

Evidence-Based Policing

Pracademics: Bridging the Gap Between Academia & Police Training

Joe L. Couto



Canadian Association of Police Educators Conference
June 27, 2018
Chilliwack, B.C.

A Paradigm Shift Has Happened

What doesn't work any more:

- Telling stories about “little Timmy” to get money from cash-strapped city councils and governments.
- Business cases for more bodies that are not backed by solid data.
- Citing personal experience or years of service as justifications for new (often costly) programs or policies.
- Pointing to the crime rate as a justification for more resources.



Policing Has Changed

1960s: Shift from controlling crime to relying on force (militaristic, top-down management styles, police “professionalism”); police officers no longer walked the beat.

Resulted in less awareness of what’s happening in their communities and less involvement; rapid response tactics (fast but not effective).

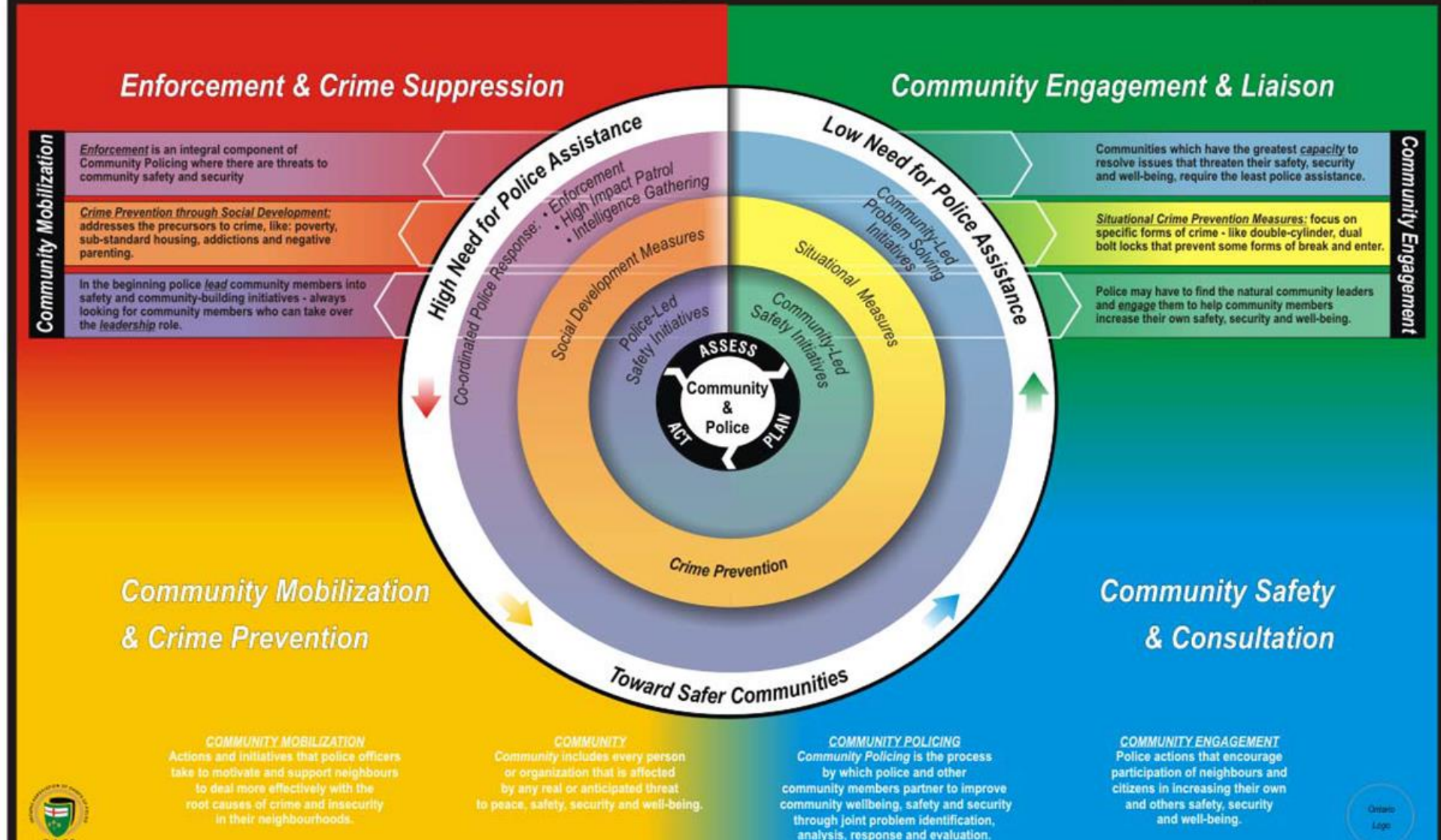
People became alienated and reluctant to cooperate.

Policing Has Changed

1980s and 1990s: rising crime rates despite improvements in police technology, training, and professionalism; decreased public confidence.

Police managers decided that a return to community roots was needed.

Ontario's Mobilization & Engagement Model of Community Policing

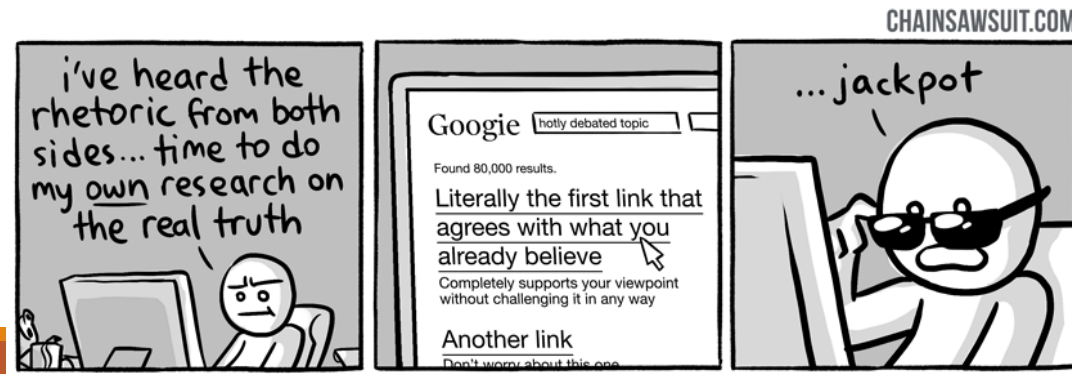


Experience is Valuable, But it Has its Limits

Confirmation Bias:

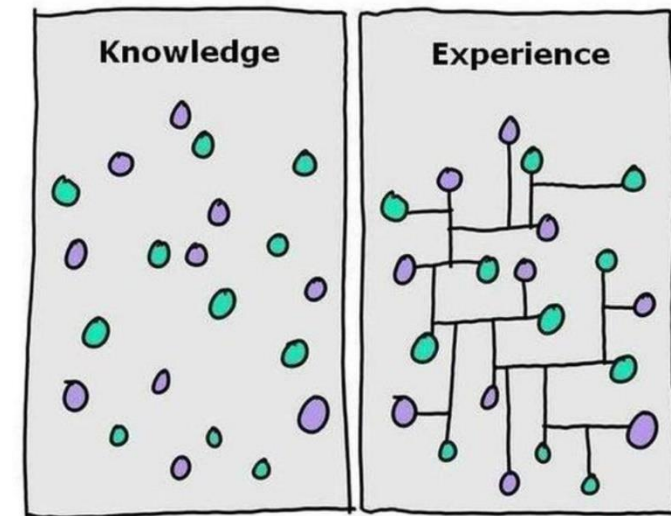
The Misconception: Your opinions are the result of years of rational, objective analysis.

The Truth: Your opinions are the result of years of paying attention to information which confirmed what you believed while ignoring information which challenged your preconceived notions.



However, in Research, we Cannot Discount Experience

- Helps us to develop project topics/ideas.
- Helps us to shape the research methods we use.
- Helps us to understand the limitations and strengths of what we're trying to do.
- Helps us convert research findings into something concrete and actionable.



