

KAREN L. AMENDOLA, PhD

Chief Behavioral Scientist
Police Foundation
Office: (202) 833-1460

EDUCATION

Doctor of Philosophy, Psychology, George Mason University, Fairfax, Virginia.
Specialization in Industrial/Organizational Psychology (August, 1996).

Master of Arts, Psychology, George Mason University, Fairfax, Virginia. Specialization
in Industrial/Organizational Psychology (May, 1991).

Master of Arts, Human Resources Management, Webster University, St. Louis, Missouri.
(G.P.A. 5.0/5.0). Recipient of Outstanding Graduate Student Award (July, 1989).

Bachelor of Arts, Humanities, Barat College, Lake Forest, Illinois. Minor in
Management. Graduated Magna Cum Laude (G.P.A. 3.83/4.0). Recipient of the Barat
Prize, the College's top honor (May, 1984).

EMPLOYMENT

February 1993 – Present POLICE FOUNDATION, Washington, D.C.

Chief Behavioral Scientist. Direct research and technical assistance projects related to
applied psychology in policing. Currently developing a center to focus on the intersection
of social and applied psychology, policing, and the law (September, 2013 – present).

Chief Operating Officer; Division of Research, Evaluation, and Professional Services.
Oversee all functions for three area Directors including Research, Professional Services,
and Crime Mapping and Problem Analysis (June, 2003 – August, 2013).

Chief Operating Officer; Institute for Integrity, Leadership, & Professionalism.
Established new area focused on the development of leadership. Obtained and directed
several grants for research and management studies (July, 2000 – May, 2003).

Senior Consultant. Provided professional services including conducting a national
review of management strategic plans, and developing and delivering training (January,
1998 – June, 2000).

Director; Division of Technology/Technical Assistance. Developed grants and contracts
and directed all activities including overseeing of the development of a national human
resources performance database, directing training and consulting projects, and initiating
a police fellowship and student internship program (October, 1994 – December, 1997).

Senior Organizational Analyst; Division of Technology/Technical Assistance. Assisted with a variety of technical assistance and training projects including a diversity training program and management studies (October, 1993 – September, 1994).

Consultant; Division of Technology/Technical Assistance. Assisted in developing a training program using assessment center scenarios (February, 1993 – September, 1993).

Current Primary Research and Technical Assistance Grants/Awards

1. “Eyewitness Identification Field Studies (Phase II): Development and Validation of Quantitative and Qualitative Outcome Measures.” (In Progress)

Serve as principal investigator for this applied forensic project examining the veracity of eyewitness id via case dispositions and ratings of evidentiary strength. Phase I conducted by The American Judicature Society in cooperation with the Innocence Project and Police Foundation. This study will examine the impact of

\$ 184,127 *JEHT Foundation, New York, New York.*
Original award of \$335,000, but lost remaining funds when the Madoff scandal resulted in the closure of the JEHT Foundation.

\$ 115,000 *Open Society Foundations, New York, New York.*
After the closure of the JEHT Foundation, OSF provided a funding supplement to carry this project through the second year.

\$ 131,029 *Laura and John Arnold Foundation, Austin, Texas.*
In order to support a fourth study site in Austin and create a more comprehensive approach for examining evidentiary strength, the Laura and John Arnold Foundation provided support for the extensive work in Austin, Texas.

2. “Supporting Records Management Systems for Community Policing.”
(Completed in 2007, conducting a five-year follow-up)

Serve as principal investigator on this national survey of police chiefs, sheriffs, and information technology specialists in law enforcement to examine acquisition, development, implementation, and use of major technology initiatives.

\$ 398,818 *Office of Community Oriented Policing Services (COPS), U.S. Department of Justice (DOJ).*

3. “Liberia National Police Mobile Training Teams Project.” (2013)

Served as Project Director for this project in which 20 selected Liberia National Police Trainers were brought to the U.S. to examine policing in two primary agencies: The Virginia State Police Training Academy and the Pennsylvania State Police Academy, as well as a number of other local agencies in those areas.

Officers were trained in community policing, ethics and integrity management, leadership skills, organizational change, strategic planning, and presentation skills.

\$422,220 *U.S. Department of State, Bureau of International Narcotics and Law Enforcement (INL).*

Completed Research and Technical Assistance Projects

1. “Atlantic City Feasibility Assessment for 10-hour Shifts.” (2012)

Served as project director for an assessment of the Atlantic City, New Jersey Police Department’s (ACPD) calls for service, peak call times, and priorities to develop a set of alternatives for implementing a 10-hour shift that would: 1) maximize the benefits of overlapping shifts, 2) minimize costs, 3) increase opportunities for report writing, and 4) maximize training opportunities while maintaining sufficient staffing coverage. The ACPD is currently implementing the most recommended scheduling plan.

\$21,280 *Atlantic City Police Department.*

2. “The Impact of Shift Work on Various Health, Safety, Performance, and Quality of Life Measures.” (2011)

Served as principal investigator on this applied experimental study in two police departments, and conducted a national random phone survey of 300 agencies in 2005 and 2009. Publications can be found at:

<http://www.policefoundation.org/content/shift-length-experiment>

\$ 998,000 *National Institute of Justice, U.S. DOJ.*

3. “Elder Abuse: The Impact of Risk Factors and Protective Behaviors in the Course of Abuse over Time.” (2010)

Served as principal investigator on this survey project, after the original PI left the Police Foundation. The study was conducted with the Chicago Police Department and elderly residents of Chicago with the Schaefer Center in Baltimore. Results can be found at:

<http://www.policefoundation.org/content/course-domestic-abuse-among-chicago's-elderly-risk-factors-protective-behaviors-and-police>

\$ 438,054 *National Institute of Justice, U.S. DOJ.*

4. **“Building Community Trust and Confidence in the Police in Prince George’s County, Maryland.”** (2008)

Served as project director examining organizational culture and community perceptions of police services. The project included a stratified, random phone survey of 500+ households, police focus groups, and community-based forums.

