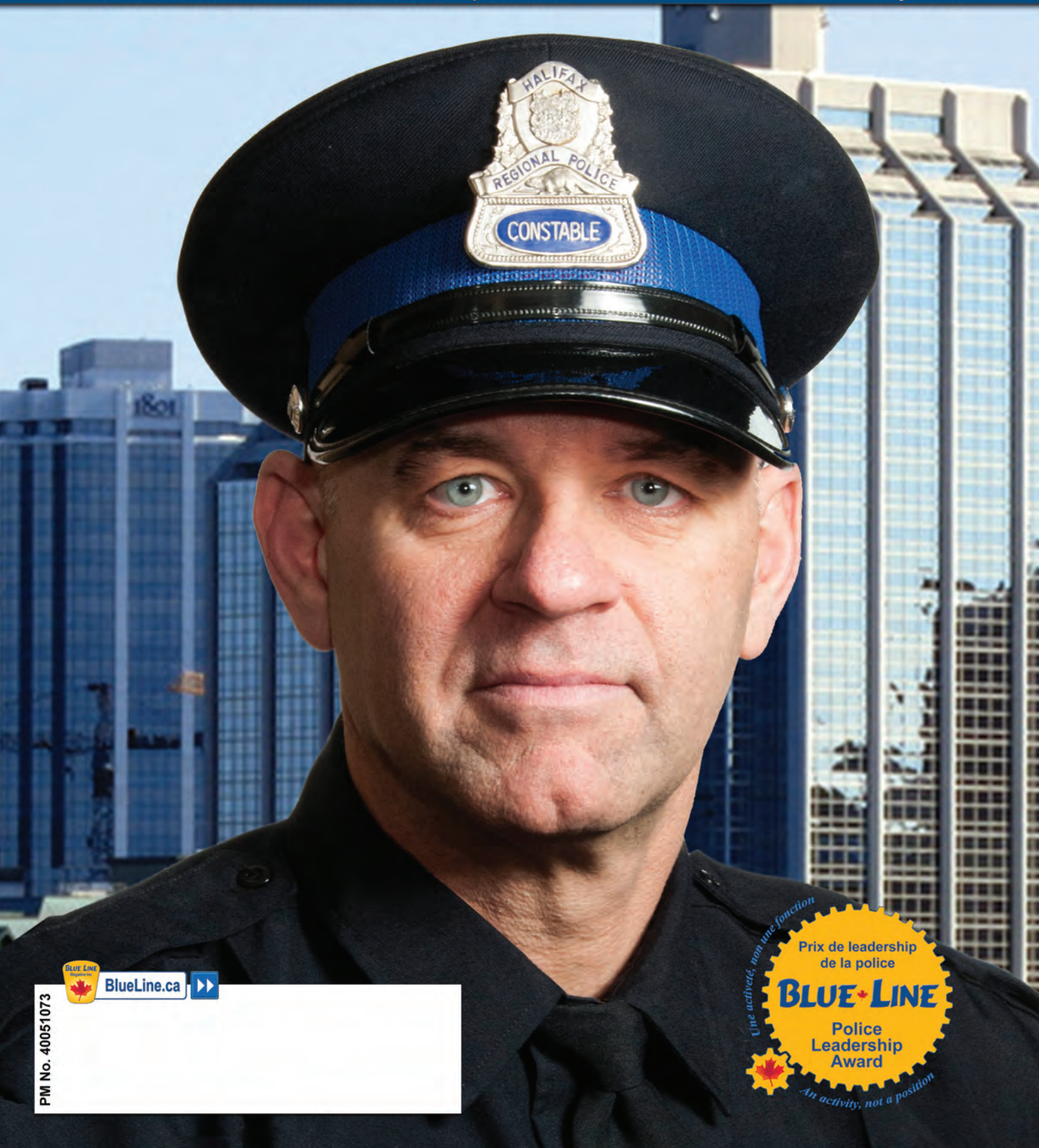


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# Let's get our emergency plans in order

How would Canadian emergency services hold up when confronted with a large scale disaster similar to New Orleans or New Jersey?

I find it difficult to blame any level of government for its reaction to large scale incidents. The complete destruction of a city is beyond the realm of comprehension. One thing is certain; dealing with a catastrophe requires strong leaders who take control and reassure the public.

Over the years many jurisdictions have put plans into place to ensure appropriate responses to disasters but few have practiced them because of budget constraints. I was fortunate enough many years ago to be asked to sit in on an emergency management response exercise. It taught me a great deal about the differences in how cops and politicians think about emergency response.

The scenario exercise was a nuclear power plant explosion just outside the city. The incident was set to occur at 6:15 am, which magically coincided with the beginning of the day shift for just about every municipal service in the city. It was obvious at the outset there was going to be no test of the emergency call-back list or how fast personnel could be marshaled in sufficient numbers to respond. This was clearly a "paper exercise" and not a realistic simulation.

As the traffic training officer for the east end of the city I was asked to look over the road maps and give suggestions. My eyes were drawn to a couple of small blue stars at the intersection of two six lane highways. I asked what they represented and was told they were two police cars and four officers. Their duties were to block and redirect east and north bound traffic. The next police function was to block off other roadways, eventually converting both highways to one-way roads westbound and southbound away from the disaster zone.

The municipal department heads, as directed by the mayor's office, had drawn up the plans, I was told. They were probably good in theory and the book containing them was at least three inches thick. It made for a formidable piece of literature and clearly a great deal of effort had been put into developing it. Standing on a shelf it would make an imposing impression. Implementation, however, was theoretical and failed to consider many realities of human nature.

Asked for my opinion, I responded in my usual apolitical but cynical fashion, noting that much more work had to be put into the strategy. When pressed, I advised that the two blue stars would not fulfill their mandate since the officers, in all probability, would be leading the parade out of town, with the advantage of lights and sirens to clear their way to hearth and home.

Human nature being as it is, they would not likely find four dedicated officers willing to expose themselves to high levels of radiation. In the true sense of Sir Robert Peel's Seventh Principle, the police would become the public and in all likelihood, willingly join in on the panic and chaos. If the basis of the plan were the two blue stars, they might as well remove them now and figure out what to do next, I suggested.

In colossal disaster situations almost every first responder will be thinking of their families. If plans are designed to protect the community the organizers thought processes must consider who will stick around to deliver the help and expertise required.

I was recently introduced to a 77 page US Department of Homeland Security booklet entitled *Ready responder - Emergency planning for first responders and their families*. The following (page 66) advises on how best to prepare for an emergency.

*You can better prepare by getting an emergency supply kit, making a family emergency plan, becoming informed about the different types of emergencies that occur where you live and getting involved in the community. More information, including an emergency supply kit checklist and a family emergency plan template, is available on the Ready web site.*

Now here is a plan that just might save lives and free up EMS personnel to do what they are truly trained to do.

Anyone interested in this booklet can obtain it at [www.ready.gov](http://www.ready.gov). A further Canadian connection can be found at [www.crhnet.ca](http://www.crhnet.ca).

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# REFLECTING A STANDARD OF CARE



## *A selfless sense of serving the community*

by Kathryn Lymburner

“He’s like a Gretzky or Sidney Crosby of policing,” states one of Cst. Randy Wood’s fellow officers. “He helps set up the plays and makes everyone around him look good.”

Wood is the real deal, a rare breed of police officer who can wear many hats at once and has a selfless sense of serving his community. Internal and community leadership is the hallmark of his policing career.

Wood joined Halifax Regional Police

(HRP) 11 years ago after working several years as a provincial corrections officer. Currently serving as an investigator Wood has spent six years of his career in the patrol division as a community response officer, becoming a well known face and name in North End Dartmouth – so well known and liked that the community called him “their Randy.”

North End Dartmouth is often described as socially and economically stressed and transient, with more than its fair share of crime. Working in close contact with community members, Wood was able to strike a unique balance between enforcement and compassion, something that tends to elude many officers as they move through their career.

Wood’s dedication to and ownership of this community showed in his constant involvement with the Dartmouth Girls & Boys Club, Alice Housing and Neighbourhood Watch. He was also a contributing member to the success of United Way’s Action for Neighbourhood Change initiative, volunteered every week at local food banks and a driving force behind charitable efforts. His compassion to help others, often on his own time and at his own expense, is remarkable.

As the face of HRP for many people in his community, Wood’s cell phone was constantly ringing. He is well respected any many people trust him to help them out. That includes his fellow officers, who often turn to Wood for advice and assistance on major files and projects, thanks to his on the ground knowledge of area residents.

Wood has been credited on a number of occasions for helping to solve significant crimes. Investigations that otherwise would never have even been reported were successfully concluded due to his efforts, through the trust he built with neighbourhoods.

It was not uncommon for him to transport residents to appointments when they had no other way of getting there, or to see children run up to him at community events, obviously very happy to see “Cst Randy.”

Hearing that Wood had become involved in a significant disturbance in a Halifax suburb policed by the RCMP, a senior officer wondered aloud how that happened. “Randy ends up in the middle of everything,” a patrol officer explained.

Many HRP officers echo the sentiment that no one is more deserving than Wood of a police leadership award.

“On December 16, 2011 I assisted patrol



at the scene of a murder,” recalls fellow community response officer Cst. Danny Berrigan, “and I thought it was strange that Randy wasn’t there. I discovered that Randy was taking some much deserved time off to clean up his home for his wife, who was arriving home that evening from living overseas and whom he had not seen in months.

“Once I canvassed the neighbourhood, I called Randy since I knew he would want to know what was going on in his community.

“When I told him what had happened, he knew the victim and that she had suffered a break and enter in 2009. He knew that a suspect was charged in that case and he was immediately certain that the same person was likely responsible for killing the victim.”

Berrigan was not surprised that Wood knew of the incident and all the parties involved, but what really impressed him was how quickly he could name a suspect. To no one’s surprise, he turned out to be correct.

“He really knows his neighbourhood and not just on paper,” said Berrigan.

S/Sgt. Richard Lane, officer-in-charge of the Integrated Halifax Regional Police/RCMP Major Crime Unit, also worked on the murder case.

“Randy rode with me, chasing the suspect. He knew everyone in the North End of Dartmouth and it was comforting having him with me.

“Randy’s relationship with the residents

allowed him to reassure them in the aftermath of the murder but at the same time they feel comfortable enough to tell him things that they would not normally share with the police. Quite often his information points us in the right direction and, at times, is crucial in solving these files.”

Wood was usually the first person called when a serious incident happened in Dartmouth, Lane said, noting major crime and other specialized unit investigators relied on his expertise weekly and sometimes even daily.

Wood played a significant role in helping to solve five homicides and was willing to drop everything to assist on these files. His dedication does not go unnoticed. He works nights, weekends, whatever it takes to assist in these investigations, without additional compensation. He would even take a radio home with him so he would never miss an important call or chance to positively impact the community.

Policing is not a job for Wood, it is a way of life, senior staff note. He is not motivated by extrinsic rewards or pats on the back. In fact, he shies away from that, thinking he is not deserving. The best reward Wood can get is a heartfelt thank you from the community or a hug from a resident, which drives him to be better and do more. It is the intrinsic satisfaction he gets from doing the right thing.

It’s not just HRP officers and staff who

have sung Wood’s praises. City councillors, neighbourhood watch participants, United Way leaders and community members alike all approached police brass and playfully threatened them to not even think about removing “their Randy” from North End Dartmouth.

At Christmas, Wood often contacted families in need to see what their children required – clothes, boots, food and basic necessities. He worked tirelessly to ensure those items were obtained through volunteer resources and delivered to these families.

Wood brings a passionate and compassionate perspective to policing, which can be seen by others, fellow officers say. Recognizing this, they point to Wood as an ideal role model for young police officers. In East Division, Wood is sought after by other members for advice, his knowledge of criminals and for help with major files.

Above all, Wood’s strong connection, commitment and knowledge of his community has led to hundreds of arrests over the years. While the role of patrol is mostly responsive, his approach to relationship building allows for an unconventional approach to solving crime.

“I can’t count the number of people from the North End whom I talk to who not only know Randy, but who speak glowingly of him,” says fellow community response officer Cst. Geoff Stark.

“Randy takes ownership of what happens



in the North End and takes it personally when issues arise. He knows all of the players and he shares that information with patrol officers and investigators alike. Randy can often be heard helping patrol members with calls for service, or simply answering questions for them.

“Randy is on-call without being officially on-call. He takes his portable home and does not turn his cell phone off. He is always available for colleagues and for the residents of the North End. When someone falls between the cracks in the system, Randy will go to bat for them and will resolve their problem. He does not accept that nothing can be done.

“I can recall an incident, near the end of shift, where a wheelchair bound man had just been evicted because he was infested with bed bugs. Randy scrambled, using whatever resources were available and he found accommodations for the man.

“Randy’s knowledge and skills were used by the major crime unit in the Campbell homicide investigation. Randy was front and centre for the 12th annual march against violence in the north end, in memory of a fine young man who was gunned down and whose murder remains unsolved. He is a fixture at the Hester Street food bank.

He co-ordinates Operation Breach for East Division, a program which ensures prolific offenders are abiding by court-imposed conditions. He works extensively with the property management companies in the North End, helping to greatly improve the standard of living for many residents.”

Humility is another hallmark of Wood’s policing. He tells people he has so much more to learn, not realizing the incredible impact



he has as a role model and the respect he has earned for his work ethic and dedication.

Wood is worth his weight in gold, fellow officers agree. He is a go-to person for anyone needing information and, if he doesn’t have it, he won’t rest until he gets it. His value to HRP and the overall policing community has often been acknowledged by senior staff, business leaders and community members.

Wood has set a standard of excellence in performance that is second to none and rarely matched.