Police geeks trying to win over old-school cops

By Jessica Lussenhop
BBC News, Philadelphia

🕒 9 hours ago

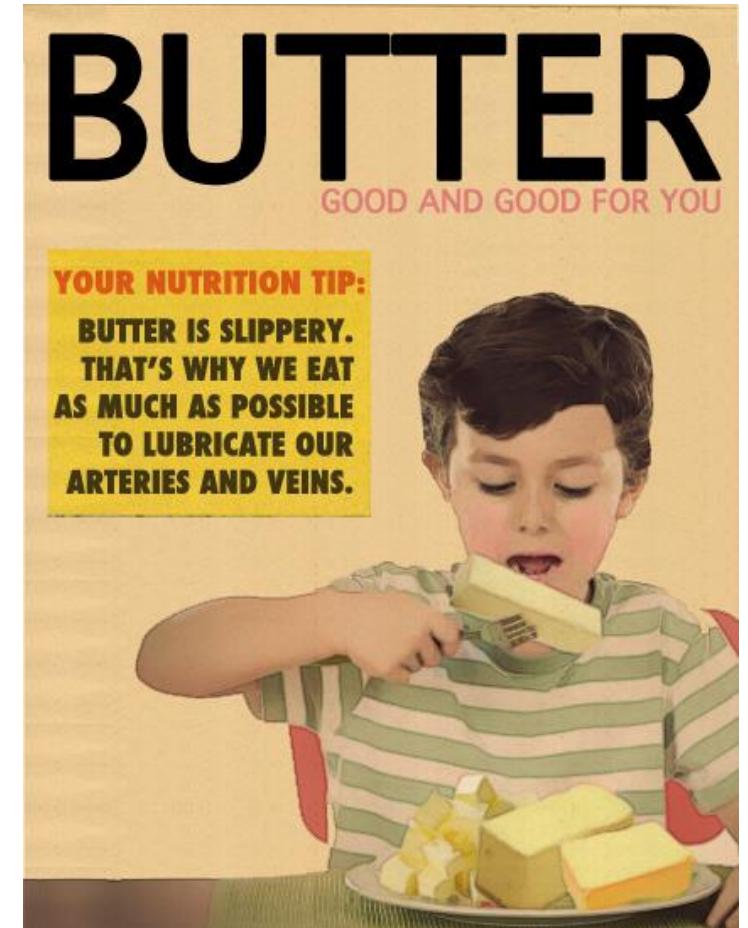


Former Philadelphia Police Commissioner Charles H Ramsey enacted a cruise light policy in the city in 2015

Like Experience, Science is Our Friend

“Scientific method refers to the body of techniques for investigating phenomena, acquiring new knowledge, or correcting and integrating previous knowledge. It is based on gathering observable, empirical and measurable evidence subject to specific principles of reasoning”

Isaac Newton (1687) *Prinicipia Mathematica*



Why Should Police Care About the Scientific Method?

“To be scientifically literate is to empower yourself to know when someone else is full of shit.”

Neil Degrasse Tyson

Developing Your Own “Radar”

Errors 1 and 2: Authority and Spurious correlation

- Authority: believing something because someone in a particular social position (“expert”) said so
- Spurious Correlation (or “correlation is not equal to causation”): a relationship between two things that can be better explained by other factors

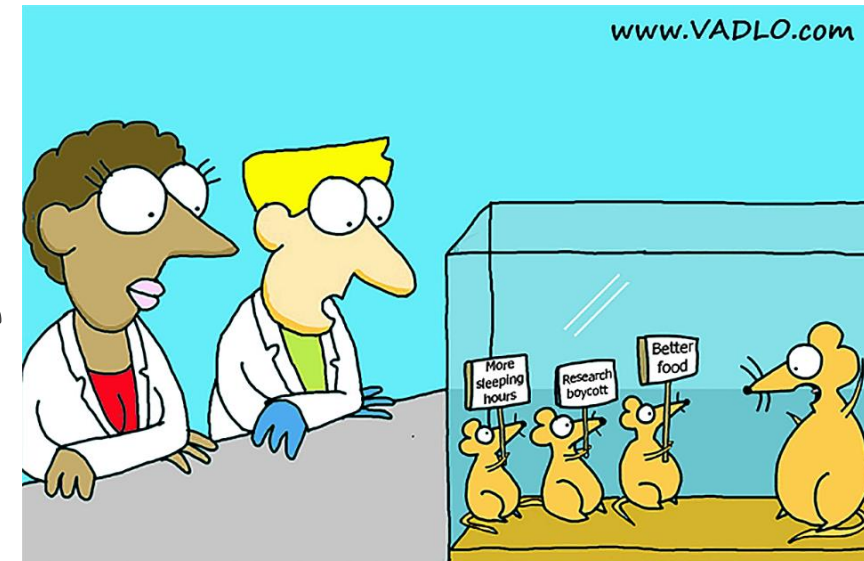
<https://www.youtube.com/watch?v=h4MhbkWJzKk>

Scientific Principle: Validity

Validity – When researchers measure what they set out to measure.

Internal Validity – The degree to which changes observed in a study are not the result of other factors (e.g., did X really cause Y?).

External Validity – The extent to which a study's findings are generalizable to a larger population.



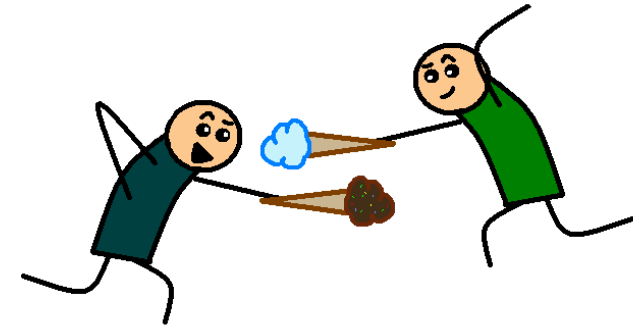
"Our mistake.
We introduced a politician's genes in that one!"

Spurious Correlation as a Validity Problem

Confounding Variables – Extra factors that the researcher failed to control for or eliminate and that could be influencing the study's findings.

The Relationship Between Murder and Ice Cream:

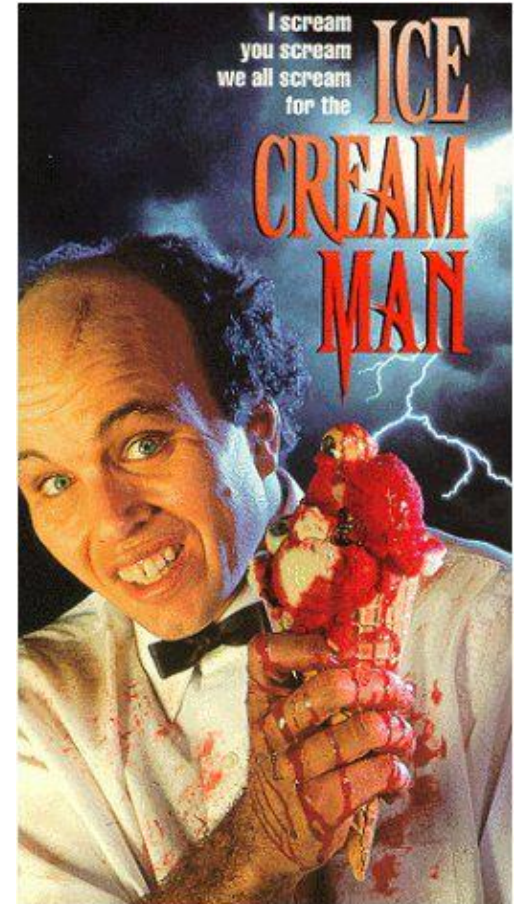
It is known that throughout the year, murder rates and ice cream sales are *highly positively correlated*. That is, as murder rates rise, so does the sale of ice cream (Spunt, 2011).



Does Ice Cream Make People Kill?

Possibility #1: Murders cause people to purchase ice cream. One could imagine a world where this is true. Perhaps when one is murdered, they are resurrected as zombies who primarily feed on ice cream.

Possibility #2: Purchasing ice cream causes people to murder or get murdered. Perhaps when one eats ice cream, those without ice cream become jealous and murder those with ice cream.

