

“What Takes More Courage Than Any Other Single Thing in Law Enforcement?”

# True Blue Valor™



## Instructor's Manual

(Web Version)

by: John Marx, CPP, CHM

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by: John Marx, CPP, CHM

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**About the Author:**

John Marx, CPP, CHM

John Marx holds certifications in both service and security management. He was a police officer for twenty-three years and served as a SWAT Team hostage negotiator for nineteen of those years. He worked as a patrol officer, media liaison officer, crime prevention officer and burglary detective.

Also during his career he served as administrator of his city's Community Oriented Governance initiative through the police department's community policing project.

He was a security team supervisor at the 1996 Olympic Games in Atlanta, Georgia and has worked security in a number of settings including providing security for The Beach Boys, Tiger Woods, Arnold Palmer, Ray Charles, Presidential candidate Michael Dukakus and others. John Marx has also received thousands of hours of training from the FBI, LAPD, NYPD, New Scotland Yard, US Secret Service, DEA, FEMA, Soviet Spetsnaz and the US Department of Energy.

He has been a member of the National Speakers Association, American Society for Training and Development and is a member of the American Society for Industrial Security. He still maintains a Certified Protection Professional (CPP) status from the American Society for Industrial Security.

John retired from law enforcement in 2002. When one of his friends, also a former police officer, committed suicide in 2007, at age 38, John found the news disheartening and began researching the problems that stress creates for police officers. He decided he needed to do something to help change those problems, and he wanted to give something back to the profession that gave him so much.

In 2008, he founded The Law Enforcement Survival Institute (LESI) and started a project that has evolved into CopsAlive.com. Put simply, the mission of both LESI and CopsAlive is to save the lives of those who save lives! The Law Enforcement Survival Institute gathers information, strategies and tools to help law enforcement professionals plan for happy, healthy and successful careers, relationships and lives and distributes that information through its training programs and blog postings at [www.CopsAlive.com](http://www.CopsAlive.com).

If you are interested in having John speak to or consult with your group or organization please contact him at:

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## Table of Contents

<i>TBV Instructor Licensing Agreement</i>	6
<i>How to Use This Manual</i>	7
<i>The "Hidden Dangers" of Law Enforcement</i>	8
<i>True Blue Valor™</i>	11
<i>Organizational Risk Assessment</i>	13
<i>Organizational Resiliency Planning Worksheet</i>	15
<i>The True Blue Valor™ Implementation Plan and Checklist</i>	16
<i>List Your Organization's Values</i>	17
<i>Does your organization have a Mission Statement?</i>	17
<i>Assemble Your Team</i>	18
<i>Peer Support</i>	19
<i>Fire Spotters and Smoke Jumpers</i>	22
<i>Start a Family Support System Within Your Organization</i>	23
<i>Resources for Starting a Chaplain's Program</i>	24
<i>Resources for Mentoring Programs</i>	24
<i>Crisis Intervention Assistance</i>	24
<i>Treatment Options To Support You</i>	24
<i>Training Resources To Help You</i>	25
<i>Roll Call Training Keys: Instruction Sheet</i>	26
<i>TBV RC10m "Ten Minute - Roll Call Training" Sample Worksheet</i>	27
<i>TBV Roll Call Training Session #1: "What is True Blue Valor™?"</i>	28
<i>TBV Roll Call Training Session #2: "The Importance of Peer Support"</i>	29
<i>TBV Roll Call Training Session #3: "Fire Spotters &amp; Smoke Jumpers"</i>	30
<i>TBV Roll Call Training Session #4: "The Role of Family Support"</i>	31

<b><i>TBV Roll Call Training Session #5: “Mentoring in Law Enforcement”</i></b>	<b>32</b>
<b><i>TBV Roll Call Training Session #6: “Critical Incident Support”</i></b>	<b>33</b>
<b><i>TBV Roll Call Training Session #7: “Crisis Intervention”</i></b>	<b>34</b>
<b><i>TBV Roll Call Training Session #8: “The Role of the Police Chaplain”</i></b>	<b>35</b>
<b><i>TBV Roll Call Training Session #9: “Resources for Help”</i></b>	<b>36</b>
<b><i>TBV Roll Call Training Session #10: “Taking Care of Yourself”</i></b>	<b>37</b>
<b><i>TBV Roll Call Training Session #11: “Taking Care of Our Own”</i></b>	<b>38</b>
<b><i>TBV Roll Call Training Session #12: “The Future of Our Profession”</i></b>	<b>39</b>
<b><i>The Blue Warrior Concept</i></b>	<b>40</b>
<b><i>Short-Term Individual Wellness Planning Worksheet</i></b>	<b>42</b>
<b><i>Emotional Combat Survival</i></b>	<b>43</b>
<b><i>Create A Stress Management Plan</i></b>	<b>44</b>
<b><i>Have a Backup Plan</i></b>	<b>45</b>
<b><i>Suggested Reading List</i></b>	<b>46</b>
<b><i>Footnotes</i></b>	<b>48</b>
<b><i>Order Printed Copies of the True Blue Valor™ Instructor Manual</i></b>	<b>49</b>

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### **How to Use This Manual**

The True Blue Valor™ Instructors Manual is a set of materials and information designed to help you create, foster and promote an organizational culture that has the courage to assist and resources to support law enforcement employees who are not functioning effectively and may be endangering themselves or others. With these materials you can help police officers, and others in the field, successfully navigate their careers while learning to deal with the toxic side-effects a law enforcement career creates. They can be used in conjunction with the Law Enforcement Survival Institute's Armor Your Self™ Toolkit and Training Seminar or worked on independently within your organization's own time parameters.

These materials can be completed in three phases. It's up to you how you want to present them, but they were written to be used in a three-part process as your organization develops this concept.

#### **Phase One:**

Use the materials to start a discussion within the organization about the concept of True Blue Valor™ and promote the development of a plan to create an organizational culture that takes care of its own. This manual contains a number of worksheets and informational pages that can be copied and distributed to the officers and employees within your organization to help them improve their own individual wellness practices and planning.

#### **Phase Two:**

Use the Ten Minute Roll Call training keys to foster a wider organizational discussion amongst the line officers utilizing roll call sessions or other training opportunities to promote the ideas and concepts within this material. True Blue Valor™ course includes a twelve part facilitated roll call training program with each session building upon the last one. The program can be taught in 10 days or 10 weeks or 10 months based upon the instructor's objectives.

#### **Phase Three:**

Allow some time between phases two and three. Then, go back to the material again with a fresh perspective and assess the changes in attitudes since the beginning of this process. This concept is challenging and you may find resistance to the ideas. It truly takes an entire system built within an organization to foster and promote True Blue Valor™. It takes courage at all levels of an organization to "walk our talk" and really "take care of our own" as we so often say. Leadership must also come from all levels of the organization to make this concept effective. Start assembling a team of supporters to the concept from all ranks within your agency and use that leverage to promote the concepts of True Blue Valor™. This is a long and slow process. We are changing decades of cultural resistance within our profession, and that change will not happen overnight nor will it happen easily.

To learn more about The Law Enforcement Survival Institute's Armor Your Self™ training program Visit: <http://www.copsalive.com/suggests?lesi/tbvwbk>.

## The "Hidden Dangers" of Law Enforcement

In 1978, John Blackmore conducted a study of 2,300 police officers in 29 departments and found that 36% had serious health problems, 23% had serious alcohol problems, and 37% had serious marital problems.<sup>1</sup>

Ronald Constant indicates that police officers have one of the highest suicide rates in the nation, probably the highest. They also have a high divorce rate, about second in the nation. Further, they are problem drinkers about twice as often as the general population. Constant sees these facts as warning signals.<sup>2</sup>

“In one study, 76% of officers had elevated cholesterol, 26% had elevated triglycerides, and 60% had elevated body fat. Other studies have shown that only police officers who exercised regularly had a lower 10-year risk of heart disease and were absent less from work.”<sup>3</sup>

### General Mortality

“It has been argued that police officers are at increased risk for mortality as a result of their occupation. The average age of death for police officer in our 40-year study was 66 years of age.”<sup>4</sup>

### Heart Disease

Dr. Violanti states that police officers have a higher risk for heart disease than the general population, that police officers are four years ahead of the average citizen in the progression of heart disease.<sup>5</sup>

### Suicide

Statistics indicate that somewhere between 2-6 times more officers kill themselves each year than are killed by the bad guys.<sup>6</sup>

In a study of police work patterns and stress, headed by University at Buffalo, research has shown “A quarter of female police officers and nearly as many male officers assigned to shift work had thought about taking their own lives.”<sup>7</sup>

### Depression

“Researchers at Columbia University's Mailman School of Public Health said occupational stress in a large sample of urban police officers was significantly associated with adverse outcomes, including depression and intimate partner abuse.”<sup>8</sup>

A survey of quality of life and depression for police officers in Kaohsiung, Taiwan estimates the rate of probable major depression at 21.6%. Researchers concluded that police officers might have a higher estimated rate of depression than previously thought and that those with depression have a poorer quality of life.<sup>9</sup>



### **Alcoholism**

"Police officers suffer unusually high rates of alcoholism, being twice as likely as the general public to become problem drinkers."<sup>10</sup>

"A Chicago police department study documented alcohol abuse in 60% of police officer suicides."<sup>3</sup>

### **Domestic Violence**

Domestic Violence is 2-4 times more common among police families than American families in general according to the National Center for Women and Policing.<sup>11</sup>

### **Divorce**

"The divorce rate of police officers ranks second in the nation, compared to other occupations. The national divorce rate is approximately fifty percent while the divorce rate for police officers is sixty to seventy-five percent according to Dan Goldfarb in *Police Stress*."<sup>12</sup>

### **Fatigue**

Dr. Bryan Vila (a former police officer) has learned that 53 percent of law enforcement officers average less than 6.5 hours of sleep daily. In addition, he learned that more than 90 percent of law enforcement officers report being routinely fatigued and 85 percent reported driving while drowsy.<sup>13,14</sup>

Findings presented at the 21<sup>st</sup> Annual Meeting of the Associated Professional Sleep Societies in 2007 show "...sleep disorders appear to be highly prevalent in the present sample of police officers." and "Sleep disorder screening and treatment programs may potentially improve police officer health, safety and productivity."<sup>15</sup>

A study by San Francisco Veterans Affairs Medical Center researchers found that although only seven percent of officers are currently reporting significant problems with PTSD symptoms, more than 45 percent of police officers reported sleep disturbances typical of patients in insomnia clinics.<sup>16</sup>

Among a group of North American police officers, sleep disorders were common and were significantly associated with increased risk of self-reported adverse health, performance and safety outcomes. Results of the 4957 participants, 40.4% screened positive for at least 1 sleep disorder, most of whom had not been diagnosed previously.<sup>17</sup>

### **Post Traumatic Stress Disorder (PTSD)**

"Research indicates that 12-35% of police officers in the United States suffer from Post Traumatic Stress Disorder (PTSD)."<sup>18</sup>

"Researchers in the UK found a prevalence rate of 13% for PTSD symptoms amongst suburban police officers."<sup>19</sup>

### Administrative Stress

“According to CopHealth.com, officers report that approximately 90% of stress in their work is a result of a highly structured, unresponsive, uncaring administration.”<sup>3</sup>

### Disability

“It is possible that as many as 13% of 1.5 million officers (or 195,000) may have been forced to retire due to disability according to the National Police Disability Study prepared jointly by The Disabled Police Officers Counseling Center, Inc. (DPOCC) and the Disabled Police Officers of America, Inc. (DPOA).”<sup>20</sup>

### Burnout

Research by a Kansas State University professor has found that the different ways in which men and women in the police force deal with stress may actually cause them more stress. “Don Kurtz, an assistant professor of social work at K-State, studied the gender differences in stress and burnout among police officers. One of the biggest differences Kurtz found was the role that family played in police officers' stress. Whereas a family life can help male officers deal better with stress from the job, women may not have the same support in their own families. ‘Women settle into the role of caretaker and come home to a second shift,’ Kurtz said.”<sup>21</sup>

Researchers have noted that burnout in policing is not all created by the work itself. Describing police burnout as "emotional exhaustion", Jeannie Gaines and John Jermier reported in 1983 that "it is profoundly affected by departmental context, administrative policy and practice, and the contradictory mandate of police in society."<sup>22</sup>

“Burnout can occur at almost anytime in a career, but the twelve year mark seems to be one of the pivotal points.”<sup>23</sup>

***\*No matter what you think of these statistics, I believe two things: First, we as a profession have problems we need to fix, and second, we need lots more research on cops by cops.***

### True Blue Valor™

What is the most frightening thing a police officer will ever face?