Wood’s leadership garnered him a chief’s commendation in 2007, the Halifax Regional Municipality Director’s Award for Promotion of Safe Communities in 2008 and a Leadership in Crime Prevention Award from the provincial Minister of Justice Minister in 2009. He was also named the HRP Police Officer of the Year in 2011.

Kathryn Lymburner is *Blue Line Magazine’s* News Editor and Co-ordinator of the Blue Line Police Leadership Award.



## Previous Recipients 1999-2012



Supt. Bud Bechtholt  
Royal Canadian  
Mounted Police  
1999



D/Chief Robert Kerr  
Toronto Police Service  
2000



Sgt. Barry Gordon  
Cape Breton  
Regional Police  
2001



Insp. Robert Taylor  
Vancouver Police  
Department  
2002



C/Supt. Kate Lines  
Ontario Provincial  
Police  
2003



Chief Edgar MacLeod  
Cape Breton  
Regional Police  
2004



Cst. Ojo Tewogbade  
Toronto Police Service  
2005



Sgt. John Harris  
Hamilton Police Service  
2012



D/Sgt. Duncan MacIntyre  
York Regional Police  
2011



Cst. Randy Wood  
Halifax Regional Police  
2012





# Legacy of leadership

The Police Leadership Award was initiated and first bestowed in 1999 by the Canadian Police Leadership Forum (PLF). With continual promotion and sponsorship from *Blue Line Magazine*, the PLF presented the award annually until 2005 when the organization ceased to exist.

Blue Line has long recognized the simpatco between the precepts of the award and the magazine's founding principles. Leadership ability is not a virtue one is born with or delegated to perform but rather something that is acquired through a learning experience and nurtured through a willing spirit. Encouraging leadership as an activity encourages leadership as a position. Drawing forth those with recognized leadership abilities at levels beneath senior management encourages the availability of a talent pool for the future of policing.

The Blue Line Police Leadership Award exists to highlight the importance of recognizing those with leadership abilities and encouraging other officers to develop leadership skills. It is open to active Canadian police officers below the rank of senior officer who have demonstrated exemplary leadership and commitment to service through deeds resulting in a measurable benefit to their peers, police service and community.

In February 2011 *Blue Line Magazine* took up the challenge of a cross-Canada search for suitable candidates for recognition. Blue Line's appointed judges have so far selected three worthy recipients including this year's selection Constable Randy Wood of the Halifax Regional Police.

## 2012 Judges



Michael A. Sale  
Panel Co-ordinator

Michael Sale served with the (Metropolitan) Toronto Police for thirty years, retiring as an Inspector after many years in public affairs and event management.

He is a graduate of the 169th Session of the FBI National Academy.

Sale has worked as a manager of emergency planning for the Ontario Ministry of Community Safety and Correctional Services and as a justice studies program co-ordinator for Humber College.

He is currently a law enforcement education co-ordinator with American Military University and serves as the university's representative in Canada.



Armand La Barge

La Barge began his career with York Regional Police in 1973. In 2002, he was appointed as Chief of Police, a position he held until his retirement in December 2010. Chief La Barge is the Past

President of the Ontario Association of Chiefs of Police and the Board of Directors for the Canadian Association of Chiefs of Police and he is a member of the First Nations Chiefs of Police Association.

He holds a Bachelor of Arts Honours degree from York University. Armand is a graduate of the FBI National Academy, the Queen's University Executive Programme, the Schulich School of Business Masters Certificate in Municipal Management and Le Centre Linguistique at Jonquiere, Québec.

Chief La Barge was invested as an Officer of the Order of Merit by Her Excellency Governor General Michaëlle Jean on May 19, 2006, in Ottawa.



Peter German

A former Deputy Commissioner with the Royal Canadian Mounted Police, he is currently on a new challenge at Correctional Service Canada (CSC) as the Regional Deputy Commissioner Pacific Region.

Mr. German worked on uniform and plain-clothes duties in every province and territory and upon retirement in 2012 was the Deputy Commissioner for Western and Northern Canada. His scope of police work includes urban and rural detachments, security services, professional standards, and commercial crime duties.

A lawyer and member of the Ontario and British Columbia bars, he previously practiced law privately, including as a Crown prosecutor and criminal defence counsel. He holds graduate degrees in law and political science, including a doctorate in law from the University of London, and is the author of a legal text, *Proceeds of Crime and Money Laundering*.

He is a frequent lecturer in Canada and abroad and has served as a Canadian delegate to various international forums. Mr. German has taught at the University of the Fraser Valley and the University of British Columbia. He is a Senior Fellow at the Centre for International Financial Crime Studies at the Levin School of Law, University of Florida.

He is the recipient of the RCMP Long

Service and Good Conduct Medal, and clasp, the Queen Elizabeth II Golden Jubilee Commemorative Medal, and is an Officer of the Order of Merit of Police (O.O.M.)



Frank Beazley

Former Chief of the Halifax Regional Police Service, Beazley has been involved in police work for over 42 years. He is a graduate of the Canadian Police College Executive Development program, Queen's

University executive program and numerous certificate studies concentrating in the area of business, law and human resources. He is a past and life member of the Nova Scotia Chiefs of Police Association and Canadian Association of Chiefs of Police (CACP). He is past Vice-President of the CACP and served on its Board of Directors. He sat on a CACP committee for four years regarding the future of policing in Canada.

Chief Beazley has received the distinction of Officer of the Order of Merit for the Police Forces (O.O.M.), and is a recipient of the Police Exemplary Service Medal and Bars, Queens Golden Jubilee Medal, Queen's Diamond Jubilee Medal and the Province of Nova Scotia Long Service Medal and Bar.



Maurice Pilon

Maurice (Moe) is a former Deputy Commissioner with the Ontario Provincial Police. He joined the OPP in 1975 after spending three years in the Canadian Armed Forces. Moe served with distinction in a variety of senior positions

with the OPP as well as during a secondment in 1988 to the Royal Canadian Mounted Police in Ottawa as Assistant Director of the Criminal Intelligence Service Canada.

He served as CISC Director between 1990 and 1993 before returning to the OPP as Commander of the Provincial Traffic and Marine Safety Bureau. Pilon was promoted to Deputy Commissioner in 1998 and retired in 2006 as the Provincial Commander for Investigations and Organized Crime.

He has served as Chair of the OACP's Traffic and Torch Run Committees. In 2003, Deputy Commissioner Pilon received the Order of Merit of the Police Forces (O.O.M.), which honours a career of exceptional merit, contributions to policing, and community development.

# PROMOTING THE VALUES OF LEADERSHIP



## *Halifax Chief wants to keep police above the political curve*

by Olivia Schneider

Jean-Michel Blais laughs when asked about his approach in his first six months as chief of the Halifax Regional Police (HRP). “I’ve heard some people say I’ve been communicating too much,” he says, “and yet when I first became chief, there were concerns by the media that I’d be bringing the ‘RCMP model’ of communications.”

It’s a model that has been criticized as less than open but for Blais, strong leadership is all about good communication.

It’s also about being accessible – to the community and to his subordinates. The high visibility job gives Blais a chance to lead by example. “People come up to me

and say I’m the second most recognizable public figure behind the mayor,” he says. “It means there’s a heightened sense for me when I’m out in public... everyone will be listening to everything I say and watching everything I do.”

He’s okay with that. Blais is no stranger to being in the public eye over his 25-year career. He’s been in high profile positions as a senior RCMP officer and United Nations peacekeeper but this is the first time he’s served on a municipal force. He got the job after 13 months as a Halifax-based chief superintendent with the RCMP and wanted it, in part, because he and his family had fallen in love with Halifax.

Halifax operates under a partially integrated policing model. HRP is responsible for Halifax, Dartmouth and Bedford, while the RCMP has jurisdiction over Halifax County, which is mainly rural. The division of jurisdiction predates Halifax Regional Municipality, formed in 1996 as part of regional amalgamations that took place across Canada. According to Blais, Halifax County covers 85 per cent of the 5,500-square kilometre territory, but 85 per cent of the population lives in the three cities policed by the HRP. While area residents still don’t like many components of amalgamation – rural residents, for example,

often complain about higher taxes without comparable urban services – the policing model is not an issue.

“What we’ve seen is that the overall policing has very high survey scores,” says Blais, “and that’s one of the reasons why there hasn’t been much of a change in that policing model for some time.” Any change, Blais says, will stem from politicians rather than either police agency. “One of the things that I’ve been doing with my people is getting them to realize that there’s nothing we can do today to effect that change... we can’t fall into the trap of being worried about what a future political decision will be.”

Blais is used to negotiating changing political environments. He has lived in four different provinces and worked in almost all the Canadian provinces over the course of his career. He’s fluent in French and English and has a working knowledge of Spanish and Creole. “The experience of what I brought, from working at four other police services and being embedded in the United Nations, has been invaluable when dealing with diversity, adversity and dealing with people who have different views and different takes on different things.”

Blais’ appreciation for dealing with different views extends to his off-duty hours. As a Hockey Canada level three referee, he’s



amused when people suddenly recognize the ref as the police chief in an unexpected uniform. “You see a bit of reaction,” he says, “and I’m like ‘I’m not the police chief – at least right now.’”

True to his focus on communication, he wants to change people’s ideas about the city he’s come to love. His first priority for that is challenging the perception that Halifax is a dangerous place. “It’s something that city managers – including myself – are just trying to grapple with, to figure out why this is,” he says. He refers to statistics released in 2012 that ranked Halifax as the second highest Canadian city for firearm use. “We’re talking about two years ago.” Since then, he says, “our numbers have been spiraling downward.”

His passion for Halifax comes through as he talks about his hopes for the city and his plans for the police. “My goal and my legacy – among other things – to this department will be to ensure we have a chief from within,” he says. “When I have a group of four or five senior managers who are ready to assume the position of chief of police, then that will be time for me to leave.”

This active stance on promotion from within reflects Blais’ leadership goals in practice. “The biggest thing I saw, that I needed to develop here, was a learning culture and a mentoring culture for my senior officers, for them to be able to go to the next step.” In his mind, promoting the values of leadership in individual officers will help



bring the whole agency to the next level. Blais wants to achieve this excellence at every stage, from the brand new constable all the way to the chief’s office.

“We have some challenges in policing – not just here in Halifax – but in the entire country, when it comes to the approaches that we take: groupthink, lack of robust discussion and getting over the cognitive biases that we have.” Blais says these problems breed assumptions which lead to confusing truth and fiction and says internal communication is absolutely critical to combatting this.

“If I can make a dent in the organization by having people look at the facts and say ‘Ah, is this the truth? Or is this based on a supposition?’ then I think I will have achieved something positive for the organization.”

In order to implement more effective internal communications, Blais gives stakeholders a voice – and he doesn’t just pay lip service to consultation, but makes sure he gives others a say that counts. The police union president sits at the senior management table as the chief’s equal partner. The department’s strategic planning group, as well as the chief’s round table, have a cross-section of constables, non-commissioned officers and civilian employees who “work on issues that are not union issues and that are not management issues, but the softer issues, so to speak. A lot of them need better communication. I want us to look at developing different approaches to doing things, not for the sake of being different, but being more effective.”

Blais says this lack of communication and leadership isn’t just a problem in policing but reflects a larger societal problem. However, for jobs like his, there’s more at stake.

“Policing is a risky profession and we have to show good leadership to be able to go out on a limb and take chances and do things differently – and improve on things that have worked well in the past,” Blais says. “That means we need to influence our stakeholders, influence ourselves and be the leaders we want to see in years to come.”

*Olivia Schneider* is a Halifax area freelance writer and regional correspondent for *Blue Line Magazine*. She may be reached by email to [Olivia@blueline.ca](mailto:Olivia@blueline.ca).

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Photo by Iguanasan

# BALANCING ENFORCEMENT AND OUTREACH THROUGH CRIME REDUCTION

by Theresa Rath

Ask any Haligonian – yes, that’s what we proudly call ourselves – and we’ll likely tell you Halifax is best known for its rich history and our distinctive down-home Maritime hospitality.

As the largest metropolitan area east of Québec City, Halifax Regional Municipality (HRM) is home to more than 400,000 people, a number which swells each September with students infiltrating the area to attend one of our numerous academic institutions. A port city, Halifax has a thriving business community and a vibrant night life.

Halifax is particularly unique in that it’s one of the few Canadian municipalities served by two police agencies. Halifax Regional Police (HRP) serves the urban

core while Halifax District RCMP polices the suburban and rural areas. Serving as HRM Partners in Policing, the two agencies have integrated many of their business units to create efficiencies to better serve their communities.

One example is the criminal investigation division; all investigators, whether HRP or RCMP, work collaboratively in units to solve violent and property crimes such as homicides, attempted homicides, drug offences, thefts of motor vehicles and break and enters, to name a few. While the patrol division is not integrated, officers regularly assist each other on calls for service.

The two police services created a crime reduction strategy to address crime and quality-of-life issues in 2005. While crime rates fluctuate, often in a cyclical fashion,

it spiked in 2004-05 and police recognized they needed to serve the community differently. Known as the community response model of policing within HRM, this strategy serves to decrease crime, particularly violent crime, while at the same time addressing quality-of-life issues to enhance community safety. Its multi-faceted approach includes zone policing, directed patrols, a robust beat program, offender targeting, offender management through regular breach checks and a strategic approach to gun crimes and gangs.

Another key ingredient is Comstat, which Chief Jean-Michel Blais, HRP’s new leader as of October 2012, views as the nerve centre of the crime reduction strategy. Modelled after New York City’s program, Comstat is a statistically-rich and anecdotally-bias-free approach to policing which





helps to identify crime trends and allow for the effective deployment of resources to address them and prevent additional offences from occurring. Another important layer of Comstat is communication with citizens about the trends as an effective form of crime prevention and public safety.