\$ 167,000 *COPS, U.S. DOJ.*

5. **“Comprehensive Assessment, Evaluation, and Technical Assistance Services for the City of Detroit, Michigan.”** (2006)

Served as project director of a thorough management study, presiding over a team of national police leaders including Chief Ronal Serpas, Ph.D.. Study components included a climate/culture assessment within the agency, agency-wide focus groups, development and implementation of a leadership training program and grant writing course, community outreach to various support agencies and through facilitation of community forums, in addition to an extensive review of policies, procedures, and department data.

\$ 449,483 *COPS, U.S. DOJ.*

6. **“Collaborative Leadership Project; Inglewood, California Police.”** (2004)

Served as project director of this program in which we implemented mechanisms for accountability, surveyed the climate and culture of the department, and facilitated collaborative problem-solving between community and police.

\$ 199,000 *COPS, U.S. DOJ.*

7. **“Biased Policing Project, Metropolitan Police, Washington, DC.”** (2004)

Served as principal investigator of this examination of police bias including a random phone survey of 1,200 households (perceptions of police), numerous focus groups within and outside the agency. Results can be found at:

<http://www.policefoundation.org/content/biased-policing-project>

\$ 173,000 *Metropolitan Police Department, Washington, D.C.*

8. **“Collaborative Leadership Project; Omaha, Nebraska Police.”** (2003)

Served as project director for this collaboration with the Nebraska Urban League to obtain community feedback about police services via community forums and agency meetings in order to facilitate collaborative problem solving.

\$ 200,000 *Office of Community Oriented Policing Services, U.S. DOJ.*

-
9. **“Operational Review; Prince George’s County, Maryland Police.”** (2001)
- Directed all phases of an operational review as part of the County’s “Blue Ribbon Commission” focusing on citizen attitudes toward police, recruitment, selection, psychological services, complaints, use of force, and related areas.
- \$ 102,000 *Prince George’s County, Maryland Department of Public Safety.*
10. **“Review of Feasibility of Resident Trooper Program.”** (2000)
- Directed review of police services to determine future structure and need to establish a police department and leadership structure.
- \$ 20,000 *Town of Redding, Connecticut.*
11. **“Review of Community Relations to Establish a Strategic Plan.”** (2000)
- Conducted community focus groups, ride-alongs, and management interviews.
- \$ 70,000 *City of Bay St. Louis, Mississippi.*
12. **“Review of Management and Labor Relations in the St. Petersburg, Florida Police Department in the Wake of the 1996 Civil Disturbances.”** (1997)
- Served as project director of this review in which we conducted interviews, surveys, and analysis of departmental documentation and media coverage.
- \$ 65,000 *COPS, U.S. Department of Justice.*
13. **“Developing Partnerships: Police Residency and Neighborhood Policing Training Program for the City of Atlantic City, New Jersey.”** (1997)
- Assisted in designing a comprehensive neighborhood policing residence program including selection criteria and performance standards. Designed and implemented community policing training.
- \$ 225,000 *Casino Reinvestment Development Authority of New Jersey.*
14. **“Assessing Law Enforcement Ethics; Oregon State Police.”** (1996)
- Served as principal investigator of this study in which we conducted an agency-wide survey of departmental ethics and climate including directing pre-survey focus groups and follow-up phone interviews.
- \$ 35,000 *Oregon Department of State Police.*

15. "National Survey of Strategic Plans." (1997)

Collected a sampling of U.S. law enforcement agencies' strategic plans to establish best practices and provide key examples of strong strategic plans for agencies wishing to develop new ones. The project involved developing evaluation criteria and associated rating scheme. Funding came from Police Foundation's grant award.

\$ 14,750 *Office of Community Oriented Policing Services, U.S. DOJ.*

16. "Characteristics of Police-Citizen Encounters: Multiple Sites." (1996)

Conducted research on alternatives to lethal force in domestic disturbances, fleeing suspects of felonies, hostage/barricade situations, and high-risk search warrants. Two of the project sites (Baltimore Police and Essex County, NJ Sheriff's Office) provided original data that were coded and analyzed. Other assessments came from existing data sets. Prepared Publications: Technical Report, Research in Brief, Police Foundation Reports. Completed on behalf of two former co-PIs. Publication available at:

<http://www.policefoundation.org/sites/pftest1.drupalgardens.com/files/officerbehavior.pdf>

\$ 150,000 *National Institute of Justice, U. S. Department of Justice.*

Projects Supervised (as part of responsibilities for division)**1. Second Responders to Domestic Violence. (Davis, Weisburd, Hamilton, 2007)**

Study of the impact of second responders on repeat domestic violence case outcomes in Richmond, Virginia.

\$411,961 *National Institute of Justice, U.S. Department of Justice.*

2. Crime Mapping & Problem Analysis Laboratory. (2008)

\$418,860 *COPS, U.S. Department of Justice.*

3. Shopping Malls as Soft Targets of Terrorist Attacks. (2006)

\$395,136 *National Institute of Justice, U.S. Department of Justice.*

4. "Hiring in the Spirit of Service." (2005)

The Police Foundation was the prime grantee (among five consortium partners) in this multi-year effort to initiate new recruitment and screening methods geared toward identifying candidates for police and sheriffs' departments who are capable of better serving communities and focusing on recruitment of minorities.

Several sites conducted validation studies, and we worked with consultants to conduct reviews of validation evidence for selection exams. I oversaw that portion of the process and was responsible for the Detroit and Sacramento sites.

\$1,200,000 *COPS, U.S. Department of Justice.*

5. “Racial Profiling Study and Services; State of Kansas.” (2003)

The Police Foundation worked with sub-contractor John Lamberth, Ph.D. of Lamberth Consulting to conduct a multi-site evaluation of racial profiling throughout Kansas. I oversaw and participated in the project.