What takes more courage to confront than any other single thing in law enforcement?

What is the one thing that we have pledged above all to our brothers and sisters in law enforcement?

The answer to all three of these questions is the same: "Taking care of our own" and more specifically: 1) confronting a peer who is losing control of their life or their career and working to get them some help; 2) Having the strength to maintain the "thin blue line" and rescue a co-worker who is battling alcoholism, depression, drug addiction or suicidal thoughts; and finally 3) "Never Leaving Anyone Behind", because if we don't take care of our own, who will? Unfortunately many times that pledge is a hollow one if we don't have the courage to confront the people we should care about, before things get way out of control.

The concept of True Blue Valor™ is where one law enforcement officer has to muster the courage to confront a peer who is slipping both professionally and personally and endangering themselves, their peers and the public. It takes a system of organizational support and professional leadership to support and foster the concept of courage and intervention.

It is becoming apparent that stress is the greatest threat to a law enforcement officer's health, well-being and long-term effectiveness. We all know stress is a threat and expect its effects, but we don't often do anything to prepare ourselves for those effects. When stress reaches a point that it overwhelms us, we are afraid to ask for help for fear of appearing weak or losing respect.

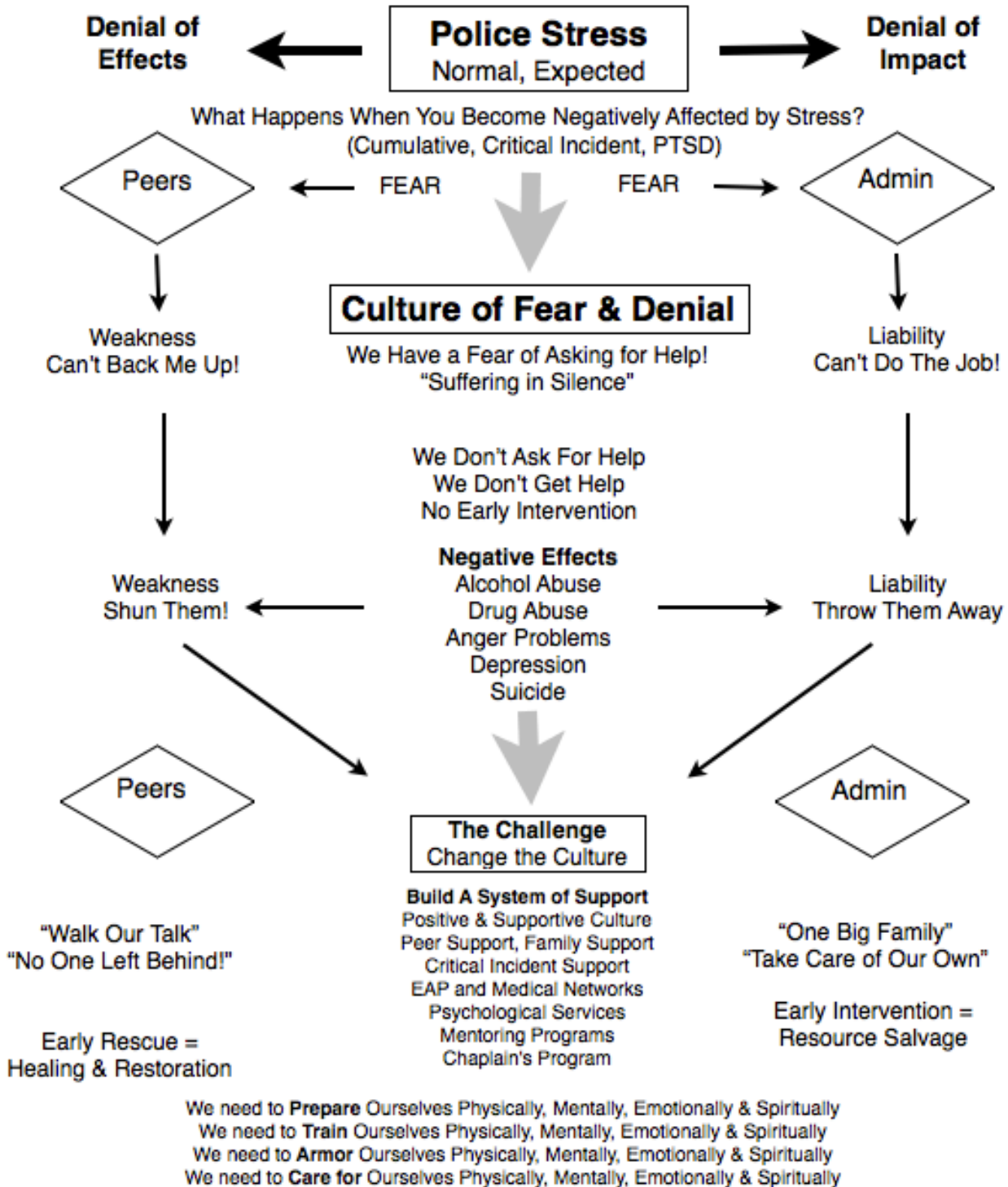
We have created a culture within our profession that believes that strength only comes from within ourselves and that it is a form of weakness to ask others for help. What's more, we have come to chastise those who need the help of others. We fear them as "weak" and "untrustworthy". What we have done is to deny a very common and predictable side-effect of a career in law enforcement as unimportant to the point that we are not taking simple and straight forward measures to deal with it.

As a profession we have shunned the people who have suffered the ill effects of stress from critical incidents where we have also labeled them "heroes". We have "thrown away" many valuable employees because we feel they pose a liability or we don't know how to deal with their stress related injuries. We have continued this practice for decades when the scientific and medical communities have told us the ill effects of stress are treatable and manageable. It is time for us as a profession to re-evaluate our training and management methods until stress management and other forms of mental and emotional fitness training are as common as physical fitness training is today.

It takes a system of organizational support and professional leadership to establish and foster a system of intervention using the concept of True Blue Valor™. These training materials will give you a head start to begin this discussion within your organization along with some guidance and planning tools. We must learn to prepare and train ourselves physically, mentally, emotionally as well as spiritually. We must learn that strength comes from the ability to ask for help before it is too late, and that someone who needs assistance to overcome a stress related injury is not weak.

## Our "Blue Shame"

We Don't Take Care of Our Own Like We Say We Do!



# Are You Willing To Change?

## Organizational Risk Assessment

Take this survey with an open mind and be honest (no one else needs to see this). Go through the questions and rate your organization on a scale of 1-10 (with 10 being the highest). Do this for each question in each of the eight categories. Don't spend too much time on any one question, this should only take you a few minutes to complete.

The International Association of Chief's of Police (IACP) states "The goal of peer support is to provide all public safety employees in an agency the opportunity to receive emotional and tangible peer support through times of personal or professional crisis and to help anticipate and address potential difficulties." Sometimes this is confused with the concept of Critical Incident Stress Management and some agencies only provide support programs for those who have experienced massively traumatic incidents. True peer support can incorporate those needs as well, but it is more comprehensive than that.

With that in mind, answer these questions about your organization:

On a scale of 1-10 with 10 being the highest how would you rate your organization on being **positive & supportive** of employees needs while also considering the organization's responsiveness to an employee who is suffering?

On a scale of 1-10 how would you rate your organization's **Peer Support Program**? Rate this lower if you don't have a formal program and rate it higher if you have a formal program that is working well to help employees.

A **Family Support Network** is critical to the effective communication between agencies and the family members of their employees. This can be the first line of defense against the toxic effects of stress from the job and can serve as an early warning system to alert the organization when an employee is suffering. On a scale of 1-10 how would you rate your organization's Family Support System?

As was mentioned by the IACP in the quote above, **Critical Incident Support** and debriefings are important right after a traumatic event that impacts one or more employees. It requires trained personnel and planning that is in place before a traumatic event occurs. On a scale of 1-10 how would you rate your organization's Critical Incident Support System?

Every organization should have some type of **Employee Assistance Program** (EAP) and a Medical Network that is prepared and responsive to employee medical and emotional needs. On a scale of 1-10 how would you rate your organization's Medical and EAP support?

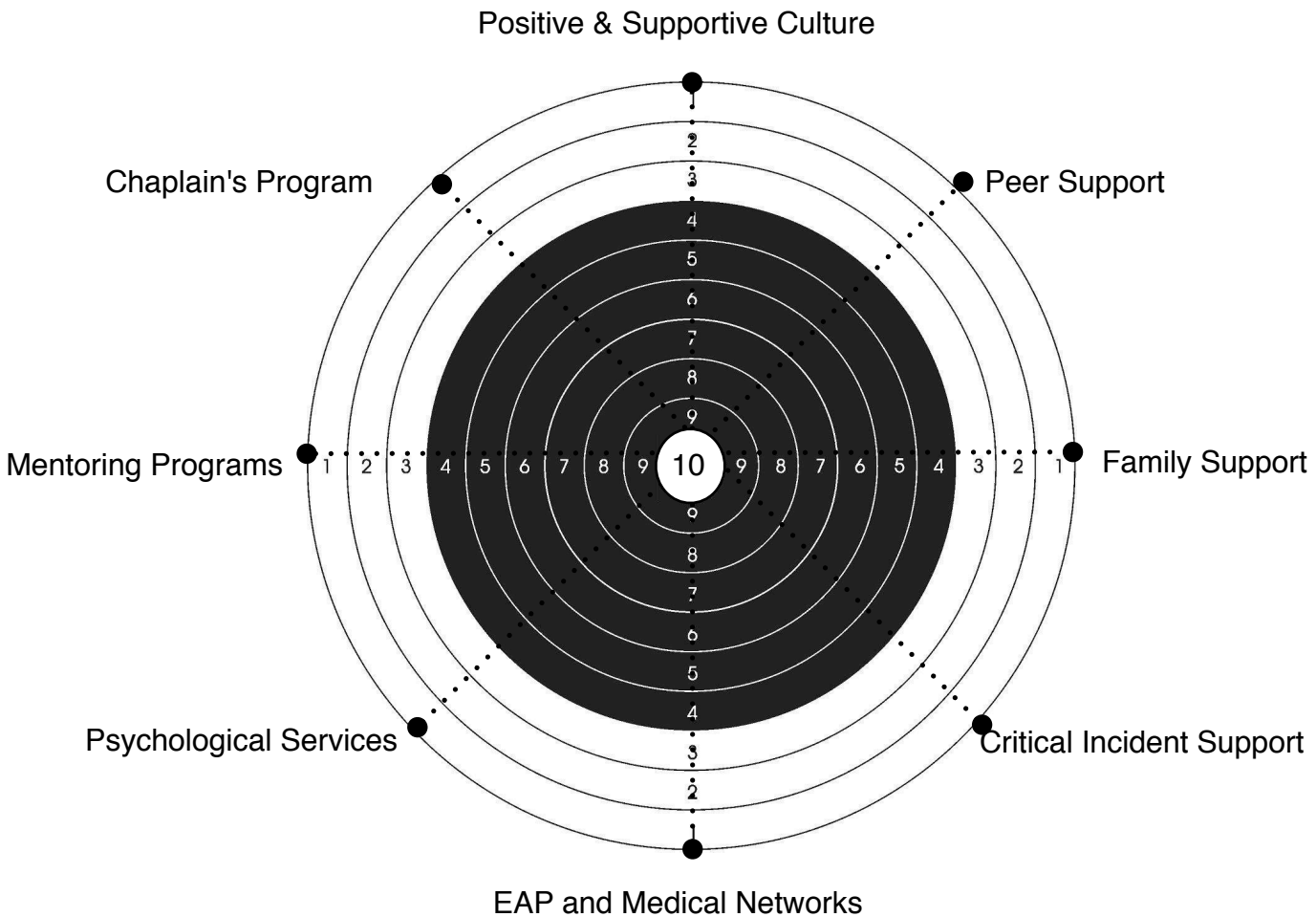
The most effective agencies have dedicated **Psychological Services** staff on-site or easily accessible to their employees. These are trained and licensed mental health counselors, psychologists, social workers and psychiatrists who specialize in working with law enforcement employees and can support them through many different emotional and traumatic events in their lives. On a scale of 1-10 how would you rate your organization's Psychological Services support?

