

## **Appendix I**

### **Letters of Support**

**Project Title:** Online training for law enforcement to reduce risks associated with shift work and long work hours

1) WSU contractors -- Bryan Vila PhD, Lois James PhD, and Stephen James PhD

Police organizations --

2) Commission on Peace Officer Standards and Training

3) Department of California Highway Patrol

4) International Association of Chiefs of Police (IACP)

5) Major Cities Chiefs Association

6) John Violanti, PhD, Principal investigator of NIOSH extramural study, Buffalo Occupational Cardio-Metabolic Police Stress (BCOPS) Project

January 20, 2016

Dr. Claire C. Caruso, PhD, RN, FAAN  
Research Health Scientist  
National Institute for Occupational Safety and Health, CDC  
1150 Tusculum Avenue, MS C-24  
Cincinnati, OH 45226-1998

Dear Dr. Caruso,

We strongly support your efforts to adapt NIOSH's training for nurses on shift work and long work hours (DHHS (NIOSH) Publication No. 2015-115) and hereby commit to an extensive collaboration to bring these efforts to successful and timely completion. Washington State University's Sleep and Performance Research Center (SPRC) is one of the leading sleep research facilities in the world. Our 25 principal investigators collaborate to study the nature of sleep and the impact of sleep loss and disruption from the molecular level to high-risk operations in the field.

SPRC's Simulated Hazardous Operational Tasks (SHOT) laboratory, directed by Dr. Bryan Vila, is dedicated to understanding the impact of shift work, long work hours, and sleep disruption on critical operational tasks among occupational groups such as police officers and other first responders, medical workers, military, aviation and other transportation industries. Much of our research during the past decade has focused on police officers' performance, safety and health. And our ground-breaking experimental work on the effect of shift work and sleep-related fatigue on patrol driving, deadly force judgment and decision making, tactical social interaction, cognition, and post-shift drowsy driving are having a substantial and growing impact on police practices. We use experimental evidence to help policing agencies and officers—as well as other high-risk, 24/7 operational groups—develop comprehensive fatigue management strategies. Based on this work, we know that adapting your excellent shift work and long work hours training tool for nurses to this critical occupational group will fill a critical health educational gap among this group.

The SHOT lab's research team includes Dr. Bryan Vila, Dr. Lois James, and Dr. Stephen James. Dr. Vila is former police officer and executive with 17 years' experience in local, national and international agencies. he pioneered the study of police fatigue (how workplace fatigue impairs officers' safety, performance and health) more than 35 years ago. Since then, he has published one book and more than 40 peer-reviewed research articles and book chapters on the topic. He also has given more than 100 invited workshops and talks on the topic to police officers, executives and policy makers in the U.S., UK, and Canada. He is a past member of the NORA sub-team on shift work, and the NIH Sleep Research Advisory Board. Dr. Vila has received 13 competitive research grants and contracts focused on this topic. Furthermore, he was an expert reviewer of the content for the online training that we propose to modify for police officers: 'NIOSH training for nurses on shift work and long work hours' DHHS (NIOSH) Publication No. 2015-115.

Dr. Lois James focuses on the relationship between sleep, health, and performance in elite populations such as nurses, combat medics, military personnel, police officers, and top-tier athletes. She is particularly interested in how sleep disruption due to shift work, and disruption of the circadian clock due to jet lag, lead to negative health outcomes and performance deficits. Through understanding of the prevalence and

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impact of sleep deprivation and circadian disruption within these populations, she creates fatigue management strategies to help build resilience and reduce the risk of performance deficits and chronic health issues. Examples of these strategies are shift-work related fatigue management plans for police officers and nurses, and jet lag management plans for athletes competing overseas. Dr. L. James's funding sources for research in this area include the Office of Naval Research, Defense Advanced Research Project Agency, Tri Service Nursing Research Project, Royal Canadian Mounted Police, and Canadian Own the Podium program. Furthermore, in 2015 Dr. L. James became a member of the research advisory council for the International Association of Chiefs of Police—the largest and most influential organization for police executives around the world. As one of only ten academic members, she is ideally positioned to influence the national agenda for policing research.

