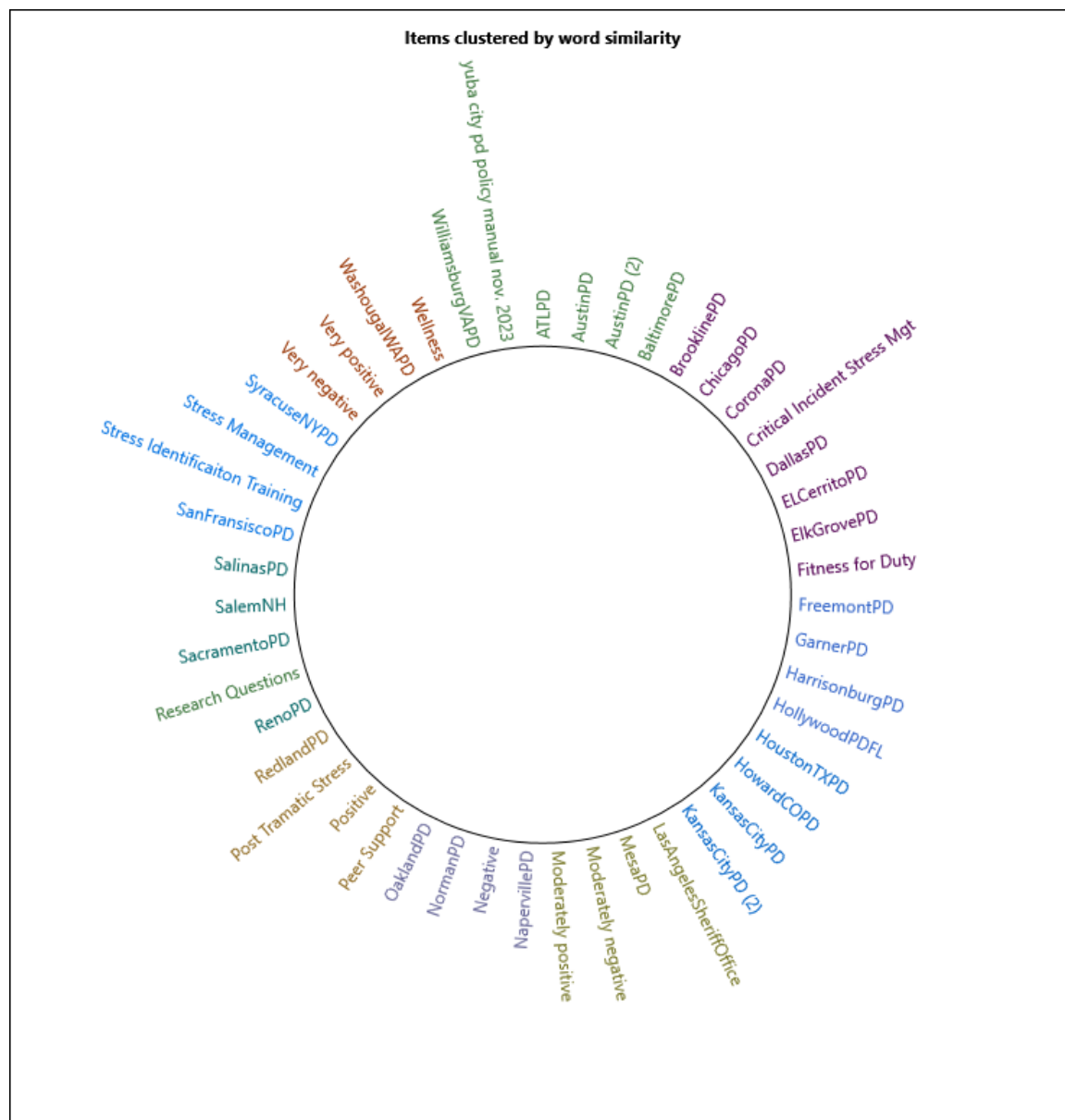
Using the 34 policies that met the minimum requirements for this study. Which were, being law enforcement agencies, specifically police departments, in the United States, not be located on a college campus, federal agencies, or in Washington, D.C.,

which is not a state. These 34 agencies had policies readily available for public access on their websites. I was able to determine that organizational efficiency is determined by the fluid relationship between the organization and its members. Each policy contained information concerning who administered the policy and the method for carrying out the policy which is also consistent with supporting supervisor readiness related to training. Which affirmatively answers research question one based on my analysis of the literature and policies. RQ1: Is there policy mandating training for law enforcement supervisors regarding identifying signs of stress in line officers? There is also no indication that adhering to the policies is voluntary. Based on my interpretation of the policies, it is mandatory to follow the guidance of the policies. The Department of Criminal Justice for the state of Virginia provides statewide guidance regarding departmental policies and procedures (dcjs.virginia.gov, 2024). The state of Virginia requires law enforcement officers to be able identify policies regarding use of force issues, physical restraints, and weapons (dcjs.virginia.gov, 2024). It does not mandate this training for supervisors because it is training mandated for all new officers.