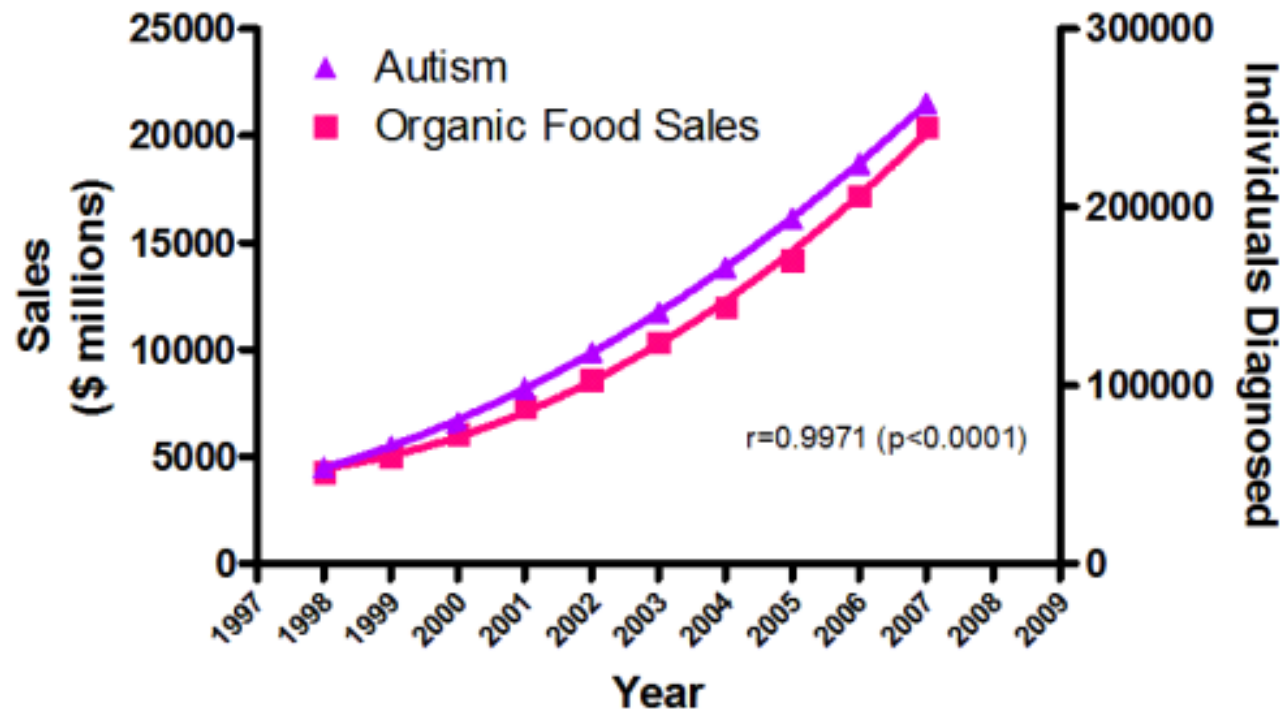


Does Ice Cream Make People Kill??

Possibility #3: There is a third variable—a confounding variable—which causes the increase in BOTH ice cream sales AND murder rates. For instance, the weather. When it's cold and wintery, people stay at home rather than go outside and murder people. They also probably don't eat a lot of ice cream. When it's hot and summery, people spend more time outside interacting with each other, and hence are more likely to get into the kinds of situations that lead to murder.



“Correlation Does Not Imply Causation”



Sources: Organic Trade Association, 2011 Organic Industry Survey; U.S. Department of Education, Office of Special Education Programs, Data Analysis System (DANS), OMB# 1820-0043: "Children with Disabilities Receiving Special Education Under Part B of the Individuals with Disabilities Education Act"

Favourite Example of Spurious Correlation

The Effect of Country Music on Suicide*

STEVEN STACK, *Wayne State University*
JIM GUNDLACH, *Auburn University*

Abstract

This article assesses the link between country music and metropolitan suicide rates. Country music is hypothesized to nurture a suicidal mood through its concerns with problems common in the suicidal population, such as marital discord, alcohol abuse, and alienation from work. The results of a multiple regression analysis of 49 metropolitan areas show that the greater the airtime devoted to country music, the greater the white suicide rate. The effect is independent of divorce, southernness, poverty, and gun availability. The existence of a country music subculture is thought to reinforce the link between country music and suicide. Our model explains 51% of the variance in urban white suicide rates.

Divorce is a powerful determinant of suicide (e.g., Trovato 1987; Wasserman 1990). Because marital trouble is a key theme in country music, divorce and country music may be related. Crude divorce rates were extracted from CO-STAT 3. Suicide is also related to opportunity factors such as the availability of firearms, which are the chief means of suicide in the U.S. (Clarke & Lester 1989). Since the stories in country music often encourage gun ownership (Peterson, pers. com.), it is important to control for this factor. Gun availability is measured as the number of retail outlets (per 100,000 population) listed under "guns" or "firearms" in the Phonefiche version of the yellow pages (University Microfilms International 1980). (For an extended discussion of this measure of gun availability, see Gundlach 1990.)

Scientific Principle: Reliability

Reliability – Refers to the consistency, quality, and/or reproducibility of research findings. Study findings are highly reliable if they consistently produce similar results when re-tested.



An Example of a Reliability Problem: 35 Assaults Before Someone Calls the Cops

Tracking the Evidence for a ‘Mythical Number’: Do UK Domestic Abuse Victims Suffer an Average of 35 Assaults Before Someone Calls the Police?

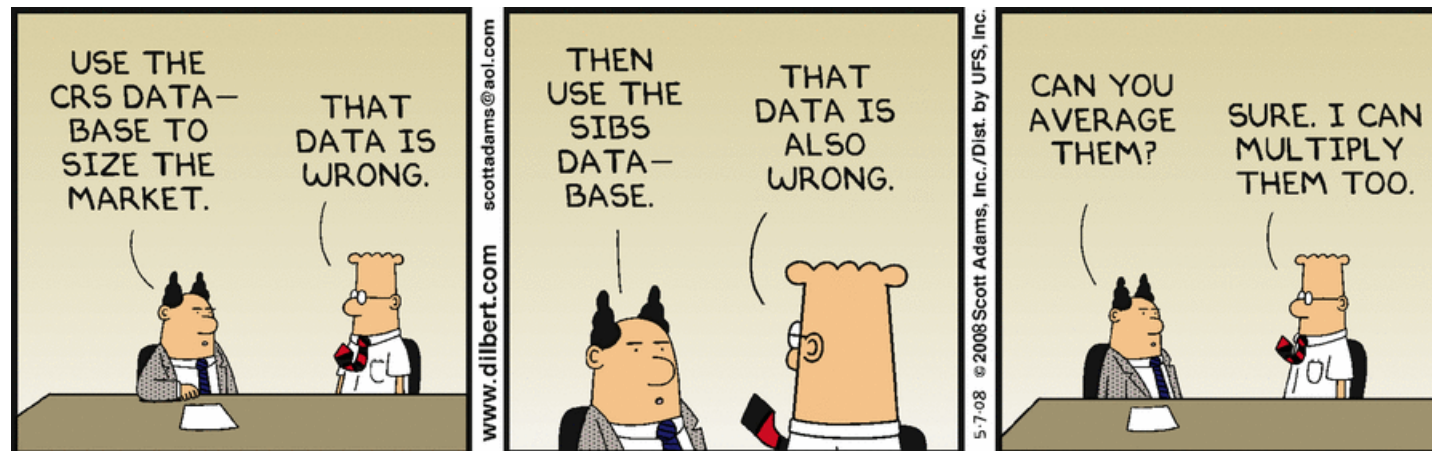
Heather Strang*, Peter Neyroud** and Lawrence Sherman***

Abstract There is a widely repeated claim that victims of domestic abuse suffer an average of 35 incidents prior to someone calling the police. This claim is often made without reference to any evidence. When evidence has been cited, the citations often refer to studies that contain no such evidence. After extensive inquiry, the only evidence we can find for making this claim about abuse victims in England and Wales comes from a 1979 study of police responses in a small Canadian city (London, Ontario; 1979 population = 250,000). The estimate is based on only 53 women who said they had had a prior incident before the police had been called to help them; these women represent 24% of the 222 victims the study attempted to interview. A further 15 respondents said they had had no prior incidents, but their responses were left out of the calculation. By a broad consensus of statisticians, this evidence is inadequate to support an estimated rate of prior assaults in that sample or that city, let alone to support an international generalization to the UK in 2014. We conclude that the claim of ‘35’ in modern Britain has been a prime example of a ‘mythical number’.

Scientific Principle: Testability

Testability refers to whether or not data collected through research can be analyzed or “tested” sufficiently to determine whether or not a hypothesis can reliably be claimed to be true or false.

Another way to put it: testability refers to the content and quality of your data, e.g., is your data really fit for purpose?



Scientific Principle: Objectivity

Objectivity refers to the goal of removing sources of human bias that might confound your results.

“The first principle is that you must not fool yourself and you are the easiest person to fool” - Richard Feynman

Scientific Principle: Documentation

Documentation refers to the research practice of fully documenting one's study, including the methods, the data, the hypotheses/research questions and the findings.

HOW IT SHOULD BE...

