



CITY OF PORTLAND, OREGON



Bureau of Police

Ted Wheeler, Mayor

Danielle M. Outlaw, Chief of Police

1111 S.W. 2nd Avenue • Portland, OR 97204 • Phone: 503-823-0000

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MEMORANDUM

September 19, 2019

TO: Training Advisory Committee (TAC)

Subject: TAC Emotional Intelligence Recommendations

Thank you for the opportunity to review the Emotional Intelligence Recommendations. As you know, the Training Division plays a major role in the DOJ settlement agreement, and has already made significant changes in the way it develops, conducts and evaluates training. The Division will continue to undergo additional review and development as DOJ Recommendations are implemented and institutionalized. The TAC has highlighted the monumental responsibility and role this division plays in the Bureau in keeping our members safe and ensuring public safety for our community.

As you will note in our attached response, the Police Bureau partially agrees with TAC's recommendations and have documented our objectives.

Thank you for your hard work and thoroughness that was displayed in this report. Please accept my sincere gratitude for your continued participation on the Training Advisory Committee and the efforts you are making to continue to improve training practices that will positively impact the Portland Police Bureau and our city.

JAMI L. RESCH
Acting Chief of Police

JLR/rks



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September 17, 2019

TO: Acting Chief Jami Resch

FROM: Acting Assistant Chief Erica Hurley
Services Branch / Training Division

SUBJECT: TAC Emotional Intelligence Recommendations

The Portland Police Bureau Training Division would like to thank the Training Advisory Council (TAC) for the work and time invested to help the Training Division continue to improve. The Training Advisory Council created a task force to look into the area of emotional intelligence and produced the following recommendation:

Recommendations:

- *The Portland Police Bureau (PPB) continue and expand upon efforts to better bring focus on the importance of emotional intelligence both within Advanced Academy and In-Service training, building upon the skills currently being taught at the DPSST's Basic Academy.*
- *The PPB continue efforts to fully integrate emotional intelligence into every part of its training, making it a key component of classroom discussions when applicable and when setting up scenarios and during post scenario de-briefings.*
- *That emotional intelligence be viewed as a key component of comprehensive officer wellness, implicit bias and procedural justice initiatives, leadership training, and public outreach.*
- *That officers be given specific training detailing the broader idea of emotional intelligence, its importance, and how it will positively impact officers, the bureau, and the public in the long-term.*
- *That emotional intelligence training and similar initiatives; such as improved officer wellness programs and implicit bias and procedural justice training; be used in promoting the bureau to city leadership, potential recruits, and the general public.*
- *That the TAC continue to work with the PPB in the development of specific emotional intelligence training and initiatives.*

Partially Agree: Currently two of the Training Division Command staff are enrolled in a course to better understand emotional intelligence and how it can be used in training. We believe there is a component in training for this information but have not completed enough research to determine where or how it should be applied.

The Portland Police Bureau thanks the TAC for their time and commitment to the Bureau members and the City of Portland. The Training Division continues to learn and evolve in the process of delivering training and determining what training is necessary moving forward. This area of emotional intelligence training is new to the Police Bureau and we thank the TAC for supporting and advising us as we strive for organizational excellence in the years ahead.



**Training Advisory
Council Official
Recommendation**

**Emotional Intelligence
Training**

September 11, 2019





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EMOTIONAL INTELLIGENCE TRAINING

September 11, 2019

1. Team

Venn Wylde, Taskforce Co-Lead
Sylvia Zingerser, Taskforce Co-Lead
Gary Marschke
Tyler Hall
Sarah Suniga
Kezia Wanner

2. Recommendations

In regards to the development of training focused on the tenants of emotional intelligence, the Training Advisory Council (TAC) makes the following recommendations:

