



Public Safety
Canada

Sécurité publique
Canada

ARCHIVED - Archiving Content

Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

ARCHIVÉE - Contenu archivé

Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.

N8 Policing Research Partnership

Critical Incident Decision Making: Evidence Review References

Alison, L.J., & Crego, J. (2008). Policing Critical Incidents: Leadership and Critical Incident Management. Devon, UK: Willan Publishing.

Alison, L., Power, N., van den Heuvel, C., Humann, M., Palasinski, M., & Crego, J. (under review). The real issue is failing to act, not acting in error: Naturalistic environments that enable the exploration of non-decision making in multi-team systems. *Journal of Occupational and Organizational Psychology*.

Alison, L., van den Heuvel, C., Waring, S., Power, N., Long, A., O'Hara, T., & Crego, J. (2013). Immersive simulated learning environments for researching critical incidents. A knowledge synthesis of the literature and experiences of studying high risk strategic decision making. *Journal of cognitive engineering and decision making*, 7 (3): 255-272.

Allen, D. (2011). Information behaviour and decision making in time-constrained practice: a dual-processing perspective. *Journal of the American Society for Information Science and Technology*, 62(11), 2165-2181.

Anderson, C. J. (2003). The psychology of doing nothing: forms of decision avoidance result from reason and emotion. *Psychological Bulletin*, 129: 139-167.

Boersma, K., & Wolbers, J. (2014). Net-centric operations in action: 'getting one's feet wet'. Presented at N8 Workshop: 'After the Floods', University of Leeds, 7th March.

Cannon-Bowers, J. A., Tannenbaum, S. I., Salas, E., & Volpe, C. E. (1995). Defining Competencies and Establishing Team Training Requirements In R.A. Guzzo & E. Salas (Eds.), *Team Effectiveness and Decision Making in Organization* (pp. 333-380). San Francisco: Jossey-Bass Publishers:

Chen, R., Sharman, R., Rao, R., & Upadhyaya, S. J. (2008). Coordination in emergency response management. *Communications of the ACM*, 51(5), 66-73.

Fiore, S. M., Rosen, M. A., Smith-Jentsch, K. A., Salas, E., Letsky, M., & Warner, N. (2010). Toward an understanding of macrocognition in teams: Predicting processes in complex collaborative contexts. *Human Factors*, 52(2), 203-224.

Hastie, R. (2001). Problems for judgment and decision making. *Annual Review of Psychology*, 52: 653-683.

Hoffman, R., Crandall, B., & Klein, G. (2008). Protocols for Cognitive Task Analysis. Companion piece to B Crandall, G Klein & R Hoffman, *Working Minds: A Practitioner's Guide to Cognitive Task Analysis*. Cambridge, MA: MIT Press.

House, A., Power, N., & Alison, L. (2013). A systematic review of the potential hurdles of interoperability to the emergency services in major incidents: recommendations for solutions and alternatives. *Cognition, Technology and Work*, online first. doi:10.1007/s10111-013-0259-6.

Ibrahim, N.H., & Allen, D. (2012). Information sharing and trust during major incidents: Findings from the oil industry. *Journal of the American Society for Information Science and Technology*, 63(10), 1916-1928.

Jenkins, D. P., Stanton, N. A., Salmon, P. A., Walker, G. H., & Rafferty, L. (2010). Using the decision-ladder to add a formative element to naturalistic decision-making research. *International Journal of Human-Computer Interaction*, 26(2-3), 132-146.

Kahneman, D., & Frederick, S. (2002). Representativeness revisited: Attribute substitution in intuitive judgment. In T. Gilovich, D. Griffin, & D. Kahneman (Eds.), *Heuristics and biases: The psychology of intuitive judgment* (pp. 49–81). New York: Cambridge University Press.

Katzenbach, J. R. & Smith, D. K. (1993). *The Wisdom of Teams: Creating the High-performance Organization.* Boston: Harvard Business School.

Keyton, J., & Beck, S. J. (2010). Perspective: Examining communication as macrocognition in STS. *Human Factors*, 52(2), 335-339.