Comprehensive **Mentoring Programs** are available for all ranks of law enforcement professionals and can start during the training academy and work all the way up to the highest levels of command. Does your organization have such programs? If so, on a scale of 1-10 how would you rate your organization's Mentoring program?

On a scale of 1-10 how would you rate your organization's development of a trained and effective **Chaplain's Program**?

Use your scores to complete the Organizational Risk Assessment Target below:

1. Be honest in your assessment of your organizations ability to handle threats to employees
2. Score your organization's success in it's planning & preparation (Lowest 1 to Highest 10)
3. Map the dots for each topic and link them with straight lines
4. The areas furthestest from the bullseye are areas of vulnerability you need to work on!



## Organizational Resiliency Planning Worksheet

What is resilience and why do we care about it?

re·sil·ience (noun)

re·sil·ience (ri-zíll-yəns) or

re·sil·ien·cy (ri-zíll-yəns-see)

1. speedy recovery from problems

2. elasticity

Source: [http://encarta.msn.com/dictionary\\_1861700867/resilience.html](http://encarta.msn.com/dictionary_1861700867/resilience.html)

So how does one build organizational or personal resiliency?

### General Protective Factors for an Organization:

- Positive & Supportive Culture
- Clear Mission and Values
- A Culture that “Takes Care of Its Own” and “Walks its Talk”
- A Strong Peer Support Network
- A Critical Incident Support System
- A Family Support Network
- Accessible and Trusted EAP and Medical Networks
- Fast and Responsive Psychological Services
- Comprehensive Mentoring Programs at all Levels of the Organization
- A Trained Chaplain's Program
- Strong and Effective Contingency Plans
- Broad and Overlapping Mutual Aid Plans
- Have Employees Working 10 Hour Shifts Instead of 8 Hour Shifts

### General Protective Factors for an Individual:

- Get Plenty of Sleep
- Eat a Well Balanced Diet
- Avoid Unhealthy Foods & Toxins
- Drink Plenty of Water
- Get Exercise Every Day
- Practice Daily Stress Management
- Build a Stress Buffer Between Work and Home
- Practice Positive Recreation
- Put Your Energy into Positive Relationships
- Be Moderate in Your Use of Tobacco, Caffeine and Alcohol
- Don't Abuse Drugs (Even Prescription Drugs)
- Have a Team to Support You, Be Part of Other Teams
- Train Yourself Physically, Mentally, Emotionally and Spiritually for Threats to Your Wellbeing

What are our current organizational strengths?

What are our organizational weaknesses?

What can we do right now to improve our organizational resiliency?

What can we put into our long-term plans that will build our organizational resiliency?

What resources do we have and what resources do we need to build organizational resiliency?

## The True Blue Valor™ Implementation Plan and Checklist

- \_\_\_ Begin Organization-wide discussions about True Blue Valor™
- \_\_\_ Conduct an Organizational Risk Assessment
- \_\_\_ Assess Your Organizational Resiliency Planning
- \_\_\_ Clarify Your Organization's Values & Mission Statement
- \_\_\_ Consider using our "Code of the Blue Warrior" as a discussion piece on values
- \_\_\_ Assemble Your Team of Supporters
- \_\_\_ Create or Orient Your Agency's Psychological Support Team to Promote True Blue Valor™
- \_\_\_ Establish or Focus Your Organization's Peer Support Program to Promote True Blue Valor™
- \_\_\_ Start a Family Support System Within Your Organization
- \_\_\_ Establish or Focus Your Organization's Mentoring Program to Promote True Blue Valor™
- \_\_\_ Establish or Focus Your Organization's Chaplain's Program to Promote True Blue Valor™
- \_\_\_ Conduct the Twelve Part Roll Call Training Sessions
- \_\_\_ Provide your personnel with a Short-Term Individual Wellness Planning Worksheet
- \_\_\_ Provide your personnel with information on Emotional Combat Survival
- \_\_\_ Provide your personnel with information on creating a Stress Management Plan
- \_\_\_ Provide your personnel with information on creating a Back-up Plan
- \_\_\_ Provide your personnel with our Suggested Reading List for their further study

### Worksheets as Resources for Your Personnel

Roll Call Training Keys  
The Blue Warrior Concept  
Short-Term Individual Wellness Planning Worksheet  
Emotional Combat Survival  
Create A Stress Management Plan  
Have a Backup Plan  
Suggested Reading List



## List Your Organization's Values

What are your organization's values? Are they in writing? If so please list them here. If not, start by writing down all of the powerful words or keywords that you think of when you ask the questions "What is important to our success?" and "What do we value most as an organization?" Next, go back and add more detail and change the keywords to make them more powerful, or more specific, to your situation as needed. Example: you might start with the keyword "Integrity" and expand that to include honesty, loyalty and strength of character. Some of these might also become core values as you expand on each concept.

Value:

Value:

Value:

Value:

Value:

Value:

## Does your organization have a Mission Statement?

If so write it here. If not, consider writing one. It should be short and easy to remember. You might also think about creating a motto that is easily memorable like: "To Protect and to Serve"

*Use another piece of paper if you need to write more and keep it in your 3-ring binder*

## Assemble Your Team

Make a list of all the people and organizations who are critical to your organizational resiliency and add their addresses, email addresses, websites and telephone numbers. Here are some thoughts just to get you started. You can add more as needed.

Medical Provider's Liaison:

Employee Assistance Program (EAP) Provider:

Physical Fitness Trainer:

Peer Support Coordinator:

Psychological Services Provider:

Family Support Network Coordinator:

Mentoring Program Coordinator:

Chaplain's Program Coordinator:

Employee Wellness Program Coordinator:

Mutual Aid Program Coordinator:

Contingency Planning Coordinator:

Emergency Management Coordinator:

Critical Incident Debriefing Leader:

Organizational Mission & Values Committee:

Intervention Specialist:

Treatment Facility Liaison:

Insurance Program Liaison:

True Blue Valor™ Monitor:

Other:

Other:

Other:

## Peer Support

What is peer support and why do we need it?

The philosophy of peer support as quoted from the International Association of Chief's of Police (IACP) Psychological Services Section states "The goal of peer support is to provide all public safety employees in an agency the opportunity to receive emotional and tangible peer support through times of personal or professional crisis and to help anticipate and address potential difficulties." Sometimes this is confused with the concept of Critical Incident Stress Management and some agencies only provide support programs for those who have experienced massively traumatic incidents. True peer support can incorporate those needs as well, but it is more comprehensive than that.

There are two kinds of Formal Peer Support Programs: Peer Support for Trauma which is sometimes called Critical Incident Stress Management and Regular Daily Peer Support.

### Critical incident Stress Management

According to CISM International:

*"Critical Incident Stress Management, or CISM, is an intervention protocol developed specifically for dealing with traumatic events. It is a formal, highly structured and professionally recognized process for helping those involved in a critical incident to share their experiences, vent emotions, learn about stress reactions and symptoms and be given a referral for further help if required. It is not psychotherapy. It is a confidential, voluntary and educative process, sometimes called 'psychological first aid'."*

*"First developed for use with military combat veterans and then civilian first responders (police, fire, ambulance, emergency workers and disaster rescuers), it has now been adapted and used virtually everywhere there is a need to address traumatic impact in peoples lives."*

Learn more here: CISM International

[www.copsalive.com/suggests?cismintl/tbvwbk](http://www.copsalive.com/suggests?cismintl/tbvwbk)

and here:

*"The mission of the International Critical Incident Stress Foundation, Inc. is to provide leadership, education, training, consultation and support services in comprehensive crisis intervention and disaster behavioral health services to the emergency response professions, other organizations and communities worldwide."*

Learn more from: The International Critical Incident Stress Foundation

[www.copsalive.com/suggests?icisf/tbvwbk](http://www.copsalive.com/suggests?icisf/tbvwbk)

### Regular Daily Peer Support

Regular Daily Peer Support is the process used by many departments to support and monitor all agency members on a regular basis.

The Peer Support Training Institute "seeks to help police officers and other public safety personnel reduce stress and diminish the negative emotional effects of this occupation. Through the use of peer

support, many departments have reduced the rate of police officer suicide and increased the level of acceptance for mental health services among their employees.”

[www.copsalive.com/suggests?peersupportinstitute/tbvwbk](http://www.copsalive.com/suggests?peersupportinstitute/tbvwbk)

Here are some guidelines from the International Association of Chief's of Police (IACP).

“Ideally, peer support programs should be developed and implemented under the organizational structure of the parent agency. A peer support person (PSP), sworn or non-sworn, is a specifically trained colleague, not a counselor or therapist. A peer support program can augment outreach programs such as employee assistance programs and in-house treatment programs, but not replace them. PSPs should refer cases that require professional intervention to a mental health professional.”

Learn more here: [http://www.policechiefmagazine.org/magazine/index.cfm?](http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1244&issue_id=82007)

[fuseaction=display\\_arch&article\\_id=1244&issue\\_id=82007](http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1244&issue_id=82007)

At the Law Enforcement Survival Institute (LESI) we have coined the term True Blue Valor™ to encourage law enforcement officers to have the courage to confront a peer who is slipping both professionally and personally and endangering themselves, their peers and the public. It takes a system of organizational support and professional leadership to support and foster the concept of True Blue Valor™ using a system of what we call “Fire Spotters” and “Smoke Jumpers”. See the next section for an expansion upon this concept.

### **These links offer training and resources in Peer Support, CISM and Traumatic Stress:**

**Jack Digilani Ph.D., Ed.D.** is a police psychologist who provides excellent Police and Sheriff's Peer Support Team training. You can learn more at [www.CopsAlive.com/digliani](http://www.CopsAlive.com/digliani) where you can also download his Police and Sheriff's Peer Support Team Training Manual for free. Or read his book: Digilani PhD, Jack *Reflections of a Police Psychologist*. Bloomington: Xlibris Corporation, 2010.