- The Portland Police Bureau (PPB) continue and expand upon efforts to better bring focus on the importance of emotional intelligence both within Advanced Academy and In-Service training, building upon the skills currently being taught at the DPSST's Basic Academy.
- The PPB continue efforts to fully integrate emotional intelligence into every part of its training, making it a key component of classroom discussions when applicable and when setting up scenarios and during post scenario de-briefings.
- That emotional intelligence be viewed as a key component of comprehensive officer wellness, implicit bias and procedural justice initiatives, leadership training, and public outreach.
- That officers be given specific training detailing the broader idea of emotional intelligence, its importance, and how it will positively impact officers, the bureau, and the public in the long-term.
- That emotional intelligence training and similar initiatives; such as improved officer wellness programs and implicit bias and procedural justice training; be used in promoting the bureau to city leadership, potential recruits, and the general public.
- That the TAC continue to work with the PPB in the development of specific emotional intelligence training and initiatives.

3. High Level Summary

Emotional intelligence is the capacity of individuals to be aware of, control, and express their emotions, and to handle interpersonal relationships judiciously and empathetically. Though facets of emotional intelligence have always been a part of effective police work, a direct focus on emotional intelligence in police training has only recently occurred. The Training Advisory Council (TAC) fully supports current efforts in this regard by the Portland Police Bureau, and recommends that such efforts be expanded upon moving forward. The TAC as well recommends that emotional intelligence should be fully integrated into all facets of Advanced Academy

and In-Service training when applicable, and that it be seen as an important part of many other key bureau training initiatives towards the creation of a 21st century police force.

4. Challenges

Members of the Portland Police Bureau (PPB), both sworn and non-sworn, face stresses and challenges that are, if not unique to their positions, fortunately rare in society. While the bureau is increasingly bringing focus in its training to important areas such as officer wellness, implicit bias, and procedural justice, it is felt that emotional intelligence is an area that needs further focus.

Emotional intelligence is defined as the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically. The psychologist Dr. Daniel Goleman, an expert in the field, further defines it as a compilation of self-awareness, self-regulation, internal motivation, empathy, and social skills. In his 1995 book on the subject, entitled *Emotional Intelligence*, he states that "the first task in management has nothing to do with leading others," instead, "step one poses the challenge of knowing and managing oneself." Emotional intelligence is not just a study of one's own emotions, but also understanding how the expression of those emotions, either directly or indirectly, affects the emotions of others. Conversely, it is also a recognition of how the emotions of others can affect one's own emotions.

Though not necessarily directly called out by name, emotional intelligence is often a key factor in an officer's ability to effectively carry out their duties both day to day and in the long term. It is a key component of resilience and mindfulness training. Due to a growing recognition of the importance of emotional intelligence, officers undergoing the Oregon Department of Public Safety Standards and Training's (DPSST) Basic Police Academy are increasingly being trained in this area. Examples include open conversations with officers regarding each phase of their career, discussions regarding coping strategies and their effects on officers and their families, the use of journaling to help identify what is important to an officer, and guided mindfulness and meditation courses.

The PPB is currently reviewing how best to integrate and build upon the skills taught in the state Basic Academy in their own Advanced Academy and In-Service training as part of the bureau's overall push for a cultural shift and a more comprehensive officer wellness program. While this is certainly commendable, these early efforts have been somewhat diffuse, hitting on specific instances and examples rather than the broader idea of emotional intelligence. This is likely related to concerns regarding organizational change cynicism where officers may be resistant to new types of training not necessarily viewed to be yielding immediate direct benefits to the officers or the bureau. Concerns also exist regarding the limited amount of time available for training. Due to these concerns, the adoption of comprehensive and integrated emotional intelligence training is viewed as a long-term effort by bureau leadership.

5. Opportunities

The Training Advisory Council (TAC) is very supportive of the efforts of the Portland Police Bureau (PPB) to better bring focus on the importance of emotional intelligence, and recommends that these efforts be continued and expanded upon

both within Advanced Academy and In-Service training, building upon the skills currently being taught at the DPSST Basic Academy. The TAC believes that it is important to train these skills to both new recruits and veteran officers, and that efforts need to be made to ensure such training can operate in a unified and coherent way with the Basic Academy training currently being developed by DPSST.