If Comstat is the nerve centre of the model, community outreach is its heart. The strategy places specific officers, known as community response officers, at the centre of the community. They get to know residents and businesses so they can identify, solve and/or prevent crime and quality-of-life issues. This approach is particularly important in public housing areas, which may be under-resourced and require extra support to address crime and provide resources, allowing residents to attain the skills they need to make their own areas self-sufficient, viable and sustainable.

By all accounts, the model is working well. Crime has been trending downward or holding steady since 2006 and an annual citizen survey indicates people feel safe despite public safety remaining one of their top priorities. While violent crime, particularly gun play, remains a concern in Halifax, this strategy has put police on the right path, with homicides and shootings trending downward.

The CR model isn't the only guiding light within HRP. Blais articulated his values for the organization early on in his tenure, knowing that many of these attributes speak to employees because of our own personal and professional values. Blais will strive to ensure HRP is fiscally responsible, accountable, flexible, collaborative, respectful, open and communicative while serving as change agents.


Cst. Randy Wood, this year's winner of the Blue Line Police Leadership Award, epitomizes these values and the CR policing model, particularly since he found the delicate balance between enforcement and outreach in North Dartmouth. As a community response officer for six years, a role he left in January 2013 to become an investigator, Wood was the first officer whom investigators would call when a major crime occurred in the area and was equally

respected by the citizens in the community he served. Many community members affectionately called him 'our Randy.'

HRP is privileged to have this honour bestowed on one of our members. Wood is the perfect choice; he's a leader no matter where he goes, what position he holds or whether considering his police work, community outreach or values. While he was driven by HRP's crime reduction strategy when addressing crime, it was heart – and a whole lot of it – that impelled him to serve a geographic area that he came to know as 'his' community.

Theresa Rath is HRP's Public Relations Manager.






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# Police Motorcycle EVALUATIONS

*2013 model motorcycles put to the test with the Los Angeles County Sheriff's Department*

[www.lasdlhq.org/vehicle-test.html](http://www.lasdlhq.org/vehicle-test.html)

by Morley Lymburner

The Los Angeles County Sheriff's Department first began testing police motorcycles in 2008 and its findings have become internationally recognized. Its latest test was conducted in October on 2012 models.

What makes the LA County tests highly credible is the process, which includes real-world tests under patrol conditions. Four officers drive each motorcycle through a 157 mile (250 Km.) loop covering 33 miles of city streets, 75 miles of freeways, 20 miles of coastal highway and 29 miles of mountain canyons. Riders also perform a minimum of ten simulated traffic stops on city streets, each at least two minutes long, and then accelerate back into the flow of traffic.

All major manufacturers were invited to participate and six models were submitted by BMW, Harley-Davidson, Honda and Victory – 2012 BMW R 1200 RT-P, 2012 Honda ST 1300-PA, 2012 Harley-Davidson Electra Glide Special, 2012 Harley-Davidson Electra Glide, 2012 Harley-Davidson Road King and the 2012 Victory Commander 1. All completed the test satisfactorily.

The two Harley-Davidson motorcycles varied in that the "Special" edition had a water cooled engine. There were only minor variations in performance between the two and this report only gives numbers for the standard air-cooled versions as a comparison with other motorcycles submitted.

The final report produced includes not only statistical analysis but also rider comments. What follows is an aggregate of comments made by four evaluators and more about each bike.



This is a full size, 1170cc, air cooled, two cylinder sport touring, police package motorcycle.

Acceleration 0-100 km/h = 4.52 seconds  
Fuel average consumption = 41.0 mpg

## Comments

**Brakes** – Outstanding brake system, levers and pedal provide nice range for operation. ABS smooth, no fade.

**Cornering/handling** – Excellent cornering, great lean angle. Counter steering was quick and responsive.

**Transmission (shift points)** – Shifter is positioned to accommodate a variety of foot positions. Smooth and easy, gear ratio matched power bands through all gears.

**Engine** – Powerful, smooth and controllable. Response quick and consistent from throttle input, strong usable power.

**Other** – Having the gear selection on the LED screen was a plus during hard, fast deceleration.

## 250 KM ride comments

The seat's padding and width was sufficient to provide all day comfort. Seat is

adjustable by a small hinged bracket under seat. Foot pegs, toe shifter and brake lever are well positioned, felt natural and were easy to use. The lean angle is high and supports turning the motorcycle in slow, tight maneuvers.

The controls/instruments are positioned well and are easy to use. The dials are recessed slightly and shadowed from the direct sun light, allowing the rider to easily refer to them at a glance.

Mirrors are mounted on the outer lower edge of the fairing and provide adequate visibility with no distortion. Adjusting is easy with a light touch to the corners and, once adjusted, hold position.

The wind screen provided excellent protection from debris/wind. The controls are easy to use and the option provides comfort when you need air. Clarity was good with a slight bit of distortion. No helmet buffeting or turbulence.

The handlebars provide a natural riding position. Nicely spaced apart, switches are easy to use and identify. The pedals/levers are positioned well and provide the rider with ease of use and confidence in their feel.

The trunk is noticeably high in relation to rider, requiring a high leg swing to mount/dismount bike. The foot pegs are in a comfortable position and do not interfere with the rider mount/dismount. The side stand is easy to find and provides a quick, stable platform.

The suspension provides a smooth, comfortable ride. The dampening is adjustable by removing the seat and dialing in the desired setting. The suspension minimizes lift and dive under hard acceleration and braking, maintaining a firm predictable line through the corners.



This motorcycle provides the rider with confidence and is surprisingly agile in all aspects of enforcement riding. Great acceleration and torque through the entire RPM range. This motorcycle is inspiring to ride and definitely takes care of the rider.



Full size, sport touring, police package motorcycle, 1261cc liquid cooled 90 degree V-4.

Acceleration 0-100 km/h = 4.41 seconds  
 Fuel average consumption = 48.6 mpg

#### Comments

Brakes – Lever and rear pedal are adjustable, providing a comfortable range of operation.

Cornering/handling – Handle bars are positioned right for aggressive riding. Steering was quick and responsive.

Transmission (shift points) – Shifts nicely during upshift and downshift without issue. Shifting ratio is nicely spaced to provide good power range.

Engine – Solid, usable torque. Solid power at both high and low RPM's.

#### 250 KM ride comments

The seat is large and well-padded, with three settings for height adjustment. Riding position lean angle was slightly forward, putting the handlebars within easy reach. The application of the foot gear shifter and brake pedal function was easy in all conditions.

The instrument cluster is configured with analog dials for speedometer and tachometer, coupled with an LED display window for a wide variety of functions. All are positioned for ease of viewing and function very well but are dimly lit, making them difficult to read in bright sun.

The mirrors are positioned for good reference to the rear with absolutely zero vibration during dynamic or static mode and were easily adjustable.

The windscreen is electrically operated via a rocker switch on the left handlebar. It provided good wind and debris protection. Wind protection is excellent, zero buffeting at high speeds.

The handlebars have a "pull back" design, allowing the rider to sit back slightly while still maintaining that aggressive seated position. The switches were small and numbered but easily reachable and provided good functionality. The foot shifter was well placed, allowing for solid up and down shifts with ease. The rear brake pedal positioning

and configuration is consistent with the style of motorcycle, allowing for ease of application. Controls provided good feedback from roadway surface.

Trunk height on the Honda wasn't objectionable. There was ample leg swing room while mounting and dismounting from either side of the bike. The foot pegs did not interfere at all. Side stand length was adequate to safely support the motorcycle at a proper lean angle.

The ride was very comfortable and smooth at all speeds. The suspension was solid and predictable in corners.

The motorcycle has more than enough power, which is solidly dispersed through a wide torque range. It was very agile on twisty roads; the engine was very responsive in any gear.



Full size, touring, police package motorcycle, 103 cu in, air/oil cooled, 2 cylinders, Twin Cam.

Acceleration 0-100 km/h = 5.87 seconds  
 Fuel average consumption = 34.1 mpg

#### Comments

Brakes – Levers and pedal provide good range of motion. Consistent stopping distances through entire run.

Cornering/handling – Handle bar rotation is neutral. Hold line diminished lean angle, does not allow very aggressive cornering.

Transmission (shift points) – Solid shifting up and down. Heel/toe shift lever is positioned well.

Engine – A lot of torque through all the gears. Strong usable power at lower RPM's, pulls out of corners very good.

#### 250 KM ride comments

The seat was very wide and the padding firm. The seating position is upright in a comfortable riding position. The placement of the footboards allows plenty of room for foot movement. The foot controls are positioned in a standard configuration for this style of motorcycle and are easily accessed with either foot.

The instrument cluster was mounted above the handlebars within the handlebar mounted fairing. All instruments are positioned for ease of viewing and do not fall short of that purpose. Various status changes were indicated by the illumination of very tiny warning lights that were very difficult to read while riding.

The mirrors are positioned for good reference to the rear. Visibility was nonexistent while sitting stopped in traffic due engine vibration. The mirrors remained adjusted throughout the evaluation ride.

The top of the fairing mounted windscreen is positioned well below eye level and offers more than adequate wind protection.

The large handle bars allow for a natural bend of the elbows, permitting an upright seating position. The handlebars provided good feedback of roadway surface and transition from side to side with ease. The rear brake pedal was positioned above the floor board and was easy to use while drivers rested their heel on the floor board. The front brake lever and the clutch lever were within easy reach, providing good rider feedback. The heel/toe shifter is well placed, with large rubberized controls on both.

Very easy to mount and dismount on either side. The lean angle is diminished slightly, resulting in the foot boards making contact with the roadway surface during higher speed cornering. Side stand length provided a good lean angle to securely park the motorcycle.

The suspension offered a very firm quality ride. The motorcycle had a generally rough ride and tended to bounce harshly when riding over more severe road conditions. The suspension was predictable in the corners.

The motorcycle had quick, smooth acceleration and shifted up through the gears nicely. Great power with lots of usable performance at low and high speeds. The fairing mounted cluster brought the instruments back up to just below eye level, which added a degree of safety for the operator.



Full size, touring, police package motorcycle, 103 cu in, air/oil cooled, 2 cylinders, Twin Cam.

Acceleration 0-100 km/h = 5.79 seconds  
 Fuel average consumption = 40.6 mpg

#### Comments

Brakes – Provides quick and consistent stopping power. No fade or variation in stopping.

Cornering/handling – Handle bars rotate smoothly and provide good feedback. Handles well during aggressive cornering. Lean angle slightly diminished due to foot boards.

Transmission (shift points) – Good gear ratios. Shifter works well in both heel/toe

methods. Consistent shifts, with no missed shifts.

Engine – Low end torque pulled really hard, flattened out in upper range. Smooth, consistent power out of corners.

### 250 KM ride comments

The seat is firm and comfortable, supported by a spring and shock absorber, which provides good support. The seat is positioned slightly forward of the center of the bike, positioning the rider up on the lower end of the tank, making the rider constantly adjust seating position. The foot controls are well placed to allow for good manipulation. Floorboards are close to the ground with minimal road clearance when lean angles are input in the handlebars.

The controls are easy to use and easily identified. The lighted display was dim and hard to read in the bright sun.

The mirrors are attached to the handlebars and provide good field of view to the rear of the rider. Mirrors do not hold adjustment and are almost unusable when at an idle due to the vibrations.

The wind screen is rounded at the top and hard mounted to the handle bar fairing. It provides good protection from debris and wind at low speed, however rider experienced helmet buffeting at higher speeds.

The position of the handlebars felt comfortable and gave good rider feedback. The heel/toe shifter was well placed in

relation to the foot board and was useable in the normal heel/toe method, as well as toe shifting only.

For the test ride this bike wasn't equipped with a trunk. Mount and dismount was effortless on either side. The foot boards were comfortable and provided the rider with plenty of room to adjust foot position. The side stand positions the bike in an adequate lean angle and provides a solid hold.

While traversing smooth roadways the bike provides a smooth comfortable ride but when encountering rough/uneven roadways and faster speeds the ride becomes bouncy.



Full size, touring, police package motorcycle, 1731cc air/oil cooled, 2 cylinders, V-Twin overhead cam.

Acceleration 0-100 km/h = 6.17 seconds  
Fuel average consumption = 32.9

### Comments

Brakes – Good feel through the lever, transmitting road surface. No fading but weak stopping late in the run.

Cornering/handling – Cornering is very limited due to extremely limited lean angle. Handle bars sit way back and rotate slow for starting corners.

Transmission (shift points) – Smooth and was able to find the gears with ease. Solid shifting up and down with no missed shifts.

Engine – Pulls extremely well out of the corners. Wide range of torque through the power band.

Other – The gear selection LED read-out is a plus.

### 250 KM ride comments

The seat is large and well padded with nonadjustable rigid frame mount. The seating position is up-right, with a slight lean towards the rear, resulting in a comfortable but non aggressive riding position. The foot controls are positioned in a standard configuration for this type of motorcycle, although their design makes it difficult for consistent ease of application.

The instrument cluster is configured with analog dials for speedometer and tachometer coupled with an LED display window for a wide variety of functions. All are positioned for ease of viewing and function well.

The mirrors are positioned for good reference and have very little vibration but will required extensions for larger riders.

Wind protection was adequate; no wind buffeting at higher speeds.

The large pull back design of the handlebars compliments the large seat and completes the “cruiser” up right seating position. The handlebars provide good feedback of roadway surface and transition from side to side with ease. The heel/toe shifter was well placed. The rear brake pedal positioning and configuration is consistent with this style of motorcycle. The large foot board makes for ease of operation, allowing right foot to rotate onto the pedal. The front brake lever and clutch lever operated with ease. The controls provide good feedback from roadway surface.

The foot boards were comfortable and provided the rider with plenty of room to adjust foot position. The side stand was easy to deploy. The lean angle is low with the floorboard and crash bars contacting the road quickly when negotiating higher speed corners.