The website for the book "*CopShock: Second Edition: Surviving Posttraumatic Stress Disorder (PTSD)*" by Allen R. Kates, MFAW, BCECR offers some great links at:

<http://www.copshock.com/peer-support-for-police-officers.php>

North American Fire Fighter Veterans Network

<http://firefighterveteran.com/>

The American Academy of Experts in Traumatic Stress

<http://www.aaets.org/article88.htm>

To learn more about Critical Incident Stress Management read our CopsAlive.com article and listen to our interview at: <http://www.copsalive.com/suggests?peersupportstressmgmt/tbvwbk>.

The United States Search and Rescue Task Force Critical Incident Stress Management Team has some stress survival suggestions on their page:

[http://www.ussartf.org/cism\\_team.htm](http://www.ussartf.org/cism_team.htm)

The Statewide CISM Initiative in the State of Nebraska

<http://www.cism.nebraska.edu/>

### **In Canada:**

The Centre for Suicide Prevention which is a program of the Canadian Mental Health Association offers resources and training on Suicide Prevention and PTSD  
<http://www.suicideinfo.ca/>

Critical Incident Stress Management: A program dedicated to New Brunswick's Front Line Workers  
<http://www.gnb.ca/0055/cismg-e.asp>

CanuckCare: effective training and consulting for victims/survivors, professionals and volunteer service providers dealing with trauma  
<http://www.shopdome.com/canuckcare/>

### **In Australia:**

The Critical Incident Stress Management Foundation of Australia  
<http://www.cismfa.org.au/>

### **Other Resources:**

The Law Enforcement Survival Institute: <http://www.copsalive.com/suggests?lesi/tbvwbk>  
National Police Suicide Foundation - <http://www.CopsAlive.com/suggests?psf/tbvwbk>  
Carefrontations - <http://www.CopsAlive.com/suggests?carefrontations/tbvwbk>  
The Pain Behind the Badge <http://www.copsalive.com/suggests?painbehindthebadge/tbvwbk>  
Fallen Blue: <http://www.copsalive.com/suggests?fallenblue/tbvwbk>  
Concerns of Police Survivors (C.O.P.S.) <http://www.copsalive.com/suggests?cops/tbvwbk>  
Concerns of Police Survivors: Traumas of Law Enforcement Training 2010 link  
<http://www.copsalive.com/suggests?traumasoflawenforcement/tbvwbk> **Note:** This is great FREE training but they only have a limited number of courses each year. Our experience attending this training is described at CopsAlive.com in the following article  
<http://www.copsalive.com/the-traumas-of-law-enforcement-there-is-hope/>

### **Hotlines for Help**

**Safe Call Now** (206) 459-3020 or <http://www.copsalive.com/suggests?safecallnow/tbvwbk>  
To learn more about Safe Call Now read our CopsAlive.com article and listen to our interview with Executive Director Sean Riley at: <http://www.copsalive.com/suggests?safecallarticle/tbvwbk>

**UBHC Cop2Cop the Crisis Hotline** for the State of New Jersey 1-866-COP-2COP  
[www.copsalive.com/suggests?cop2cop/tbvwbk](http://www.copsalive.com/suggests?cop2cop/tbvwbk) They only provide referrals in NJ, PA or NY, but will provide peer support to any officer or their family members that calls the help line.

**The National Suicide Prevention Lifeline:** 1-800-273-TALK (1-800-273-8255)  
A free, 24-hour hotline available to anyone in suicidal crisis or emotional distress. Your call will be routed to the nearest crisis center to you.  
<http://www.copsalive.com/suggests?suicidepreventionlifeline/tbvwbk>

## Fire Spotters and Smoke Jumpers

Law Enforcement resources are stretched thin, and it is too expensive to recruit, select and train quality people just to let this career chew them up. It is critical for agencies to learn to recognize problems within their people early and initiate a rapid response to support and rehabilitate anyone with life or career threatening problems. In a nod to the Fire Service, we need to have our own "Fire Spotters" and "Smoke Jumpers" in Law Enforcement. These two functions are a critical component of a comprehensive system of mentoring, peer and family support and stress management for officers.

### What is a Fire Spotter?

A "Fire Spotter" is the first line of defense against the toxicity of a career in law enforcement. Because we are so carefully screened and highly trained for this profession we feel, and many times are reenforced to believe, that we are invincible and capable of handling everything that comes at us. That is not true. We as a profession are only hurting ourselves and each other by promoting that myth. This job is toxic and its effects will kill you if you aren't vigilant. Unfortunately, the side effects of this career are usually not visible to us, but rather it is someone around you that will notice the negative effects first. This most likely will be a family member but they may not know what to do with that information. This is why we recommend a strong Family Support Network within your agency with training to help family members become "Fire Spotters". Most likely the people who will be in a position to be a "Fire Spotter" at work would be an officer's peers and supervisors. They are likely to see behaviors at work that may indicate that a person's head is not in the game or notice that the officer may exhibit behaviors that might get themselves or someone else hurt. These are major red flags and would indicate "Smoke" to a "Fire Spotter".

Training for "Fire Spotters" should be simple and include the basics of recognizing the signs of drug or alcohol abuse, the signs and symptoms of depression and even the signs of suicidal behavior. Ideally, every member of a department or agency should be trained as a "Fire Spotter", and as we have already mentioned, family members should also be offered this training. Having said that, everyone within your organization, regardless of whether or not they have had formal training, should consider themselves as a "Fire Spotter" and should report any problems they see to the proper person within the agency.

### What is a Smoke Jumper?

We use the term "Smoke Jumper" as the person who is specially trained and equipped to jump into a "Hot Zone" and confront a problem directly. In this instance we are talking about a situation where a law enforcement officer or manager is not performing up to speed and someone thinks they may be having emotional or psychological problems. The "Smoke Jumper" is tasked with the responsibility of assessing the situation and if warranted working with the individual officer to formulate a plan to seek treatment. That plan might be to contact a crisis hotline, involve the agency's psychologist or activate an Employee Assistance Program (EAP).

Training a "Smoke Jumper" should at least include Crisis Intervention Team (CIT) training and some formal Peer Support training. A background in psychology or crisis negotiations would be very helpful, augmented with training in crisis intervention and drug abuse recognition.

## Start a Family Support System Within Your Organization

Family support can be critical to the health of your officers. Family support can include support from spouses, partners, parents, siblings, boyfriends or girlfriends, children, aunts, uncles, cousins, close friends, etc.

Start a program and invite families to join at the swearing in ceremony of their loved one or while recruits are still in the academy. Start with an orientation meeting and continue with regular meetings, communications and training. Discuss how your agency operates. Include how law enforcement may be different than other jobs and how the job of a loved one may impact the family. Give a tour of the department and its facilities.

Communicate with the family members by including them on existing distribution lists such as press releases, training bulletins, crime watch notices, neighborhood watch announcements, internal memos, community information, etc. Involve the family members in your citizen's academy or create a special family academy. Mechanisms for communication might involve regular meetings, email blasts, training classes, training videos posted on YouTube, cell phone text messages, telephone calling trees, parties, picnics, fund raising events, holiday gatherings, etc.

Some issues for discussion or education should include law enforcement stress, the negative effects of shift work, warning signs and symptoms of depression and suicide for law enforcement officers, how to communicate within your family, the signs and symptoms of drug and alcohol abuse, how the job impacts the officer and the family, the occurrence of overtime and time away in court, departmental support for families with EAP programs, etc.

Consider creating a structure and communication system for critical incidents such as officer involved shootings and traffic accidents. Setup an "On-call" communications system and structure.

Expand your program to include family members with information on issues surrounding:

- Public Health
- Natural Disasters
- Homeland Security
- Fund Raising
- Political Support for Law Enforcement Officers
- Volunteering

Consider involving retired officers and their families, perhaps as part of a mentoring program where new families are paired with experienced family members.

The Law Enforcement Family Support Network (LEFSN) provides education & resources for officers, family members, departments and policy makers to understand and address the educational needs and cumulative stress issues in the profession. To learn more read our CopsAlive.com article and listen to our interview at: <http://www.copsalive.com/suggests?lefsnarticle/ayswkbk> or visit their website at: <http://www.copsalive.com/suggests?lefsn/ayswkbk>.

## Resources for Starting a Chaplain's Program

There are many resources available to assist you in starting your chaplaincy program:

International Conference of Police Chaplains <http://www.icpc4cops.org>

American Police Chaplains Association <http://americanpolicechaplain.org>

The Police & Fire Chaplains Training Academy <http://www.policechaplaintraining.com>

National Sheriff's Association Chaplains Resource Manual: [www.sheriffs.org/sites/default/files/tb/ChaplainsResourceManual.pdf](http://www.sheriffs.org/sites/default/files/tb/ChaplainsResourceManual.pdf)

## Resources for Mentoring Programs

The International Association of Chief's of Police (IACP) "Best Practices Guide for Institutionalizing Mentoring Into Police Departments" By Chief Harvey Sprafka, Knoxville, Iowa and Lt. April H. Kranda, (Ret), Fairfax County, Virginia is available for download by using this link:

<http://www.copsalive.com/suggests?iacpbestpracticesformentoring/tbvwbk>

The IACP has a mentoring program for new police chiefs serving communities of 25,000 or fewer residents. The program is funded by a grant from the Bureau of Justice Assistance, U.S. Department of Justice. For more information call 800-THE-IACP, extension 340, or email: [mentoring@theiacp.org](mailto:mentoring@theiacp.org)

Here's a link to an article in Police Chief Magazine entitled "The Case for Investigator Mentoring: The Rochester Experience" <http://www.copsalive.com/suggests?investigatormentoring/tbvwbk>

## Crisis Intervention Assistance

Consider Carefrontations, an organization founded by an ex-cop at 1-360-387-6821.

Their trained team imparts hope and instruction to begin the intervention planning process. They help you decide who should participate, available treatment options and when and where the intervention will occur. <http://www.copsalive.com/suggests?carefrontations/tbvwbk>

## Treatment Options To Support You

Hazelden Springbrook Treatment Center 1-866-866-4662

<http://www.copsalive.com/suggests?hazelden/tbvwbk>

They provide a comprehensive range of clinical services to treat law enforcement officers. Founded in 1990, Hazelden's Springbrook facility is located in the quiet countryside on a 23-acre campus that promotes an atmosphere of respect, serenity and support, located 25 miles outside of Portland in Newberg, Oregon. To learn more, read our CopsAlive.com article and listen to our interview at:

<http://www.copsalive.com/suggests?hazeldenarticle/tbvwbk>

Brattleboro Retreat 1-800-738-7328

[www.copsalive.com/suggests?brattleboro/tbvwbk](http://www.copsalive.com/suggests?brattleboro/tbvwbk)

Training, education and support in a private Vermont setting is the environment for their program named the "Uniformed Service Program" which is described as specialized trauma & addiction treatment for police, fire, military, veterans, EMT's and corrections personnel.

Read an article about their program at: [www.copsalive.com/suggests?jembrattleboro/tbvwbk](http://www.copsalive.com/suggests?jembrattleboro/tbvwbk)



## Training Resources To Help You

### **The Law Enforcement Survival Institute (LESI)**

LESI works with individuals and organizations to help them create and sustain success in their lives and careers as law enforcement professionals. Our "Armor Your Self™: How to Survive a Career in Law Enforcement" is a Tactical Law Enforcement Health & Wellness Training Seminar. This training program is a powerful seminar that will help you begin building the foundations of law enforcement health and wellness for you officers and for your organization. You will find the tools you need to recognize the symptoms of the toxic effects of a career in law enforcement, and be able to create a plan for your survival as well as for your team and organization. To learn more about our training programs visit: <http://www.copsalive.com/suggests?lesi/tbvwbk> or contact The Law Enforcement Survival Institute by sending an email to: [info@CopsAlive.com](mailto:info@CopsAlive.com).