Dr. Stephen James manages the SHOT lab, and oversees all of its day-to-day operations. As such, he has extensive experience managing research projects with law enforcement participants and agencies. His research focuses on the effects of fatigue on police officer performance and safety. He advises law enforcement agencies on policy and training issues and has delivered fatigue management training to law enforcement agencies across the United States and Canada. He is a member of the California Commission on Peace Officers Standards and Training research advisory team, and is ideally positioned to influence training and policy in some of the biggest and most progressive police departments in the United States.

Due to our expertise in comprehensive fatigue management for law enforcement, we propose collaborating with NIOSH to create a new online training program for police by tailoring the content from the online "NIOSH training for nurses on shift work and long work hours" (DHHS (NIOSH) Publication No. 2015-115). Although police departments around the world are starting to pay more and more attention to fatigue management, the cost of training can be unmanageable for many departments—especially the 93% of state and local agencies with fewer than 100 officers which employ 46% of the nation's 800,000 sworn law enforcement officers. In response to this concern, we propose an online, interactive, training program tailored for police officers and their managers to educate and motivate them to use evidence-based workplace and personal strategies to reduce these risks. We envision the online training will be provided free to anyone over the internet and available on demand, making it widely accessible to all law enforcement officers and agencies.

Society needs police officers around the clock to provide vital protective services. Shift work and long work hours are associated with a growing number of critical health and safety risks: insufficient sleep; worker errors leading to injury and death as well as poorer services; development of chronic diseases such as cardiovascular, gastrointestinal, and musculoskeletal disorders, cancer; mental disturbances; and adverse reproductive outcomes. Although police officers and their managers often work these demanding hours and exposed to these health and safety risks, they have limited knowledge about how to manage them.

We propose a broad-scale solution to this problem. As the world's leading experts in this field, we are uniquely suited for this task. We know of no other group of experts who are developing similar freely available online training to educate the police community about strategies to better cope with shift work and long work hours.

Our role in the proposed project will be to:

- Assist NIOSH staff in tailoring the nurse training for police audiences. This will include adding content relevant to police that is not in the nurse training such as: use of deadly force; adding an expanded motor vehicle safety section; adding findings on safety and health risks linked to work schedules, insufficient sleep, and shift-work related fatigue in police officers.

- With guidance from NIOSH staff, recorded video segments that present content specifically relevant for the police community will be used to engage and motivate them to use information in the training program. Dr. S. James has experience as a videographer, and has the necessary equipment to complete this task.
- With the assistance of NIOSH staff we will organize and facilitate two focus groups to get feedback on a draft of the online program from police officers, managers, and trainers. Each focus group will have 9 participants. We will provide a video and audio recording of the focus group sessions to NIOSH and pay an honorarium to each participant for participating.
- Gain input for the training content from representatives in police labor, management, and training roles.
- Carry out pilot test of the newly developed online course, using ~50 police officers and managers. This will include:
  - Developing a survey with NIOSH staff to get feedback after participants take the training;
  - Equipping participants with actigraphs to assess sleep/wake patterns for 14 consecutive days before they take the training, for 14 consecutive days during and immediately after the training, and again for 14 consecutive days six weeks after completing the training (we have 50 actigraphs, which will limit equipment costs on the proposed project);
  - Surveying the 50 police officers after taking the training to assess the training for clarity, salience, appeal, persuasiveness, and knowledge retained, and to obtain suggestions for improvement;
  - Compiling the data from the pilot test; and
  - Working with NIOSH team to analyze the actigraphy and survey data.
- Disseminate the training and promote its widespread adoption within the police community.

Once NIOSH releases the training to the public, we hope to carry out a larger extramurally-funded study to test its effectiveness in increasing officer sleep, health, and wellness, and reducing the risk of accident, injury, and error.

Sincerely,



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Lois James, Ph.D. (primary point of contact)



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Stephen James, Ph.D.



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Bryan Vila, Ph.D.

COMMISSION ON  
**PEACE OFFICER STANDARDS AND TRAINING**



**POST**

**EDMUND G. BROWN JR.**  
GOVERNOR

**KAMALA D. HARRIS**  
ATTORNEY GENERAL

February 1, 2016

Dear Dr. Caruso

I am writing this letter in support of the joint training development proposed by Washington State University and the National Institute for Occupational Safety and Health on police fatigue.