The ride was comfortable and smooth at all speeds. The suspension was solid and predictable in the corners.

The motorcycle has plenty of power through a wide range of torque. For a very large motorcycle it handles quite well in all areas – slow riding, high speed and canyons.

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## Study explores gang activity on the Internet

Gangs are not using the Internet to recruit new members or commit complex cyber-crimes, a new study has found.

“What they are doing online is typically what they are doing on the street,” said David Pyrooz, an assistant professor at Sam Houston State University, College of Criminal Justice and study co-author. “For the most part, gang members are using the Internet for self-promotion and braggadocio, but that also involves some forms of criminal and deviant behaviours.”

“Criminal and routine activities in online settings: Gangs, offenders and the Internet,” co-authored by Scott Decker, director of the School of Criminology and Criminal Justice and doctoral student Richard Moule of Arizona State University, was recently published online by Justice Quarterly. It investigates the use of the Internet and social networking sites by gang members and other young adults for online crime and deviance.

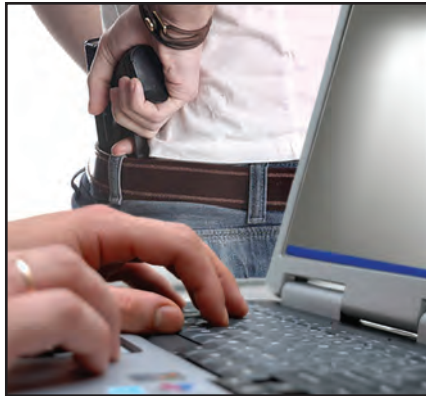
The study was based on interviews the authors conducted with 585 young adults from five cities – Cleveland, Fresno, Los Angeles, Phoenix and St. Louis. It was funded by Google Ideas, a think/do tank that explores the role technology can play in tackling human challenges such as violent extremism, illicit networks and fragile states.

The study found much of the online activities of gang members are typical of their age group; they spend time on the Internet, use social networking sites like Facebook and watch YouTube videos. Much like what studies find in offline or street settings, their rate of committing crimes or deviant acts online is 70 per cent greater than those not in gangs. Gang members illegally download media, sell drugs, co-ordinate assaults, search social network sites to steal and rob and upload deviant videos at a higher rate than former or non-gang members, the study found.

However, gang members are not engaging in intricate cybercrimes, such as phishing schemes, identity theft or hacking into commercial enterprises.

“We observe that neither gang members nor their peers have the technological competency to engage in complex forms of cyber-crime,” the study found. “In short, while the Internet has reached inner city populations, access alone is not translating into sophisticated technological know-how.”

Gangs do not use the Internet for purposes instrumental to the group, such as recruiting new members, distributing drugs, meetings or other organizational activities. Gang members recognized that law enforcement monitored their online behaviors so limited their discussion of gang activities on the Internet or social media sites. Only 20 per cent of members surveyed said that their gang had a web site or



social media page and one-third of those were password protected.

Gang members recognized the importance of the Internet but sites were used mainly as status symbols. Instead of exploiting the Internet for criminal opportunities, YouTube, Facebook or other social media is used much like an “electronic graffiti wall,” according to the study.

One-quarter of gang members said they

used the Internet to search out information on other gangs and more than half watch gang-related videos such as fights.

“Many respondents were simply interested in gang related fights and threats in general, finding them as entertaining as a boxing or UFC match,” Pyrooz said, referring to gang-related videos on YouTube.

Law enforcement should continue to monitor and address gangs and crime online by working closely with different web sites and ISPs and investigating other forms of telecommunication like cell phones and e-mails. It can also request service providers remove images that glorify gangs or violence or use Twitter for citizens to report crime in the community.

“Technology is part of the problem, but it is just as likely part of the solution,” said Pyrooz, with regard to documenting the “digital trail” left behind and pro social opportunities.

Visit <http://www.tandfonline.com/doi/full/10.1080/07418825.2013.778326> to view the full study or contact Beth Kuhles at [kuhles@shsu.edu](mailto:kuhles@shsu.edu) or 936 294-4425 for more information.

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# LOOKING BACK AND MOVING FORWARD



by Joel A. Johnston  
Part 2

Vancouver Police Department (VPD) officer Joel Johnston has been *Blue Line's* defensive tactics editor since 1994 and a consultant and researcher to both police and government agencies. He is recognized for his no-nonsense approach to use of force in the Canadian context. In the second of this three part series he reflects upon the evolution of use of force standards and equipment in Canadian policing.

## Keeping up with the crooks

Police trainers, associations and unions began lobbying for semi-automatic sidearms during the early 1990s. There was considerable evidence that the criminal element was better-armed than the officers who had to deal with them. Politicians resisted the idea.

"If you give the police more bullets, they'll shoot more people," one commented. This kind of thinking had to be contended with at every turn.

It took the death of a fine young man and good police officer to finally turn the tide. In the early morning hours of October 7, 1993, while on general patrol, Cst. Joe MacDonald conducted a "routine" traffic stop. Two career criminals got out of the car, a fight quickly broke out, then an exchange of gunfire.

MacDonald – a former university football player and Canadian Football League draftee – was no slouch. He hit his assailants with the majority of the six rounds in his revolver. Injured, out-gunned and out of ammo, he was beaten and fatally shot in the back of the head as he lay beside his empty service revolver.

The two criminals fled the area in a vehicle chased by police and were taken into custody after a foot chase and another altercation. They were both charged and convicted of first-degree murder, receiving life sentences without parole for 25 years. MacDonald was survived by his wife and two children.

Political opposition to properly arming Canadian police officers had finally ceased (though some may debate this point), but it took the death of another fine young officer to initiate the process. A career criminal and Jamaican drug dealer (under a deportation order) murdered Toronto police Cst. Todd Baylis – and attempted to kill his partner, Mike Leone – with a 9mm semi-automatic pistol on June 16, 1994.

Semi-auto pistols have been issued to police officers across Canada since the mid 1990s, yet they don't seem to be "shooting more people" as a result of being properly prepared to address a deadly force threat. In fact Canadian police use force only in some .06% of encounters with members of the public and shoot people with considerably less frequency than that.

Between 1991 and 1994 Canadian police went from being equipped with handcuffs and .38 caliber revolvers to cuffs, expandable batons, OC spray and a semi-auto pistol with two additional magazines. Emergency response team personnel also had the ARWEN gun to fire impact rounds – greatly increasing options and their capacity to safely resolve escalating violence.

## Another alternative emerges

In the ongoing quest for solutions to the conundrum of more-safely controlling violent,

often drug-induced and/or mentally ill persons, the Victoria Police Department field tested a first-generation Taser "conducted energy weapon" (CEW) in late 1998.

After a successful field trial period and in conjunction with considerable US research, the Taser M26 was implemented in 1999 in Western Canada. Some continue to contend it was adopted as an "alternative to lethal force" because of the number of fatal police shootings across Canada. In reality it was never intended, nor could it ever be, a "substitute" for lethal force (firearms) but was extremely effective on violent, goal-oriented, drug-induced persons and allowed officers to remain at some distance from these folks. When used appropriately at an opportune moment in a dangerous, escalating encounter, the Taser may prevent it devolving into a lethal force encounter.

Sadly an incident occurring at Vancouver's International Airport in 2007 involving Taser use resulted in the death of a man in crisis. The video of the incident was broadcast repeatedly around the world by a media that had made up its mind about police actions and the weapon itself long before the investigation. Despite the long-term, well-documented fact that CEWs are a relatively low-risk force response option with injuries in just .3 per cent of cases where they're used, media and special-interest groups demonized them. Considerable political fear remains to this day around their use in Canada.

Unfortunately, law enforcement has, over the years, provided sufficient "ammunition" to stir critics. Video of a police officer "tasing" a 72 year-old grandmother for failing to follow directions when there was no risk of assault





*It took the death of Sudbury Police Cst. Joe MacDonald and considerable editorializing by Blue Line Magazine to get government agencies to look seriously at replacing police six shooters with semi-automatic handguns.*

or even physical resistance, for example, or a driver for failing to sign a traffic ticket. Although most of these incidents are from the US, police everywhere are impacted by these imprudent decisions and the negative images they generate.

### Disturbing trends

A trend of police officers being disarmed, sometimes with fatal consequences, began in 1990. Montreal Cst. Yves Phaneuf was shot point blank in the face in June 1991 during a violent struggle with a suspicious man. He had stopped a bicyclist behaving strangely in the wee hours of the morning to question him and was killed execution style after being disarmed. A manhunt ensued and the suspect was captured but found not guilty by reason of insanity and committed to a mental institution. Phaneuf had served with the Montreal Police for only two years.

Three months later Ingersoll (Ontario) Cst. Scott Rossiter checked a suspicious person on a bicycle not more than 50 metres behind the police station. A struggle ensued, they ended up on the ground and the cyclist managed to disarm Rossiter and shoot him in the back of the head. The murder went unsolved for a long period, but as it turned out, his murderer was himself murdered less than a year later.

Officer disarmings and attempts were an observable trend, along with two other emerging areas of concern – officers being knocked or falling to the ground in encounters with suspects and multiple assailant attacks. These issues needed to be immediately addressed in training to prepare officers to win these dangerous encounters. Some people wanted to call it “officer survival” training but it is better termed “winning.” Officers should not have to “survive” at work – they need to be prepared to win!



### A change in training

Retired NYPD Sgt. Phil Messina ran a school on Long Island that was far ahead of its time. Modern Warrior Police Defensive Tactics trained officers to not only survive but win in deadly force encounters. Former St. Louis PD Sgt. Bruce Siddle ran Pressure Point Control Tactics (PPCT) Management Systems, which taught officers arrest & control tactics to deal with the most common types of resistance.

Both organizations were founded on research regarding what was actually occurring in the real world. There were other police training systems, including the Kansas City LVNR System under Jim Lindell and Police Safety Systems under John Desmedt, but none had the same widespread effect. Creative trainers in Canada took the best from all the systems and combined them into comprehensive, relevant training programs that suited their community and agency mandate and requirements.

Law enforcement training priorities shifted from basic static re-qualification training with batons, neck restraint and firearms to dealing with these emerging threats. Weapon retention and disarming, dealing with multiple assailants and tactical ground defense and control became priorities. Other important training included contact & cover – emerging as a result of the tragic double murder of two San Diego police officers in that city’s early ‘80s “Grape Street Park” incident.

The emergence of dynamic simulation training (now called “Reality-Based Training” or “RBT”) began in the early 1990s in Canada. Pioneers like Darren Laur of the Victoria Police Department, Doug Ashton of Peel Regional Police, Roy Kennedy of the Halifax Police Department and the Vancouver Police Department implemented dynamic simulation training programs, including cotton-wad deadly force encounters, multiple assailants, knife defense and ground fighting training.

Technology soon began to expand the possibilities with the emergence of “Simuniton,”

video simulators, improved purpose-built protective gear and training props. All allowed creative officer safety training personnel to devise and deliver relevant, realistic training to meet immediate needs based on the types of incidents officers were dealing with.

RBT continues to evolve but needs to stick close to its roots. Overly-complicated programs and over-thought scenarios and procedures can undermine the need to make the most of scarce training time and resources. Safety continues to be the number one priority with RBT but time is also important. Get down to business with short, relevant, response-eliciting scenarios that should take 30 seconds to two minutes to complete (depending upon training objectives). An effective, student-centered debriefing process must follow. This is where the lion’s share of learning takes place.

Firearms training continues to evolve from static, on-the-whistle, limited movement and unrealistic distances, threat cues and targets to a more relevant, realistic approach. This better prepares officers for real-world armed encounters and greatly enhances performance and survivability.

Some North American agencies have embraced this reality, while others cling to the old “marksmanship” style qualification and training despite the science.

It is truly past time for the “defensive tactics” and “firearms” training silos to merge. After all, along with “physical presence” and communication skills, police officers carry a variety of force response options on their belt. They need to be able to ebb and flow from one to the next seamlessly. The firearm is simply another of these options.

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Joel Johnston is a 28-year police veteran of the Vancouver Police Department. The co-principal of the Defensive Tactics Institute and continues to progressively train law enforcement professionals. He is a contributor and defensive tactics editor for *Blue Line Magazine*. He can be reached at [joel@dtidefensivetactics.com](mailto:joel@dtidefensivetactics.com)

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# Earning public trust – and Tasmanian zip-lining

There is nothing like travel to get you thinking. Travel advocates (and salespeople) argue that it opens your eyes and expands your mind. I just got off a cruise ship and found that it mostly opened my wallet and expanded my waist.

The experience did remind me that we can always benefit from exposure to a variety of perspectives and experiences that go past the end of our own noses. In that spirit, I am dedicating this column to “stuff we can learn from police in other places” – and am unilaterally deciding that the USA is not (in this context) an “other” place. We already spend too much time looking at what the Americans are doing.

Let’s look at OTHER other places – like Russia, Tasmania and England and Wales. The three articles I’m mentioning all deal, in one way or another, with issues related to public trust and confidence – highly relevant here in Canada. I think people will readily accept the notion that one of the most important measures of a police organization’s effectiveness is the level of public confidence it enjoys. Here are some snapshots of bits of research I found from these three quite different countries.

- “Coping with the failure of the police in post-Soviet Russia: findings from one empirical study” (by Margarita Zernova, published in *Police Practice and Research*. 13(6), December, 2012).

The collapse of virtually anything associated with previous state institutions, along with an award winning combination of low pay, high turnover, poor accountability, inadequate training and inadequate funding – and no traditional respect for human rights – led almost inevitably to an increase in organized crime, pervasive corruption and general lawlessness in Russia. The statistics quoted about the amount of crime involving the police (or “militsiya,” as they are now known) are enough to rot your socks.