### **The Pain Behind the Badge**

*The Pain Behind the Badge* started as a one-hour documentary film created and produced by Clarke Paris in conjunction with 100 Watt Productions about police suicide. Now Clarke and Tracie Paris provide training seminars using the film as a starting point. Clarke Paris is a retired sergeant from the Las Vegas Metropolitan Police Department and was a police officer for over 25 years. Tracie Paris has been a registered nurse for the past 27 years. His new book is listed below.

Visit: <http://www.copsalive.com/suggests?painbehindthebadge/tbvwbk> to learn more.

### **National Police Suicide Foundation**

The NPSF conducts training and research in the area of Police Suicides. Executive Director Robert Douglas is an ex-Baltimore cop and an excellent speaker.

<http://www.copsalive.com/suggests?psf/tbvwbk>

To learn more read our CopsAlive.com article and listen to our interview with Robert Douglas at:

<http://www.copsalive.com/suggests?psfarticle/tbvwbk>

### **Concerns of Police Survivors (COPS) Traumas of Law Enforcement**

This training seminar is held annually and it is EXCELLENT!

To learn more read our CopsAlive.com article about the session at:

<http://www.copsalive.com/suggests?traumasarticle/ayswbk>

or visit their website to register for a session being held this year.

<http://www.copsalive.com/suggests?cops/tbvwbk>

### **Books:**

Digliani PhD, Jack *Reflections of a Police Psychologist*. Bloomington, Indiana: Xlibris Corporation, 2010. Visit: <http://www.copsalive.com/suggests?digliani/tbvwbk> to learn more or order the book  
Kates, Allen R. *CopShock: Second Edition: Surviving Posttraumatic Stress Disorder (PTSD)*. Holbrook Street Press, rev. 2008.

Visit: <http://www.copsalive.com/suggests?copshock/tbvwbk> to learn more or order the book.

Marx, John. *Armor Your Self™*, Westminster, Colorado: The Law Enforcement Survival Institute, 2012

Learn more at: <http://www.copsalive.com/suggests?armoryourselfbook/tbvwbk>

Paris, Clarke A. *My Life for Your Life*. Las Vegas, Nevada: The Pain Behind The Badge Publisher, 2011. Visit: <http://www.copsalive.com/suggests?painbehindthebadge/tbvwbk> to order the book.

## Roll Call Training Keys: Instruction Sheet

### RC10m = Ten Minute Training for Roll Call Instruction Sheet

The RC10m's are ten minute, Single Topic Training sessions designed to enable you to provide short but powerful training on a variety of topics in as little as ten minutes. This makes it easier to fit training into busy shift schedules and give officers a chance to discuss important, job related or self improvement topics. I learned this technique from a department store manager, who would hold short, ten to fifteen minute "stand-up" meetings with all her employees right before their store opened every morning. They would gather in a central location, in their case, at the bottom of the main escalators and discuss important topics of the day. Part of the meeting was to discuss their weekly advertising or that of their competitors. They would use some time to recognize the achievements of fellow employees and award accomplishments. Frequently the manager would ask employees to conduct job specific training, and sometimes they would bring in outside trainers like me. It was always a challenge to reduce my topics to ten minutes, but the manager assured me that if I focused on one or two key points I could finish on time and the employees would absorb the information and still have a thirst for more. I found that she was correct and that it stimulated a curiosity in the employees so that some of them would seek out further information on their own. I enjoyed this approach, and found it to be so effective that I now encourage everyone in all of my training sessions to law enforcement and the private sector to try it. The last part of the meeting was a short pep talk by the manager to motivate her employee's right as they opened for that day's business.

I encourage you to try this technique as well. The sessions do not have to be formal and don't have to be led by a supervisor. They are designed to be short discussions in a quick and casual format, conducive to learning and growth. I have designed many preformatted programs based upon topics I feel are important to an officer or department's planning to have safe, happy and healthy careers. I have also created a blank worksheet so that you can use the structure to create your own training sessions on topics that are important to you or your organization.

Each program has these categories: Topic Area, Key Points, Discussion Questions, an Activity, Homework, and Follow-up activities.

**Topic Area:** Limit this to one specific topic that can be reviewed in ten minutes or less.

**Key Points:** Limit to the most important points for one roll call, cover others tomorrow!

**Discussion Questions:** These should provoke thought about what is important to your team.

**Activity:** This gets everyone involved at their own pace and with their own learning style.

**Homework:** This challenges them to go further on an important topic when they have more time.

**Follow-up:** If people want additional information, this is a source they might use to learn more.

Please experiment with this concept and let me know what you think. I always welcome your feedback!

John Marx, editor of [www.CopsAlive.com](http://www.CopsAlive.com)

## TBV RC10m “Ten Minute - Roll Call Training” Sample Worksheet

**Topic:**

**Key Points:**

- 1.
- 2.
- 3.
- 4.
- 5.

**Discussion Questions:**

- 1.
- 2.
- 3.
- 4.

**Activity:**

**Homework:**

**Follow-up:**

## TBV Roll Call Training Session #1: “What is True Blue Valor™?”

**Topic:** “What is True Blue Valor™?”

### **Key Points:**

1. Confronting a peer who is slipping and endangering themselves or others can be one of the most frightening things in law enforcement.
2. We all know that this job can be toxic and that excessive stress may get to any of us at any time.
3. Many individuals and organizations in law enforcement don't really know what to do when one of our peers begins to show the signs of cumulative stress or even PTSD.
4. Excessive stress and PTSD are manageable and don't need to end anyone's career.
5. The concept of True Blue Valor™ is about changing the law enforcement culture to support and rehabilitate those who suffer from excessive stress.

### **Discussion Questions:**

1. We say that we are “one big family” and that “no gets left behind” but do we really walk our talk?
2. Do we have a culture of trust and support here within our agency?
3. What do we do when someone starts slipping? Do we have the system to help them?
4. How do we deal with a peer who is drinking too much or abusing prescription drugs just to get through the day at work?

### **Activity:**

Discuss the information about concept of True Blue Valor™ on page 10 of the Instructors Manual and then talk to each other for a minute and decide if we really need to do something to change our organization. Give me some suggestions how we could make things better. (Seriously)

### **Homework:**

Talk to each other over the next week about this issue and consider doing some reading about it.

Hackett, Dell P. and John M. Violanti, Ph.D. *Police Suicide*. Springfield, IL: Charles C. Thomas Publisher, 2003.

Kates, Allen R. *CopShock: Second Edition: Surviving Posttraumatic Stress Disorder (PTSD)*. Holbrook Street Press, rev. 2008.

Violanti, John M. and Douglas Paton. *Who Gets PTSD?* Springfield, IL: Charles C. Thomas, 2006.

### **Follow-up:**

Lets follow-up this discussion in one week and learn what you think and what you've learned about yourself, your peers and our organization. List peoples suggestions and decide who will pursue those ideas and suggestions.

## TBV Roll Call Training Session #2: “The Importance of Peer Support”

### **Topic:** “The Importance of Peer Support”

### **Key Points:**

1. Trust is a big issue for us in law enforcement and having one of your peers to talk to is much easier than asking a stranger for help. With an effective Peer Support program, those trained peers can determine if further help is needed.
2. Because they are afraid to ask for help many law enforcement officers take to alcohol as a solution to their stress.
3. Law enforcement officer suicide in the U.S. takes more than twice as many officers than are murdered in the line of duty each year.
4. Fatigue is becoming a major issue within the law enforcement community. Dr. Bryan Vila (a researcher and former police officer) says that more than 90 percent of law enforcement officers report being routinely fatigued and 85 percent reported driving while drowsy.
5. Researchers at Columbia University's Mailman School of Public Health said occupational stress in a large sample of urban police officers was significantly associated with adverse outcomes, including depression and intimate partner abuse.

### **Discussion Questions:**

1. Who do you trust? Who do you talk to about your frustrations from the job? A peer? A loved one?
2. Is the department providing you with the kind of support you need to get this job done? What can we do better?
3. If we need to improve things how's it going to get done? Who's going to do it?

### **Activity:**

If your organization doesn't have a peer support program ask if anyone has experienced such a program while working at another agency. Ask if anyone knows of a successful program at a nearby agency. If you already have a program ask for suggestions about how to make it better.

### **Homework:**

Go home and write down all your frustrations from the job. Then make a list of what you can do about those frustrations. What's missing? What resources do you need to cope with your stress? If you're concerned about someone reading your list, burn it, but do something to make things better.

### **Follow-up:**

You can learn more about Jack Digliani's Peer Support training program at [www.CopsAlive.com/digliani](http://www.CopsAlive.com/digliani) and you can also download his Police and Sheriff's Peer Support Team Training Manual for free there. His book is also an excellent “How to” manual for taking care of ourselves and each other: Digliani PhD, Jack *Reflections of a Police Psychologist*. Bloomington: Xlibris Corporation, 2010.

## TBV Roll Call Training Session #3: “Fire Spotters & Smoke Jumpers”

### **Topic:** “Fire Spotters & Smoke Jumpers”

#### **Key Points:**

1. If you don't have a formal peer support or chaplain's program within your organization then an informal system of Fire Spotters and Smoke Jumpers can help identify people in need of some help.
2. Fire Spotters and Smoke Jumpers can be anyone within our organization who see an “issue” before it becomes a “problem” and gets the help needed to nip it in the bud!
3. Just like in the real world, hot spots form and sometimes smoke becomes fire. A Fire Spotter is anyone within our organization who sees a peer in trouble and reports it to someone who can help.
4. A Smoke Jumper, just like in the Forest Service Fire Fighting Corp. is someone who is specially trained to do a quick intervention, when help is required, and then calls for additional help if needed.
5. These roles can be created as volunteer positions and people with interviewing, CIT or hostage negotiation skills are one step ahead with the training they have already received.

#### **Discussion Questions:**

1. How would you handle it if the behavior of someone on our team was such that you had concerns about their safety, or your own, in working with them?
2. Who would you turn to now if you thought someone needed some help before their stress overwhelmed them?
3. What kind of training would you think these Fire Spotters and Smoke Jumpers would need?

#### **Activity:**

Ask if anyone has ever seen a peer within this organization or another they worked at that was slipping and ask what, if anything, they did about it. Ask for a discussion about whether this is “ratting out” another co-worker or if this really needs to be done to help them or protect their co-workers from the danger caused by their mistakes.

#### **Homework:**

Look at the agencies around us or talk to your friends and find a program we can use as a model for creating an effective support system within our organization. Bring any information you find back to our team so we can discuss how to incorporate it into what we are doing here.

#### **Follow-up:**

Download Jack Digliani's Police and Sheriff's Peer Support Team Training Manual for free at: [www.CopsAlive.com/digliani](http://www.CopsAlive.com/digliani). Because he was a cop before he became a psychologist his book is an excellent “How to” manual for taking care of ourselves and each other:

Digliani PhD, *Jack Reflections of a Police Psychologist*. Bloomington: Xlibris Corporation, 2010.

## TBV Roll Call Training Session #4: “The Role of Family Support”

### **Topic:** “The Role of Family Support”

### **Key Points:**

1. Our family members often suffer in silence while watching our pain and misery caused by the job.
2. There are lots of ways our families can be connected to this organization to keep them involved and informed about what's happening in your jobs and with the department.
3. Usually the only way our families see someone else from the department is at a social gathering or when that dreaded knock comes at the door during your work shift.
4. One of the best ways to take away their fears and the mystique of the job is to provide family members with some training and orientation about the department and job just like a citizens academy.
5. Our families are our best “first line of defense” against the ill effects of stress because they are going to see issues before they become full-fledged problems and can assist us in getting help.