\$ 368,000 *State of Kansas.*

Technology Projects Supervised (1994 - 2000)

1. Software Technology Implementation: St. Louis, Missouri Police Department.

Implementation of human resources management software program.

\$115,042 *City of St. Louis, Missouri.*

2. Software Technology Implementation: Calgary Police Department.

Implemented risk management and quality of service software tools.

\$ 56,000 *City of Calgary, Canada.*

3. Software Technology Implementation: Sacramento Police Department.

Implemented technology for risk management and to alleviate racial profiling.

\$ 115,000 *City of Sacramento, California.*

4. Software Technology Implementation: Newark Police Department.

Implemented Performance Monitoring technology and provided technical assistance and training.

\$ 85,000 *City of Newark, New Jersey.*

5. Software Technology Implementation: Charleston Police Department.

Implemented the Risk Analysis Management System and provided associated technical assistance services.

\$ 37,000 *City of Charleston, South Carolina.*

Other Projects (1994 - 1997):

- Adverse impact analysis of the St. Louis Police Department selection exam
- Operational reviews of the Delaware River Port Authority and Atlantic City Police Department
- Assistance with selection of a public safety director for the City of Cleveland

December 1997 – June 2000 FIELDS CONSULTING GROUP, Fairfax, VA

Vice-President, Training and Career Development. Directed all training and career development programs for this public safety testing company in its three year start-up phase. Directed projects for public safety and public sector clients.

Projects Included:

- \$ 320,000** *United States Drug Enforcement Administration.* “Special Agent Promotional Process.” Developed, coordinated, and conducted promotional assessment center (1998, 1999, 2000) for approximately 800 candidates for promotion to GS14 positions, and approximately 250 candidates for promotion to GS15 positions nationally and internationally under the direction of Dr. Cassi Fields.
- \$ 62,000** *United States Department of Labor.* “Senior Executive Service Career Development Assessment Center.” Developed, coordinated, and conducted developmental assessment center for senior executives including developing individual development plans through self assessment, and feedback reports regarding leadership competencies under the direction of Dr. Cassi Fields.
- \$ 45,000** *Metro Transit Police, Washington, DC.* “Promotional Assessment Center.” Developed Police Assessment Centers and Preparation Courses for two ranks in the Washington, D.C. agency servicing D.C., Virginia, and Maryland.

Other Projects:

- Assisted with validation of an entry level fire fighters exam
- Participated in developing and administering promotional exams for numerous public safety agencies including:
 - Prince William County, Alexandria, and Fairfax City, Virginia
 - Metropolitan Washington Airports Authority Police

May 1999 – June 2000 PROFESSIONAL DEVELOPMENT ASSOCIATES

President (Part-time). Presided over spin-off company from Fields Consulting Group designed to support training and career development needs of FCG's clients

Projects Directed Include:

- \$ 5,000** *Metropolitan Washington Council of Governments.* “Career Development: Preparing for Fire Service Promotional Exams.” Developed and implemented training for 200 fire service personnel at all levels addressing preparation and study strategies for promotional exams and career development topics including developing competencies and mentoring.
- \$ 2,800** *HUB Consulting Group.* “Small Business Development Assessment.” Conducted an organizational review of the company to assist in development of a strategic business plan. Included an assessment of human resources, financial systems, grants and contracts development, marketing, and other key business functions.
- \$ 3,000** *City of Fairfax Department of Fire and Rescue.* “Leadership Training Program.” Developed and implemented a leadership training program for Sergeants and Lieutenants.
- \$250/person** *Fairfax County Police Personnel.* “Assessment Center Preparation Course.” Developed a customized exam strategies and practice course for Police Lieutenants.
- \$ 3,150** *City of Newark, New Jersey:* Diversity Training Program. Delivered training program for Sergeants and Lieutenants.

1991 – 1995 FAIRFAX COUNTY GOVERNMENT, Fairfax, Virginia

Independent Consultant. Conducted analysis of physical abilities requirements for the Police Department. Conducted and developed written test and/or assessment center promotional exam preparation workshops for public safety (1992 – 1995).

Personnel Analyst; Fairfax County Government Personnel, Graduate Management Internship Program, Employment Services Division, Fairfax, Virginia. Established personnel policies and evaluated applications for employment. Wrote structured interview guide for use throughout the agency. Developed valid selection instruments and promotional exams. Wrote performance standards. Developed and delivered training workshops. Administered assessment center exercises. Collected and analyzed assessment center and physical abilities data (1991 – 1992).

1989 – 1999 GEORGE MASON UNIVERSITY, Fairfax, Virginia

Research Assistant; Departments of Psychology and Management. Intermittently conducted research in human factors in transportation (aviation and driving safety).

Conducted award-winning research on mentoring factors presented at the Academy of Management Conference (August, 1991 – May, 1996).

Teaching Assistant; Department of Education. Volunteered as a teaching assistant to oversee graduate students' career counseling sessions with clients (Summer, 1997).

Instructor and Teaching Assistant; Department of Psychology. Intermittently taught graduate statistics laboratory course as well as courses in social and industrial/organizational psychology. Served as TA in introductory psychology for 2,000 students (August, 1989 – May, 1999).

May, 1990 – November, 1991 THE ST. PAUL COMPANY, Fairfax, Virginia

Human Resources Representative. Counseled employees, managers, and supervisors. Administered and scored employment tests. Wrote exit interview questionnaire and conducted employment, orientation, and exit interviews. Conducted and analyzed attitude survey and salary survey. Position began as a fill-in for an employee on maternity leave, but upon her return, the position continued on a part-time basis.

October, 1985 – July, 1989 VILLAGE OF WILMETTE, Illinois

Director, WilWork Employment Program. Directed all facets of youth employment program including interviewing, placement, recruitment, job matching, counseling, and staff supervision. Converted manual system to computerized matching system. Made employment referrals. Managed fiscal year budget. Conducted consumer satisfaction survey. Compiled statistical reports and made presentations to the board.