As you might guess, the relationships between the man (or woman) on the street and the militsiyamen is not exactly rosy. Many people do not trust the police and so will not report crime – and those who do report it have no expectation of a positive outcome. There is also a significant fear of crime. Interestingly, this is partly because the crime rate has gone up in recent years – but also because under Soviet rule, no one ever heard about crime. Even if things were not better before, everyone thinks it was. As we all know, there is nothing like a free press to make us all painfully aware of crime!

Overall, this paper is an investigation into the ways people cope when the police are both ineffective and corrupt. On the surface, it is hard to see any links between the situation there and here but there are a few vaguely disturbing undercurrents that do give one pause – like how police behaviour and effectiveness is intertwined with the broader role and institutions of government (e.g. if you don’t much like the government and see police as an extension of it – or worse yet, if the police really ARE an extension of govern-



ment... ) Of course here in Canada we never run into situations where the government interferes or dictates policing, do we???

People do take things into their own hands when they perceive they have to. The strategies Russians use are not dissimilar to those used by people in some Canadian subcommunities who do not trust or have confidence in the police. If nothing else, this study brings home the incredible importance of working on those community connections – no matter what an uphill battle it may seem at times.

- “Complaint reduction in the Tasmanian Police” (by Louise Porter and colleagues, in *Policing and Society: An International Journal of Research and Policy*, 22 (4), December 2012).

I have included a reference to this particular article partly because it gives me the opportunity to mention that I went zip-lining in Tasmania last year. It’s a great line to drop into conversation so I try to never miss an opportunity. Also, articles about complaints are always of interest because (as the article notes), “a prominent characteristic of policing is that it attracts large numbers of complaints.” This is apparently true even if you are not in post Soviet Russia.

You can argue that the number of complaints does not really reflect the quality of a police service and there is even evidence suggesting that the better your complaint system, the more complaints you will get. These factors might lead you to believe (correctly) that reducing the number of complaints is not a straightforward matter.

The Tasmanian Police service has some 1,260 officers to police the state’s half a million people – but the authors point out that, since everyone knows everyone, in some ways this smallness can actually increase the likelihood someone will make a complaint. However, the service has been able to reduce the number of complaints significantly in the last few years. How?

The article focuses on early intervention and early warning systems and talks about focusing training for new recruits and making sure to cover in more depth the kinds of things likely to lead to complaints. The service has increased ethics training and, as a whole, systematically examined the patterns of complaints so it can identify both the high probability officers and the high probability situations – and attempt to intervene before the next complaint comes. Interestingly, they also talk about how to use the time freed up by having to process fewer complaints,

which allows them to deal with complaints more quickly and effectively and focus on prevention. A very useful circle!

- “Can police enhance public confidence by improving quality of service? Results from two surveys in England and Wales” (by Andy Myhill and Ben Bradford, in *Policing and Society: an International Journal of Research and Policy*, 22 (4), December, 2012).

While improving trust and confidence in policing is near the top of most everyone’s agenda, there is less agreement about how to achieve this. It seems much easier to sully a police service’s reputation than it is to improve it. There is a lop-sided relationship between what people expect and what they conclude in their interactions with police. People with negative preconceptions of police are likely to evaluate subsequent interactions as being negative – but positive pre-existing views do not necessarily predict positive evaluations. Bummer; it is easy to make things worse but hard to make them better.

The article provides a nice overview of a whole bunch of research in the area – but the take home message really is that the key to increasing satisfaction is not necessarily solving crimes or even responding at the speed of light. The key seems to be the process-oriented variables. In other words, people really responded to how they were treated by police. Did they feel like they were heard? Were police respectful? Did they provide information about what was going to happen? Did they follow up and keep in touch? Did they actually seem to care?

Sure, it takes people like you to solve the crimes and catch the bad guys but the process seems as important as the outcome. The authors also talk about the inherent difficulties involved in shifting the focus of police training from technical expertise to “soft skills.” They concluded that overall, what people really want is a police service that treats them with fairness, dignity and respect. Not exactly rocket science I guess – but worth remembering. If you are not convinced, I refer you back to the first article about policing in Russia.

All three articles point to the common problem of building trust between the public and police – and at the same time highlight different aspects of the solution – the need for trust in the government at the highest level, the mid-level need for good internal process and oversight and the critical role of the individual officer on the street.

The fact that Canadians generally enjoy good relationships with their police services points to areas of success at all three of these levels – but the fact not all Canadians have good relationships with the police all the time also points to the need for continuous improvement.

Good to know it is not just us facing these challenges – and by the way, did I mention I went zip-lining in Tasmania last year?

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Dr. Dorothy Cotton is *Blue Line’s* psychology columnist, she can be reached at [deepblue@blueonline.ca](mailto:deepblue@blueonline.ca)

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# SHIFT WORK SURVIVAL TACTICS

by *The National Sleep Foundation*

Do you work at times other than the usual “nine to five” business day? If so, you are among the millions of shift workers in the workplace. You may work when most people are asleep and attempt to sleep when the rest of the world is awake.

Unfortunately, when it comes to sleep, most shift workers don’t get enough. When shifts fall during the night (11 p.m. - 7 a.m.), the worker is fighting the natural wake-sleep pattern. It may be hard to stay alert at night and just as hard to fall asleep, and stay asleep, during the day. Night workers get less sleep than daytime workers do, and the sleep is less restful.

Sleep is more than just “beauty rest” for

the body; it helps restore and rejuvenate the brain and organ systems so that they function properly. Chronic lack of sleep harms a person’s health, on-the-job safety, task performance, memory and mood

## Sleep and the circadian clock

The human body naturally follows a 24-hour period of wakefulness and sleepiness that is regulated by an internal circadian clock. In fact, the circadian clock is linked to nature’s cycle of light and darkness. The clock regulates cycles in body temperature, hormones, heart rate, and other body functions.

For humans, the desire to sleep is strongest between midnight and 6 a.m. Many people are alert in the morning, with a nat-

ural dip in alertness in the mid-afternoon.

It is difficult to reset the internal circadian clock. It is not surprising that 10 to 20 per cent of night shift workers report falling asleep on the job, usually during the second half of the shift. That’s why shift workers who work all night may find it difficult to sleep during the day, even though they are tired.

When you don’t get enough sleep

According to a National Sleep Foundation poll, 65 per cent of people report that they do not get enough sleep. When sleep deprived, people think and move more slowly, make more mistakes, and have difficulty remembering things. These negative



effects lead to lower job productivity and can cause accidents.

The financial loss to U.S. businesses is estimated to be at least \$18 billion each year. Lack of sleep is associated with irritability, impatience, anxiety, and depression. These problems can upset job and family relationships, spoil social activities, and cause unnecessary suffering.

Shift workers experience more stomach problems, menstrual irregularities, colds, flu, and weight gain than day workers. Heart problems are more likely too, along with higher blood pressure. The risk of workplace and automobile accidents rises for tired shift workers, especially on the drive to and from work.

### Getting ready for successful shuteye

There are several steps a shift worker can take to successfully fall asleep and stay asleep. The key is to make sleep a priority.

Set the stage for sleep even though it might be broad daylight outside. Prepare your body and mind for sleep. Wear wrap-around dark glasses on your way home from work if you are on the night shift to keep morning sunlight from activating your internal "daytime" clock. Follow bedtime rituals and try to keep a regular sleep schedule – even on weekends. Go to sleep as soon as possible after work.

At home, ask family and friends to help create a quiet and peaceful setting during your sleep time. Have family members wear headphones to listen to music or watch TV. Ban vacuuming, dish washing, and noisy games during your sleep time. Put a "Do Not Disturb" sign on the front door so that delivery people and friends will not knock or ring the doorbell. Schedule household repairs for after your sleep time.

### Tips for successful shuteye bedtime rituals

- Take a warm bath.
- Lower the room temperature (a cool environment improves sleep).
- Don't "activate" your brain by balancing a checkbook, reading a thriller, or doing other stressful activities.
- Darken the bedroom and bathroom.
- Install light blocking and sound absorbing curtains or shades.
- Wear eye shades.
- Wear ear plugs.
- Use a white noise machine, like a fan, to block other noises.
- Install carpeting and drapes to absorb sound.
- Unplug the telephone.
- Avoid caffeine less than five hours before bedtime.
- Don't stop for a drink after work; although at first you may feel relaxed, alcohol dis-

turbs sleep.

- Eat a light snack before bedtime. Don't go to bed too full or too hungry.

### Exercise

If you exercise at the workplace, do so at least three hours before you plan on going to bed. Otherwise, exercise after you sleep. Because exercise is alerting and raises the body temperature, it should not be done too close to bedtime.

### Balancing life and work

The shift worker faces special problems in trying to maintain family relationships and social and community ties. It becomes difficult to balance work, sleep and personal time.

The need to sleep during the day (or, for the evening worker, to be on the job during the dinner hour and the family-oriented part of the day) means that the shift worker often misses out on family activities, entertainment, and other social interaction. That is why it is important to talk with family members and friends about your concerns. With their help, you can schedule special as well as regular times with spouse, children, and friends.

Remember that sleep loss and feeling at odds with the rest of the world can make you irritable, stressed and depressed. As one expert puts it, "Blame the shift work – not your kids."

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## Sleeping pills and aids

Prescription sleep medications do not cure sleep problems, but may be recommended for short-term use. Be sure to tell your doctor that you are a shift worker. These medications may be helpful for one or two sleep cycles after a shift schedule change. Talk to your doctor about whether this type of medication would be helpful to you.

Melatonin is a chemical that is produced by the body to help induce sleep. Melatonin supplements have been advertised as a sleep aid. However, studies have not shown that melatonin helps shift workers. Also, questions about safety and dosing have not been answered. The U.S. Food and Drug Administration considers melatonin experimental.

## Napping

It is important to keep a regular sleep schedule, even on days off and weekends. However, if you can't get enough sleep or feel drowsy, naps as short as 20 minutes can be helpful. Naps can maintain or improve alertness, performance, and mood.

Some people feel groggy or sleepier after a nap. These feelings usually go away within 1-15 minutes, while the benefits of the nap may last for many hours. The evening or night worker can take a nap to be refreshed before work.

Studies show that napping at the work-

place is especially effective for workers who need to maintain a high degree of alertness, attention to detail, and who must make quick decisions. In situations where the worker is working double shifts or 24-hour shifts, naps at the workplace are even more important and useful.

## The ride home

Driving home after work can be risky for the shift worker, particularly since you have been awake all night and the body needs to sleep. People think that opening the car windows or listening to the radio will keep them awake. However, studies show that these methods work for only a short period of time. If you are sleepy when your shift is over, try to take a nap before driving home. Remember, sleep can quickly overcome you when you don't want it to.

Follow these steps to arrive home safely:

- Carpool, if possible. Have the most alert person do the driving.
- Drive defensively.
- Don't stop off for a "night cap."
- If you are sleepy, stop to nap.
- Take public transportation, if possible.

## For the employer

There are a number of ways you can make your workplace safer and more productive for your shift workers. Educate managers and shift workers about the need

for sleep and the dangers of fatigue.

Install bright lights in the work areas. A well-lit workplace signals the body that it is time to be awake and alert. Provide vending machines with healthy food choices and a microwave oven.

Schedule shifts to allow sufficient breaks and days off, especially when workers are re-assigned to different shifts. Plan enough time between shifts to allow employees to not only get enough sleep, but also attend to their personal life. Don't promote overtime among shift workers.

Develop a napping policy. Encourage napping by providing a sleep friendly space and time for scheduled employee naps. A short break for sleep can improve alertness, judgment, safety, and productivity.

Be concerned about employee safety going to and from work. Encourage the use of carpools, public transportation, rested drivers, and even taxis.

## Seeking medical help

If you have tried some of these tips and your efforts to get enough sleep are not successful, it may be time to seek professional help. If problems persist, talk to your doctor.

Remember, when you are not getting the sleep you need, you are at risk and so are those around you. Inadequate sleep increases your risk for falling asleep at the wheel, accidents on the job, and problems at home. Your doctor can help identify the cause, which can be successfully treated or managed. Your doctor can evaluate your sleep problem and determine whether you may have a sleep disorder.

Sleep specialists have additional training in sleep medicine and can both diagnose and treat a variety of sleep disorders. Many sleep specialists work at sleep centres.

## Operating equipment safely


If you operate heavy equipment or drive a vehicle during your shift work, you must pay careful attention to signs of sleepiness or fatigue. To ignore signals such as yawning, frequent blinking, a sense of tiredness, or a failure to make routine safety checks may put you and others at risk.

If you feel sleepy or drowsy, stop your work as soon as safely possible. Contact your supervisor and request a break or nap, or have a caffeinated product in order to help increase alertness. Remember, caffeine is not a long-term substitute for sleep.

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This article was first published in the May 2001 issue of *Blue Line Magazine*. The National Sleep Foundation is an independent non-profit organization that promotes public understanding of sleep and sleep disorders and supports sleep-related education, research and advocacy to improve public health and safety. For more information on the National Sleep Foundation go to [www.sleepfoundation.org](http://www.sleepfoundation.org).

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- minimum of three years' experience
- have completed the Ontario Police College (OPC) training or equivalent, such as the Regular Force MP QL3 course or MPOC
- have worked to gain community experience

If you are a **civilian member** of a police/justice agency, you will be eligible to receive credit for 20 out of the 30 courses required for the Police Foundations Leadership diploma if you meet the following criteria:

- minimum of three years' experience
- have worked to gain community experience

The remaining seven courses for both uniformed and civilian members are scheduled in a flexible study format. That is, over three months in an accelerated hybrid delivery format combining intensive weekends in class (i.e., two or three Saturday/Sunday sessions) followed by two or three weeks of online education. Civilians will be required to complete three additional courses that are offered in May each year.