SCIENCE CONTINUES SLOW
METHODICAL PROGRESS TOWARD
SMALL BUT PALPABLE IMPROVEMENT
AS THE FOLLOWING 40 PAGES WILL
SHOW IN MIND-NUMBING DETAIL
WITH NEEDLESSLY OBTUSE
PROSE AND CONFUSING GRAPHS



Sections



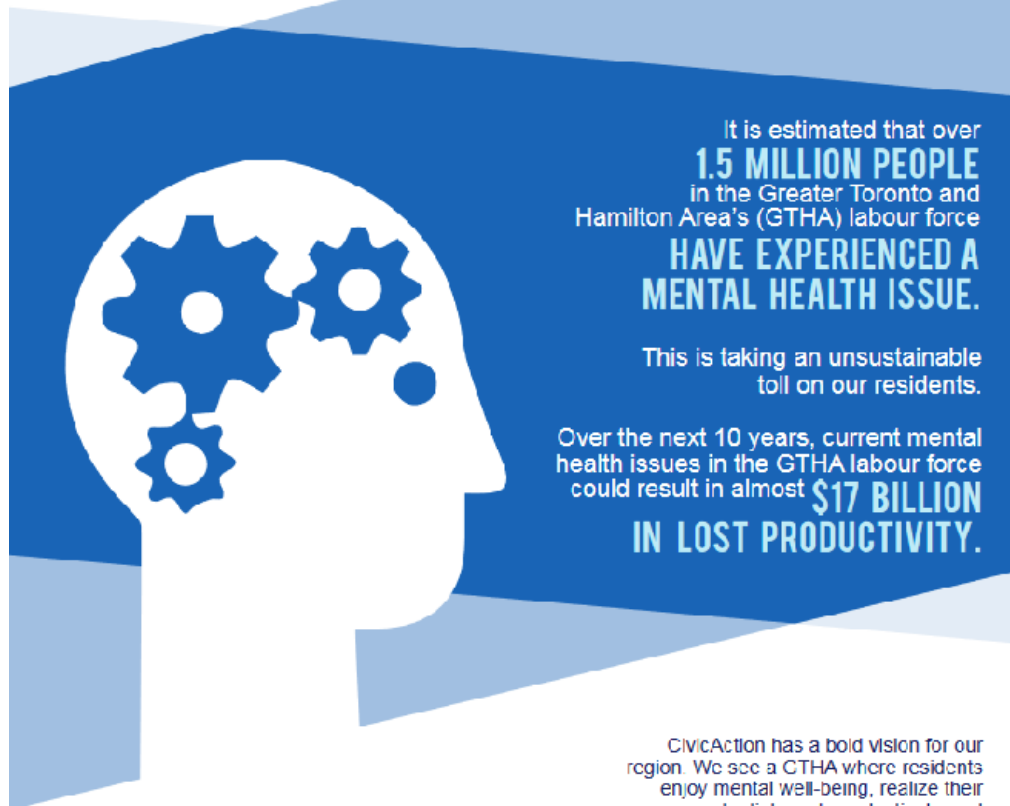
News • GTA

Mental health issues take a toll on half of GTA workers — and employers, too

CivicAction report finds 1.5M workers in the Toronto-Hamilton region have experienced a mental health issue, resulting in \$17B in lost productivity over a decade

MENTAL HEALTH IN THE WORKPLACE

LET'S MAKE IT HAPPEN



It is estimated that over **1.5 MILLION PEOPLE** in the Greater Toronto and Hamilton Area's (GTHA) labour force **HAVE EXPERIENCED A MENTAL HEALTH ISSUE.**

This is taking an unsustainable toll on our residents.

Over the next 10 years, current mental health issues in the GTHA labour force could result in almost **\$17 BILLION IN LOST PRODUCTIVITY.**

CivicAction has a bold vision for our region. We see a GTHA where residents enjoy mental well-being, realize their potential, work productively, and contribute to their community. CivicAction will mobilize the GTHA's employers and employees to help achieve this vision and strengthen our people, businesses, and economy.

CivicAction

WHAT'S THE PROBLEM IN THE GTHA?



It is estimated that **over 1.5 million people** in the GTHA's labour force have experienced a mental health issue. That's **1 in 2 people.**

Over the next 10 years, current mental health issues in the GTHA labour force could result in almost **\$17 billion in lost productivity.**

People are experiencing a broad spectrum of mental health issues including anxiety, depression, bipolar, and substance use disorder.

Projections suggest that there could be up to **583 suicides in the GTHA this year** if past suicide rates continue.

WHAT'S CONTRIBUTING TO THE PROBLEM?

In a region that is highly urbanized and culturally diverse with modest economic growth, people in our workforce face economic and social challenges that can negatively impact their state of mental health, such as:

INCOME INEQUALITY: In Toronto ballooned by 31% between 1980 and 2005, the most drastic increase of any major Canadian city.

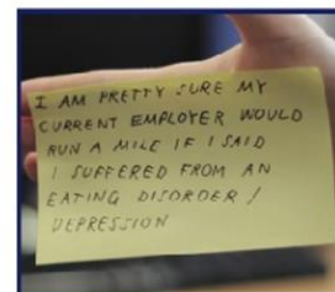
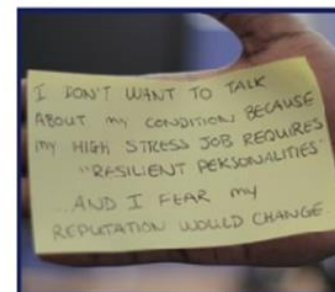
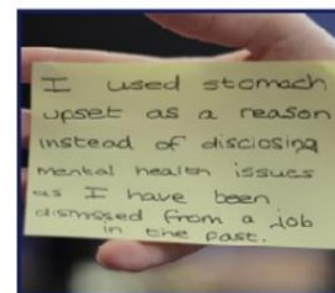
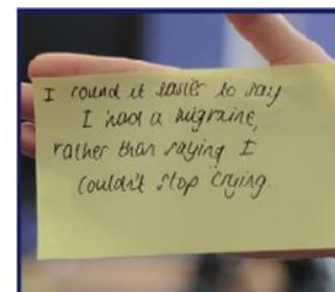
JOB INSECURITY: Fewer than half of all workers in the GTA are in permanent, full-time jobs.

RACIAL DISCRIMINATION: Research shows that resumes with English sounding names are 35% more likely to receive callbacks than identical resumes with Indian or Chinese names.

FAMILY CARE DEMANDS: Over the next 10 years people in the GTHA workforce could provide an estimated 450 million hours of informal caregiving to people with dementia alone, a productivity opportunity cost of \$30.4 billion.

HOUSING CONDITIONS AND AFFORDABILITY: The average home in Toronto cost over \$600,000 by the end of 2015.

A majority of employees surveyed (60%) note that emotional / interpersonal issues are the top source of workplace stress. The top emotional / interpersonal issue identified is



© Photos by Clinice, N. Courtesy of the Priory Group.
www.priorygroup.com/mental-health/anxiety
www.priorygroup.com/mental-health/stress-testament



Laura Huey

Fri 2016-12-02, 8:28 PM



Reply all | v

Hi,

I'm developing a course on mental health and looking at population estimates. I came across civic.ca's blurb on your study and then went took a look at the work on your site.

What I would like to know is if you can tell me how you arrived at your estimated rates of mental health problems within the GTHA and what sources you drew upon to come up with the figures published. Also, it would be helpful to know the definition of a "mental health issue" used.

Thanks, Laura

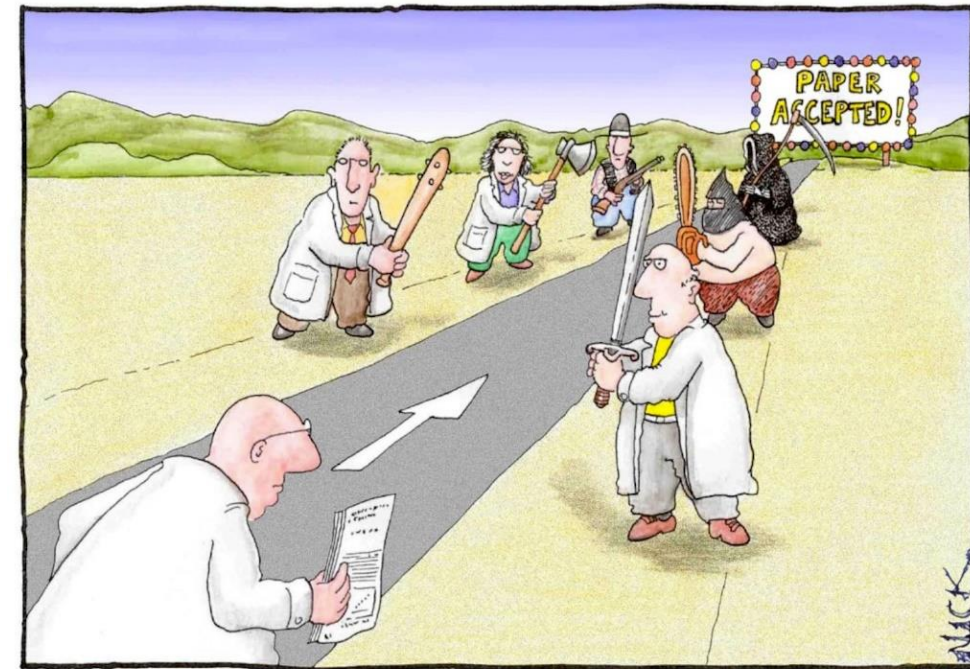
Please see the below links to a couple studies we have done in the area of mental health that should provide you with a better idea of how we reached our estimates.

- The Life and Economic Impact of Major Mental Illnesses in Canada: 2011 to 2014 -- <http://www.cancea.ca/?q=node/48>
- Synthesis through simulation: insights on the epidemiology of mood and anxiety disorders in Canada -- <http://www.cancea.ca/?q=node/44>
- Rising Tide: The Economic Impact of Dementia on Canadian Society -- <http://www.cancea.ca/?q=node/54>

Scientific Principle: Peer Review

Peer review is the process of subjecting your methods and findings to independent scrutiny by other experts in the field. We do this through publications and conference presentations.