Other Positions Held in 1985 or earlier (began part time work at age 15):

- Financial Aid Counselor, American University, Washington, DC (1985)
- Financial Aid Advisor, College of Lake County, Illinois (1984)
- Associate, Student Loans, Barat College, Lake Forest, Illinois (1982 – 1984)
- Receptionist, Continuing Education, Lake Forest College, Illinois (1980 – 1981)
- Receptionist, Behanna & Pasquesi Law, Highland Park, Illinois (1980 – 1983)
- Receptionist; Dr. Louis E. Rapp, DDS, Lake Forest, Illinois (1977 – 1981)

EXPERT TESTIMONY

Eyewitness ID Practices in Law Enforcement: The Science (2013). District of Columbia Committee on the Judiciary and Public Safety. March 21.

http://dc.granicus.com/MediaPlayer.php?view_id=28&clip_id=1670 at 49:08 time marker.

Health and Safety Impacts of Rotating Shifts (2012). Arbitration Hearing Bethel Park (PA) Police Association vs. Police Department of Bethel Park.

Eyewitness ID Practices in Law Enforcement and the State of the Research (2011). Before State of Texas, Bill Blackwood Institute for Law Enforcement, Austin, Texas.

PAPERS AND PUBLICATIONS

Amendola, Karen L. and Wesiburd, David (2013). Shift Scheduling May Be Key to Improving Health and Cutting Costs. *Community Policing Dispatch*, Vol. 6(4), April. Washington, DC: U.S. Department of Justice Office of Community Oriented Policing Services (COPS). http://cops.usdoj.gov/html/dispatch/04-2013/shift_scheduling.asp

Amendola, Karen L. (2013). Associate Editor, *Encyclopedia of Criminology and Criminal Justice* (Bruinsma and Weisburd, Eds.), "Psychology and Law." New York: Springer-Verlag.

Amendola, Karen L. (2013). Officer Safety, Health, and Wellness. In D. Weisburd and G. Bruinsma (Eds.) *Encyclopedia of Criminology and Criminal Justice*, "Psychology and Law." New York: Springer-Verlag.

Amendola, Karen L. (2013). Which Shift is Best? Research in Brief, *The Police Chief*. Alexandria, Virginia: The International Association of Chiefs of Police. http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=2880&issue_id=32013

Amendola, Karen L. (May, 2012). *Schedule Matters: The Movement to Compressed Work Weeks*. *Police Chief Magazine*. Alexandria, VA: International Associations of Chiefs of Police. http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=2666&issue_id=52012

Amendola, Karen L., Weisburd, David, Hamilton, Earl, Jones, Greg, Slipka, Meghan, Heitmann, Anneke, Shane, Jon, Ortiz, Chris, and Tarkghen, Eliab (2011). *The Impact of Shift Length in Policing on Performance, Health, Quality of Life, Sleep, Fatigue, and Extra-Duty Employment*. Washington, DC: Police Foundation and National Institute of Justice, Final Report (Award # 2005-FS-BX-0057).

Amendola, Karen L., Weisburd, David, Hamilton, Earl, Jones, Greg, Slipka, Meghan, Heitmann, Anneke, Shane, Jon, Ortiz, Chris and Tarkghen, Eliab (2012). *The Shift Length Experiment: What We Know About 8-, 10-, and 12-Hour Shifts in Policing*. Washington, DC: Police Foundation. www.policefoundation.org/shiftexperiment/ .

Amendola, Karen L., Weisburd, David, Hamilton, Earl, Jones, Greg, and Slipka, Meghan (2011). An experimental study of compressed work schedules in policing: advantages and disadvantages of various shift lengths. *Journal of Experimental Criminology*, 7(4), 407-442. doi: 10.1007/s11292-011-9135-7

Amendola, Karen L., Slipka, Meghan, Hamilton, Earl, Soelberg, Michael, and Koval, Kristen. *Trends in Shift Length Practices, Results of a National Survey* (2012). Washington, DC: Police Foundation Reports, www.policefoundation.org/shiftexperiment/

Weisburd, David, Groff, Elizabeth, Jones, Greg, Amendola, Karen L., and Cave, Breanne (2012). *The Dallas AVL Experiment: Evaluating the Use of Automated Vehicle Locator Technologies in Policing*. Washington, DC: Police Foundation, final report submitted to the National Institute of Justice.

Amendola, Karen L., Slipka, Meghan, Hamilton, Earl, Soelberg, Michael (2010). *Law Enforcement Shift Schedules: Results of a 2009 Random Nationwide Survey of Police Agencies*. Washington, DC: Police Foundation.

Amendola, Karen L. and Jones, Greg (2010). *Selecting the Best Analyst for the Job: A Model Crime Analyst Assessment Process (CAAP) for Law Enforcement Agencies*. Washington, DC: Office of Community Oriented Policing Services and Police Foundation (award # 2005-CK-WXK-004).
<http://www.policefoundation.org/content/selecting-best-analyst-job-model-crime-analyst-assessment-process-law-enforcement-agencies>

Amendola, Karen L., Slipka, Meghan G., Hamilton, Edwin E., and Whitman, Julie (2010). *The Course of Domestic Abuse Among Chicago's Elderly: Risk Factors, Protective Behaviors, and Police Intervention*. Washington, DC: Police Foundation, Police Foundation Reports. <http://www.policefoundation.org/docs/library.html#reports>

Amendola, Karen L., Slipka, Meghan G., Hamilton, Edwin E., and Whitman, Julie (2010). *The Course of Domestic Abuse among Chicago's Elderly: Risk Factors, Protective Behaviors, and Police Intervention*. Washington, DC: Police Foundation and National Institute of Justice, Full Technical Report. (Award Number: 2005-WG-BX-0012). www.ncjrs.gov (document # 232623)

Amendola, Karen L., Williams, Kristin N., Hamilton, Edwin E., & Puryear, Veronica (April, 2009). "Law Enforcement Executive Views: Results from the Conference Survey." In Mary Malina (ed.), *The Role of Local Police: Striking a Balance Between Immigration Enforcement and Civil Liberties*. Washington, DC: the Police Foundation. <http://www.policefoundation.org/pdf/strikingabalance/Appendix%20H.pdf>

Amendola, Karen L., Hamilton, Edwin E., & Wyckoff, Laura A. (2006). *Law Enforcement Shift Schedules: Results of a 2005 Random Nationwide Survey of Police Agencies*. Washington, DC: Police Foundation.
<http://www.policefoundation.org/pdf/ShiftScheduleSurveyResults.pdf>

Amendola, Karen L. (October, 2006). Psychological Fitness for Duty. In *Encyclopedia of Police Science, 3rd Edition*, Jack R. Greene (Ed.). New York: Routledge. Invited author.