For more information, contact Police Leadership Liaison: [Stephen.Duggan@humber.ca](mailto:Stephen.Duggan@humber.ca) or at 416.675.6622 ext. 3771

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# Seeking empathy in an alibi

Jennifer Thompson was sexually assaulted in her apartment in the summer of 1984. The subsequent police investigation and legal proceedings resulted in the wrongful conviction of Ronald Cotton.

The details contained in Cotton's book about his ordeal – *Picking Cotton* – suggest that the primary cause of the miscarriage of justice was Thompson's misidentification, but confusion over his alibi was also a contributing factor.

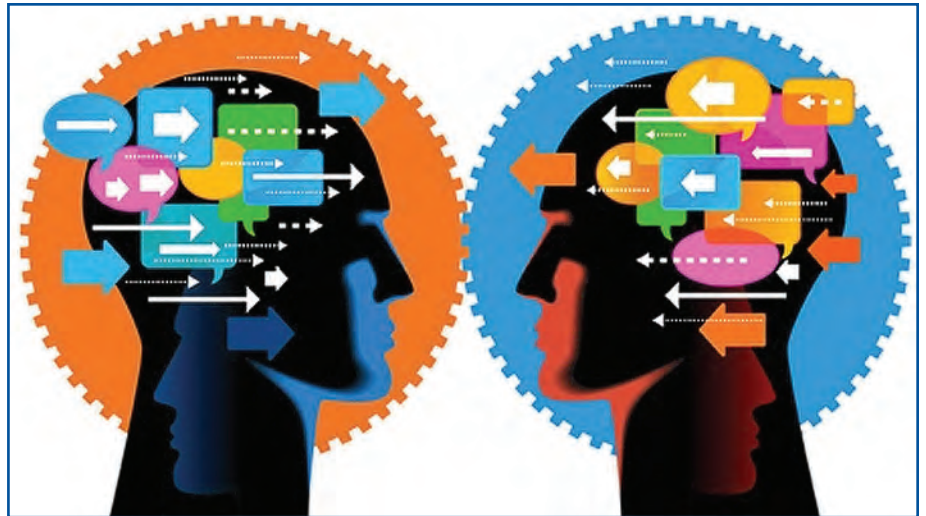
Specifically, Cotton told the detective that it was Saturday night so he would "typically" have been at a club. Police interviews with his family revealed that he was seen sleeping on his mother's couch at the time of the assault. The incorrect alibi and subsequent attempt to correct his mistaken memory led to the perception that he was lying and was viewed as an indication of guilt.

Cotton clearly found it difficult to create an accurate alibi for an innocuous date and time. Producing an inaccurate alibi, or not having one which is believed, is not unique to Cotton. The Innocence Project examined the details of the 250 cases where Americans were exonerated through DNA evidence and found that a false, weak or improperly corroborated alibi was present in many of those cases.

Let's pause for a moment and complete a short task – it will put the rest of the article into the proper context. Please generate an alibi to account for three days ago at 9:15 pm. Think about all of the corroborating evidence for where you were at that time. How much evidence do you have? What is it? Can anyone other than your family or close friends vouch for you? Try this type of alibi-generation task with a family member. I will guess that both of you found it difficult to produce a detailed memory of events for that time. This sort of memory task is what investigators are asking (innocent) suspects to do.

The question asked by Elizabeth Olsen and Gary Wells in a 2012 paper, "The alibi-generation effect: Alibi-generation experience influences alibi evaluation," was whether getting someone to generate their own alibi would make them more likely to believe somebody else's (by developing more accurate expectations about this memory task).

The authors argued that some investigators underestimate the difficulty in creating an alibi. In fact, previous research has demonstrated that alibi generation for innocent people can be very difficult and they often



have no evidence or very weak physical and person evidence.

An earlier study by Olson and Wells in 2004 showed that only nine per cent of alibis created had strong physical evidence and just six per cent could be corroborated by persons with no motivation to help the person.

Based on this and other research, the researchers predicted that getting alibi evaluators to create their own would make them appreciate the difficulty of creating them (be empathetic) and as a result, rate suspect alibis as more believable than if they had not created their own.

In the first experiment, participants were asked to either evaluate a criminal's alibi before or after they generated their own. Presumably, those who create their own alibi first would be more likely to believe the criminal's alibi than those who just evaluate the criminal's with no thoughts about how difficult the task might be.

Participants were also asked to create an alibi for either three days ago or 30 days ago. It was assumed that creating their own from 30 days ago would be more challenging than three days ago and that this would further increase their belief in the suspect's alibi.

Participants were assigned randomly to one of the four conditions. All participants were then asked to rate how much they believed the suspects alibi.

As anticipated, the results showed people who created their own alibi before evaluating the suspect's rated the suspect's alibi as more believable than those who evaluated it before creating their own. Interestingly, getting

people to generate alibis from three days prior or 30 days prior did not matter.

In a second experiment, Olsen and Wells repeated the experiment but changed it slightly by telling an additional group of people about the difficulty in generating alibis. They also got people to think empathetically before doing the task to see if it would increase believability even further.

They replicated the finding that people who created their own alibi before evaluating the suspect's rated it as more believable than those who did an evaluation before creating their own. Getting people to think empathetically had no impact on rating of alibi belief.

They also found that telling people about the difficulty of generating alibis was somewhat effective in increasing alibi believability but not as good as actually getting someone to create their own before judging the credibility of another person's alibi.

The results of the two studies show that making someone aware of how difficult it can be to create an alibi (by getting them to do it themselves) lowers expectations about what a suspect should be able to produce.

Having an enhanced understanding of the memory process involved in alibi creation may ultimately lead officers to be more open-minded when making investigative decisions based on alibi evaluations.

Brent Snook, B.A., M.Sc., Ph.D., is an Associate Professor in the psychology branch of Memorial University in St. Johns, Newfoundland. Contact him at [bsnook@mun.ca](mailto:bsnook@mun.ca) or 709 864-3101 for more information.

# POLICING WITH EMPATHY

by Tom Wetzel

A November 2012 police chase that ended with the shooting deaths of two people has hurt the reputation of the Cleveland Police Department (CPD) and is testing the leadership skills of chief Mike McGrath.

The CPD is under the federal microscope as the US Department of Justice investigates the department's use of force practices. McGrath can expect plenty of second guessing from investigators, politicians, rank and file cops and, most importantly, the citizens of Cleveland who look to him for protection and service.

Before a report is released finding fault, McGrath needs to transform his agency, nurturing a new image of service and culture of connectivity between the server and the served. It must be a comprehensive effort of trust building, include more transparency and embrace an empathetic model of policing.

People know cops risk their lives but also need to know they care about them, lest officers are viewed as an occupying army serving a different interest and mission. Simply put, the public needs to believe they and their public servants are on the same team in trying to keep Cleveland safe. If done right, McGrath's efforts could be a standard for police agencies throughout North America.

In car video cameras are a great place to start. Within reason, residents deserve to see what their officers encounter, especially in dangerous incidents. A video can't capture the pounding of an officer's heart or gauge the effects of audio or visual exclusion when lives are at stake, but may present some contextual perspective of what happened. From the standpoint of trust, a video system says loud and clear that an agency values transparency.

It's easy to suspect something is up, particularly after force is used, when police are reluctant to release even the smallest kernel of information. Clevelanders have the common sense to recognize that sensitive investigations preclude free access to information and no one is encouraging that. Some situations allow for no immediate information, which could compromise an investigation and endanger life – but providing reasonable amounts of information whenever possible, with cautions that findings are preliminary and subject to change, can go a long way, especially when people may be relying on inaccurate sources.

In most cases, police investigators have a pretty good handle on what happened. Unless new witnesses come forward, little may change but unreasonable delays in releasing honest information may cause community mistrust. Prompt information release and cases completed in a timely manner improves



a police department's image as a competent investigative unit committed to serving the public.

An empathetic model of service is essentially an enhancement of community policing in general and starts with the hiring process, is developed in training and continues throughout an officer's career, encouraging a culture of professionalism and trust. Caring about those we serve makes going "above and beyond" the norm – that's what the empathetic police model is all about. Think about the NYPD officer who bought a down trodden man a new pair of boots and you will get the idea.

Empathetic policing is the officer who drives down a street looking for bad guys but also contemplates crime prevention tactics to make the local playground safe for kids. It is a model where an officer arrest a juvenile for a crime and later follow ups with the parents to see how things are going for the kid. He/she actually cares and realizes that keeping at-risk children on the straight and narrow will pay dividends later for the entire neighbourhood – and make their own job safer.

I noticed this style of policing in a peer who bought Hot Wheels cars to give to little boys police have to deal with who have done nothing wrong.

This model of policing is not akin to policies, mandates and standardization but instead flows from the Golden Rule, the Judeo-Christian ethic and an appreciation that all are created in the image and likeness of God. It allows officers to arrest prostitutes but not speak to them in a haughty manner

or catch a burglar and later wonder how their own life would have turned out without a father and a childhood mired in suffering, neglect and abuse.

Empathetic police work is doing a job that values justice and doesn't make excuses for criminal behaviour – but doesn't forget that we're all human and deserve clemency when appropriate.

This model of police work is not designed to make officers soft or drop their guard when dealing with people. Police work is dangerous and officers have to remain alert and firm. It is not a replacement for sound tactics and control measures. Empathetic policing is still applicable even when officers use force, even deadly force, because when the situation is over, they understand their actions saved lives and made the neighbourhood safe.

When officers develop a relationship of trust with those they serve, they're more likely to earn the community's support because it is aware of the risks they take for them.

Changing the culture of agencies doesn't happen overnight but, as we've heard, a thousand mile journey begins with one step. Chiefs need to press for more transparency and empathy to improve their agency. Their brave men and women – and the communities they serve – deserve nothing less.

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Tom Wetzel is a suburban northeast Ohio police lieutenant, trainer, SWAT officer and certified law enforcement executive. Contact him at [wetzel@blueline.ca](mailto:wetzel@blueline.ca) with your comments or for more information.

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# Longueuil Police join international peace mission

by Nancy Colagiacomo

SPAL (Service de Police de l'Agglomération de Longueuil) director Denis Desroches and Barbara Fleury, director general of the international police force for the RCMP, recently signed a protocol agreement.

"Without the assistance of our police partners, it would be difficult for us to favorably fulfill the international request of Canadian police officers, in number as well as in experience," said Fleury.

"We are proud to take part in the program and we are just as eager to deploy our first agents," added Desroches. "It is a wonderful opportunity for the SPAL officers to shine outside our country and offer invaluable help to people living in difficult contexts."

The program offers a one year intense peace mission abroad and in-service training. Eligible officers develop leadership qualities and interpersonal skills and return with insights into another culture.

Diversity is nothing new to the SPAL; 44 of its 546 officers emanate from ethnic communities and 23 different languages are spoken.

## History

Municipal and provincial police forces joined the international missions alongside the



RCMP in 1995. There are presently nearly 155 police officers deployed in countries such as Haiti, Afghanistan, Sudan and the Ivory Coast. A total of 3,000 Canadian police officers have participated to date.

Contact [aff.pub.police@ville.longueuil.qc.ca](mailto:aff.pub.police@ville.longueuil.qc.ca) for more information. Nancy Colagiacomo is *Blue Line Magazine's* Québec correspondent. Anyone with stories of interest on Québec policing may contact her at: [nancy@blueline.ca](mailto:nancy@blueline.ca).

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# Mental preparation for retirement



Does the thought of retiring from police work excite you? Make you apprehensive or ambivalent? Retirement planning includes more than just thinking about financial security. Police officers have to prepare psychologically for leaving the job.

You can't wait until you are near retirement to prepare psychologically for leaving police work any more than you can wait to prepare financially. I suggest three key areas of concern: lifestyle, identity and mental health.

### Lifestyle

How will you spend your time? Who will you spend your time with? Do you have non-police friends and activities?

Ongoing research indicates that some choose not to retire because they don't have anything else to do and fear boredom. They regret not mapping out a plan sooner. Having a plan for how to spend free time – whether with friends, travelling or engaging in hobbies – just makes sense. You plan your professional life so why not make plans for your personal life? Keeping a schedule of activities can help officers transition to retired life.

### Identity

For some, turning in their gun and badge symbolizes giving up a part of who they are. When you retire from policing, you are a "retiree."

There isn't much that separates you from the retired dentist next door. This can be a very painful aspect of retiring from policing. Having a broad sense of identity, including recognizing the various roles you play in your personal life, can help you to manage losing your police officer identity.

### Mental health

For some officers, 25 years of police service comes with a mental health cost. A

quarter century of being exposed to the trauma of others exacts a heavy toll on the psyche.

Many veteran officers have shared stories with me of witnessing terrible tragedies early in their careers, at a time when debriefing meant having a drink after the call and cracking jokes with fellow officers about what they had seen. They were then forced to move on to the next call, the next shift and so on without ever really talking about what they witnessed. They can still vividly recall the details of the event like it happened yesterday.

What happens when you don't have another call to go to? Retirement opens the space for the mind to wander toward unresolved events because you no longer have the benefit of the distractions of work or the support system that accompanies it.

This may result in vulnerability to traumatic stress disorders and depression.<sup>1</sup> Dr. Kevin Gilmartin warns of the "biological roller coaster" of police work, where the high cannot be sustained off the job, resulting in a dip in mood which can lead to depression, relationship problems and addictive behaviours<sup>2</sup>.

The presence of these issues is complicated by the lapse in benefit coverage that typically occurs within three months of retirement. Veteran Affairs Canada has extended benefits to military members and their families beyond retirement with operational stress injury clinics because it recognizes that soldiers experience problems after retirement.

In addition to the loss of benefit coverage, police officers typically lose other forms of support when they retire, such as peer support programs.

