

The background of the entire page is a blue-tinted photograph of a tactical officer. The officer is wearing a helmet with a clear visor, a gas mask, and a tactical vest. A patch on the vest is visible, featuring the letters 'POU' inside a shield-like shape. The officer is holding a rifle, and the overall scene suggests a law enforcement or military context.

The CommandPost

THE NEWSLETTER FOR NEGOTIATORS, INCIDENT COMMANDERS, SCRIBES, AND TACTICAL LEADERS

Presented By

CCII Canadian Critical
Incident Inc.

Volume 35
Summer Edition

THE PRESIDENTS MESSAGE

First and foremost, I want to extend my sincere and deepest sympathy for the families, coworkers, and friends of Cst. Fabrice Gevaudan, Cst. Dave Ross and Cst. Douglas Larche of the RCMP, "J" Division. The three Officers responded bravely and without hesitation to do everything in their power to locate and arrest their suspect.

I am very excited about this year's fall conference. Inspector Scott Green, his dedicated team and I will ensure that this year's conference will be a tremendous success. This year will be presenting the inaugural *Exemplary Leadership in Critical Incidents* award. This award recognizes those demonstrating incredible leadership skills during a critical incident. This year's award will be presented to Major-General (ret'd) Lewis MacKenzie. Mr. MacKenzie is a recipient of the Order of Canada, Order of Military Merit, Meritorious Service Cross, Order of Ontario and the Canadian Forces Decoration. Mr. MacKenzie is most famous for establishing and commanding Sector Sarajevo as part of the United Nations Protection Force in former Yugoslavia in 1992. He is frequently sought by Canadian broadcast media as a security and military affairs commentator. I am very grateful that Mr. MacKenzie is the first recipient of this award!

The agenda will also include very informative, compelling case studies and issues relating to mental health such as; Homewood Health Centre – The psychological impact of critical incident on police officers; FBI Supervisory Special Agent Vince Dalfonzo – Jimmy Dykes kidnapping; Toronto ETF – Kachkar arrest; Saskatoon P.S. – Barricaded suspect; Special Investigation Unit – Executive Director Bill Curtis; Toronto P.S. Det. Warren Bulmer – Social Media; Hamilton P.S. – attempted suicide; National Emergency Number Association – Nancy Banks; Halton Regional P.S. – Unmanned Aerial Vehicle; OPP Cst. Kris Size – Crisis Negotiations Program; Guelph P.S. – Alice Street Hostage taking. We are confident that the Guelph Holiday Inn Conference Centre will provide an excellent venue.

I want to thank Kris Size of the OPP Kawartha Lakes Detachment, for joining the CCII Advisory Board. Kris is a former member of the Toronto Police Service, with 15 years OPP Trama Team

experience and 5 years as a Crisis Negotiator.

Police training continues to be a main issue. Having qualified and current training methods, practices, and records is not only required under the police act, and internal directives, but is also useful for legal liability. A primary example is the case of Cst. Dave Cavanagh of the Toronto Police ETF, who was charged with second-degree murder and after a very lengthy judiciary process, had the charge dismissed. Proper training and maintaining training records proved to be an important issue and benefit for the defence as mentioned in Judge Block's decision.

The last issue of the Command Post featured an article prepared by S/Sgt. Dean Streefkerk of the London P.S., Emergency Support Section, relating to the use of social media reporting the location and movement of tactical officer's during a high risk gun call. The need to control the reporting via social media of tactical officers is vital for the safety of the officers, in addition to the containment and arrest of the suspect(s). The points mentioned in Dean's article were an issue during the ambush of the three RCMP members in Moncton and subsequent arrest of the suspect.

In the early spring I had the pleasure of instructing the Crisis Negotiator's Refreshers Course in Sault Ste. Marie, along with Sault Ste. Marie members, the Niagara Regional Police, and the OPP. Following this, I attended the Windsor Police Service and delivered a Ministry accredited Crisis Negotiators course. Along with the fine members of the Windsor Police Service, S/Sgt. Gary Potts of Brantford P.S. and Dave Marxsen a Criminal Investigative Psychologist with the RCMP "E" Division attended the course. I then had the equal pleasure of instructing the York Regional Police Service with a Ministry accredited Crisis Negotiators Course. York Regional Police included their communicators along with members of their Emergency Response Unit to be qualified crisis negotiators. I believe York Regional Police is the first service to train and qualify their Communicators as Crisis Negotiators. This is beneficial since communicator/call-talkers are usually the first point of contact with a person in a state of crisis,

and therefore the first to assess and respond based on the situation which can dramatically influence the outcome.