All 34 policies examined had themes that included critical incidents. My research also determined that there is no finite answer for original research question RQ 2: What are the policies that assist supervisors with the ability to assess subordinate readiness? Because there is no national standard for overall policy creation. I determined from my research that agencies have policies in place to provide supervisors with guidance to determine where an officer should be referred for additional services. I was also able to determine that some agencies require certain safety precautions to be taken by

supervisors after critical stress incidents, especially when a firearm is involved. This revelation allowed me to adjust my research question to RQ 2: What relationship if any exists between firearms and critical stress related to law enforcement agency wellness policies? Based on the policies and the data from NVivo, I was able to determine that law enforcement agency policies determine the actions of supervisors post critical incident. The actions vary based on the department. Understanding that the actions vary based on the department, an additional research question regarding organizational theory may be appropriate in future research.

My research also determined another common theme of firearms being associated with critical incidents as shown appendix c and appendix d. This finding suggests that the research question for this study should have been:

RQ2: What relationship if any exists between firearms and critical stress related to law enforcement agency wellness policies?
This research question would have provided others a possibility for greater understanding related to the possibility of a relationship related to policies and absenteeism.

Based on the literature and policy review, I was able to determine that agency policies can assist supervisors with determining readiness in a variety of ways. For example, one agency policy discussed employee readiness after a use of force incident, which directly related to a critical stress incident. The New York Police Department's policy provided guidance on training and supervisor responsibility as incidents involving firearm discharge. The policy also provided guidance on who the supervisor must notify

to include other actions they must take. This is one example of why research question two would need to be re-examined in future research.

Evidence of Trustworthiness

This study examined agency policies and does not have any actual participants, therefore, threats to validity are limited. No population selections were conducted in this study; relevant data was extracted from law enforcement agency's existing policies. The sample population does not have a threat to mortality because no recruitment took place. Additionally, trustworthiness, transferability, and confirmability support this study. Because all 34 law enforcement agency policies were extracted from publicly available databases, this limits bias regarding selection. No instrument was used in this study and no measuring was conducted. I sought to maintain consistency throughout the study to ensure the data was accurately analyzed to provide reliable results. The trustworthiness of this study was assessed by examining the credibility, transferability, dependability, and confirmability.

Credibility

In content analysis, I examined existing law enforcement agencies' policies to support the two research questions. Analyzing data for credibility in a content analysis study is limited because I will not enhance or diminish from the law enforcement agency policies. To achieve credibility, I created backup data using Microsoft Word notes. This allowed me to examine my theories and justify my decisions. I was also able to label certain concepts, determine biases, and create diagrams related to the themes associated

with coding the data. To avoid confusion related to the written information, diagrams were created.

Transferability

   To support the transferability of this study, I provided a detailed description of the 34 law enforcement agency policies and whether the analysis supported research questions and method approach used in this content analysis. I completed this study using my best research technique practice. Every reader of this study must understand there is no absolute for any situation and that reader must determine the transferability of the study results. Understanding this, future researchers can modify these practices.

Dependability

   In this study, I provided information describing my methods for examining the 34 law enforcement agency policies. Evaluating the data if accuracy is limited. This is well documented throughout my study, to allow for future researchers to follow these steps to enhance awareness and the research content analysis data set. Future researchers should understand my interpretations of results with the possibility of similar conclusions if conducting a content analysis using similar themes.

Confirmability

   As the researcher, I presented this research through content analysis. I did this by providing codes, categories, subcategories, and themes. I ensured confirmability of the study by ensuring I was not biased, by examining pre-existing information.

Results

The 34 policies examined in this study were found using each agency's publicly available websites. For this study peer-reviewed articles and journals were used. I examined each article's purpose to examine the common themes and terminology. Those themes and terminology were used in the examination of 34 policies and support my research.

The following are the research questions of the study, followed by the findings (See Appendix B):

RQ1: Is there policy mandating training for law enforcement supervisors regarding identifying signs of stress in line officers?

The research answered this question in relation to the policies that were used in this study. Of those policies utilized in this research 34 policies that mandate training for law enforcement supervisors. This research question is finite and does not require additional analysis. However, it can be noted that this is a convenient sample and does not represent all law enforcement agencies in the United States.