Science is intended to be a self-correcting mechanism. We expect to be challenged and *try* not to take it personally.



Most scientists regarded the new streamlined peer-review process as "quite an improvement."

A computer application in mathematics

M. Sivasubramanian^{a,*}, S. Kalimuthu^b

^a Department of Mathematics, Dr. Mahalingam College of Engineering and Technology, Pollachi, Tamilnadu-642003, India

^b 212/4, Kanjampatti P.O., Pollachi via, Tamilnadu-642 003, India

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applications to geometry

ABSTRACT

In this study, a computer application was used to solve a mathematical problem.

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1. Introduction

Geometry is the second field of mathematics. It is the extension of number theory. There is no exact period for the origin of classical geometry. Euclid was the first mathematician who compiled Elements which contains propositions and constructions. In Elements, Euclid assumed five postulates. Euclid could not prove the parallel postulate. After Euclid almost all mathematicians attempted to deduce the fifth postulate from the first four postulates. But unfortunately all of them failed. The studies on this famous historical problem gave birth to two consistent models of non-Euclidean geometries. These affine geometries are widely used in quantum physics and relativistic mechanics. Also, the surveys and research led to a number of propositions equivalent to the fifth postulate. Saccheri's similar triangle proposition is well known equivalent axiom to the parallel postulate. In this work the authors derive the preliminary result and sincerely propose the open problem by using a physical phenomena.

2. Preliminary result

In classical and Riemannian geometries we can construct similar triangles. But it is impossible to draw a triangle similar to the given triangle in Lobachevskian geometry. Let ABC be the given Lobachevskian triangle. Magnify this triangle. And let $A^0B^0C^0$ be the magnified triangle of the given Lobachevskian triangle ABC . It is well known that in magnification the angles are preserved. So, the Lobachevskian triangles ABC and $A^0B^0C^0$ are similar. Without assuming Euclid's fifth postulate, we have derived this preliminary result. This establishes Saccheri's theorem [1–4]. But it has been shown once and for all that the fifth postulate is a special case. The authors have proved this impossibility in their paper [5,6].

* Corresponding author.

E-mail addresses: profpk49@yahoo.com (M. Sivasubramanian), ohm@budweiser.com (S. Kalimuthu).

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3. Conclusion

Computer magnification is a Universal computer phenomenon. This technique is applied in physics, astronomy, biology, medicine, architecture, particle physics, genetics, microbiology and in chemistry. Without magnification, deep studies and research are impossible. For the first time in the history of mathematics, the authors applied magnification technology and obtained a solution for a nearly 4300 year old parallel postulate problem. In brief an impossible proposition was proved as possible. This is a problematic problem. Further studies will give birth to a new branch of mathematical science.

Acknowledgements

The authors thank the Chairman Emeritus Dr. N. Mahalingam, Chairman Shri. M. Manickam, the Correspondent Shri. Shankar Vanavarayar, the Secretary Prof. C. Ramasamy, the Director Dr. S. Vijayarangan, the Principal Dr. V.V. Sreenarayanan and the Head of the Department of Mathematics Dr. M. Palanivel for their encouragement for the preparation of this paper.



RETRACTED: A computer application in mathematics

M. Sivasubramanian^a, , , S. Kalimuthu^b, 

Available online 11 August 2009

<http://dx.doi.org/10.1016/j.camwa.2009.07.048>

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This article has been retracted: please see Elsevier Policy on Article Withdrawal (<http://www.elsevier.com/locate/withdrawalpolicy>).

This article has been retracted at the request of the Publisher, as the article contains no scientific content and was accepted because of an administrative error. Apologies are offered to readers of the journal that this was not detected during the submission process.

EBP Basics



What is EBP?

In an evidence-based policing approach, **police officers and staff create**, review, and use the best available evidence to inform and challenge policies, practices and decisions.

As a way of working, it *can* be supported by collaboration with academics and other partners.



WeCopsNA (@WeCopsNA)

[2018-06-22, 12:55 PM](#)

One might be so bold as to say that we aim to engage the knowledge, skills, and abilities of some of the public we work for and with; (pr)academics. We owe it to our communities to use and make available research to increase our effectiveness. [#EBP](#)

[#PeelsPrinciples twitter.com/can_sebp_ce/st...](#)

Pracademics (Practitioners with Some Training and/or Understanding of Research)



Do You Need a Degree to be a Pracademic?

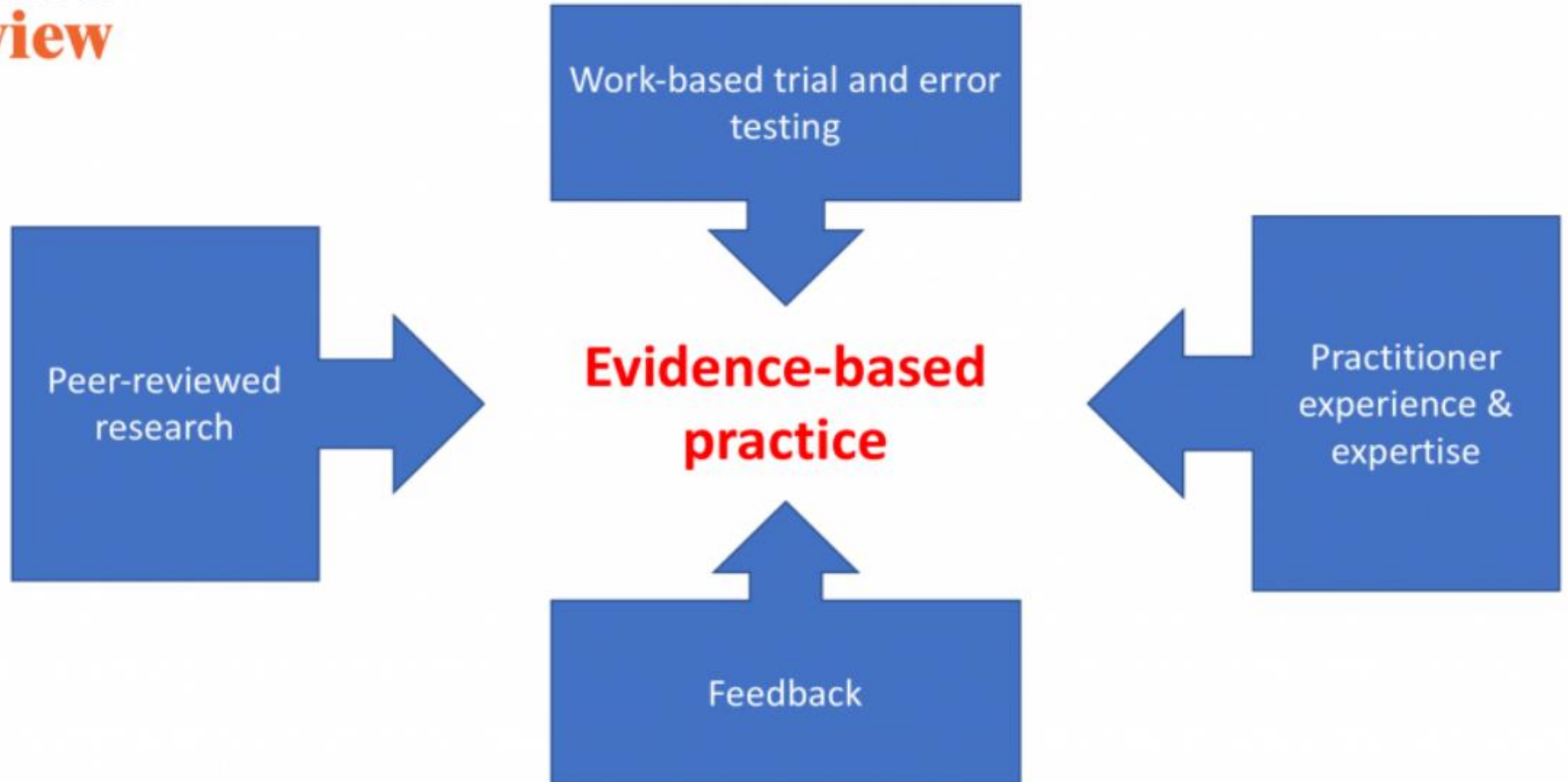


Evidence + Experience = Expertise



EBP incorporates the police in the research process.

- As co-creators of projects (helping to develop topics, research questions, refine methods, etc.).
- As co-investigators on research teams (conducting research and/or analyzing results).
- Serve as advisors during the research process (providing advice and feedback while projects are ongoing).
- Provide crucial feedback on study results and recommendations.



What is this “Best Evidence” of Which You Speak?

- The “best available evidence” will **use appropriate research methods and sources** for the question being asked.
- Research should be carefully conducted, peer reviewed, and transparent about its methods, limitations, and how its conclusions were reached.
- Where there is little or no formal research, **other evidence such as professional consensus and peer review** may be regarded as the “best available”, if gathered and documented in a careful and transparent way.

