James L (2017) Crisis Intervention Team (CIT) metrics: a novel method of measuring police performance during encounters with people in crisis

Appendix. CIT difficulty and performance metrics

Category	Difficulty Indicators	Score
Safety Issues	…the presence of law enforcement escalating the crisis	3
	…the person in crisis being armed with firearms and explosives	6
	…the person in crisis being armed with blunt impact and edged weapons	6
	…hostages being present	6
	…the person in crisis being in a potentially life-threatening location (e.g. on a bridge, in traffic)	6
	…having the ability to conceal weapons	5
	…the person in crisis threatening to harm him or herself	4
	…the person in crisis being in the act of harming him or herself	6
	…the person in crisis having already harmed him or herself	4
	…the person in crisis being suicidal	4
	…the person in crisis being homicidal	6
	…the person in crisis having a history of violence	4
	…weapons of opportunity being present (e.g. rocks, lamp shades)	4
	…the encounter evolving into a crime	3
Person in Crisis - Symptoms	…the person in crisis having immediate medical needs (e.g. seizures)	3
	…the person in crisis appearing to be under the influence of a mind-altering substance	5
	…the person in crisis appearing to be hallucinating (visual or auditory)	6
	…the person in crisis appearing to be delusional	4
	…the person in crisis appearing to be paranoid	4
	…the person in crisis being physically aggressive	6
	…the person in crisis being verbally aggressive	4
	…the person in crisis being highly anxious	4
	…the person in crisis being unwilling to cooperate	4
	…the person in crisis being willing to escalate to get assistance	5
	…the person in crisis having increased strength due to their condition	6
	…the person in crisis having increased pain tolerance due to their condition	6
	…the person in crisis switching between calm and violent states	5
	…the person in crisis exhibiting precursors to a state of excited delirium	6
	…the person in crisis trying to provoke the officer	3
Person in Crisis - Characteristics	…the person in crisis being aware of the limitations of the system (medical and criminal justice)	3
	…the person in crisis being unknown to the officer	3
	…the person in crisis appearing to be physically imposing (e.g. very muscular)	3
	…the person in crisis having a history of negative encounters with law enforcement	4
	…the person in crisis having a history of negative encounters with the responding officer	6
	…the person in crisis being a child	3
	…the person in crisis being an adolescent	3
	…the person in crisis being a senior citizen	3
	…the person in crisis being homeless	3
	…the person in crisis having a known military or law enforcement background	5
	…the person in crisis having a personal relationship with the officer	3
	…the person in crisis being high profile or well connected	3
	…the person in crisis being biased against the officer (e.g. racist, sexist)	3
	…the person in crisis being an illegal alien	3
	…the person having diplomatic immunity	0
	…the person in crisis being in an extreme unhygenic state	3
	…the person in crisis being naked	3
	…the person in crisis having specialized training (e.g. hunting, bomb making, martial arts)	6
Communication Issues	…the person in crisis being unable to communicate due to language barriers	6
	…having cultural barriers between the officer and the person in crisis	3
	…the person in crisis being unable to communicate due to physical impairment (e.g. deafness)	3
	…the person in crisis being unable to communicate due to mental impairment	5
	…having miscommunication between law enforcement and mental health professionals	3
	…the officer having been provided with inaccurate information	6
	…the person in crisis having a limited ability to understand the officer (e.g. due to developmental disability)	5
	…first responders not agreeing on the appropriate course of action	3