The term Critical incident was used to code the data. This code created multiple themes that were displayed in clusters. Using the clusters from the NVivo data I was able to determine that critical incidents are referred to several areas. This is represented in appendix F which provides a cross section of the policy relationships.

Figure 3

Relationships for RQ1
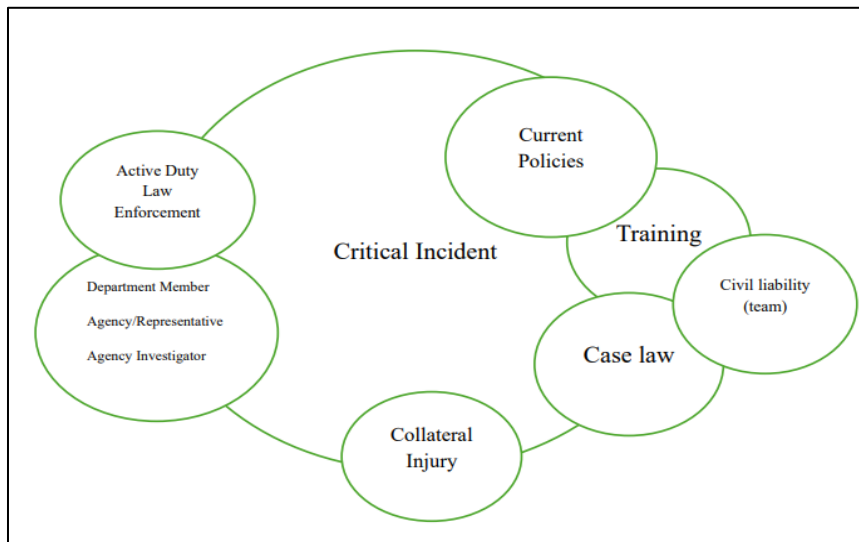
For example, critical incidents are referred to in all the themes shown, however, all the themes do not intersect. The Atlanta Police Department has a peer support policy that references critical incidents. It also refers to mandated training and reporting, "The Training Academy Commander will coordinate all professional development of the Peer Support Team and ensure that they are adequately trained in Critical Incident Stress management techniques" (APD13).

RQ2: What relationship if any exists between firearms and critical stress related to law enforcement agency wellness policies?

The research determined that all 34 agencies had polices that referenced firearms through use of force policies. The firearm policies also had correlation to critical (incident) stress. Other themes emerged from the analysis of the policies. For example, the Metro Nashville (TN) Police Department had policies that explained officer and

supervisor responsibility relating to use of force incidents. The policy also explained the role of the Wellness Unit, which is mandated with assisting employees after a critical incident by using peer support, critical incident stress management, and other resources to assist with employee wellness (MPD.org, 2023). Research question two is illustrated below by showing how the themes relate to each, using use of force to drive the coding for the research.

Figure 4

Relationships for RQ2
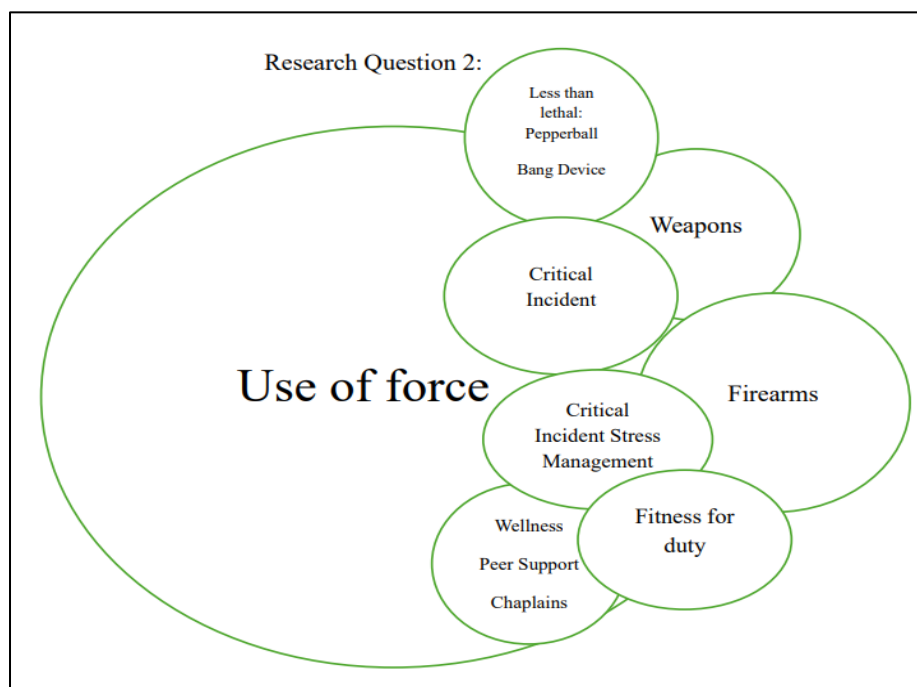
A qualitative content analysis was conducted where themes and codes were determined from the data. Content analysis analyzes concepts to create qualitative assessments, while searching for a main theme, which is expressed by Erlingsson and