### **Discussion Questions:**

1. How do you handle talking to your loved ones about your job? Do you tell all or tell nothing?
2. Would you have any concerns about the organization communicating with your loved ones?
3. Would you encourage a family support network within our organization? What's the upside of a program like this? What would be the downsides of a family support system?

### **Activity:**

Copy and use the “Start a Family Support System within Your Organization” sheet from the True Blue Valor™ Instructors Manual as a guideline for a discussion about how a Family Support Network could help our organization. Look for volunteers who would be interested in starting a program. Ask if there is anything that is missing from that page of suggestions.

### **Homework:**

Visit the website of the Law Enforcement Family Support Network (LEFSN) at: <http://www.copsalive.com/suggests?lefsn/ayswkbbk> and check out the resources that they have available for you and your department.

### **Follow-up:**

Read the CopsAlive.com article and listen to the interview with one of the founders of LEFSN at: <http://www.copsalive.com/suggests?lefsnarticle/ayswkbbk>

Kirschman, Ellen. *I Love A Cop: What Police Families Need To Know*. New York: Guilford Press, 2006.

Neace, Kristi. *Lives Behind The Badge*. Newport, TN: English Mountain Press, 2009.

## TBV Roll Call Training Session #5: “Mentoring in Law Enforcement”

### **Topic:** “Mentoring in Law Enforcement”

### **Key Points:**

1. A mentor's role is one of support and encouragement. A mentor should never be involved in performance appraisals.
2. A mentoring role could start the minute an employee is hired and follow them all the way through their employment.
3. There are law enforcement mentoring programs for all levels of the organization from patrol officer, to detective all the way up to a mentoring program for new police chiefs and sheriffs.

### **Discussion Questions:**

1. Who is the “Best” cop in the world? Who is your role model in law enforcement?
2. How will you get better in your job if we don't have some kind of benchmark to shoot for?
3. How do we pass along the collective wisdom of our department? How do we learn the best techniques from the 30 year street cop or the 30 year detective?

### **Activity:**

Ask the group what qualities make up a model cop. What traits would they like to emulate and what behaviors would they not like to copy. Ask what kind of training programs, both personal and organizational, would you need to create to foster those model traits. Would a mentoring program help or hurt the growth of excellence within this organization?

### **Homework:**

Make a list of one or more people that you would like to be like. Hopefully, at least one is another law enforcement officer. Write down the traits and behaviors that you would like to copy, and those that you don't want to copy. Write a one page plan of how you are going to become the best you can be.

### **Follow-up:**

The International Association of Chief's of Police (IACP) “Best Practices Guide for Institutionalizing Mentoring Into Police Departments” by Chief Harvey Sprafka, Knoxville, Iowa and Lt. April H. Kranda, (Ret), Fairfax County, Virginia is available for download by using this link:

<http://www.copsalive.com/suggests?iacpbestpracticesformentoring/tbvwbk>

The IACP has a mentoring program for new police chiefs serving communities of 25,000 or fewer residents. The program is funded by a grant from the Bureau of Justice Assistance, U.S. Department of Justice. For more information call 800-THE-IACP, extension 340, or email: [mentoring@theiacp.org](mailto:mentoring@theiacp.org)

Here's a link to an article in Police Chief Magazine entitled “The Case for Investigator Mentoring: The Rochester Experience” <http://www.copsalive.com/suggests?investigatormentoring/tbvwbk>



## TBV Roll Call Training Session #6: "Critical Incident Support"

### **Topic:** "Critical Incident Support"

### **Key Points:**

1. Every person handles trauma and stress differently. A well planned and facilitated debriefing after a critical or traumatic incident can help you work through your stress and help you properly process the event.
2. According to CISM International "Critical Incident Stress Management, or CISM, is an intervention protocol developed specifically for dealing with traumatic events. It is a formal, highly structured and professionally recognized process for helping those involved in a critical incident to share their experiences, vent emotions, learn about stress reactions and symptoms and given referral for further help if required."
3. According to Police Psychologist Jack Digliani, Ph.D., Ed.D. "Involvement in a traumatic incident can produce various emotional and psychological responses. Some of the responses, though uncomfortable, are normal and usually temporary. They are normal because they are part of the process by which we integrate the traumatic event into our life experience."

### **Discussion Questions:**

1. Are we doing enough to give you the support you need after a shooting or critical incident?
2. Does a critical incident have to involve a large group of us before we provide support to an employee of this organization?
3. What resources can we add or what can we do better to give you the support you need to deal with the tragedies and traumas you see on a day to day basis in this job?

### **Activity:**

Group Discussion - Ask the group about the difference between critical incident support and regular daily peer support. Which is more important? Why would we need both at this agency?

### **Homework:**

Google the terms "critical incident support in law enforcement" and "law enforcement critical incident" and see if you find anything that would be helpful to our team or organization.

### **Follow-up:**

I believe that police psychologist Jack Digilani Ph.D., Ed.D. provides the best critical incident and peer support training for police and sheriff's departments. You can learn more at [www.CopsAlive.com/digliani](http://www.CopsAlive.com/digliani) where you can also download his Police and Sheriff's Peer Support Team Training Manual for free. Check out his book which is an excellent overview of officer care: Digliani PhD, Jack *Reflections of a Police Psychologist*. Bloomington: Xlibris Corporation, 2010. Here are some other resources for you to check out:

CISM International offers information and training at: [www.copsalive.com/suggests?cismintl/tbvwwkbk](http://www.copsalive.com/suggests?cismintl/tbvwwkbk)  
The International Critical Incident Stress Foundation at: [www.copsalive.com/suggests?icisf/tbvwwkbk](http://www.copsalive.com/suggests?icisf/tbvwwkbk)

## TBV Roll Call Training Session #7: "Crisis Intervention"

**Topic:** "Crisis Intervention"

**Key Points:**

1. Doing an intervention when another officer is in trouble is not something you plan on the spur of the moment.
2. We all expect stress from this job, but too much stress whether from the job or from our personal lives can be a dangerous thing in this business.
3. Most of us train ourselves physically to endure the rigors of police work, but few of us do anything to train or prepare ourselves mentally, emotionally or spiritually.
4. Too many officers are disabled every year when they let their stress build up to a point where they can't handle it any longer. We need to find ways to build in prevention training, as well as the proper management techniques for excessive stress into our routines as individuals and as an organization.

**Discussion Questions:**

1. What are you doing right now to train yourselves to handle excessive stress physically, mentally, emotionally and even spiritually?
2. What mechanisms can we put into place within our team or whole organization to combat the negative effects of stress from the job?
3. What safety measures can we create to recognize when one of us needs help?
4. How can we get help to one of us without ruining their career? What needs to change?

**Activity:**

Group Discussion - Ask the group how they think we should handle an intervention on an officer who is not handling their stress appropriately and endangering themselves or you? (Maybe they are drinking too much or even getting very grouchy and careless.) How would you want a peer to tell you if you are slipping up? How can we create a culture that says it's okay to ask for help?

**Homework:**

We need someone from our team check into what our medical insurance will really cover. We should also see what kind of disability insurance we have. Finally we should all look for successful models from other agencies who are doing these things well so that we can adapt their systems.

**Follow-up:**

Carefrontations is an organization founded by an ex-cop that has a trained team that imparts hope and instruction to begin the intervention planning process. They help you decide who should participate, available treatment options and when and where the intervention will occur. They can be reached at 1-360-387-6821 or online at: <http://www.copsalive.com/suggests?carefrontations/tbvwbk>

## TBV Roll Call Training Session #8: “The Role of the Police Chaplain”

### **Topic:** “The Role of the Police Chaplain”

### **Key Points:**

1. The law enforcement chaplain's concept has come a long way in the last couple of decades and there are many organizations that provide formal training for interested members of the clergy who want to work within law enforcement agencies.
2. The chaplain's role is that of a trained support resource that operates independently of your faith or lack thereof.
3. A trained law enforcement chaplain will have skills and resources that lie somewhere between those of a trained peer support team member and that of a police psychologist.
4. An effective chaplain's program provides enough trained and qualified law enforcement chaplain's for an agency so that they are visible within the organization and available to support the personnel, both commissioned and non-commissioned, on all shifts and within all assignments.

### **Discussion Questions:**

1. Would you have a problem discussing your family or job related stress with a chaplain?
2. How is a police chaplain different from a psychologist or peer support team member?
3. Is there such a thing as spirituality in law enforcement?
4. Regardless of your faith or beliefs do you think there is a place for chaplaincy within our organization?

### **Activity:**

Group Discussion - How many times on the job or in your life have you been faced with a question about life or death that you just didn't have the answer for? When most cops talk about their spirituality they talk about that unknown quantity that gives them the inner-strength to deal with the most horrible aspects of the job. Does anyone here want to share their beliefs with the group and perhaps tell us how they help you be better at your job?

### **Homework:**

Spend a little time and answer the question: “Where do you get the inner-strength to do this job”?

### **Follow-up:**

There are many resources available to assist you in starting your chaplaincy program:

International Conference of Police Chaplains <http://www.icpc4cops.org>

American Police Chaplains Association <http://americanpolicechaplain.org>

The Police & Fire Chaplains Training Academy <http://www.policechaplaintraining.com>

National Sheriff's Association Chaplains Resource Manual: [www.sheriffs.org/sites/default/files/tb/ChaplainsResourceManual.pdf](http://www.sheriffs.org/sites/default/files/tb/ChaplainsResourceManual.pdf)

## TBV Roll Call Training Session #9: “Resources for Help”

**Topic:** “Resources for Help”

### **Key Points:**

1. “Safe Call Now” is an organization in Washington State started by cops to help law enforcement officers and other first responders when they need help. Their number is (206) 459-3020 or visit: [www.SafeCallNow.org](http://www.SafeCallNow.org)
2. Carefrontations is an organization founded by an ex-cop that has a trained team that imparts hope and instruction to begin the intervention planning process. They help you decide who should participate, available treatment options and when and where the intervention will occur. They can be reached at 1-360-387-6821 or online at: <http://www.copsalive.com/suggests?carefrontations/tbvwbk>
3. CopsAlive.com is a website for cops by cops, and it lists lots of information and resources for free to help you plan for a happy, healthy and successful life and career.
4. PoliceWellness.com is a resource site for cops where you can share in writing your ideas, tips and best practices to help other cops survive their careers. When they have enough material they will publish a resource guide on their internet site free to all in law enforcement. [www.YouTube.com/SurvivalTipsForCops](http://www.YouTube.com/SurvivalTipsForCops) is a companion site to PoliceWellness.com, but this site is collecting your short video tips to help other cops. Please consider sending in your ideas.

### **Discussion Questions:**

1. What ideas, resources and information do you need to help you survive the rigors of this career?
2. What can we as an organization do to better help each other survive and thrive in these jobs?

### **Activity:**

Group Discussion - Does anyone here know of any other useful resources that you can share with the group?

### **Homework:**

Line up your own personal list of resources now, before you need it. Call them “your team”, and have a list of their information and contact numbers where you and those that love you can find it.

### **Follow-up:**

Here are two other crisis hotlines for cops. Add these, and the ones above, to your resource list.

**UBHC Cop2Cop the Crisis Hotline** for the State of New Jersey 1-866-COP-2COP

[www.copsalive.com/suggests?cop2cop/tbvwbk](http://www.copsalive.com/suggests?cop2cop/tbvwbk) They only provide referrals in NJ, PA or NY, but will provide peer support to any officer or their family members that calls the help line.