Category	Performance Indicators	Score
Environmental Issues	…having poor visibility	3
	…the encounter occurring in a confined space (e.g. a hoarder's house)	4
	…having trip fall hazards in the environment	3
	…having potential bio hazards in the environment	5
	…having animals present	3
	…the encounter occurring in a high crime area	3
	…the person being in a crisis due to a large-scale disaster or critical incident that is currently occurring (e.g. a bomb explosion, school shooting)	6
	…having the opportunity for multiple persons to go into crisis (e.g. a bomb explosion, school shooting)	6
	…having extreme weather conditions	3
	…the media being on the scene	3
	…not knowing where the person in crisis is located	6
	…having conflicting information/observations about the person in crisis upon arriving at the scene	3
	…having limited ability to hear and be heard due to environmental factors	5
	…the person in crisis being mobile (e.g. in a car, on foot)	5
	…the person in crisis having barricaded him or herself (e.g. behind a locked door)	6
Other People Present	…children being present	4
	…adult family members being present	3
	…caretakers being present	3
	…not knowing whether other persons are present	4
	…other people present being antagonistic	5
	…other people present being intrusive	4
	…other people present being uncooperative	4
	...having a large crowd present	5
	…the person in crisis having something competing for his or her attention (e.g. distracting persons)	3
	...expectations of other involved parties being outside of law enforcements' legal authority or agency policy (e.g. not being able to force a person in crisis go to the hospital)	4
Resources	...having limited access to resources	5
	…having no timely access to resources (when resources are available)	3
	…not having timely access to mental health professionals	3
	…inadequate staffing being available to respond to the crisis	6
	…lacking access to specialized equipment (e.g. shields, Tasers, K-9)	3
	…not having any information on the history of the person in crisis	3
	…mental health professionals being unable to adequately assist law enforcement in the encounter (e.g. due to lack of skill or training)	3
	…the person in crisis having had multiple contacts with law enforcement due to needs not being met by the system (medical and criminal justice)	5
	…the person in crisis lacking adequate in-home long-term support	3
	…having legal ambiguity about the appropriate course of action	3
Category	**Performance Indicators**	**Score**
Policy and Law	…knowing about the legal issues surrounding the encounter	3
	…acting based on knowledge about the legal issues surrounding the encounter	2
	…understanding the civil commitment laws for mental illness	4
	…knowing the law enforcement agency policies and procedures	4
	…knowing the mental health agency policies and procedures	2
	…knowing key mental health terms (e.g. legal acronyms)	1
Training and Wellness	…having had communication training (how to send and receive information)	4
	…practicing self-wellness techniques to prevent burnout (e.g. meditation, personal care)	3
	…maintaining physical fitness	3
	…seeking opportunities to participate in Crisis Intervention Team training	4
	…being actively engaged during Crisis Intervention Team training	4
Pre-Plan	…seeking accurate information about the situation before arrival	4
	…seeking accurate information about the person in crisis before arrival	4
	…seeking access to previous information about the person in crisis (personal history)	3
	…knowing where to get accurate information on the person in crisis	4
	…using the lessons from previous similar encounters to help him or her succeed in the current encounter	3
	…assigning dedicated roles before the encounter (e.g. cover officer and contact officer)	3
	…pre-planning between law enforcement and mental health professionals on how to tackle the encounter	3
	…confirming and verifying call information	2
	…mentally rehearsing before the encounter	2
	…understanding cultural norms in your jurisdiction	2