Brysiewicz (2017). The themes developed through this research are discussed in the next chapter.

Summary

Using the convenient sample, content analysis was utilized to analyze the data, and was able to define significant themes in 34 policies. I interpreted the information and answered the two research questions. Examining the data allowed for defined themes to emerge in law enforcement agency policy. The study results indicated that law enforcement agencies' policies could have an impact on first line officers' mental health.

In Chapter 5, the research findings are explained in relation to the study's framework. I examined the policies and compared the policies to prove or disprove my research questions. Chapter 5 also includes the study limitations, recommendations for future research, and positive social change implications.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

In this study, I used qualitative content analysis to investigate law enforcement agency policy's impact on police officer mental health. The study results can impact social change decisions by ensuring law enforcement agencies improve policies that govern wellness. I reviewed 34 policies in relation to this study. The research results included various methods regarding policy implementation related to law enforcement mental health. Themes in law enforcement agency policies were identified in the data analysis process. This chapter includes an interpretation of the findings using peer-reviewed literature. The study's limitations, recommendations for future research, and positive social change implications are also discussed.

Interpretation of the Findings

This study's findings are based on the literature review and results of this study. The literature results and extend the literature analyzed to understand law enforcement policy impact on law enforcement officer mental health. This study included additional information regarding organizational practices and stigma. Results from this study can be used by policymakers, ensuring organizations have additional resources to examine their current policies. The results can also be used by policy makers and the public and increase awareness related to law enforcement officer mental health issues.

Interpretation of Themes Regarding Critical Stress and Mental Health

This study's findings confirmed that law enforcement agencies have policies regarding mental health. Based on these findings, the policies are considered a form of

training as they provide varying levels of guidance for agency employees, because the

policies are issued by the police chief and are general orders that are mandated. The

employees do not have discretion in what policies they choose to follow. I observed

themes detailing the process for handling stressful incidents after they occur. Although

critical incidents were a common theme, others were critical incident stress management

and training. Carleton et al. (2020) identified various programs that are generally

accepted as subcategories of critical incident training which include CISM and peer

support among other programs implemented to the reduction of mental health issues

among first responders. This is important because the literature supports the idea that

stress causes other health issues. As previously discussed, the law enforcement profession

has a stigma regarding self-reporting of mental health issues by officers. Policies

regarding training and services that are supported by police supervisors promote a culture

of organizational change. It has already been discussed that there is no national standard

for wellness policies across the United States, however Virginia has recently enacted

legislation regarding stress, especially post-traumatic stress. Law enforcement officers

can now make work related claims regarding last effects related to job related stress

through worker's compensation. Code of Virginia 65.2-107 under the Worker's

Compensation provisions allows for law enforcement officers and firefighters to claim in

the line of duty issues for post-traumatic stress disorder if they meet qualifying events

listed in the provisions. It also mandated in 2021 that all law enforcement employers

make peer support available or refer the employee seeking mental health services to a

mental health professional.

The Fairfax County (VA) Police Department was one of the departments whose policies were examined as part of this study. The Fairfax County (VA) Police Department's policies follow the state mandate for the provision of peer support and its officer involved in shootings are reported on the department website and accessible to the public. Fairfax County Police Department's organizational policies are accredited by two accreditation organizations and follow best practices as suggested by the Police Executive Research Forum (PERF). Overall, the study examined 34 policies that were analyzed using themes identified as critical incident stress management, fit for duty, training, and wellness.

The 34 policies examined, all supported organizational themes surrounding mental health and critical incident stress. Figure 1 provides a visual representation of how the clusters are connected by lines connecting the common themes. Figure 1 shows common themes relating critical incidents to firearm instructors and agency representation. These themes were connected using a solid blue line. Figure 3 provides an illustration of the clusters showing the overall association with the main theme. Carleton, et al (2020) identifies various programs that are generally accepted as subcategories of critical incident training, which helps provide to the association with critical stress and firearms instructor cluster associations.