In April, I provided a Critical Incident Refresher Course to members of the Brantford Police Service. The class included members for the Guelph, Woodstock, Stratford, and Niagara Regional Police Services. The refresher course has been modified to review key issues facing Incident Commanders today, with an emphasis on social media, attending to those suffering from mental illness, identifying and managing critical incident stress. It has been a great experience and privilege for me to travel and instruct such a diverse, knowledgeable, and skilled group of officers.

I have been working hard to revitalize and improve CCII's course content, including the workshop for Crisis Negotiations Techniques for the First Responders. I am grateful for Morley and Mary Lymburner of Blue Line Magazine for including the workshop in the Blue Line Police Expo, held at the Ajax Convention Centre. I had a full class, which included two members from the Calgary Police Service.

Tom Hart

President

289-387-3250

tom@canadiancriticalincident.com

www.canadiancriticalincident.com



CCII Canadian Critical Incident Inc.

"Make the Call Count"

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Taking Care of Our Own

CANADIAN CRITICAL INCIDENT INC.

946 Lawrence Ave. E., P.O. Box 47679
Toronto, ON
CANADA M3C 3S7
Phone: 289-387-3250
Email: tom@canadiancriticalincident.com
Web: www.canadiancriticalincident.com

EXECUTIVE

President
Det. Tom Hart
Durham Regional Police Service (retired)
Phone: 289-387-3250
Email: tom@canadiancriticalincident.com

Past President
S/Sgt. Barney McNeilly Toronto Police ETF (retired)
Phone: 416-274-2345

Executive Manager
Gregory J. Lamport
Inspector, Strategic and Tactical Services Division
Waterloo Regional Police Serv.
Phone: 519-650-8500 ext. 8395

ADVISORY BOARD

S/Sgt. Dean Streefkerk, London Police Service
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Dr. Peter Collins, Forensic Psychiatrist O.P.P.
Criminal Behaviour Analysis Unit of the Behavioural
Sciences & Analysis Section

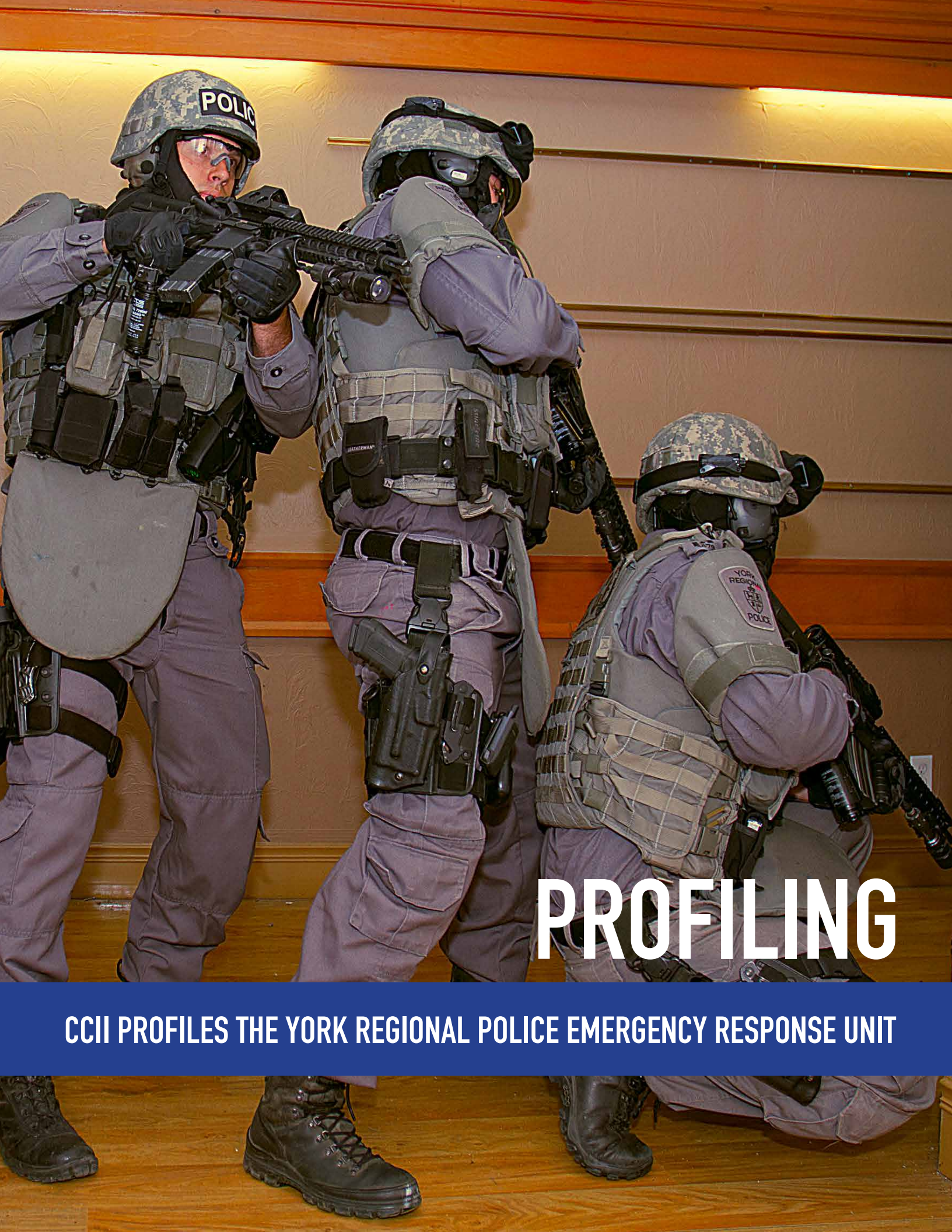
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Training Coordinator, CCII Northern Representative