### Staying engaged through peer support

When officers retire, a wealth of knowledge goes with them. Sure, they pass on their wisdom to junior officers but why does it have

to stop at retirement? Peer support programs such as critical incident stress management teams (CISM) would greatly benefit from having a retired officer section (and a family section, but that's another column) operated by retired officers.

Retired officers can offer peer support to other retired officers and continue to contribute to non-retiring officers by sharing their wisdom with those still working. Who would be better positioned to talk about the experience of retiring from police work? They can provide an invaluable service to officers nearing retirement while maintaining social connections and contributions to the workplace. It's a win-win situation. Retirees can decide how much time they wish to devote to their involvement in the peer support team.

If your agency does not offer retiree support services, I encourage you to form your own informal support system.

There is no doubt that retiring from policing may conjure up mixed feelings of happiness and sadness but it should not be an isolating experience. Once you are a brother/sister in blue, you will always be a part of the family in blue.

<sup>1</sup> Patton, D., Violanti, J. M., Burke, K., & Gehrke, A. (2009). *Traumatic stress in police officers: A career-length assessment from recruitment to retirement*. Springfield, IL: Charles C. Thomas Publisher.

<sup>2</sup> Gilmartin, K. M. (2002). *Emotional survival for law enforcement: A guide for officers and their families*. Tucson, AZ: E-S Press.

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# Mobilizing to fight organized crime

by Danette Dooley

Newfoundland and Labrador is following the lead of other provinces in establishing a joint police task force to fight child exploitation, drug trafficking and organized crime.

Just days before bringing down the provincial budget, premier Kathy Dunderdale announced \$1 million to set up the task force, which will consist of crime analysts, investigators, computer forensic specialists and other specialized members of both the Royal Newfoundland Constabulary (RNC) and RCMP.

Provincial Justice Minister Darin King said the types of crimes these police agencies are combating are happening not only on the province's Avalon Peninsula but throughout the province.

"They occur in very remote and rural communities," King said.

While some may question the timing of the announcement, King said the province has been working with the RNC and RCMP for months to establish the unit.

A framework has been established, he said, and more specific details will be announced once the formal structure is in place.

"As it operates from its own dedicated facility, a key strength of the task force will lie in the ability to combine the considerable expertise and experience of the RCMP and the RNC. Additional resources from the broader enforcement and social services community will also be brought in when needed," King said.

RNC Chief Robert Johnston said today's criminal activity transcends jurisdictions, province's and borders and is well organized.

"The creation of this integrated provincial enforcement team will strengthen our abilities to be more efficient and more effective in responding to combating organized crime and bringing to justice those individuals involved in sexual exploitation."

When combined with resources from both forces, Johnston said, the money will have a greater impact in helping officers fight serious crime.

The unit is based on a model that has been successful in several other provinces, Dunderdale said. "It's time has come for Newfoundland and Labrador."



RNC Chief Robert Johnston; Newfoundland and Labrador Premier Kathy Dunderdale; Justice Minister Darin King; and RCMP Asst. Comm. Tracy Hardy at a St. John's news conference.

Today's crimes – whether geographical or virtual, know no boundaries, she added. "We are no longer as isolated from the rest of the continent as we once were and, as we have evolved, so, too has the criminal element in our province."

When asked during a scrum following the press conference if she's worried about serious crime, Dunderdale said what's happening in the result of a changing world.

She compared her years growing up in rural Newfoundland to her children's way of life in the same community.

"I think about growing up in a small village on the south coast of this province where you listen to the radio once or twice a day to get the news. We spent all our time outdoors roaming the hills and the beaches and collecting mussels and rowing around the harbour in a dory. That's not what my children did in that small town."

Computers and other technology were abundant when she was raising them, she said, exposing them and most other Newfoundland children and youth to a much different world.

"We hear almost every day how important broadband is, for example, to people here in this province... and there are a lot of

good things that come from that but there's a dark side that comes from it too. That's just one of the realities of life and some of the things we are going to deal with through this task force."

The provincial government recently entered into a new 20-year agreement with the RCMP that will see the federal police force continue policing the province until at least 2032.

Tackling serious and organized crime is one of the RCMP's strategic priorities, said Asst. Comm. Tracy Hardy.

"Our intelligence is showing that there has been an increase in some violence in the province that is linked to players within the organized crime world."

Hardy said establishing joint force units are a common sense approach to policing.

"This unit will bring together multiple investigative and enforcement resources to work hand in hand with social services ensuring our communities are safe, healthy and prosperous... it's collaboration at its finest – and it makes sense."

Danette Dooley is Blue Line's East Coast correspondent. She can be reached at dooley@blueline.ca



by Tom Rataj

# Handle with care

by Tom Rataj

It is easy to be deceived about the real cost of portable electronics, particularly the smartphone many of us carry. There are a lot of behind-the-scenes agreements between manufacturers and cell-phone vendors that heavily mask the true cost of the devices.

Purchased on a typical three-year contract, a leading smartphone such as the new BlackBerry Z10, Samsung Galaxy S III and the top-of-the-line 64GB Apple iPhone 5 run at a fairly reasonable \$100, \$0.00 and \$200 respectively. Purchased off contract, the first two phones cost \$650 while the iPhone runs a jaw-dropping \$900!

Users can encounter these prices when their phone is lost, stolen, unexpectedly goes for a swim or has a great fall. Although a fall often only damages the screen, replacing it can range from \$59 to \$199.

Many of us carry our personal smartphone with us both in and out of uniform. In uniform in particular, the chance of it being lost or damaged by some kind of on-duty incident is fairly high.

Since most agencies don't officially sanc-



tion the on-duty use of "personnel communications devices" such as cell phones and pagers, you'll likely encounter those scary off-contract prices if your phone comes to an untimely end while you're on the job. A few dollars invested in protection can prevent that from happening.

### Screen protection

Stick-on screen-protectors are probably the cheapest and simplest line of defence

against phone damage since the screen is the most vulnerable, exposed and easily damaged part of the phone.

Even though many phones use Corning Gorilla Glass or other competing products, scratches from careless handling can quickly ruin the user experience and cost a bundle to repair.

The benchmark screen protector is the expensive Zagg brand. Custom kits are available for most major phone models and other electronic devices such as tablets and personal gaming consoles.

For some phones, kits are also available with protective film for the back and sides of the phone or device. Basic screen-only kits retail for \$29.95.

Successfully applying screen protectors is challenging enough that some vendors offer installation services.

### Skins and cases

The most basic whole-phone protection is a simple silicone-rubber skin that wraps around the back and sides. These are ideal when used in a low risk environment and are widely available from less than \$10.

One step up are basic rigid plastic bodied cases that wrap around the back and sides. These also offer decent protection in low-risk environments although they don't help absorb shock like the skins do. Prices start at around \$10.

For serious protection users need to dig a bit deeper for a case such as one of the higher-end OtterBox models. The Defender Series case, for example, costs \$60 and features a multi layer design with both a rigid body case and silicone-rubber outer skin, integrated screen protection and a polycarbonate holster.

### Waterproofing

For people using devices in locations where that device-killing substance "water" is ever present, there is a decent selection of waterproof cases and pouches; some even allow the device to be used while inside the case.

Most major cell phone stores stock these

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items, as will sporting equipment and hunting/fishing supply stores. While they generally don't provide protection against physical damage, they offer complete water proofing from a reasonable \$25. The top-of-the-line Otterbox Armor Series case is an exception. Waterproof to 2m for up to 30 minutes, it also secures the phone against drops of 3m and lists at \$100.

Liquipel, a California based company, offers a unique hydrophobic nanotechnology treatment for most electronics that prevents water damage to both the internal electronics and exterior. Users need to ship their phone to Liquipel and wait about one week to get their treated device back. Prices start at \$60.

### Warranties

Most smartphones offer basic one-year warranties against defects in material and workmanship. Extended warranties are available for varying prices and some cell vendors offer replacement warranties for repairs and even loss of the device.

### Registry

The US has implemented a national registry of lost and stolen phones and a similar system, set to launch at the end of September, is planned for Canada.

These registries create and maintain a list of all devices reported lost or stolen by their owners. Service providers will decline to activate phones that are on the list. These registries should have a significant effect on the numbers of phone thefts because they will become virtually worthless.

### Marking

Crime prevention 101 teaches us to mark all our property, making it more readily identifiable if lost or stolen and acting as a deterrent against theft.

All portable electronics should be marked by some means, whether just a label on the outside or engraving (offered by some phone companies and vendors). If the phone has a removal back, additional labels can be applied inside the case, under the battery or elsewhere.

In addition to a device serial number, all phones are identifiable through their International Mobile Station Equipment Identity (IMEI) number, which identifies it to the cell network. The IMEI number can typically be found through the set-up or utilities menu or inside the phone under the battery.

Many phones also allow for the inclusion of a message, such as "Reward for return, please contact..." on their lock-screen.

### Passwords

Considering the large amount of personal and confidential information stored on smartphones and tablets, all users should implement and use some kind of password that locks the device against unauthorised access.

Even the rudimentary four-number password most phones offer will generally provide privacy, although stronger nine to 12 character alphanumeric passwords with special characters (such as #, @, &, % etc.) are recommended for devices containing confidential, restricted or top-secret corporate information (as may be the case with police issued smartphones).

Aftermarket password apps are available for most smartphone platforms if the basic four-number password isn't good enough.

### Tracking services

Most phone manufacturers also offer phone tracking, recovery and remote-wiping software and services that are either free or available for a nominal cost. They typically can also provide back-up services that store all of a phone's data in another location, such as a desktop computer or cloud server. These are simple to implement and use and highly recommended as protection against total loss or even user-error that results in data loss.

Paying very little or even nothing for a \$600 to \$900 pocket-sized portable comput-

ing and communications device (up front anyway) lulls most of us into a false sense of security because we never really appreciate the true cost of the device. If we had to pay the full price initially we would be inclined to look after it better and protect it against loss or damage.

In addition to the obvious basics of theft prevention, an investment of \$10 to \$50 will provide a decent amount of physical protection for these expensive little electronic devices that we can't seem to do without.

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The *Toronto Blue Jays*™ congratulate Constable Randy Wood as the 2012 recipient of the Blue Line Magazine Police Leadership Award.

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## Officer safety valid reason to control vehicle occupants

Police may take reasonable steps to ensure their safety during traffic stops says Ontario’s top Court, including ordering a passenger to keep their hands in a fixed location. In *R. v. Johnson*, 2013 ONCA 177, Toronto Anti-violence Initiative Strategy (TAVIS) officers, responsible for providing high-visibility uniform

policing, saw a car stop partially in a traffic lane and partially on the boulevard in an area that regularly experienced a spike in violence during the summer. As the car left, a passenger in the backseat yelled “Southside,” and police stopped the car. The driver did not have his G1 licence (graduated licence requiring

accompaniment of a fully licensed driver with at least four years of driving experience) with him and a second front passenger was not fully licenced. While traffic tickets for driver were being prepared – driver unaccompanied, failure to surrender a licence and having no current licence plate tag – a second officer directed Johnson, a rear passenger, to keep his hands on the back of the driver seat where he could see them.

The officer was curious why Johnson had yelled “Southside,” but did not ask him about it. The conversation that followed was cordial, polite and respectful. Johnson identified himself, provided his date of birth and gave his address. A CPIC query was inconsequential.

The officer noticed the end of a gun sticking out from a backpack on the seat next to Johnson. The officer reached into the car, took the bag and found a loaded semi-automatic handgun along with some items belonging to Johnson, including an inhaler with his name and date of birth on it.

Johnson was arrested, given him his rights to counsel and subsequently charged with several offences.

Johnson argued before the Ontario Superior Court of Justice that his rights under ss. 8, 9 and 10(b) of the Charter had been breached and the evidence was inadmissible under s. 24(2). But the trial judge rejected this view. He found that the car was lawfully stopped by police, even though they had two sets of interests:

1. Ontario Highway Traffic Act (HTA) offences; and
2. Curiosity as to why Johnson yelled out “Southside.”

He also proceeded on the basis that passengers are not automatically detained upon an HTA stop. The interaction between the police and Johnson that followed was cordial and brief. Johnson’s temporarily restricted movements did not render the encounter a detention. The requirement that Johnson put his hands on the top of the car seat in front of him during this period of time was a routine act to protect the safety of officers. The judge stated:

This type of routine concern for police officer safety, objectively viewed, does not result in a finding of detention. A reasonable person informed of all the circumstances would understand that the officer is taking a routine safety precaution in an area of the city that, according to the evidence in this case, historically saw a spike in violence in the summer months.

And the extended amount of time Johnson was required keep his hands in view was due to the time it took for the three HTA infractions

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to be documented. However, the judge found Johnson's CPIC check an unlawful search. But since this search did not turn the delay into a detention, result in any additional police interest in Johnson nor lead to the finding of the handgun, the gun was admitted as evidence under *s. 24(2)*.

He was convicted of possessing a loaded prohibited or restricted firearm, possession of a loaded firearm knowing he was not licensed, three counts of possession of a firearm while prohibited by three separate *s. 109* orders, and breach of a probation order term prohibiting him from possessing a firearm. He was sentenced to nine years in prison.

Before the Ontario Court of Appeal Johnson challenged the trial judge's ruling, submitting he was detained and that the evidence was inadmissible.

### Was there a detention?

Justice Epstein, writing for himself and another judge, found Johnson was detained when he was asked to put his hands on the back of the seat in front of him. "A person can be restrained physically or psychologically. Either amounts to detention," he said. "If a person obeys a police command on the basis that he or she believes there is no alternative, that person is detained for the purposes of *ss. 9 and 10* of the Charter."