Interpretations of Themes Regarding Fitness for Duty, Training, and Wellness

Law enforcement officers are required to make split second decisions based on physical and mental abilities. Boyce, et al (1992) stated that officers who are unfit increase the probability of injury to self and others. Officers who are not fit create several

organizational readiness issues. Officers who are unable to perform his or her duties due to lack of fitness, training, or wellness create liability issues.

Law enforcement is a stressful occupation which requires officers to maintain a certain level of resilience to effectively perform their duties (Baka, 2015). The relationship between law enforcement agency policies related to fitness for duty, training, and wellness are important in assisting officers with judgement during stressful situations. Officers who are unable to perform have a potential increased use of force incidents, which can lead to serious injury (McCarty & Atkinson, 2012).

Exposure to stress in the workplace creates vicarious trauma in law enforcement officers at a critical incident. Activities like firing weapons are one of the examples physical demands placed on law enforcement officers (Anderson, et al, 2001; Brown, et al, 2013; Zimmerman, 2012). The use of firearms requires a series of training to ensure its proper use.

Law enforcement agencies like the New York Police Department have specific policies regarding the use of department issued firearms and the discharge process. The policy was examined by the RAND Center on Quality of Policing with the Safety and Justice Program (Rostker, et al, 2008). The review examined training in complex policing-skills that related to situations officers face daily and how that situation should be handled (Rostker, et al, 2008). This demonstrates the importance of training prior to the occurrence of an incident so that the law enforcement officers are prepared to act when needed. It also allows the organization to lessen the likelihood of legal issues because the training has been conducted and outlined in policies.

Training also allows law enforcement officers to understand how their wellness will be impacted during stressful events, because the body will have some natural reactions. Law enforcement officers who encounter stress will have an increased heart rate (Armstrong et al., 2014). They may also experience other psychology and psychological responses which are important factors in overall wellness as previously indicated when law enforcement officers initially hired. Continuous training and other resources should be available before an incident occurs, which allows for law enforcement officers to have basic skills before an incident occurs (iacp.org, 2020). The International Association of Chiefs of Police (2020) suggested departments use training as a pro-active and reactive response to mental health and wellness.

Limitations of the Study

This study was conducted to fill in the gap in prior research by examining critical stress incident training in law enforcement agencies related to policy implementation. There were several limitations in this study. Initially, I intended to examine the policies of 96 agencies from across the United States. I examined 34 policies because agencies did not meet the criteria to be examined in this study. Results may differ with more research and a larger population of agencies. It is important to understand that this does not mean the other agencies do not have policies related to the research. They were not examined at this time.

Time and resources were also limited with this study. This study would have taken an undetermined amount of time if all 96 agencies' policies were examined. Some were not readily available, and the individual agency custodian of records would have to

be contacted and the information requested with the approval of the police chief. This process could add an additional amount of time, that is unknown to me. The information used to conduct this research was free through open-source search of each agencies' website and the direct request from the agency custodian of records could result in undisclosed cost to me.

I was limited in my interpretation of the agency policies because there is no national standard for these types of policies and no mandated guidelines for implementation. I had to rely on the literature and implied meaning of the policies while creating the themes for the research.

Although there is no national standard, organizations like the International Association of Chiefs of Police provide unilateral guidance regarding employee mental health and wellness. The International Association of Chiefs of Police is an association comprised of 33,000 police leaders from over 170 countries (Iacp.org, 2020). The organization assists with various issues regarding law enforcement professionals and provides recommendations for policy creation and implementation. In 2020, the International Association of Chiefs of Police's Law Enforcement Policy Center released recommendations for Employee Mental Health and Wellness.

This document supports this study's themes regarding critical stress, mental health, fitness for duty, training, and wellness in its purpose:

Law enforcement duties often expose employees to both routine acute stress and highly stressful situations that cannot be resolved through regular coping mechanisms. Unless adequately addressed, these situations may cause disabling

emotional, psychological, and physical problems. Preparing for and providing support for daily stress and stress following a traumatic incident will assist in minimizing the chances that employees will experience negative physical, cognitive, emotional, and behavioral reactions. This document is intended to provide agencies with items for consideration when developing their policies related to employee mental health and wellness, including providing all personnel with access to mental health services and addressing the management of stress resulting from exposure to traumatic incidents (International Association of Chiefs of Police, 2020).

Recommendations

In this study, I focused solely on policy implications related to police officer mental health. Expanding this study to include peer-reviewed articles, and interviews of law enforcement officers, researchers would be able to expand my study. When investigating unintentional organizational stigma, the issue can be traced back to the training process when officers are taught not to react or exhibit emotions while interacting with the public (Garcia-Lorenzo et al., 2021). I would recommend future researchers to explore the perceptions of law enforcement officers related to the agency policy impact on them, through interviews using the same themes presented in this research.