What About Data? What's the Difference Between Data & evidence?

- Data is just data and has no meaning on its own.
- Evidence is an interpretation of data – it has to be evidence for or of something; an argument, an opinion, a point of view or, if you wish to be all science-y, a hypothesis.
- Think of it this way: What's the difference between a clue and evidence in policing?



Politics | Analysis

The original source for Trump's claim of 63,000 immigrant murders? Bad data from Steve King in 2006.

By Philip Bump

June 22, 2018 at 4:53 PM



So, What do we do With EBP?

- Develop a better understanding of an issue by describing the nature, extent and possible causes of a problem or looking at how a change was implemented.
- Assess the effect of a policing intervention by testing the impact of a new initiative in a specific context or exploring the possible consequences of a change in policing.



The Triple T Strategy



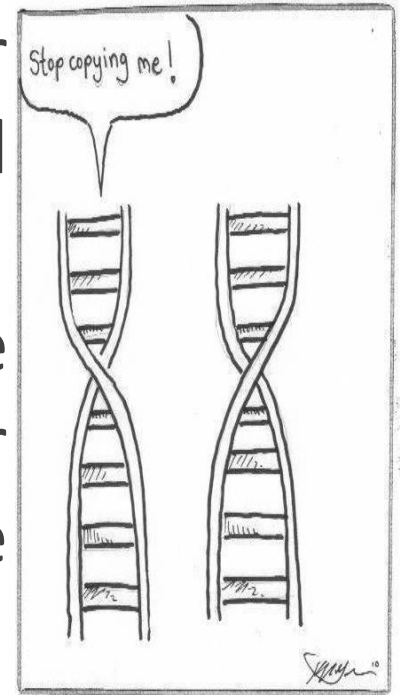
In 2013, Sherman incorporated his “Triple T” strategy into EBP:

1. *Targeting* – Identifying a high priority policing problem (e.g., a place, crime pattern, type of offense)
2. *Testing* – Police strategies to fix the problem should be *tested* through scientific research to make sure they work (i.e., reduce crime, increase arrests, improve community satisfaction).
3. *Tracking* – Once in place, solutions should be *tracked* over time to ensure they continue to work and, when needed, to make changes.

Scientific Principle: Replication (Building an Evidence Base)

Replication – when a study uses the *same* methods as an original piece of research to see if a second (or third or fourth) study achieves similar results. This strategy is used to build an evidence base.

Reproduction – a study that uses similar, but not the same methods, as an original piece of research to see if similar results can be achieved; help us to understand the strengths and limitations of different policing strategies.



EBP topics

Police leadership Domestic abuse programs **Body worn cameras**
Victim contact programs **Offender diversion programs**
Traffic safety initiatives Police workload issues
Foot patrol **Peer support programs for police officers**
Prioritization strategies for offender targeting **Hot spot policing**
Emotional intelligence testing for new recruits

EBP Topics Around the World



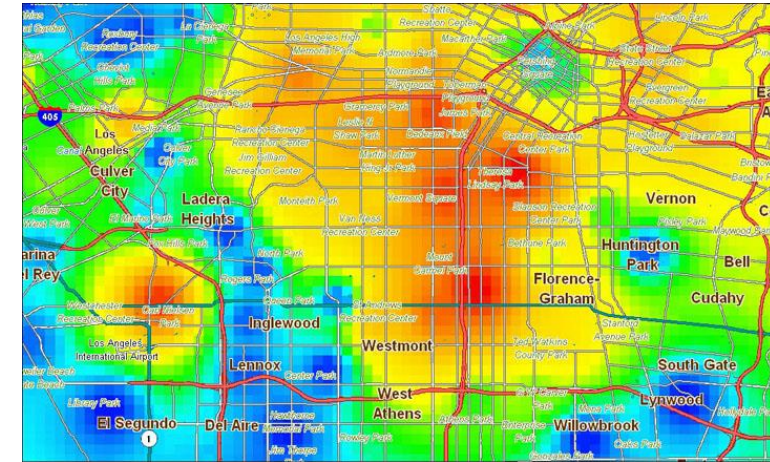
Steve Brown, Deputy Commissioner, Western Australia Police
Australia-New Zealand Society of Evidence Based Policing

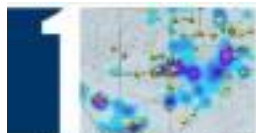
Works: Hot Spot Policing

A method of police patrol that focuses on small geographical areas where crime is concentrated.

Crime data is fed into geographically mapping systems that show how the volume of crime is distributed within and across neighbourhoods.

This is one of the best tested of theories in policing and community safety and is frequently cited as an example of a theory with a strong evidence base.





1 "HOT SPOTS" POLICING IS EFFECTIVE

Research has demonstrated that hot spots policing can be an effective crime reduction strategy. This finding is confirmed in George Mason University's Evidence-Based Policing Matrix and in the U.S. DOJ's CrimeSolutions.gov, a "what works" clearinghouse.



2 WHAT OFFICERS DO IN HOT SPOTS MATTERS

Simply telling officers to patrol hot spots, to increase misdemeanor arrests in those areas or to remain stationary in those areas for prolonged periods of time is costly and impractical. The Koper Curve offers a more practical and efficient approach.



3 PROACTIVE 10-16 MINUTE STOPS IN HOT SPOTS MAXIMIZES DETERRENCE

Intermittent patrol of micro-hot spots (street segments or blocks) of 10-16 minutes at least every two hours extends deterrence. According to Koper (1995), the likelihood of crime or disorder within 30 minutes after a patrol drive through was 15%; for stops of 10-16 minutes, the likelihood was reduced to 4%, causing deterrence to "peak."



4 HOT SPOT VISITS OR STOPS MUST BE RANDOM AND INTERMITTENT

To ensure that the patrols do not become predictable and therefore avoidable, patrols in micro-hot spots should be random and intermittent, as opposed to regularly scheduled, e.g., every two hours. CAD and Automated Vehicle Locators (AVLs) can be used to monitor and deploy patrol in hot spots.



5 THE BENEFITS OF USING KOPER CURVE THEORY GO BEYOND CRIME REDUCTION

In addition to reducing Part I crimes in hot spots, using the Koper Curve Principle to guide deployment and patrol strategy makes better use of officer time. By increasing visibility and positive community engagement within hot spots, agencies are likely to enhance community trust and legitimacy, which may further impact crime reduction and improve satisfaction.

Works: Focused Deterrence

These are offender-based strategies targeting problem behaviours in a community through a mix of incentives (for desistance) and consequences (for continued criminal activities).

Also known as “pulling levers” after a Boston program that targeted gun violence within and by police and resources within the community

Hub models in Canada can operate on similar principles, as can Prolific Offender programs.



Works – Directed Patrols

The use of intensive patrols in neighbourhoods or in defined police beats to combat serious crime issues.

During high risk periods, assigned officers engage in highly visible (such as traffic enforcement); Used in the U.S. to deal with gun-related offences.

Example: Baltimore's Crash-Crime Project; they mapped crime data to car crash sites on the theory that many crashes involved illegal activities. They then targeted corridors where both occurred. A later project targeted displacement areas.

Ideas Under Trial (That Look Promising)