Klein, G. (1989). Recognition-primed decisions. In W.B. Rouse (Ed.), *Advances in man-machine systems research* (Vol. 5, pp.47-92). Greenwich, CT: JAI Press.

Lipshitz, R., & Strauss, O. (1997). Coping with uncertainty: a naturalistic decision analysis. *Organizational Behavior and Human Decision Processes*, 69, 149-163.

Markarian, G. (2014). The current barriers to cross-border communication during major incidents. Presented at N8 Workshop: 'After the Floods', University of Leeds, 7th March.

Marks, M. A., Mathieu, J. E., & Zaccaro, S. J. (2001). A Temporally based framework and taxonomy of team processes. *Academy of Management Review*, 26(3), 356-376.

Mayer, R. C., Davis, J. H., & Schoorman, D. F. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20(3), 709-734.

Mishra, J., Allen, D., & Pearman, A. (2011). Information sharing during multiagency major incidents. Paper presented at ASIST conference, October 9-13, New Orleans, LA, USA.

Mishra, J., Allen, D., Pearman, A. (2013). Information use, support and decision making in complex, uncertain environments. Paper presented at ASIST conference, November 1-6, Montreal, Quebec, Canada.

Parayitam, S., & Dooley, R. (2009). The interplay between cognitive- and affect conflict and cognition- and affect-based trust in influencing decision outcomes. *Journal of Business Research*, 62, 789-796.

Power, N., & Alison, L. (2014). Commitment issues: Processes underpinning decision inertia and failures to act. PhD Thesis, University of Liverpool.

Power, N., Alison, L., Ralph, J., & Julier, S. (2013). How can innovative autonomous system technologies enhance the cognitive processing and decision making of emergency responders to critical and major incidents? Internal Document: Knowledge Exchange Partnership. University of Liverpool

Rusman, E., van Bruggen, J., Sloep, P., & Koper, R. (2010). Fostering trust in virtual project teams: Towards a design framework grounded in TrustWorthiness Antecedents (TWAN) schema. *International Journal of Human-Computer Studies*, 68, 834-850.

Salmon, P., Stanton, N., Jenkins, D., & Walker, G. (2011). Coordination during multiagency emergency response: issues and solutions. *Disaster Prevention and Management*, 20(2), 140-158.

Schubert, C. C., Denmark, K., Crandall, B., Grome, A., & Pappas, J. (2012). Characterizing novice-expert differences in macrocognition: An exploratory study of cognitive work in the emergency department. *Annals of Emergency Medicine*, 61(1), 96-109.

Tesluk, P., Mathieu, J. E., Zaccaro, S. J., & Marks, M. A. (1997). Task and aggregation issues in the analysis and assessment of team performance. In M.T. Brannick, E. Salas & C. Prince (Eds.), *Team performance and measurement: Theory, methods, and applications* (pp. 197-224). Mahwah, NJ: Lawrence Erlbaum Associates.

van den Heuvel, C., Alison, L., & Crego, J. (2012). How uncertainty and accountability can derail strategic 'save life' decisions in counter-terrorism simulations: a descriptive model of choice deferral and omission bias. *Journal of Behavioral Decision Making*, 25: 165-187.

Waring, S. K., Alison, L., Cunningham, S., & Whitfield, K.C. (2013). The impact of accountability on motivational goals and the quality of advice provided in crisis negotiations. *Psychology, Public Policy and Law*, 19(2), 137-150.

Wittenbaum, G. M., Hollingshead, A. B., & Botero, I. C. (2004). From cooperative to motivated information sharing in groups: Moving beyond the hidden profile paradigm. *Communication Monographs*, 71, 286-310.

Wright, N. (2014). Before, During and After Flood Events. Presented at N8 Workshop: 'After the Floods', University of Leeds, 7th March.

Yates, J. F. (2003). Decision Management. San Francisco: Jossey-Bass.

Further Information

The N8 Policing Research Partnership (N8PRP) enables research collaborations that help address the problems of policing in the 21st century. As a regional hub for research and innovation in policing it provides a platform for collaborations between universities, Police and Crime Commissioners (PCCs), Government, police forces, and other partners working in policing policy, governance and practice.

Read more at www.n8prp.uk