This research could also be expanded to include all 96 agencies listed in the appendix because there may be more robust policies that were not examined. Future researchers could examine international law enforcement agencies and their mental health

policies. For the expansion of this research, there would have to be more transparency related to public access of agency policies.

Law enforcement agencies need adequate information to provide effective and efficient work environments for their employees. This study's results provide information surrounding common policy themes in law enforcement agencies related to mental health. Researchers could examine literature in databases on law enforcement suicide and policies while combining appropriate support instruments.

I would also recommend future researchers examine public safety to include firefighters and emergency medical technicians. Although law enforcement officers experience traumatic events, other first responders such as fire fighters and emergency medic technicians respond to similar events and are considered public safety.

Implications

This study could result in positive change in any organization because it is examining policy impacts, although the focus is on law enforcement. The improvement of policy creation and implementation by policymakers can assist in social change because the officer-citizen interaction can be improved.

This study's results could be useful for law enforcement and any public safety organization's administration to understand the relationship between the organization's policies and its employees. This study can also help bring awareness to the lack of a national standard related to mental health policies and training for law enforcement agencies across the United States. It could also be used to determine who should oversee these types of policies and at would level. For example, is it appropriate for the

Department of Justice to oversee these initiatives on a federal level and provide guidance

and funding to individual states for implementation. When organizations are more

efficient in their policies and practices, the services provided internally and externally can

be improved. This research could provide a foundation for policymakers to assist their

employees with skills to provide communities with well trained, well-staffed law

enforcement agencies. This study's

findings were in alignment with a paper released by the International Association of Chie

fs of Police in 2020 on employee wellness.

Conclusion

Law enforcement officers are called to assist citizens with situations that vary in

type and action required to resolve the situation. Law enforcement agency's policies

impact how critical stress incidents are handled. This study revealed that law enforcement

agencies have no consistent policies to address situations that impact law enforcement

officer mental health. This study's framework included guidelines that could help law

enforcement agencies improve organizational policies. In doing so, provide positive

social change through organizational proficiency, which would improve the quality of

service to citizens and work environment for law enforcement officers.

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Appendix A: Sample Listing

Departments represented in the 88th Session of Senior Management Institute Program Categorized by State

Alabama (1)
University of Alabama at Birmingham Police Department (excluded)
Alaska (0)
Arizona (6)
University of Arizona (excluded)
Tucson Police Department https://www.tucsonaz.gov/Departments/Police/General-Orders
Tempe Police Department https://public.powerdms.com/TempePD/tree/documents/1269451
Prescott Valley Police Department Search • Prescott Valley, AZ • CivicEngage (prescottvalley-az.gov) Excluded- policy not shown once you click the link. Only summary
City of Casa Grande Police Department excluded
Mesa Police Department Mesa Police Department Policy Manual | Mesa Police (mesaazpolice.gov)
Arkansas (0)
California (12)
Las Angeles Police Department (2) Policy - LAPD Online www.lagdonline.org
Has Employee Assistance Unit (EAU) and LAPD Behavioral Science Unit.- Falls under Training Bureau. Describes functions but policy is not forward facing.
Las Angeles Sheriff Office (2) https://pars.lasd.org/Viewer/Manuals/10008#
San Fransico Police Department Policies | San Francisco Police Department
Salinas Police Department (2) California_LE_Policy-Manual_Updates__August_2023.pdf (salinaspd.org)
Freemont Police Department Public Documents Directory - Fremont Police Department (CA) - PowerDMS
Oakland Police Department (2) Internal Notice of Zero-Tolerance for Racist Behaviors - CITY OF OAKLAND - PowerDMS
Sacramento Police Department Policy and Procedures | City of Sacramento
Redlands Police Department redlands_policy_manual.pdf (cityofredlands.org)
Corona Police Department Policy | City of Corona (coronaca.gov)
Sunnyvale Department of Public Safety (crossed trained as a firefighter) (excluded from study) Public Safety Policies | Sunnyvale, CA
San Fransico District Attorney's Office (excluded from study)
San Diego County Sheriff Office (excluded from study)
Colorado (3)
Telluride Marshal's Department (Police)