Positive, Targeted Crime Prevention Messaging

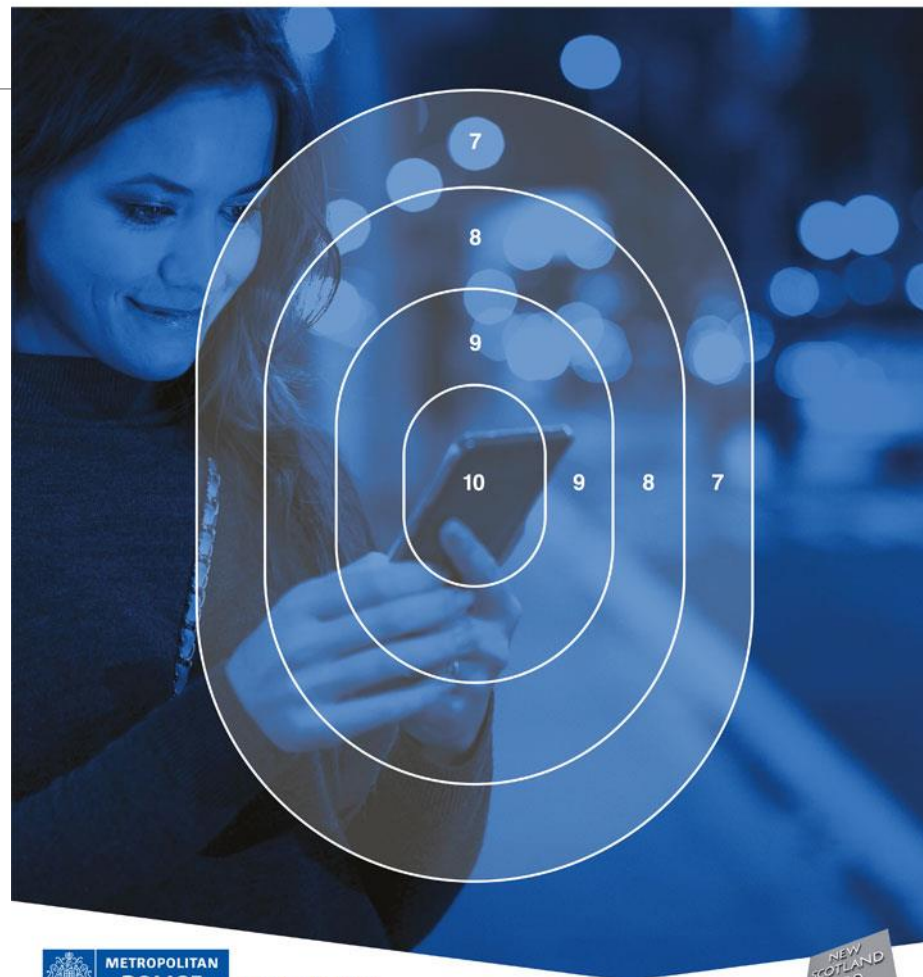
#copcat





DON'T MAKE YOUR MOBILE A TARGET FOR PHONE SNATCHERS

CHECK YOUR SURROUNDINGS BEFORE USING YOUR MOBILE.
PHONE SNATCHERS RIDING BIKES AND MOPEDS OPERATE IN THIS AREA.



TOTAL POLICING



Harm-Focused Policing

- Focus police resources on activities that create the greatest harms within a community. This method can be contrasted to approaches in which attention is paid only to crime counts.
- The Leicestershire Police use the a “harm index” to identify 1. “harm spots” and 2. “most harmful offenders.” They target both through reallocating resources, changing patrol patterns, and reworking their offender management strategies.
- Suffolk Constabulary identify domestic violence offenders who generate the greatest harm. They found that of 36,000 DV calls, 2% of couples generated 80% of the greatest harm.

Doesn't Work – 3R policing

Random patrol, *rapid* call response, and *reactive* investigations.

- Kansas City Experiment (1974) – found that traditional random patrol has no effect on crime rates or on citizen satisfaction.
- Other research suggests that rapid call response is not particularly effective for catching criminals (although a study by the London School of economics last year with the Greater Manchester Police refutes this claim).

Doesn't work –



From *Scientific American*:

- “If you were one of millions of children who completed the Drug Abuse Resistance Education program, or D.A.R.E., between 1983 and 2009, you may be surprised to learn that scientists have repeatedly shown that the program did not work. Despite being the nation’s most popular substance-abuse prevention program, **D.A.R.E. did not make you less likely to become a drug addict or even to refuse that first beer from your friends.**”
- In 2014, the U.S. rolled out a “new DARE program.”

What is Research?

It's about questioning your assumptions, then testing your assumptions in a rigorous manner, and then **BELIEVING** the analysis

Issue: Measuring Effectiveness in Policing

How do we usually measure patrol “effectiveness” in policing?

Typical ways to measure effectiveness: crime stats, calls for service, satisfaction surveys, evaluation studies.



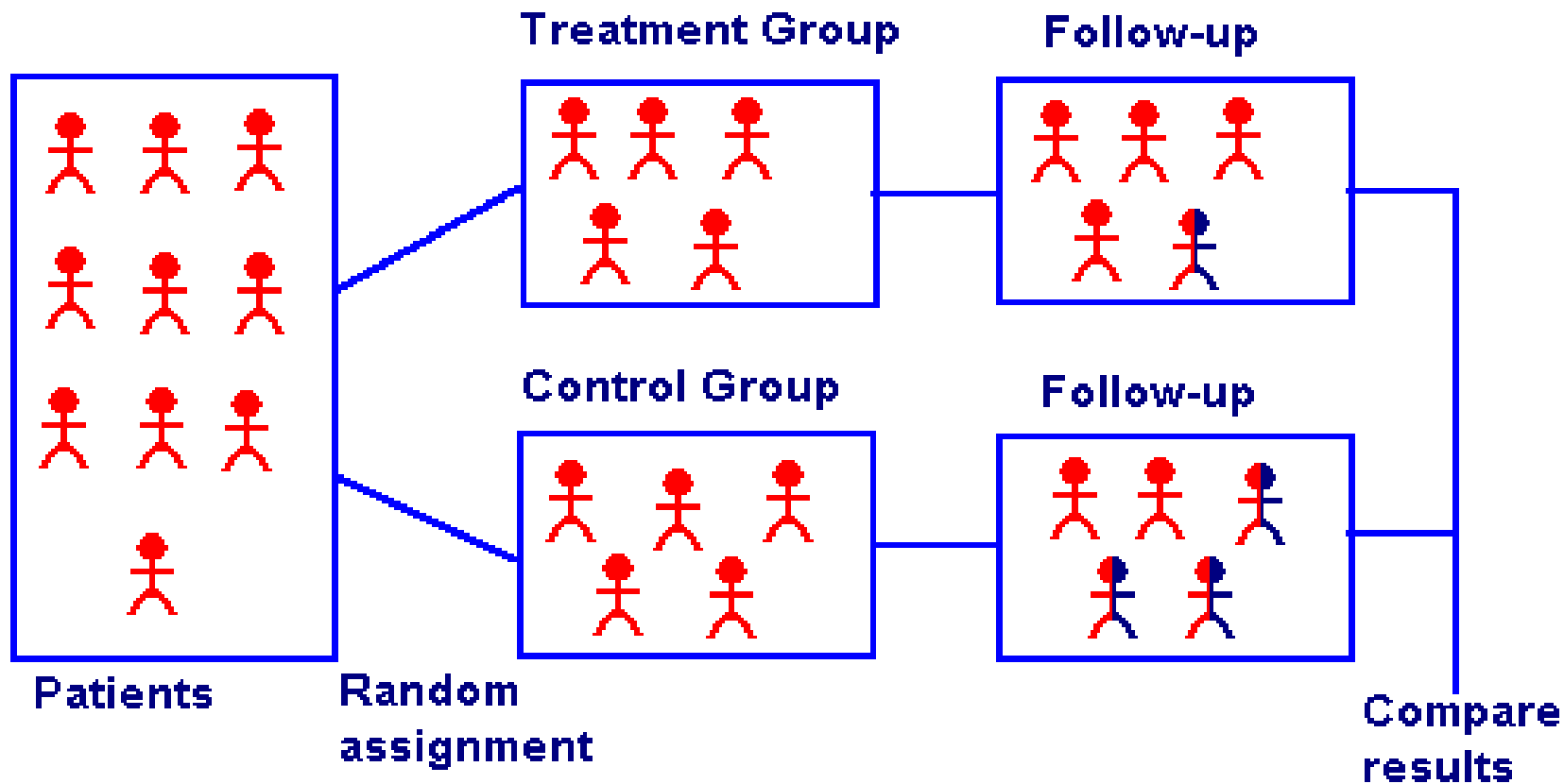
Match Your Questions to Your Methods

Qualitative Research: interviews, focus groups, ethnography, systematic social observation (also possibly experiments, but rarely done). Uses **research questions** that can have open-ended results.

Quantitative Research: surveys, experiments (randomized control trials; pre-post/post-tests), testing questions using other forms of numerical data. Uses **hypotheses** that can only result in Yes/No responses.

Mixed: combines two or more of the above from both qualitative and quantitative

Randomized Control Trial



A study in which people are allocated at random (by chance alone) to receive one of several clinical interventions

Pre-test/Post-test



A pre-test/post-test design is an experiment where measurements are taken both before and after a intervention.

Systematic Reviews/Meta-Analysis

Many agencies rely on “literature reviews”. These are often cherry-picked pieces of research, cobbled together to support a pre-determined conclusion, and...they can lead you down the wrong path.

- **Systematic reviews:** using pre-determined methods to locate, select, and analyze pre-existing studies on the same intervention (rather than cherry-picking the ones you like!).
- **Meta-analysis:** taking pre-existing studies with sufficient similarity on the same intervention to be able to develop statistically significant comparisons about treatment effects.

Observations/Field Work

Watching people do what they do is often a great technique for better understanding what people do.

It's also useful for finding otherwise “hidden” practices, beliefs or attitudes because:

- On surveys, people often lie, forget, misunderstand the question. Also, surveys are limited by what you ask.
- In interviews, people might forget some important detail, misrepresent, etc.

Brainstorming Session

1. Google “Walby Swat”
2. Scan the *Macleans* article related to this study
3. Let’s take about 5-10 minutes and see what observations you can come up with based on EBP.