**The National Suicide Prevention Lifeline:** 1-800-273-TALK (1-800-273-8255)

A free, 24-hour hotline available to anyone in suicidal crisis or emotional distress. Your call will be routed to the nearest crisis center to you.

<http://www.copsalive.com/suggests?suicidepreventionlifeline/tbvwbk>

## TBV Roll Call Training Session #10: "Taking Care of Yourself"

### **Topic:** "Taking Care of Yourself"

### **Key Points:**

1. Simple things like wearing your seat belts and body armor can keep you alive. More cops are killed in accidents in the U.S. than are murdered every year.
2. It is critical that you get 7-8 hours of sleep in every 24 hour cycle. Lot's of things will make this difficult but you need to fight for the daily necessity of getting enough sleep.
3. "Eat Right" is easy to say and tough to do. Packing your lunch for work is the easiest way to control your intake of calories and to avoid junk food. It's also the most economical!
4. Proper hydration is critical in law enforcement. You should be drinking at least 64oz. of water everyday. Carry a water bottle with you to always have water with you as well as using it to track how much water you are drinking.
5. Find ways to train yourself and work out physically, mentally, emotionally and spiritually every week to stay in top shape and be able to handle all the stresses that come your way.

### **Discussion Questions:**

1. How many hours of sleep are you getting a night on average?
2. How important do you believe getting the proper amount of sleep is to your job performance?
3. How many of you carry food or water with you during your shift at work?
4. Is anyone here doing any kind of mental or emotional strengthening exercises? If so, what?

### **Activity:**

Ask the group to offer any ideas, tips, best practices or suggestions they have that will help their team members have an easier go of the job and all the challenges it offers.

### **Homework:**

Spend a week keeping track of the amount of sleep you get, the number of ounces of water you drink, as well as how many calories you are consuming every day. Visit: <http://www.CopsAlive.com/suggests?counteverything/tbvwbk> for a free Microsoft Excel Spreadsheet that lists dozens of things you can track on a daily or weekly basis.

### **Follow-up:**

Here are a couple of books that might help you:

Reivich, Karen and Andrew Shatte *The Resilience Factor: 7 Keys to Finding Your Inner Strength and Overcoming Life's Hurdles*. New York: Broadway Books, 2003.

Vila, Bryan. *Tired Cops: The Importance of Managing Police Fatigue*. Police Executive Research Forum, 2000.

## TBV Roll Call Training Session #11: "Taking Care of Our Own"

### **Topic:** "Taking Care of Our Own"

### **Key Points:**

1. The statistics suggest that we lose more officers each year to suicide and stress related disabilities than are murdered by the bad guys.
2. We all know that stress is a factor in this job. Everyone handles it differently and sometimes we handle it better than other times.
3. Even though we work together in teams, and sometimes as partners, we often don't trust anyone else enough to admit any weakness or struggle.
4. In order to survive this career we need to establish our resources and trust that they will work.
5. We as an organization need to set the standard of how we will treat each other and then live it.

### **Discussion Questions:**

1. What do we really mean when we say "everyone goes home at the end of watch" or "no one gets left behind"? Are we serious or are those just sayings we use?
2. What do we mean when we tell our families that we will take care of you if something happens to your loved one? Are we sincere about that promise?
3. What's it going to take to honor the words listed in questions 1 & 2? When are we going to start?
4. How can we build a system within our organization that we trust enough to deal with the small issues before they become BIG issues?

### **Activity:**

We don't need to be negative here so someone give me an example of what we are doing right within our organization to take care of our own. Does anyone have any actionable suggestions about what we can easily start doing right away to get better at this stuff?

### **Homework:**

See if any of you can find another agency as a model for us to learn from that seems to have a system in place to support and care for their officers, rather than just throwing them away when they get hurt, burned out or worse.

### **Follow-up:**

Anderson, Wayne and David Swenson and Daniel Clay. *Stress Management For Law Enforcement Officers*. New Jersey: Prentice Hall, Inc., 1995.

Asken, Michael J. and Dave Grossman and Loren W. Christensen. *Warrior Mindset*. Millstadt, IL: Warrior Science Group, 2010.

Gilmartin, Kevin M. *Emotional Survival For Law Enforcement*. Tucson, AZ: E-S Press, 2002.

## TBV Roll Call Training Session #12: “The Future of Our Profession”

### **Topic:** “The Future of Our Profession”

### **Key Points:**

1. There will always be some new technology to help you do your jobs better, but police work always has been, and always will be about real live human cops dealing with the problems of our society.
2. Even though new technologies will be developed crime will probably stay the same. The real advances are going to come in how we as cops handle the trends and problems.
3. Those of you who have been in this job for over 20 years will probably say that you have seen a lot of changes, and yet many things still stay the same.
4. Terrorism, violent crime, the “war on drugs”, con-games, and even the “us against them” mentality in policing have been the big challenges of law enforcement for quite awhile. We are the one's who can really make a difference in the quality of our society in our lifetimes.
5. At this moment there is no past, and no future that we don't create. We need to decide what's important to us, and to our profession, and then we need to go out there and make it happen.

### **Discussion Questions:**

1. What's your legacy to this profession going to be? Is this just a job for you or is it “a calling”?
2. Where do you see the changes coming in the future of law enforcement and what's your role?
3. What are YOU willing to do to further the improvement and development of our profession?
4. How do we capture the collective wisdom from the most experienced people in our agency?

### **Activity:**

Consider the Blue Warrior Concept. Can we use this or something like this to establish our beliefs and values as professionals? What would you add or take away from these words?

### **Homework:**

Google the term: “the future of law enforcement” and see what information you find. How does it apply to you and what are your plans for the rest of your career?

### **Follow-up:**

Go to [www.CopsAlive.com](http://www.CopsAlive.com) and enter the code “Badge708” into the box half way down the middle column that says: “Enter Your Secret Coupon Code Here”. With that code you will be able to download a worksheet on planning your life and career.

Consider writing a plan for where you want to go in your life and in your career. Good luck!

## The Blue Warrior Concept

Many law enforcement officers associate with the concept of a warrior. This can be very appropriate in facilitating their survival within the career of law enforcement as long as it is used to establish an appropriate code of personal ethics or code of conduct.

When one considers the way of the warrior, many consider the influence of the Native American Indian or the Bushido code of ancient Japan as models for that discipline. Historically, the Native American warrior followed a code that ascribed to "Honesty, Justice, Polite Courtesy, Heroic Courage, Honor, Compassion, Complete Sincerity, Duty and Loyalty".<sup>24</sup>

Similarly the Japanese samurai, followed a code of Bushido.

In Japanese, Bushido means the way of the warrior, and it also describes a code of conduct used by the samurai warrior. According to William Scott Wilson, in *Ideals of the Samurai: Writings of Japanese Warriors* the Bushido code mandated compassion and the requirement to conduct oneself with calmness, fairness, justice and propriety. Also according to Wilson the relationship between learning and the way of the warrior is clearly articulated - "one being a natural partner to the other". Bushido upholds many values and among them are justice, benevolence, love, self-control, honesty and sincerity. He was a true and complete warrior.<sup>25</sup>

At The Law Enforcement Survival Institute we propose a code for law enforcement officers to be known as the Code of the Blue Warrior. To follow this path one must become familiar with the Way of the Blue Warrior as follows:

### The Way of The Blue Warrior

The Way of The Blue Warrior is the Way of Service

In the Face of Evil: The Blue Warrior Knows War

In the Face of Tragedy: The Blue Warrior Knows Compassion

In the Face of Uncertainty: The Blue Warrior Knows Truth

In the Face of Disorder: The Blue Warrior Knows Justice

In the Face of Corruption: The Blue Warrior Knows Honor

In the Face of Disaster: The Blue Warrior Knows Strength

In the Face of Fear: The Blue Warrior Knows Courage

It is the Way of The Blue Warrior to Serve and Protect

It is the Way of The Blue Warrior to Always be Prepared

It is the Way of The Blue Warrior to Always be Able

The Way of The Blue Warrior is the Way of a Leader

The Path of The Blue Warrior is one of Honor, Justice, Integrity and Truth

The Blue Warrior is Skilled, Proficient and Competent in the Craft of Law Enforcement

The Way of The Blue Warrior is the Way of Peace. That is why they are called Peace Officers

### The Code of the Blue Warrior

The Blue Warrior Prepares for the Worst By Training to Be the Best

The Blue Warrior Will:

Protect the weak and defenseless; Defend the innocent



Fight for the welfare of all; Speak the truth, always  
Live one's life so that it is worthy of respect and honor; Live for freedom, justice and all that is good  
Exhibit calm and self-control  
Exhibit courage in both word and deed; Destroy evil in all of its monstrous forms  
Never abandon a friend, ally, or noble cause; Always keep one's word of honor  
Always maintain one's principles; Always protect confidential information  
Respect life and freedom; Be polite and attentive  
Always support a teammate in need  
Focus on Mission First, Team Second, Individual Third; Take personal responsibility  
Train yourself to be the best in all you do; Speak and act in compassion, not anger  
Seek to remove chaos and restore order  
Work to create peace and lawfulness; Vanquish fear  
Typify Integrity; Live a life of service  
And, Cultivate personal courage  
So that The Blue Warrior can both Serve and Protect!

### **Blue Warrior Training:**

The Blue Warrior Must Be Trained to Serve  
The Blue Warrior Must Be Trained to Know Peace  
The Blue Warrior Must Be Trained to be Mentally Strong  
The Blue Warrior Must Be Trained to Shun Anger  
The Blue Warrior Must Be Trained to Embrace Fear  
The Blue Warrior Must Be Trained to Know Service  
The Blue Warrior Must Be Trained to the Highest Level of Integrity  
The Blue Warrior Must Be Trained to Prepare for the Worst  
The Blue Warrior Must Be Trained to Know War  
The Blue Warrior Must Be Trained to Know Compassion  
The Blue Warrior Must Be Trained to Know Truth  
The Blue Warrior Must Be Trained to Know Justice  
The Blue Warrior Must Be Trained to Know Honor  
The Blue Warrior Must Be Trained to Be Strong  
The Blue Warrior Must Be Trained to Be Courageous  
The Blue Warrior Must Be Trained to Serve and Protect  
The Blue Warrior Must Be Trained to Always be Prepared  
The Blue Warrior Must Be Trained to Always be Able  
The Blue Warrior Must Be Trained in the Way of Leadership  
The Path of The Blue Warrior is one of Honor, Justice, Integrity and Truth  
The Blue Warrior Must Be Trained to Be Skilled, Proficient and Competent in all the Arts of the Craft of Law Enforcement  
The Way of The Blue Warrior is the Way of Peace that is why they are called Peace Officers

We challenge you to accept the Way of the Blue Warrior and work to improve yourself as a person as well as a law enforcement officer. Challenge yourself to be the best at what you do, work hard and adhere to the strict code of someone who is willing to make the ultimate sacrifice to serve others. Please let us know your thoughts at [info@CopsAlive.com](mailto:info@CopsAlive.com). Stay Safe!

## Short-Term Individual Wellness Planning Worksheet

What can you do in the short-term to improve your overall health and wellness? This worksheet gives you the opportunity to make some short and quick notes to yourself about what is important in your life, and what measures you feel **MUST** become a part of your daily priorities.

Health & Fitness

Diet & Nutrition

Sleep

Hydration

Stress Management

Positive Recreation

Positive Relationships

Finances

Personal Growth & Development

Life Planning

Education & Training

Spiritual Growth and Development

Now look to the future and write down things that need to be part of your long-term plan!