Amendola, Karen L. (October, 2006). Shift Schedules and Fatigue. In *Encyclopedia of Police Science, 3rd Edition*, Jack R. Greene (Ed.). New York: Routledge. Invited author.

Amendola, Karen L. (October, 2006). Stress and Police Work. In *Encyclopedia of Police Science, 3rd Edition*, Jack R. Greene (Ed.). New York: Routledge. Invited author.

Amendola, Karen L. (October, 2006). Technology, Records Management, and Calls for Service. In *Encyclopedia of Police Science, 3rd Edition*, Jack R. Greene (Ed.). New York: Routledge. Invited author.

DeLorenzi, Daniel, Shane, Jon M., and Amendola, Karen L. (2006). *The CompStat Process: Managing Performance in the Pathway to Leadership*. In *The Police Chief*, 73(September): 34-40. Alexandria, VA: International Association of Chiefs of Police.

http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display&article_id=998&issue_id=92006

Amendola, Karen L. (2005). Evaluation of Performance. In *Encyclopedia of Law Enforcement*, L.E. Sullivan and M. S. Rosen (Eds.). New York: Sage. Invited author.

Amendola, Karen L. (2005). Police Foundation. In *Encyclopedia of Law Enforcement*, L. E. Sullivan and M. S. Rosen (Eds.). New York: Sage. Invited author.

Amendola, Karen L. and Hamilton, Edwin E. (2004). *Final Report of the Biased Policing Project*. Metropolitan Police Department, Washington, D.C.

<http://www.policefoundation.org/content/biased-policing-project>

Amendola, Karen L. (2001). *Police Organizational Analysis: A Review of Police Service Delivery, Resources, and Needs via the Resident Trooper Program*. Police Foundation, Washington, D.C. *Unpublished Technical Report*.

Amendola, Karen L. and Davis, M. Elizabeth (2001). *Work Plan for Police Chiefs and Sheriffs, Internal Inspection/Investigation*. Washington, DC: U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), Community Policing Consortium. *Unpublished Report*.

Amendola, Karen L., Weber, Robert W., and Mercer, Bruce S. (March/April 1998). *Minimizing the Risks: Personnel Selection Strategies*. In *Community Policing Exchange, Issue on Police Ethics/Standards/Integrity/Trust*. Washington, DC: U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), Community Policing Consortium.

Amendola, Karen L. (1997). *Labor and Management Relations in St. Petersburg: The State of Affairs*. Washington, DC: U.S. Department of Justice, Office of Community Oriented Policing Services (COPS). Final Report.

Amendola, Karen L. (1996). *Rationalized Justifications as Determinants of Permissive Attitudes and Unethical Conduct: Measurement and Validation*. Doctoral Dissertation.

Amendola, Karen L. (1996). *Assessing Law Enforcement Ethics: A Summary Report of the Study Conducted with the Oregon Department of State Police*. Washington, DC: Police Foundation.

Amendola, Karen L. (1996). *Officer Behavior in Police-Citizen Encounters: A Descriptive Model and Implications for Less-than-Lethal Alternatives*. In Police Foundation Reports. Washington, DC: Police Foundation.

Amendola, Karen L., Hockman, Cielle, and Scharf, Peter (1996). *Assessing Law Enforcement Ethics: A Complete Technical Report of the Study Conducted with the Oregon Department of State Police*. Washington, DC: Police Foundation.

Amendola, Karen L., Leaming, Marj P., and Martin, Jennifer (1996). *Analyzing Characteristics of Police-Citizen Encounters in High-Risk Search Warrant Issuances, Domestic Disturbances, Hostage and Barricaded Persons Incidents, and Encounters with Fleeing Suspects of Felonies*. Washington, DC: U.S. Department of Justice, National Institute of Justice. Final Report.

Amendola, Karen L. (1995). *Officers Make Their Moves*. In Community Policing Exchange. Washington, DC: U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), Community Policing Consortium.

Amendola, Karen L. (1995). *Model of Officer Use of Control Tactics and Technologies in Police-Citizen Encounters*. Washington, DC: Police Foundation.

Fagenson, Ellen and Amendola, Karen L. (1993). *TQM--Total Quality Mentoring: The Influence of Mentor-Protégé Relationship Experience and Dyad Structure on Mentoring Functions Provided and Received*. Winner of Addison-Wesley Best Paper Award at the Academy of Management Conference, Atlanta, Georgia.

Fagenson-Eland, Ellen A., Marks, Michelle A., and Amendola, Karen L. (1997). *Perceptions of Mentoring Relationships*. *Journal of Vocational Behavior*, 51(1), 29-42.

Holt, Robert W., Boehm-Davis, Deborah A., Amendola, Karen L., Sweeney, Margaret M., Baughman, Wayne A., and Littman, David C. (1991). *Behavioral Validation of a Hazardous Thought Pattern Instrument*. Proceedings of the Human Factors Society.

Ortiz, C. W. and Amendola, Karen L. (2005). *Early Warning Systems*. In the Encyclopedia of Law Enforcement, L. E. Sullivan and M. S. Rosen (Eds.). New York: Sage. Invited authors.