Police Militarization in Canada: Media Rhetoric and Operational Realities

Brendan Roziere, Kevin Walby

Policing: A Journal of Policy and Practice,
pax075, <https://doi.org/10.1093/policing/pax075>

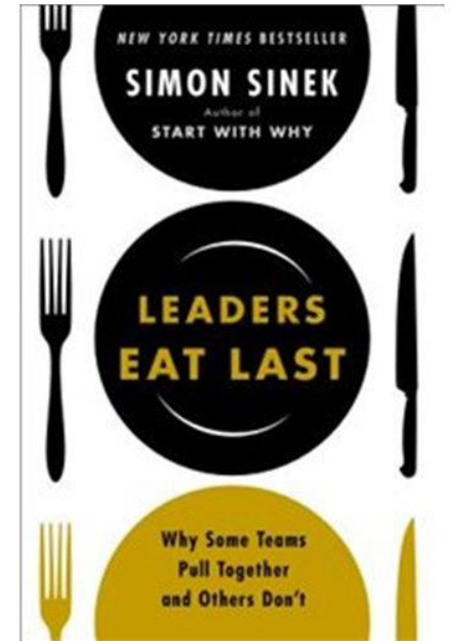
Published: 27 October 2017

EBP Decision-making



Be Open to Thinking About Issues in a More Scientific way

- When confronted with an issue or challenge, the first question should always be: “What does the research say?”
- Learn from not only policing specific research, but also from fields ranging from medicine, aviation, psychology, business, etc.
- Otherwise: just read widely. There’s lot of great ideas out there!

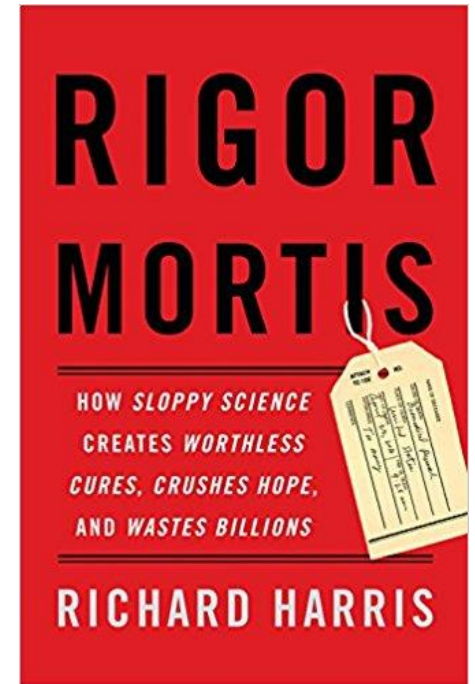


Nothing in Life Comes with Absolute Guarantees

- Evidence-based policing does not provide **definitive** answers that officers and staff should apply uncritically.
- In an EBP organization, officers and staff will reflect on their practice, consider how the “best available” evidence applies to their day-to-day work, and learn from their successes and failures.
- The approach should mean officers and staff can ask questions, challenge accepted practices, and innovate in the public interest.

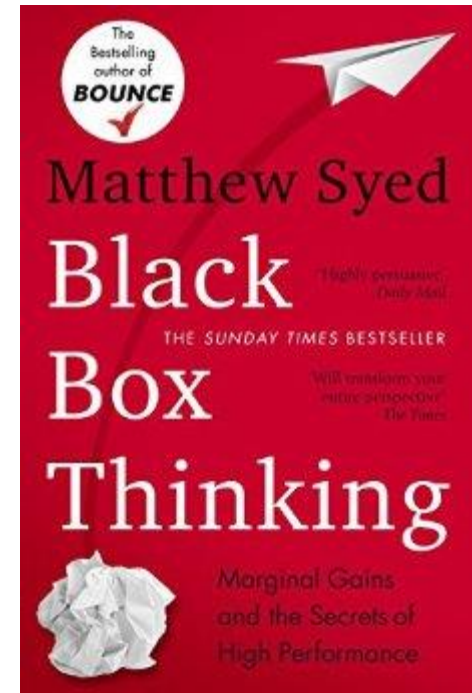
Be Prepared to Kill Your Darlings

- Everyone has pet ideas, beliefs, policies, practices, and programs.
- But not everyone is ruthless enough to challenge their own darlings or to kill them.
- Sometimes things need pruning. Sometimes they need killing. Do it. That is all.



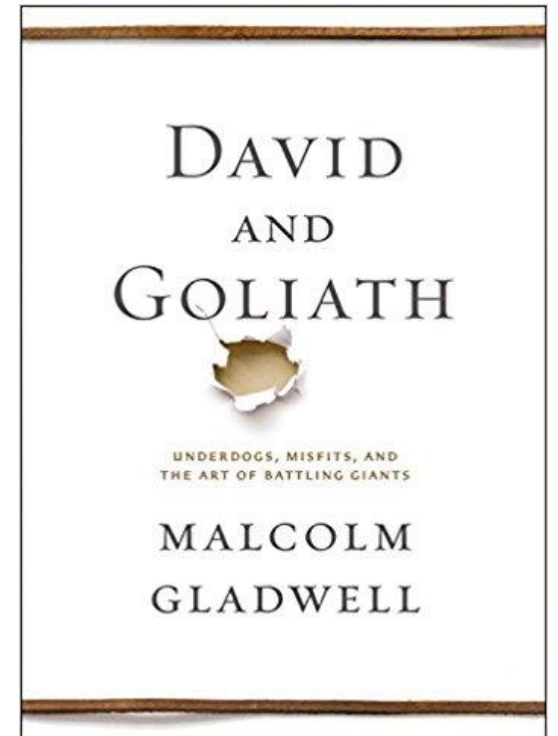
Embrace Failure

- Failure (like death and taxes) is inevitable. Accept this.
- Use it as an opportunity to learn, improve, and innovate.
- Organizations that punish failure tend to not learn, not improve, and not innovate.



Get Over Bigger=Better Thinking

- You don't always need a big solution to do a big job.
- Cost always has to be a factor, including being open to creative ways to engage in the development and testing of ideas without blowing wads of cash.
- Sometimes smaller is better: more agile, faster, fewer cultural/institutional challenges.



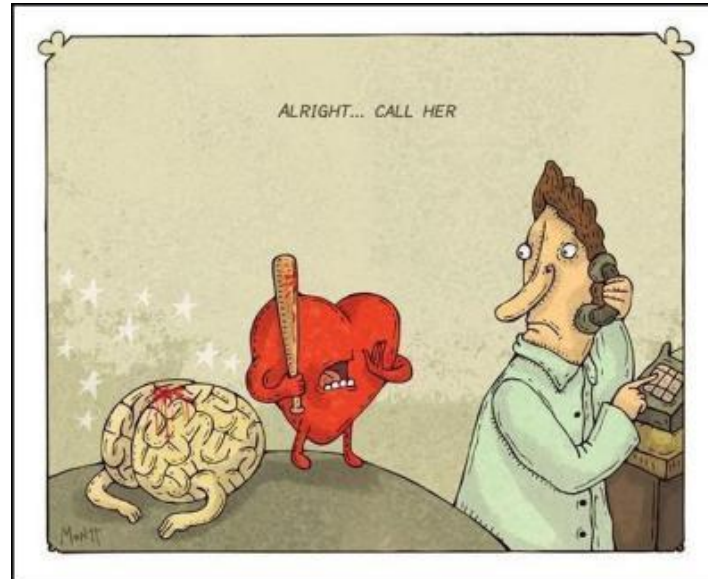
Remember the Triple T Approach

It's not enough to target and test an intervention, you need to track it over time to make sure your program is not going off the rails.



Politics: Reason vs. Emotion

There is a significant volume of research that suggests that our political behavior, beliefs, and values are governed mainly by emotion, and not reason. You can see some of this play out in response to police decision-making and research.



Toronto

Doug Ford interrupted at Somali event over support for controversial police unit



PC leader says he supports the idea of bringing back TAVIS, disbanded over carding concerns

Muriel Draaisma - CBC News

April 09, 2018

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Canadian Society of Evidence Based Policing

Our mandate:

The creation of knowledge to enhance
Canada's tradition of policing excellence



About

The Canadian Society of Evidence Based Policing (CAN-SEBP) was formed in April 2015. We are an association of police practitioners, academic researchers, public policy-makers and others, whose mission is to foster the creation and mobilization of quality research in order to make evidence based approaches a cornerstone

Projects

As part of our core mission, we will be working with police, academic researchers, public policy-makers, and public and private funders in order to generate research of practical benefit to police groups, hold knowledge mobilization events and otherwise provide networking and other opportunities to members

Events

We hold a number of events throughout the year with our partners and collaborators, including workshops and special educational events. We also provide members with information and opportunities to attend events held by our partners overseas.

[More](#)

Get involved

Membership is open to all current and retired police officers, police governance officials, provincial and federal policy-makers and academic researchers conducting work in the field of applied policing research. Civilian police members are also welcome, as are students engaged in policing-related research and activities.

[More](#)

www.can-sebp.net

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