Assess	…reading non-verbal cues of the person in crisis	4
	…picking up on tone of voice of the person in crisis	4
	…recognizing hazards in the environment (e.g. trip hazards, bio-hazards)	4
	…recognizing weapons of opportunity in the environment (e.g. rocks, lamp shades)	4
	…recognizing anomalies in the environment	3
	…interpreting the clues in the environment relevant to the crisis (e.g. family pictures on the wall but no family present)	3
	…observing details of the environment before the encounter starts (e.g. note exit strategy)	4
	…determining the person in crisis's level of risk due to his or her inability to meet basic health and safety needs	3
	…continually assessing the level of threat the person in crisis poses	4
	…recognizing what emotional stage the person in crisis is in (e.g. fearful, enraged, anxious)	4
	…recognizing the person in crisis's ability to understand the officer	4
	…recognizing the person in crisis's ability to communicate with the officer	4
	…recognizing the person in crisis's ability to follow directions	4
	…recognizing whether the person in crisis has symptoms of a medical condition and not mental illness	4
	…recognizing key indicators of mental illness	4
	…accurately describing the behaviors of the person in crisis to mental health professionals	4
	…recognizing urgent medical needs of the person in crisis	4
Tactics	…adapting response based on his or her own current physical status	2
	…adapting response based on his or her own current emotional status	2
	…adapting response based on his or her own current mental status	2
	…properly deploying specialized equipment (e.g. taser, K-9, hostage negotiator)	4
	…accurately completing a suicide risk assessment	4
	…accurately completing a homicide risk assessment	4
	…adapting based on changing level of threat	4
	…removing non-involved participants from the encounter (e.g. bystanders, family members)	4
	…obtaining critical information from family members about the person in crisis	4
	…adapting tactics based on the key indicators from the person in crisis	4
	…calling for back-up when appropriate	4
	…coordinating on scene roles between law enforcement and mental health professionals	3
	…effectively controlling the person in crisis's movement	4
	…being willing to switch roles during the encounter (e.g. between cover and contact)	4
	…adapting tactics based on the terrain (e.g. geography, weather)	3
	…being proficient with standard equipment	4
	…balancing manipulation and integrity	4
	…being proficient with control techniques	3
Self-Control	…being aware of his or her own non-verbal cues	4
	...controlling his or her own tone of voice	4
	…being self-aware of fatigue level	2
	…being self-aware of personal physical status	2
	...being self-aware of current emotional status	4
	…being self-aware of current mental status	4
	…having self-awareness of personal biases (race, socio-economic status, gender)	3
	…managing personal biases (race, socio-economic status, gender)	4
	...managing personal attitudes about mental illness	4
	…managing personal attitudes about his or her job	4
	…managing personal attitudes about the person in crisis	4
	…managing personal attitudes about substance abuse	3
	…appearing confident in him or her self during the encounter	4
	…maintaining command presence	4
	…not taking things personally (e.g. verbal abuse)	4
	…controlling his or her own emotions during the encounter	4
	…practicing self-control techniques during the encounter (e.g. deep breathing)	4
	…having the desire to succeed throughout the encounter	4

Interacting with the Person in Crisis	…having the ability to de-escalate a situation (calm the person in crisis down)	4
	…being aware of the words he or she uses and how they influence the person in crisis	4
	…being able to actively listen to the person in crisis during the encounter	4
	…being able to see things from the person in crisis's point of view	4
	…being able to show empathy to the person in crisis	4
	…being able to show positive regard to the person in crisis	4
	…explaining his or her actions to the person in crisis	3
	…giving the person in crisis options, and explaining the consequences of those options	4
	…demonstrating gratitude at the person in crisis's compliance	3
	…not patronizing or insulting the person in crisis	4
	…providing clear instructions to the person in crisis	4
	…demonstrating concern for the person in crisis's safety	4
	…maintaining a respect for basic human rights	4
	…willingness to spend time with the person in crisis	4
	…demonstrating patience with the person in crisis	4
	…taking time throughout the entire process (pre-during-and post-encounter)	4
	…being aware of the person in crisis's comfort with personal boundaries (e.g. how close you stand)	4
	…effectively using deception to gain compliance	3
	…using distraction techniques to control the person in crisis	3
	…attempting to negotiate with the person in crisis	2
	…using appropriate techniques based on what emotional stage the person in crisis is in (e.g. fearful, enraged, anxious)	4
	…establishing common ground with the person in crisis	3
Resources	…using the individual skills or characteristics of officers involved (e.g. previous experience, cultural factors)	2
	…using the individual skills or characteristics of other responders involved (e.g. previous experience, cultural factors)	2
	…knowing about available mental health resources (e.g. mental health professional, homeless shelters)	4
	…knowing about available tactical resources	2
	…appropriately using mental health resources (e.g. calling mental health professionals, homeless shelters)	3
	…giving the person in crisis information about resources that can help him or her	3
	…having information on hand to assist the person in crisis in the encounter (e.g. pamphlets)	2
	…having and maintaining standard equipment (e.g. flashlight with working batteries)	4
	…not biasing the person in crisis against others who may be involved (e.g. don't point fingers at the medical system)	2
Disengage and Follow-Up	…being able to disengage at the appropriate time	3
	…accurately documenting the details of the encounter	3
	…properly distributing the report of the encounter	3
	…following through on any promises made	3
	…not making unrealistic promises	4
	…trying to end the encounter on a positive note	4
	…being able to reframe the person in crisis's negative perceptions of community resources	2