PODCASTS/WEBINARS

National Institute of Justice, US DOJ and Harvard University: “Why Shift Length Matters” presentation for the panel entitled *Healthy Officers are Safe Officers: The Nexus Between Performance and Health*. September 18, 2012. Available at:

<http://www.innovations.harvard.edu/xchat-transcript.html?chid=379>

COPS Office, US DOJ : “Officer Shift Work” presentation for *The Beat* Podcast entitled *Officer Safety and Wellness*. January, 2013 Available at:

http://www.cops.usdoj.gov/html/podcasts/the_beat/01-2013/TheBeat_012013_Karen_Amendola.mp3

PRESENTATIONS

International Audiences

Community Policing in the US: The Police Foundation’s Role. Presented to a delegation of Latin American Police hosted by World Learning’s International Visitor Leadership Program on behalf of the U.S. Department of State. **Invited Presenter** (2013)

Law Enforcement in the US and the Importance of Innovations in Policing. Presented to a delegation of Palestinian Police hosted by World Learning’s International Visitor Leadership Program on behalf of the U.S. Department of State. **Invited Presenter** (2013)

Personnel Integrity Management Processes for Establishing and Maintaining Public Confidence in the Police. Presented at Conference entitled “Uniting Citizens and Police” (translated) held by Causa en Común (NGO). Mexico City, Museum of Anthropology. **Invited Presenter** (2012)

Records Management Systems in Policing. Stockholm Symposium on Criminology, Stockholm, Sweden. **Invited Presenter** (2010)

Early Results from a Shift Schedule Experiment. Stockholm Symposium on Criminology, Stockholm, Sweden. **Invited Presenter** (2010)

Broad Influences on Culture Assessment in Law Enforcement Agencies. American Society of Criminology Annual Conference. Toronto, Canada. **Roundtable** (2005)

Defining Candidate Integrity: Finding the Right Stuff. Ontario Association of Chiefs of Police Constable Selection System, Integrity in Selection Workshop. Mississauga, CANADA. **Invited Presenter** for 3 sessions (2004)

Issues in Policing in Emerging Democracies. Dephi International/World Learning in partnership with the U.S. Department of State. For officers from the Federal Republic of Yugoslavia (formerly of Montenegro, Serbia, and Croatia). **Invited Keynote Speaker** (2001)

Democratic Values, Community Policing, and Ethics. Dephi International/World Learning in partnership with the U.S. Department of State. For officers, government officials, and media from Jamaica. **Invited Presenter** (2002)

Democratic Policing and the Media. Dephi International/World Learning in partnership with the U.S. Department of State. For officers and government officials from Nepal. **Invited Presenter** (2002)

Democratic Values, Community Policing, and Ethics. Dephi International/World Learning in partnership with the U.S. Department of State. For police officials from Spain. **Invited Presenter** (2002)

United States Audiences

Shift Scheduling Practices, Health, and Fatigue. Panel on Police Fatigue, Stress, and Cardiovascular Disease: Building Officers' Health and Resiliency. International Association of Chiefs of Police Annual Meeting, Philadelphia, PA. **Invited Presenter** (2013)

Results of the Shift Length Experiment. Officer Safety and Wellness Working Group. U.S. Department of Justice, Washington, DC. **Invited Presenter** (2013)

Advancing Policing through Innovation and Science. Presentation to Washington Semester in Justice students at American University, Washington, DC. **Invited Presenter** (2013)

Results of the Shift Length Experiment. Major City Chiefs Meeting, February, Las Vegas, Nevada. **Invited Presenter** (2012)

The Impact of Shift Length: An Experimental Study. National Institute of Justice Conference, Arlington, Virginia **Accepted Presenter** (2012)

Does Shift Length Matter: Results of a National Experiment. American Society of Criminology Annual Meeting, Washington, DC. **Accepted Presenter** (2011)

Emerging and Applied Technologies in Policing. Fostering Careers in Law, Public Safety, Corrections, and Security Annual Conference, National Partnership for Careers in Law, Public Safety, Corrections, and Security. Arlington, Virginia. **Accepted Presenter** (2011)

Results of the National Shift Length Survey and Early Experimental Findings. National Sheriffs Association Annual Meeting. Washington, DC. Presented to several committees (2011)

Eyewitness ID Field Studies, Phase I Findings. Major City Chiefs Meeting during the IACP Conference, Chicago, Illinois (2011)

Shift Schedules Study, Research Design and Preliminary Findings. IACP Annual Conference, Orlando, Florida (2010)

Design of the Shift Work Study and Preliminary Findings. Center for Evidence-Based Crime Policy, George Mason University, Annual Symposium, Fairfax, Virginia. **Invited Presenter** (2010)

Recruiting in the New Decade. Fostering Careers in Law, Public Safety, Corrections, and Security Annual Conference, National Partnership for Careers in Law, Public Safety, Corrections, and Security. Huntsville, Texas. **Accepted Presenter** (2010)

Cutting Edge Recruitment and Selection: Current Perspectives and Future Challenges. Annual Conference of the National Partnership for Careers in Law, Public Safety, Corrections, and Security. **Accepted Presenter** (2005)

Hiring in the Spirit of Service. Fostering Careers in Law, Public Safety, Corrections, and Security Annual Conference. Tampa, Florida. **Invited Presenter** (2005)

Hiring in the Spirit of Service. Fostering Careers in Law, Public Safety, Corrections, and Security Annual Conference. Universal City, California. **Invited Presenter** (2004)

Hiring in the Spirit of Service. The Office of Community Oriented Policing Services (COPS) Annual Conference. Washington, DC. **Invited Moderator/Panelist** (2004)

Hiring in the Spirit of Service. The International Association of Chiefs of Police Annual Conference. Philadelphia, Pennsylvania. **Invited Panelist** (2003)

Early Warning Systems. The Performance Institute Law Enforcement Information Summit. Washington, DC. **Invited Presenter** (2003)

Federal Patterns and Practices Investigations and Consent Decrees. National Internal Affairs Investigators' Association Annual Conference. Phoenix, Arizona. **Invited Keynote Address** (2003)