Northglenn Police Department
Aurora Police Department
Connecticut (1)
Newtown Police Department
Delaware (0)
Florida (10)
West Palm Beach Police Department (2)
Palm Beach Police Department
Polk County Sheriff Office (excluded from study)
Miami Beach Police Department (2)
City of Miami Police Department
Volusia Sheriff Office (excluded from study)
Daytona Beach Police Department
St. Petersburg Police Department
Indian River County Sheriff Office (excluded from study)
Palm Bay Police Department
Georgia (2)
Tybee Island Police Department (excluded from study)
Atlanta Police Department 487826 (powerdms.com)
Hawaii (0)
Idaho (1)
Caldwell Police Department (excluded from study)
Illinois (7)
Naperville Police Department Police Policy	The City of Naperville
Addison Police Department (excluded from study)
Chicago Police Department (2) https://directives.chicagopolice.org/
Yuba City Police Department Policies / Procedures - City of Yuba City
City of San Jose Police Department (excluded from study)
Elk Grove Police Department Policy Manual (elkgrovepd.org)
El Cerrito Police Department El-Cerrito-PD-Policy-Manual
Indiana (2)
University of Indiana Police Department (excluded from study)
Westfield Police Department https://www.westfield.in.gov/egov/documents/1417554203_98762.pdf
Iowa (3)
Clinton Police Department (excluded)
Kansas (1)
Kansas City Police Department https://www.kckpd.org/Transparency/Policies-and-Procedures
Kentucky (0)
Louisiana (0)
Maine (0)
Maryland (4)

Baltimore Police Department (2) BPD Policies and Training Materials | Baltimore Police Department
Baltimore County Police Department Police Department Policies - Baltimore County (baltimorecountymd.gov)
Howard County Police Department Policies | Howard County (howardcountymd.gov)
Montgomery County Police Department
Massachusetts (2)
Boston Police Department Rules & Procedures – Boston Police Department
Brookline Police Department Policies and Procedures | Brookline Police Department, MA - Official Website
Michigan (0)
Minnesota (0)
Mississippi (0)
Missouri (1)
Independence Police Department Policies | City of Independence, MO (independencemo.gov)
Montana (0)
Nebraska (0)
Nevada (2)
City of Reno Police Department POLICIES (renopd.com)
Hollywood Police Department SOP-104 (hollywoodfl.org)
New Hampshire (1)
Salem (NH) Police Department Public Documents Directory - Salem Police Department (NH) - PowerDMS
New Jersey (0)
New Mexico (0)
New York (2)
New York Police Department (2) NYPD Department Manual (nyc.gov)
Syracuse Police Department 2021_policy_manual.pdf (syr.gov)
North Carolina (4)
Cary Police Department (2) (excluded from study)
Winston Salem Police Department Enforcement Policies & Procedures | City of Winston-Salem, NC (cityofws.org)
Garner Police Department Public Documents Directory - Garner Police Department - PowerDMS
New Bern Police Department Welcome to New Bern, NC (newbernnc.gov)
North Dakota (0)
Ohio (0)
Oklahoma (1)
Norman Police Department NPD Policy Manual (Effective 05-19-2020).pdf (normanok.gov)
Oregon (1)

Redmond Police Department Redmond Police Department Policy Manual | Redmond, WA
Pennsylvania (2)
Norristown Police Department (excluded from study)
Bensalem Police Department (excluded from study)
Rhode Island (0)
South Carolina (0)
South Dakota (0)
Tennessee (3)
Metropolitan Nashville Police Department (2) Metro Nashville Police Department Manual | Nashville.gov
Murfreesboro Police Department (excluded from study)
Memphis Police Department Policies and Procedures - Memphis Police Department
Texas (7)
Houston Police Department (3) General Orders (houstontx.gov)
Grapevine Police Department (excluded from study)
Dallas Police Department 200 (dallaspolice.net)
Lubbock Police Department (excluded from study)
Garland Police Department (excluded from study)
Bedford Police Department (excluded from study)
Austin Police Department APD General Orders | AustinTexas.gov
Utah (0)
Vermont (0)
Virginia (6)
Alexandria Sheriff Office (excluded from study)
Marion Police Department (excluded from study)
Harrisonburg Police Department HPD Policies | City of Harrisonburg, VA (harrisonburgva.gov)
Fairfax County Police Department General Orders | Police (fairfaxcounty.gov)
Portsmouth Police Department (excluded from study)
Williamsburg Police Department Williamsburg Police General Orders Manual (FOIA, 2023) - DocumentCloud
Washington (2)
Washougal Police Department Policies | Washougal, WA (cityofwashougal.us)
Kirkland Police Department pd-release_20201124_t101728_kirkland_pd_policy_manual.pdf (kirklandwa.gov)
Washington, DC – (2) (excluded from study)
Metropolitan Police Department (excluded from study)
United States Capitol Police (Federal) (excluded from study)
West Virginia (0)
Wisconsin (1)
Menomonie Police Department Policies (menomonie-pd.com)
Wyoming (0)