## Emotional Combat Survival

Emotional Combat Survival Training is a process of strategies and techniques to control and manage your negative emotional and mental behaviors. This is not just to survive combat, but specifically the concept of "Emotional Combat" as an attack upon your emotional strength. Think of it as "Mind Control" for yourself. You will be training your mind, and your brain, just like you would train your body. Share these ideas with other members of your team, and ask for input and suggestions.

### Behaviors to Learn to Control:

<b>Fear:</b>	Examine your fears, write them down, test along with the courage test
<b>Anger:</b>	Most anger is very destructive. Train yourself to control it
<b>Negative Self-Talk:</b>	Recognize it and deal with it on the spot
<b>Negative Impulses:</b>	Recognize them, write them down, then set simple goals to beat them
<b>Unhealthy Behaviors:</b>	Acknowledge them in writing, then set goals to overcome them

### Traits to Develop:

<b>Courage:</b>	Test with challenging activities like overcoming shyness or bungee jumping etc.
<b>Integrity:</b>	Establish ideas about integrity by writing them down and testing yourself daily
<b>Honesty:</b>	Establish your ideas about honesty by writing and reviewing them daily
<b>Honor:</b>	Establish your honor code by writing out all of your values and living by them

Remember that things which build and strengthen your mental abilities also help to improve your emotional coping skills and focus.

At The Law Enforcement Survival Institute our mission of "Saving the Lives of the People Who Save Lives" extends from our True Blue Valor™ training to our Armor Your Self™ seminar to all the information, strategies and tools available on our website at [www.CopsAlive.com](http://www.CopsAlive.com).

The Law Enforcement Survival Institute's Armor Your Self™ on-site training program is an eight hour hands on "How to" seminar that helps police officers and other law enforcement professionals armor themselves physically, mentally, emotionally and spiritually. We also teach how to Armor Your Agency™ against the stresses and traumas inherent in careers in law enforcement.

### The Eight Modules of The "Armor Your Self™" Program

1. Introduction to The "Hidden Dangers" of Law Enforcement (Symptoms)
2. Why this job is toxic (Causes) and Threat Assessment of Wellness Vulnerabilities
3. Armor Your Self™ Physically
4. Armor Your Self™ Mentally
5. Armor Your Self™ Emotionally
6. Armor Your Self™ Spiritually
7. Armor Your Agency™
8. Action Planning for Career Survival

To learn more about The Law Enforcement Survival Institute's Armor Your Self™ training program. Visit here: <http://www.copsalive.com/suggests?lesi/tbvwbk> or call 303-940-0411.

## Create A Stress Management Plan

### 7 Core Concepts for Stress Reduction

1. Daily Individual Practice
2. Regular Team Debriefings
3. Work/Home Buffer Workouts
4. Critical Incident Support
5. Support from Your Peers and Family
6. Organizational Support
7. Long Range Cumulative Stress Management

#### 1. Daily Stress Management Techniques

- Progressive Muscle Relaxation - Slowly, and in sequence, tense and relax all of your muscle groups from your toes up to the top of your head.
- Creative Visualization - For stress relief practice deep, rhythmic breathing while imagining yourself in a quiet relaxing spot that makes you feel happy and comfortable. This can also be used to visualize success in activities.
- Guided Meditation - Listen to a timed recording that guides you through one or both of the above exercises.
- The Relaxation Response - Coupling rhythmic activity and breathing  
(Used for Buffer Workout)

*See books listed in the Suggested Reading section or look these up online for more information.*

2. Stress Management Debriefings
3. Buffer Times & Workouts - Create a wind-down buffer time or workout before you go home.
4. Critical Incident Stress Management Support
5. Peer and Professional Support Systems
  - Agency Support as a Team Effort
  - Peer & Mentor Support Systems
  - Family Support Systems
6. Organizational Psychological Support
  - Medical
  - Counseling Support - EAP
7. Combating Cumulative Stress is a Long-Term Process

### Hotlines For Help If You Ever Need It:

**Safe Call Now:** Crisis Line for First Responders 1-206-459-3020 or visit their website to learn more:  
<http://www.copsalive.com/suggests?safecallnow/ayswkbk>

**The National Suicide Prevention Lifeline:** 1-800-273-TALK (1-800-273-8255)  
<http://www.copsalive.com/suggests?suicidepreventionlifeline/ayswkbk>

**UBHC Cop2Cop:** the Crisis Hotline for the State of New Jersey 1-866-COP-2COP  
[www.copsalive.com/suggests?cop2cop/ayswkbk](http://www.copsalive.com/suggests?cop2cop/ayswkbk). They only provide referrals in NJ, PA or NY, but will provide peer support to any officer or their family members that call the help line.

### Have a Backup Plan

Everybody goes into law enforcement thinking that they know all the risks, but we do very little to plan for the outcomes. A line of duty death is very devastating on a family, even more so when they are not prepared emotionally or financially. While we do a lot of training for hand to hand combat and shooting we don't talk about what happens if you don't get killed. What happens if you get disabled instead? According to the National Police Disability Study prepared jointly by The Disabled Police Officers Counseling Center, Inc. (DPOCC) and the Disabled Police Officers of America, Inc.(DPOA) "It is possible that as many as 13% of 1.5 million officers (or 195,000) may have been forced to retire due to disability."

Source: <http://www.drpoef.com/study/disabilityStudy.html>

#### Answer these tough questions:

- What would you do if you couldn't be in law enforcement any longer?
- What else do you have the training and qualifications to do?
- What would happen if you got fired?
- What would happen if you got disabled?
- What would happen to your family, if you were killed in the line of duty?
- What arrangements do you have in place to protect yourself and your family if you aren't able to collect a pay check for a month, six months or a year?
- What additional training and education do you need to make yourself more qualified and marketable in law enforcement or another industry?

Do some personal disaster planning, and describe your own "Worst Case Scenario".

#### You might also want to start planning your own funeral:

- What do you want people to remember about you?
- What picture do you want them to use?
- Do you want to write something or leave a video for your loved ones?
- Who are your pallbearers?
- Who should notify your family?
- Do you have a written will and Powers of Attorney documents?

#### Career Disaster Planning

- Keep your resume up to date and look for ways to always enhance your qualifications. Remember to include all of the self improvement classes, seminars and events that you have attended.
- Consider obtaining disability insurance.
- Have a cushion in the bank so you can survive for a couple of weeks or months without a pay check.
- Make sure someone else in your life knows what to do in an emergency. They need to know where you keep your guns, passwords, keys and important papers?
- Have an up to date list of all your important and emergency contacts.

Review this material and start making some plans and arrangements now, before it's too late!

## Suggested Reading List

### Health & Wellness:

- Benson, Herbert and Marg Stark. *Timeless Healing - The Power and Biology of Belief* (Integration of Body, Mind and Soul). New York: Fireside, 1996.
- Berns, Gregory. *Satisfaction: The Science of Finding True Fulfillment*. New York: Henry Holt & Co., 2005.
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- Ilardi, Stephen. *The Depression Cure: The 6-Step Program to Beat Depression without Drugs*. Philadelphia: Da Capo Press, 2009.
- Kabat-Zinn, Jon. *Full Catastrophe Living: Using the Wisdom of Your Body and Mind to Face Stress, Pain, and Illness*. New York: Bantam Dell, 1990.
- Sieg, Diane. *Stop Living Life Like An Emergency*. Washington D.C.: Lifeline Press, 2002.
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### Side Business:

- Chia, Ewen. *How I Made My First Million on the Internet and How You Can Too!: The Complete Insider's Guide to Making Millions with Your Internet Business*. Garden City NY: Morgan James, 2008.
- Comm, Joel and Mark Victor Hansen. *KaChing: How to Run an Online Business that Pays and Pays*. Hoboken, NJ: John Wiley & Sons, 2010.
- Ferriss, Timothy. *The 4-Hour Workweek, Expanded and Updated With Over 100 New Pages of Cutting-Edge Content*. New York: Crown Publishers, 2009.

### Stress Management:

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- Jackson, Phil. *Sacred Hoops: Spiritual Lessons of a Hardwood Warrior*. New York: Hyperion, 2006.
- Stahl, Bob and Elisha Goldstein. *A Mindfulness-Based Stress Reduction Workbook*. Oakland, CA: New Harbinger Publications, 2010.

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- Jeffers, Susan. *Feel the Fear and Do It Anyway*. New York: Ballantine Books, 2007.
- Wise, Jeff. *Extreme Fear: The Science of Your Mind in Danger*. New York: Palgrave MacMillian, 2009.
- Gardner, Daniel. *The Science of Fear: Why We Fear the Things We Shouldn't--and Put Ourselves in Greater Danger*. New York: Penguin, 2008.

### Law Enforcement:

- Dixon, Steve. *Police Stories: Making One Bit Of Difference*. Morgan Hill, CA: Tonawanda Press, 2011.
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- Grossman, Dave. *On Killing*. New York: Back Bay Books, 2009.
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- Hackett, Dell P. and John M. Violanti, Ph.D. *Police Suicide*. Springfield, IL: Charles C. Thomas Publisher, 2003.
- Kates, Allen R. *CopShock: Second Edition: Surviving Posttraumatic Stress Disorder (PTSD)*. Holbrook Street Press, rev. 2008.
- Kirschman, Ellen. *I Love A Cop: What Police Families Need To Know*. New York: Guilford Press, 2006.
- Neace, Kristi. *Lives Behind The Badge*. Newport, TN: English Mountain Press, 2009.
- Vila, Bryan. *Tired Cops: The Importance of Managing Police Fatigue*. Police Executive Research Forum, 2000.
- Violanti, John M. and Douglas Paton. *Who Gets PTSD?* Springfield, IL: Charles C. Thomas, 2006.

**Mindset and Internal & External Awareness:**

- Asken, Michael J. and Dave Grossman and Loren W. Christensen *Warrior Mindset*. Millstadt, IL: Warrior Science Group, 2010.
- Cleary, Thomas. *Training The Samurai Mind*. Boston, MA: Shambhala Publications, 2008.
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- Graff, Dale E. *Tracks In The Psychic Wilderness*. London: Vega, 2003.
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- Reivich, Karen and Andrew Shatte *The Resilience Factor: 7 Keys to Finding Your Inner Strength and Overcoming Life's Hurdles*. New York: Broadway Books, 2003.
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- Chatzky, Jean. *The Difference Wealth Building Journal*. New York: Potter Style, 2009.
- Kiyosaki, Robert with Sharon Lechter. *Rich Dad, Poor Dad*. New York: Warner Books, 1997.
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- Chapman, Gary. *The 5 Love Languages: The Secret to Love That Lasts*. Chicago, IL: Northfield Publishing, 2010.
- Harley, Willard F. Jr. *His Needs, Her Needs: Building an Affair-Proof Marriage*. Grand Rapids, MN: Revell, 2011.
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**Happiness & Longevity:**

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### About the Author: John Marx, CPP, CHM

John Marx holds certifications in both service and security management. He was a Police Officer for twenty-three years and served as a SWAT Team Hostage Negotiator for nineteen of those years. He worked as a patrol officer, media liaison officer, crime prevention officer and burglary detective. In 2008 he founded The Law Enforcement Survival Institute (LESI) and started a project that has evolved into CopsAlive.com. Put simply, the mission of both LESI and CopsAlive is to save the lives of those who save lives! The Law Enforcement Survival Institute gathers information, strategies and tools to help law enforcement professionals plan for happy, healthy and successful careers, relationships and lives and distributes that information through its training programs and [www.CopsAlive.com](http://www.CopsAlive.com).

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