Seminar on Early Warning and Intervention Systems. Preferred Training Solutions Bi-Annual Workshop. Phoenix, Arizona. **Invited Instructor** for April and October (2003)

Ethics and Integrity in Law Enforcement: Costs vs. Values. The Performance Institute National Summit on Risk and Liability Management for Law Enforcement Agencies. Las Vegas, Nevada: **Invited Keynote Address** (2002)

Early Warning Systems and Risk Management. The Performance Institute National Summit on Risk and Liability Management for Law Enforcement Agencies. Las Vegas, Nevada. **Invited Presenter** (2002)

The Landscape of Personnel Management and Human Resources Issues in Law Enforcement. The Performance Institute National Summit on Recruitment, Selection, and Retention of Law Enforcement Personnel. Washington, DC. **Invited Keynote (replacement) Speaker** (2002)

The Future of Law Enforcement Recruitment – The Spirit of Service Initiative. The Performance Institute National Summit on Recruitment, Selection, and Retention of Law Enforcement Personnel. Washington, DC. **Invited leadership panelist** (2002)

Seminar on Early Warning and Intervention Systems. Preferred Training Solutions Bi-Annual Workshop. Phoenix, Arizona. **Invited Instructor** (2002)

Desperate Times and Desperate Measures: Is Democracy at Stake? Common Ground Interfaith Study Center. Chicago (Deerfield), Illinois. **Invited Workshop Instructor** (2002)

Straying from the Path: America's Ethical Crisis. Common Ground Interfaith Study Center. Chicago (Deerfield), Illinois. **Invited Workshop Instructor** (2002)

Media and Police: Bridges to Community. Panel entitled "Oversight—Who's Watching the Police?" University of Southern California, Annenberg Institute for Justice and Journalism, Western Knight Center for Specialized Journalism Conference "Covering Police in Times of Crisis" Los Angeles, California. **Invited Panelist** (2001)

The Transparent Blue Line: Alienation of the Police. Annual Conference of the American Psychological Association, Police and Public Safety Section. San Francisco, CA (with Elizabeth M. Davis). **Invited Luncheon Presenter** (2001)

Recruitment of Law Enforcement Personnel. The National Summit on Recruitment, Retention, and Performance Management for Law Enforcement Agencies. Performance Institute. New Orleans, Louisiana. **Invited Presenter** (2001)

Accountability Measurements to Positively Respond to Critical Issues. The National Summit on Recruitment, Retention, and Performance Management for Law Enforcement Agencies. Performance Institute. New Orleans, Louisiana. **Invited Panelist** (2001)

Use of Force, Liability, Risk Management & Early Warning Systems. The National Summit on Recruitment, Retention, and Performance Management for Law Enforcement Agencies. Performance Institute. New Orleans, Louisiana. **Invited Presenter** (2001)

Early Warning Systems, Accountability, and Ethics for Sheriffs. National Sheriffs' Association (NSA) Annual Conference. Various locations. **Invited Presenter** (2001, 2002, and 2003)

Accountability Review Systems. National Sheriffs' Association (NSA) Annual Conference. Ft. Lauderdale, Florida. **Invited Presenter** (2001)

Racial Profiling: Influences and Measurement Issues. Council of Police Psychological Services (COPPS) Annual Conference. Palm Beach, Florida. **Accepted Presenter** (2001)

Recruiting Service Oriented Law Enforcement Professionals. Academy of Criminal Justice Sciences Annual Conference. Washington, D.C. **Accepted Presenter** (2001)

Panel on Racial Profiling. 11th Annual Regional Law Enforcement Executives Conference, U.S. Department of Justice, Community Relations Service. St. Louis, Missouri. **Invited Panelist** (2000)

Technology or Not? Alternate Ways to Administer/Score In-Basket Examinations. International Personnel Management Association Assessment Council National Conference on Personnel Assessment (with Cassi Fields Jeffrey Horey) Arlington, Virginia (2000)

Racial Profiling. CLEO Live, Syndicated live radio call in show in the State of Louisiana, Hosted by State Senator Cleo Fields (2000)

Ensuring Organizational Integrity. Southern Police Institute's 47th Annual Conference. New Orleans, Louisiana. **Invited Presenter** (1998)

Ethical Climate Assessment. State Police/Highway Patrol Hiring and Promotion Summit. Hood River, Oregon. **Invited Presenter** (1997)

Assessing Ethical Behavior in Law Enforcement. U. S. Customs Service Office of Internal Affairs. **Invited Speaker** (1997)

Assessment of Ethical Climate for Law Enforcement Agencies. Council of Police Psychological Services (COPPS). Pigeon Key, Florida. **Accepted Presenter** (1996)

REVIEWS CONDUCTED

Bureau of Justice Assistance, U.S. Department of Justice (2013). Invited reviewer for grant proposals.

Campbell Crime and Justice Group, Jerry Lee Center of Criminology, University of Pennsylvania (2009, 2010). Invited reviewer for a systematic review proposal.

Department of Defense, Polygraph Institute, Columbia, South Carolina (2002). Invited reviewer for grant proposal.

Journal of Experimental Criminology, Hebrew University and University of Maryland (2007 - present). Invited reviewer for several articles.

Journal of Research in Crime and Delinquency, Rutgers University (2005). Invited reviewer for 1 article.

National Institute of Justice, U.S. Department of Justice (2010). Invited reviewer for various products and programs (e.g., graduate fellowship applicants).

Office of Community Oriented Policing Services, U.S. Department of Justice (2007, 2010). Invited reviewer for various products and publications.

Policing: A Journal of Policy and Practice, Oxford University Press (2012 - present). Invited reviewer for individual paper submissions.

Society for Industrial/Organizational Psychology Annual Conference (2005). Invited reviewer on six proposed sessions.