I am a law enforcement consultant working for the California Commission on POST. My programs include the analysis and reporting of law enforcement officers killed and assaulted in the line of duty and the SAFE Driving Campaign. From my professional experience at POST and my personal experience as a 23 year veteran retired peace officer, I know fatigue plays a big role in the safety and health of officers, and can literally become part of a survival issue.

Training on the topic of fatigue in law enforcement would be valuable, contributing to the health and capacity of law enforcement and their ability to accomplish their work safely. While law enforcement has long known that fatigue is a dangerous factor, there is no training available that I am aware of to combat the effects of fatigue by learning healthy coping mechanisms. It might also help agencies adopt policies that protect officers from becoming overly fatigued.

The California commission on POST regularly reviews new training and has the capacity to promote and make it available to law enforcement through their website for both general and specific consumption. The POST Learning Portal makes access to training available to portal subscribers, which includes individuals across the United States, not just California. POST on-line forums and training workshops can target specific audiences like training program managers and academy directors too.

POST has partnered with the research team at Washington State University for many years. It has been a positive relationship that has included the valuable exchange of information culminating in training towards keeping officers safe. The team is professional and works with a great deal of integrity. I highly recommend them for this project and am hopeful that you will approve this training endeavor.

Warm regards,

A handwritten signature in black ink, appearing to read "Janna Munk".

Janna Munk, Law Enforcement Consultant

**DEPARTMENT OF CALIFORNIA HIGHWAY PATROL**

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January 15, 2016

File No.: 3.14638.18073.003.1-0045

Claire C. Caruso, PhD, RN, FAAN  
Research Health Scientist  
National Institute for Occupational Safety and Health, CDC  
1150 Tusculum Avenue, MS C-24  
Cincinnati, OH 45226-1998

Dear Ms. Caruso:

I want to express my support for the study proposed by members of Washington State University and the National Institute for Occupational Safety and Health. This essential research will examine the critical health and safety risks police officers encounter due to shift work and extended work hours. The results of this study will be invaluable in the development of an online training program designed to educate and provide strategies to the law enforcement profession to reduce these risks.

As Assistant Commissioner, Staff, of the California Highway Patrol (CHP), I believe training related to this topic is necessary to ensure the health and welfare of law enforcement professionals throughout this nation. Currently, I am not aware of any similar research or development of this type of online training and welcome the opportunity to provide this material to all employees of the CHP.

If you have any questions, you may contact me directly at (916) 843-3003.

Sincerely,

A handwritten signature in blue ink, appearing to read "A. A. Browne".

A. A. Browne  
Assistant Commissioner, Staff









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February 8, 2016

Claire C. Caruso, PhD, RN, FAAN  
Research Health Scientist  
National Institute for Occupational Safety and Health, CDC  
1150 Tusculum Avenue, MS C-24  
Cincinnati, OH 45226-1998

Dr. Caruso:

I am writing in support of a proposal from Washington State University (Bryan Vila PhD, Lois James PhD, and Stephen James PhD) and experts from the National Institute for Occupational Safety and Health (NIOSH), CDC to develop an online, interactive, training program tailored for police officers and their managers to educate and motivate them to use evidence-based workplace strategies and personal strategies to reduce these risks.


Police officers are required to work around the clock and research has by Dr. Vila and his colleagues has clearly shown the adverse impact on their decision making abilities and long term health. An online training program for police officers that would help them take steps to minimize the impact of fatigue would be of great value.

Major Cities Chiefs Association (MCCA) is a professional association of chief police executives representing the largest cities in the United States, Canada and the UK. MCCA membership is comprised of Chiefs and Sheriffs of the sixty-seven largest law enforcement agencies in the United States, ten largest in Canada and two in the United Kingdom. They serve 91.4 million people (70 US – 11.5 Canada – 9.9 UK) with a sworn workforce of 241,257 (162,425 US, 21,939 Canada, 56,893 UK) officers and non-sworn personnel.

If this training were developed and available to police officers MCCA would take steps to make police officers aware of its availability and encourage them to follow the steps recommended by the training.

Thank you for your consideration.

Sincerely,

  
Darrel W. Stephens  
Executive Director