Agencies Outside of the United States: (2) (excluded from study)
Vancouver Police Department (excluded from study)
Toronto Police Department (excluded from study)

Appendix B: Policy Correlation with Research Questions

Name	Files	References	Modified on	Modified by	Classification
ATLPD	1	6	1/7/2024 10:50 AM	NN	Policies
Austin PD	1	4	1/7/2024 10:50 AM	NN	Policies
Austin PD (2)	1	1	1/7/2024 11:02 AM	NN	Policies
Baltimore PD	1	6	1/7/2024 10:50 AM	NN	Policies
Brookline PD	1	3	1/7/2024 10:50 AM	NN	Policies
Chicago PD	1	5	1/7/2024 10:50 AM	NN	Policies
Corona PD	1	812	1/7/2024 10:50 AM	NN	Policies
Dallas PD	1	464	1/7/2024 10:50 AM	NN	Policies
ELCerrito PD	1	699	1/7/2024 10:50 AM	NN	Policies
ElkGrove PD	1	4	1/7/2024 10:50 AM	NN	Policies
Freemont PD	1	7	1/7/2024 10:50 AM	NN	Policies
Garner PD	1	9	1/7/2024 10:50 AM	NN	Policies
Harrisonburg PD	1	5	1/7/2024 10:50 AM	NN	Policies
Hollywood PDFL	1	31	1/7/2024 10:50 AM	NN	Policies
HoustonTXPD	1	3	1/7/2024 10:50 AM	NN	Policies
HowardCOPD	1	7	1/7/2024 10:50 AM	NN	Policies
KansasCityPD	1	2	1/7/2024 10:50 AM	NN	Policies
KansasCityPD (2)	1	2	1/7/2024 10:55 AM	NN	Policies
LasAngeles	1	3	1/7/2024 10:50 AM	NN	Policies
MesaPD	1	9	1/7/2024 10:50 AM	NN	Policies
NapervillePD	1	15	1/7/2024 10:50 AM	NN	Policies
NormanPD	1	787	1/7/2024 10:50 AM	NN	Policies
OaklandPD	1	19	1/7/2024 10:50 AM	NN	Policies

Name	Files	References	Modified on	Modified by	Classification
RedlandPD	1	705	1/7/2024 10:50 AM	NN	Policies
RenoPD	1	4	1/7/2024 10:50 AM	NN	Policies
Research Questions	1	1	1/7/2024 10:50 AM	NN	Policies
SacramentoPD	1	3	1/7/2024 10:50 AM	NN	Policies
SalemNH	1	6	1/7/2024 10:50 AM	NN	Policies
SalinasPD	1	889	1/7/2024 10:50 AM	NN	Policies
SanFransiscoPD	1	5	1/7/2024 10:50 AM	NN	Policies
SyracuseNYPD	1	4	1/7/2024 10:50 AM	NN	Policies
WashougalWAPD	1	736	1/7/2024 10:50 AM	NN	Policies
WilliamsburgVAPD	1	418	1/7/2024 10:50 AM	NN	Policies
yuba city pd policy manual nov. 2023	1	797	1/7/2024 10:50 AM	NN	Policies

Appendix C: Department Correlations

	Name		Files	References
	ATLPD		1	6
	AustinPD		1	4
	AustinPD (2)		1	1
	BaltimorePD		1	6
	BrooklinePD		1	3
	ChicagoPD		1	5
	CoronaPD		1	812
	DallasPD		1	464
	ELCerritoPD		1	699
	ElkGrovePD		1	4
*	Fairfax (VA) PD		1	
	FreemontPD		1	7
	GarnerPD		1	9
	HarrisonburgPD		1	5
	HollywoodPDFL		1	31
	HoustonTXPD		1	3
	HowardCOPD		1	7
	KansasCityPD		1	2
	KansasCityPD (2)		1	2
	LasAngeles		1	3
	MesaPD		1	9
	NapervillePD		1	15
	NormanPD		1	787
	OaklandPD		1	19
	RedlandPD		1	705
	RenoPD		1	4
	Research Questions		1	1
	SacramentoPD		1	3
	SalemNH		1	6
	SalinasPD		1	889
	SanFransiscoPD		1	5
	SyracuseNYPD		1	4
	WashougalWAPD		1	736
	WilliamsburgVAPD		1	418
	yuba city pd policy manual nov. 2023		1	797

*Manually examined.