SYMPOSIA, FOCUS GROUPS, & WORKING GROUPS

Pre-Trial Risk Assessment Meeting, Public Welfare Foundation and the Laura and John Arnold Foundation, Washington, DC, *Police Foundation Representative* (2013).

Officer Safety and Wellness Working Group, COPS Office and Bureau of Justice Assistance, U.S. DOJ, Washington, DC. *Invited Participant* (2011 – 2013).

New Perspectives on Brady and Other Disclosure Obligations: What Really Works? Benjamin N. Cardozo Law School, Jacob Burns Ethics Center in the Practice of Law. *Invited Participant* (2009).

Credibility Assessment Research Summit; Counterintelligence Field Activity and Defense Academy for Credibility Assessment, McLean, Virginia. *Invited Participant* (2007).

Recruiting into the 21st Century: Investing in Human Capital Symposium. Community Policing Consortium, COPS Office, U.S. DOJ, Washington, DC. *Invited Moderator: Plenary Session*. (2005)

Creativity Unleashed: Law Enforcement Integrity Think Tank. University of North Carolina at Chapel Hill: The Friday Center for Continuing Education. Sponsored by the Earhart Foundation, The Dover Foundation, and Elizabeth City State University. *Invited Participant* (2002).

Focus Group on Consent Decrees. Community Policing Consortium, U.S. Department of Justice, Office of Community Oriented Policing Services. *Invited Facilitator* (2005).

Focus Group on Records Management Systems (2004). Police Foundation, under contract from the U.S. Department of Justice, Office of Community Oriented Policing Services. *Facilitator* (2004).

Focus Group on Psychological Screening for Law Enforcement. U.S. Department of Justice, Office of Community Oriented Policing Services. *Invited Participant* (2001).

Focus Group on Personal Conduct and Trustworthiness. Central Intelligence Agency through GRC International. The focus group, comprised of “leading researchers in the Washington-Baltimore area, as well as government personnel security and counterintelligence experts,” was designed to assist in validation of the personnel security adjudicative criteria. *Invited Participant* (1998).

TRAINING DEVELOPED/PRESENTED

Assessment Center/Test Preparation; Counties of Fairfax, Loudoun, and Prince William (public safety), Metropolitan Washington Council of Governments, Metropolitan Washington Airports Authority Police and Fire Departments, and Metro Transit Police (1991 – 2000).

Community Policing; Milwaukee, Wisconsin Police Department (1993); Atlantic City, New Jersey Police Department (1995).

Conducting Performance Appraisals; United States Secret Service (1995).

Cultural Diversity/Professionalism; United States Custom’s Service, Milwaukee, Wisconsin and Newark, New Jersey Police Departments (1993 – 1995).

Early Warning and Intervention Systems and Federal Consent Decrees; Preferred Training Solutions, LLC, Phoenix, AZ (2003, 2004, 2006).

Ethical Decision Making; Liberia National Police. During U.S. Department of State Study Tour “Mobile Training Teams,” presented at the Pennsylvania State Police Academy (2013).

Ethics and Integrity Management; Metropolitan Washington, D.C. and Newark, New Jersey Police (1992 – 1996).

Grant Writing Skills; Detroit, Michigan Police Department (May, 2004).

Leadership; Detroit, Michigan Police Department (March, 2005). Newark, New Jersey Police and Fairfax City, Virginia Fire Departments (1995 – 2000).

Preparing for Written Tests; Loudoun County Fire Department, Metro Transit Police (1997 – 2000).

VOLUNTEER AND COMMITTEE SERVICE

Chair; National Partnership for Careers in Law, Public Safety, Corrections and Security (2009 – 2012). Member since 2005. Vice Chair (2007 – 2009).

Member, Research Advisory Board; The Innocence Project, New York, NY. (April 2009 – present).

Appointee; Defense Academy for Credibility Assessment (formerly Department of Defense, Polygraph Institute) Scientific Review Committee (2001 – 2007). Reviewed proposals for funding, completed research, provided advice and counsel regarding research vision and agency directives.

Volunteer Teaching Assistant; George Mason University (1997). Supervised graduate students' career counseling sessions at George Mason University as a volunteer teaching assistant (1997). Under direction of instructor Janice Sutera, Career Center.

Appointee, Graduate Appeals Committee; George Mason University (1993 – 1996). Reviewed academic appeals cases regarding graduate student dismissals from the University. Made recommendations on whether or not to uphold dismissals.

OTHER PROJECTS

Interviewer's Handbook. Fairfax County, Virginia, Office of Personnel. (1992)

Tips for Conducting Successful Interviews. Fairfax County Office of Personnel. (1992)

Employee Attitude Survey. The St. Paul Companies, Fairfax, Virginia. (1990)

The Development of a Measure of Work Motivation. Master's Thesis. (1989)

Skills for Success in Graduate School. Survey Project. (1988)

PROFESSIONAL MEMBERSHIPS and AFFILIATIONS

- Academy of Criminal Justice Sciences (current) and the following sections:
Law and Public Policy and Police
- American Psychological Association and Division of Psychologists in Public Service (current)
- American Society of Criminology and Division of Experimental Criminology (current).
- Society for Industrial and Organizational Psychology (current)

HONORS AND AWARDS

2012 Outstanding Field Trial; Division of Experimental Criminology, American Society of Criminology with David Weisburd, Edwin E. Hamilton, Greg Jones, Meghan Slipka, Anneke Heitmann, Jon Shane, and Chris Ortiz. The Shift Length Experiment.

Leadership in Education Award; Washington Semester Program, American University, Washington, D.C. (2007).

Fellowship Recipient; George Mason University Graduate School (1989 - 1993).

Outstanding Graduate Student Award; Webster University (1989).

Barat Prize; the college's top honor to a graduating senior, Barat College (1984).

Honor Societies: Kappa Gamma Pi & Delta Epsilon Sigma; Barat College (1984).

President, Student Governing Board, Barat College (1983-1984).

Chair, Election Committee, Barat College (1984).

Commencement Speaker, Barat College (1984).