In assessing whether an individual was psychologically detained a court will look at the circumstances giving rise to the encounter, the nature of the police conduct and the particular characteristics of the individual. In this case, Justice Epstein found it unnecessary to decide whether passengers are automatically detained upon an HTA stop. Instead, he concluded that Johnson was detained when he was directed to put his hands on the seat in front of him:

Significantly, Johnson was not merely asked to keep his hands visible; he was directed to put his hands on the seat in front him – in a fixed place.

It was clear that [the accused] could not obey [the officer's] command to keep his hands on the seat and at the same time, open the car door, get out and walk away.

Johnson was effectively instructed to stay put. *para. 39*

And further:

Viewed objectively, Johnson would reasonably believe that he was not free to move his hands off the seat in front of him. Johnson would reasonably believe he was not free to get out of the car and walk away.

Indeed, Johnson would almost undoubtedly have aroused the police officers' suspicions had he tried to leave, since that would necessarily involve disobeying [the officer's] direction to keep his hands on the seat.

It follows that Johnson was under psychological restraint at least from the point when [the officer] ordered him to keep his hands on the car seat in front of him. *para. 41*

### Was the detention arbitrary?

Johnson's detention, however, was not arbitrary. "Officer safety is a valid reason to take reasonable steps to control the vehicle," said Justice Epstein. Furthermore, Johnson's *s. 10(b)* rights were not breached. "It is well-established that lawful detention arising out of an HTA matter does not engage a person's rights set out in *s. 10(b)* of the Charter."

### Admissibility

Assuming Johnson's *s. 8* rights were breached when the officer, without lawful authority, asked him for information necessary to conduct a CPIC check while

detained, the trial judge made no error in admitting the gun. Johnson's appeal against conviction was dismissed and his sentence was upheld.

### A slightly different view

Justice Doherty would also dismiss the appeal. He saw no reason to review the trial judge's finding that Johnson was not detained. And, even if he was, the detention was not arbitrary and did not engage *s. 10(b)* rights. As well, assuming that police questioning was an unlawful search that violated *s. 8*, he agreed that the trial judge did not err in admitting the gun as evidence.

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# Search for breach evidence incidental to arrest

It is valid to search a vehicle incident to an occupant's arrest for further breaches of a bail order, Manitoba's highest court has ruled.

In *R. v. Sesay*, 2013 MBCA 8 a police officer saw an SUV run through a stop sign and pulled it over in a parking lot to ticket the driver. The officer asked for identification and registration and a computer check revealed Sesay was flagged as a "known gang member," "armed and dangerous," a "suspected drug dealer" and had been known to be "violent or assaultive."

The officer called for back-up and two cars with four officers arrived and parked so as to effectively box in the SUV. Sesay was given back his documents and a ticket and officers asked his passenger to identify himself. He provided identification and a computer check showed he was currently on bail for drug trafficking with conditions, including a requirement to produce a copy of his undertaking upon police request and not possess drugs or electronic communication devices. The passenger, when asked, was unable to produce a copy of his undertaking. He was asked to step from the vehicle, arrested, searched and read his rights, then handcuffed and seated on the curb.

Sesay, now speaking to his lawyer by phone, got out of the SUV, locked the doors and refused to provide the keys so police could search it. Officers wanted to look for weapons, cell phones or other items prohibited by the undertaking as an incident to the passenger's arrest. Sesay eventually relented.

Two cell phones were found: one on the inside of the passenger door and another in the central console between the passenger and driver's seat. Police also found a gum container on the slider rail of the seat nearest the passenger door with 24 individually foil-wrapped packages of crack cocaine. Sesay was arrested, given his rights, cautioned and handcuffed. A search turned up \$320 cash in his right front pocket and he was charged with possessing cocaine for the purpose of trafficking and possessing proceeds of crime under \$5,000.

At trial a Manitoba Court of Queen's Bench judge concluded Sesay wasn't unlawfully

detained, finding the traffic stop lawful and Sesay merely delayed because of his passenger's arrest. Furthermore, the officer's stated reasons for searching the vehicle, including a concern for his safety, were reasonable in the circumstances.

The search was reasonably conducted and lawful as an incident to the passenger's arrest. Sesay's arrest, she held, did not occur until the gum container and its contents were discovered. His arrest was therefore lawful.

*I am satisfied both subjectively and objectively that (the officer) had reasonable grounds to detain and arrest (the accused) when he did, in light of the drugs that were found in the car and all the other information he had, and his detention wasn't arbitrary,* said the judge.

*His reasons for doing so were clearly articulated and can easily be inferred from all of the circumstances in full conformity with the law."*

She admitted the evidence and convicted the accused on both charges. He was sentenced to three and a half years in prison, less six months time served, but consecutive to a two year sentence he was serving for another drug offence.

The accused appealed to Manitoba's top court arguing, among other grounds, that the search incidental to the arrest of his passenger was unlawful and unreasonable in its scope. In his view, the search to protect and discover evidence related to the breach of undertaking was unnecessary. The passenger had told the officer he did not have his undertaking with him, which provided all the necessary evidence for laying a breach of undertaking charge.

He further suggested safety wasn't an issue since the scene was secure, he was out of the vehicle and his access to it could be restricted. Moreover, the passenger was under arrest, removed from the vehicle, placed on the curb and searched.

## Search incident to arrest

Justice Monnin, delivering the Manitoba Court of Appeal's opinion, cited a useful summary from the BC Court of Appeal (*R. v. Majedi*, 2009 BCCA 276) on the principles governing

search incident to arrest:

- Officers undertaking a search incidental to arrest do not require reasonable and probable grounds; a lawful arrest provides that foundation and the right to search derives from it;
- The right to search does not arise out of a reduced expectation of privacy of the arrested person, but flows out of the need for the authorities to gain control of the situation and the need to obtain information;
- A legally unauthorized search to make an inventory is not a valid search incidental to arrest;
- The three main purposes of a search incidental to arrest are: one, to ensure the safety of the police and the public; two, to protect evidence; three, to discover evidence;
- The categories of legitimate purposes are not closed: while the police have considerable leeway, a valid purpose is required that must be "truly incidental" to the arrest;
- If the justification for the search is to find evidence, there must be a reasonable prospect the evidence will relate to the offence for which the person has been arrested;
- The police undertaking a search incidental to arrest subjectively must have a valid purpose in mind, the reasonableness of which must be considered objectively.

Monin found the vehicle search was justified as an incident to arrest for safety and evidence reasons, both legitimate purposes for exercising this search power. Although officer safety may not have been the primary reason for the vehicle search after the passenger's arrest, he said it was a relevant factor.

*The fact that he was operating under the premise that he had been warned that the accused was a gang member, armed and dangerous and known for violent and aggressive behaviour, are all factors which would support, in an objective fashion, a decision to embark on a further search of the vehicle to look for prohibited weapons and ensure his security as well as that of the other officers...*

*That it wasn't a primary factor does not take away that it was one aspect of his reasons for performing the search.*

As for evidence gathering, the passenger was arrested for breach of undertaking. Since he did not have his undertaking with him it was open to the officer "to seek further evidence of a breach of the same undertaking." It wasn't outside the scope of searching incidental to arrest for a breach of one of the undertakings condition to search the vehicle for evidence of breaches of other conditions arising from the same undertaking.

The search incidental to arrest was made for valid reasons and was performed reasonably. It was therefore lawful and Sesay's appeal was dismissed.

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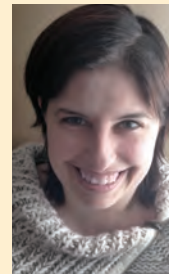
## REPRESENTATIVE PROFILE

### Dan Brennan Blue Line Magazine



Despite being a proud Canadian (don't let the accent fool you), Dan Brennan actually learned the business of publishing in the highly competitive London, UK financial services market (hence the muddled accent). Highly sought after upon his return to Canada, Dan is excited to be working in the law enforcement industry. Having started his career at the start of the digital revolution, Dan has watched online advertising come of age and would love to talk to you about how the right mix of print and digital will help you maintain the highest profile in front of your core audience.

### Lindsey Patten Blue Line Magazine



Lindsey is the newest Account Representative at Blue Line. Her varied sales and customer service experience makes her a great sales rep and a pleasure on the phone. She is friendly and personable and always has a smile on her face. She believes that building a strong relationship with her clients is the most important aspect of her job. In her spare time, Lindsey writes novels, knits and attempts to shear sheep.

### April Lensen Blue Line Magazine



April Lensen is Blue Line's Marketing Manager, with a CRM designation and twenty five years in corporate marketing and sales management, predominately in the media industry, April's professional awards include Employee of the Year and multi-year membership in a President's Club for top achievers. She is committed to achieving goals and the same holds true outside the business world. April is passionate about the German Shepherd Dog breed and has competed and been on the podium at many club, regional and national championships having received the Hanz Kratz Memorial Trophy twice, making the Top Dog in Canada list and is the breeder of the 2008 and 2009 High Scoring Canadian Bred dog.



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# DISPATCHES



Victoria Chief Jamie Graham has announced he will retire at the end of December when his five-year contract ends. Graham was appointed to the post Jan. 1, 2009, after serving just under 35 years with the RCMP and five years as chief of the Vancouver Police Department. Graham, 64, stepped in as the Victoria Police Department's 12th chief constable in December 2008, arriving on the heels of the resignation of Chief Paul Battershill the previous August. Under Graham's leadership Victoria's crime-severity index — compiled by Statistics Canada — dropped 26 per cent from 2009-11, while public disorder downtown saw a major reduction. One contentious issue Graham has never shied away from was the regionalization of police forces, something he continues to support. Graham and his wife Gail, a lawyer, plan to continue living in Victoria.



RCMP Supt. Roland Wells has been assigned to the position of Officer-in-Charge of The Halifax District RCMP. A 23-year member of the RCMP, Supt. Wells brings a diverse operational background to the role combined with provincial and federal policing experience. In 2010, he served as the officer-in-charge of the Atlantic Region Review Services. Most recently, Supt. Wells was the Criminal Operations Officer for the RCMP in Prince Edward Island. A graduate of Memorial University, Wells has also completed leadership and executive development programs. Supt. Wells was also part of a team that did on-site research in Egypt and South Africa.



Police Chief Dale Larsen is resigning from the Moose Jaw Police Service effective May 1 after more than three decades of police work. Larsen has accepted a position as executive director of policing and community safety for the Saskatchewan ministry of justice, corrections and policing. In a press release the mayor pointed to the expansion of community outreach, the lowest crime rates in 30 years and the high degree of community satisfaction with the police service, all of which took place under Larsen's watch. "While Chief Larsen's leadership will be missed," she stated. "We know his skills will continue to benefit the province through his new appointment."



Recently retired Port Hope Deputy Chief Garry Hull has been named Chief of the Gananoque Police Service. Karl Harries, chairman of the Gananoque Police Services Board, confirmed the announcement in a press release posted on the police service's web site. The Gananoque Police Service had been searching for a new chief since the former chief, Kai Liu, resigned from the position last fall to take the chief's position with the Cobourg Police Service. After 28 years protecting the people of Port Hope Chief Hull retired on Feb. 28. Hull worked his way through the ranks, where he was promoted to sergeant, became an inspector in 2003, and was appointed deputy chief in 2007.



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# Bright lights

## A new leadership model

by Robert Lunney

The annual Blue Line Magazine Police Leader of the Year Award was created to recognize those who have demonstrated exemplary leadership and commitment to service through deeds resulting in a measurable benefit to their peers, police service and community. The distinguished panel of judges for 2012 has identified an exemplary candidate, just one among many worthy officers nominated for this honour.

The criterion for the leadership award is a harbinger of change yet to come. The model of leadership and its exercise is evolving as police organizations adapt to new conditions. The philosophy of community policing supplanted the professional model beginning with the late 1970's, calling for greater delegation of authority to front line units. Team leaders and local officers were encouraged to use police discretion to solve problems and the concept of leadership at all levels came into vogue. This movement was soon reinforced by the power and influence of improved information services, the Internet and social media. These new capacities enhanced the role of team leaders and individual officers, enabling them to be more than just receptors of information, functioning now as real-time analysts, decision makers and potent producers of information and knowledge.

Hierarchy is on the way out, although the transition will be gradual. Top leadership will remain responsible for strategy, goal setting, control over process and stewardship of the organizational culture. Organizations, however, will be designed as systems in the sense that work will be organized through a grouping of independent but interrelated activity centres comprising a unified whole. The traditional model of command and control will yield influence to this network of activity hubs with a capacity for distributed decision making and problem solving.

Currently we picture our organizations in the form of hierarchical line and box charts. In the new world of distributed information and authority, it makes more sense to think of the



organization as a molecular structure, where each activity node is interconnected to many others and where short term circuits interact, energizing problem solvers and exploiting opportunities in real time fashion. The molecular image, visualized as a network of bright lights, is strikingly more dynamic than the restrictive boxes and vertical silos of traditional organizational charts.

In the information age, depending on the challenge of the moment, teams and individuals best capable of managing a problem or a threat to the community become energized and animated and other parts of the organization spontaneously combine to support them. The indispensable chain of command remains in place, but with more fluidity. Temporary structures will be activated as befits the operational challenge. One current example is the rapidity by which other units mobilize to support an investigation by a homicide unit or band together compulsively to solve a signal crime.

The temporary shortening of the chain of command in an emergency is another example in use today. In similar fashion, a project or problem undertaken by a single officer will seamlessly attract the support of others with talent or resources to contribute. This "bright light" metaphor recognizes new realities and illustrates the growing prominence of talented officers like those nominated for the Blue Line Leadership Award in 2012, bright lights all.

Robert Lunney is the former chief of the Edmonton and Peel Regional police services. He is *Blue Line Magazine's* Police Management editor and he is the author of "Parting Shots - My Passion for Policing." He may be contacted by email to lunney@blueline.ca.

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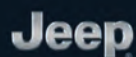
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