

MODULE SPECIFICATION

Module Title:	Decision Making and Discretion	Level:	4	Credit Value:	20
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Module code:	POL405	Is this a new module?	new	Code of module being replaced:	N/A
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Cost Centre:	GACJ	JACS3 code:	L311	HECOS code:	100484
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Trimester(s) in which to be offered:	2	With effect from:	September 2019
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Faculty:	Social and Life Sciences	Module Leader:	Andy Jones
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Scheduled learning and teaching hours	36hrs
Guided independent study	164hrs
Placement	0hrs
Module duration (total hours)	200hrs

Programme(s) in which to be offered	Core	Option
BSc (Hons) Professional Policing	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Pre-requisites
None

Office use only

Initial approval January 19

APSC approval of modification *Enter date of approval*

Have any derogations received LTQC approval?

Version 1

Yes No

Module Aims

This module aims to develop students' understanding of decision making and how discretion might be applied where policing decisions have to be made.

Intended Learning Outcomes

Key skills for employability

KS1	Written, oral and media communication skills
KS2	Leadership, team working and networking skills
KS3	Opportunity, creativity and problem solving skills
KS4	Information technology skills and digital literacy
KS5	Information management skills
KS6	Research skills
KS7	Intercultural and sustainability skills
KS8	Career management skills
KS9	Learning to learn (managing personal and professional development, self-management)
KS10	Numeracy

At the end of this module, students will be able to

Key Skills

At the end of this module, students will be able to		Key Skills	
1	Understand the rationale for developing , the stages of, the flexibility and the role of discretion in, the National Decision Model (NDM) (NPC mapping: Decision-making and Discretion: 1.1,1.2,1.3,2.1,2.2,2.3,2.4,3.1,3.2,3.3,3.4)	KS1	KS4
		KS6	KS8
2	Explain how to apply the National Decision Model to a given professional situation, demonstrating effective professional judgement and decision making. (NPC mapping: Decision-making and Discretion:6.1,6.2,6.3,6.4,6.5)	KS1	KS4
		KS8	KS9
3	Examine barriers to effective decision-making including the impact of risk aversion and risk avoidance, and strategies to mitigate these influences to further the ability of the police to deliver an effective service (NPC mapping: Decision-making and Discretion:4.1,4.2,4.3,4.4,4.5,4.6,4.7,4.8,4.9,9.1,9.2,9.3)	KS7	KS8
		KS9	
4	Analyse the effect of bias on the decision-making process and how varying circumstances can exert influence upon the decision-making process (NPC mapping: Decision-making and Discretion:5.1,5.2,5.3,10.1,10.2) NPC mapping: Response Policing 8.1)	KS2	KS3
		KS6	KS9
5	Understand the significance of recording all decisions and the importance of accountability in assessing risk (NPC mapping: Decision-making and Discretion:7.1,7.2,7.3,8.1)	KS1	KS8
		KS9	

Transferable/key skills and other attributes

Problem solving and reasoning
Decision making
Communication skills
Writing Skills
Case analysis
Independent Working
Time Management

Derogations

Module cannot be compensated/condoned on BSc (Hons) Professional Policing
All elements of assessment must be passed on BSc (Hons) Professional Policing

Assessment:

This module will be assessed by 2 methods.

1. A case study where a poor decision was taken- students to note barriers to effective decision making, account for the poor decision with reference to issues of bias, risk

2. Case review- revising the case: students to outline the NDM and how it might have been applied to lead to a better outcome

Assessment guidance will be provided that directs students towards meeting the relevant learning outcomes

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration	Word count (or equivalent if appropriate)
1	3,4	Case study	50%		1,250
2	1,2,5	Case review	50%		1,250

Learning and Teaching Strategies:

The module will use a combination of teaching and learning strategies, including lectures, seminars and role plays. Formative assessments will be used to provide developmental feedback to students and will include role plays, incident analysis and classroom knowledge checks. The range of teaching strategies will allow students to develop their knowledge of decision making and the arrest and detention process.

Syllabus outline: NPC Indicative Content Mapping

LO1: Understand the rationale for developing , the stages of, the flexibility and the role of discretion in, the National Decision Model (NDM)

Key influences on the decision-making process

Background and key drivers for development of the National Decision Model (NDM)

Purpose and benefits of the NDM

The National Decision Model (NDM):

- Mnemonic CIAPOAR (Code of Ethics, Information, Assessment, Powers & Policy, Operation, Action and Review)

Link between the NDM and the Code of Ethics

Human rights in decision making:

Mnemonic PLAN (Proportionality, Legality, Accountability, Necessity)

Flexibility within the NDM

Definition of the term 'discretion'

How discretion plays an important part in the decision-making process in policing

The applicability of autonomy and discretion in effective policing

Measures to be put into place to ensure that discretion is applied ethically and professionally, including:

- On-the-spot accountability (e.g. information provision)
- Record keeping
- Briefing and debriefing
- Supervision
- Reviewing decisions and learning lessons (e.g. case reviews)
- Continuing professional development (CPD)

LO2: Explain how to apply the National Decision Model to a given professional situation, demonstrating effective professional judgement and decision making.