The TAC feels that recent advances in the area of emotional intelligence provide insight into specific trainable skills and concepts that bureau members could leverage to support themselves and each other in facing and resolving stresses and challenges through self-care and self-discovery, peer support, and personal and professional leadership development. It is felt that these practices also have the potential to improve outcomes in external police interactions with the public and internal interactions amongst bureau members and their families.

The TAC further recommends that the bureau continue efforts to fully integrate emotional intelligence into every part of its training, making it a key component in classroom discussions when applicable and when setting up scenarios and during post scenario de-briefings. Emotional intelligence is subtle and subjective. Every interaction officers have is laced with components of emotional intelligence. Adding a specific focus on emotional intelligence will help develop lasting skills that can be called upon in both casual and critical split-second situations.

Emotional intelligence training should be viewed as a key part of comprehensive officer wellness. In the long-term, emotional intelligence training will likely have a positive impact on the mental health of officers by improving how they interact with others, their ability to deal with their own emotions and the emotions of others, and increased levels of effective self-care. Officers and the bureau will also reap further benefits via a more positive relationship with the public they serve.

Emotional intelligence training should also be viewed as a key component of the bureau's implicit bias and procedural justice training. In the long-term, such training will likely result in improved outcomes in police-public interactions, especially in instances dealing with difficult or reactive subjects. This in turn would likely facilitate safer and more positive outcomes for both officers and the people in which they come in contact. Such training would also likely help officers better recognize their own implicit biases, as well as help them utilize strategies to mitigate such biases, thus further improving police-public interactions and the community sense of justice being equitably served.

Emotional intelligence training should also be viewed as a key component of leadership training. Such training has been shown to improve communication, which in turn helps management to not only effectively engage subordinates, but also community and government leaders.

Emotional intelligence training should also be viewed as an important part of bureau outreach to the communities it serves. A focus on emotional intelligence and improved interactions in the long-term helps set a positive tone which will result in more positive and effective interactions, improved officer job satisfaction, and greater public trust in the bureau. Given this, efforts should be made to better highlight these new initiatives and training strategies, both emotional intelligence and others; such as officer wellness, implicit bias, and procedural justice training; when promoting the bureau to city leadership, potential recruits, and the general public.

The TAC also recommends that officers be given specific training detailing the broader idea of emotional intelligence, its importance, and how it will positively impact themselves, the bureau, and the public in the long-term. One challenge of

emotional intelligence training is the lack of immediate results, creating cynicism regarding the adoption of its tenants. The TAC believes that it is important to lay out to officers how individual initiatives combine to form a comprehensive long-term strategy and vision for the bureau.

The TAC recognizes that emotional intelligence is a broad subject that can be fit into numerous different types of training courses and scenarios. Given this, the TAC looks forward to working further with the bureau in the development of specific training initiatives in regards to emotional intelligence.

6. References and Sources

PPB Personnel Included in Discussions Related to this Topic

Captain Erica Hurley, Training Division
Dr. Liesbeth Gerritsen
Sergeant Todd Tackett
Officer Leo Harris

Documents and Summaries

Daniel Goleman, Ph.D. Psychology

Emotional Intelligence: Why It Matters More Than IQ, 1995

Social Intelligence: The New Science of Human Relationships, 2007

Emotional Intelligence: Why It Can Matter More Than IQ, 2005

Primal Leadership, 2016

Emotional Intelligence Coaching Program: www.danielgoleman.info

Daniel Goleman's TED Talks: www.ted.com/speakers/daniel_goleman

Mark Manson, Author and Life Coach

Five Skills to Help Develop Your Emotional Intelligence: <https://markmanson.net>

My Frameworks: What Is Emotional Intelligence:

<https://myframeworks.org/emotional-intelligence-tools/>