Reviewing example case studies

Recording decisions and rationale

Demonstrating flexibility within decisions

Justifying the decisions made

Reflecting upon the decisions made

LO3: Examine barriers to effective decision-making including the impact of risk aversion and risk avoidance, and strategies to mitigate these influences to further the ability of the police to deliver an effective service

Obstacles to making effective decisions

Strategies for effective decision-making

Application of discretion within the NDM

Where the use of discretion might/might not be applicable

Application of Authorised Professional Practice (APP) risk principles

Public interest

Applying the essence of the law

Risks involved when discretion is used as part of the decision-making process

Justifying the application of discretion in any decision-making process

Definition of terms 'risk', 'risk assessment', 'risk aversion' and 'risk avoidance'

The concept of 'constabulary independence'

Effect of risk avoidance and risk aversion on decision making processes

LO4: Analyse the effect of bias on the decision-making process and how varying circumstances can exert influence upon the decision-making process

The influences of bias on the ethical decision-making process:

- Disproportionality
- Prejudice, stereotyping and discrimination
- Conscious and unconscious bias, including implicit bias
- Direct and indirect discrimination
- Relevance of police occupational culture

• Structural, institutional and individual explanations for bias and discrimination
Effects of personal experience, personal bias, values, cultural norms and emotions upon ethical decision-making, including:

- Personal resilience
- Cynicism
- Empathy
- Policing culture

The effect of using a 'default position' for decision making based upon previous approaches

Making decisions in 'slow time' and 'quick time'

Making decisions in complex and unpredictable circumstances

LO5: Understand the significance of recording all decisions and the importance of accountability in assessing risk

Principles underpinning decision recording, and rationale

Methods of recording decisions and rationale

Contents of records

Allocation of correct risk to the correct person ('false-positive' and 'false-negative')

Essential reading

- Braga, A.A. and Tucker, R., 2018. Problem analysis to support decision-making in evidence based policing. *Evidence Based Policing: An Introduction*, p.29.
- Bryant, R and Bryant, S (Eds) *Blackstone's Handbook for Policing Students (Blackstone's Practical Policing)*. Oxford: Oxford University Press
- College of Policing (2018) National decision Model. *Authorised Professional Practice* Available to view at: <https://www.app.college.police.uk/app-content/>
- Lennon, G. and Murray, K., 2018. Under-regulated and unaccountable? Explaining variation in stop and search rates in Scotland, England and Wales. *Policing and Society*, 28(2), pp.157-174.
- Regoeczi, C and Kent, S., 2014. Race, poverty, and the traffic ticket cycle: Exploring the situational context of the application of police discretion. *Policing: An International Journal of Police Strategies & Management*, 37(1), pp.190-205.
- van den Heuvel, C., Alison, L. and Power, N., 2014. Coping with uncertainty: Police strategies for resilient decision-making and action implementation. *Cognition, Technology & Work*, 16(1), pp.25-45.

Other indicative reading

- Bonner, H.S., 2015. Police officer decision-making in dispute encounters: digging deeper into the 'black box'. *American journal of criminal justice*, 40(3), pp.493-522.
- Brown, J., Fleming, J., Silvestri, M., Linton, K & Gouseti, I (2018) Implications of police occupational culture in discriminatory experiences of senior women in police forces in England and Wales, *Policing and Society*, Online: DOI: 10.1080/10439463.2018.1540618
- Buvik, K., 2016. The hole in the doughnut: a study of police discretion in a nightlife setting. *Policing and society*, 26(7), pp.771-788.
- Cruz, V., Garcia, B. and Hammock, E., 2015. Effects of Physical Appearance on Police Decision Making.
- Myhill, A. and Johnson, K., 2016. Police use of discretion in response to domestic violence. *Criminology & Criminal Justice*, 16(1), pp.3-20.

- Phillips, S.W., 2016. Police discretion and boredom: What officers do when there is nothing to do. *Journal of Contemporary Ethnography*, 45(5), pp.580-601.
- Sleath, E. and Bull, R., 2017. Police perceptions of rape victims and the impact on case decision making: A systematic review. *Aggression and violent behavior*, 34, pp.102-112.
- Vila, B., James, S. and James, L., 2018. How police officers perform in encounters with the public: Measuring what matters at the individual level. *Policing: An International Journal*, 41(2), pp.215-232.