Professor Frank Trovato
University of Guelph-Humber
Justice Studies Program

Cst. Kris Size, O.P.P. Regional Coordinator
Central Region O.P.P. Crisis Negotiation Team
Kawartha Lakes Detachment, Lindsay



PROFILING

CCII PROFILES THE YORK REGIONAL POLICE EMERGENCY RESPONSE UNIT

York Region borders Toronto to the south, Durham Region to the east, Peel Region and Caledon OPP to the west and north to Lake Simcoe.

This regional municipality was formed in 1971 from the previous York County and encompasses almost 1,800 square kilometres.

The area is the third fastest growing region in Ontario and in the period covering 2001 to 2006 grew by 22%. By 2031 the population is expected to exceed 1.5 million. The region has many mid-sized urban communities as well as extensive rural areas. In 2006 visible minorities were 37% along with the attendant cultures and languages.

The challenges of providing police services in such a diverse area are daunting.

The York Regional Police Service was formed in 1971, assuming policing duties from 14 smaller municipal and township forces.

The York Regional Police Service Emergency Response Unit was formed in 1980. It was originally a six officer team and has expanded over the years to a full time, hostage rescue qualified team of 21 members.

The Region has a population of 1.1 million and approximately 1400 sworn officers. In 2011 the team moved from their original warehouse location to the new, state of the art, York Regional Police Headquarters in Aurora.

Superintendent Karen Noakes is Officer-In-Charge (OIC) of Support Services. Within Support Services is the Field Support Bureau, of which Inspector Kevin Torrie is OIC. Field Support also includes: Emergency Response Unit, which includes Critical Incident Management, and Operational Support which includes Air Support, Canine, Firearms, and Incident Response. Public Order Unit (POU) falls under Incident Response.

S/Sgt Wallace Gossen is in charge of the Emergency Response Unit, which includes the Explosive Disposal Unit and Critical Incident Management.

The ERU has three teams of one Sergeant and six Constables. There is also a Training Section of one Sergeant and three Constables.



The three ERU teams cover day's shifts Monday to Friday and night shifts seven nights a week. This allows for training days when the teams overlap on Tuesday, Wednesday, and Thursday.

The Emergency Response Unit mandate is to deal with situations beyond the safe operating limits of police officers given their normal equipment and training. The Emergency Response Unit provides assistance during any high risk situation by performing the following functions:

1. *Containment*
2. *Apprehension of an armed and/or barricaded person*
3. *Hostage Rescue*
4. *Explosive Forced Entry*
5. *High Risk Search Warrants*
6. *Response to Terrorism*

Some of the Emergency Response Unit equipment includes the Glock 22/23 pistol (replacing Beretta 96) and the Colt C7 as their primary weapon.

The Emergency Response Unit is also comprised of specialists, such as Explosive Disposal Unit (EDU), Rappel experts, and Snipers. All Emergency Response Unit members are cross trained in Crisis Negotiations in the event face to face negotiations are required or communication is needed prior to the Negotiator team arriving on scene. CCII recently trained and qualified the 8 ERU members in Crisis Negotiations. The

Emergency Response Unit has seven CPC trained incident commanders.

The York Emergency Response Unit Incident Commanders and Crisis Negotiators rotate through "on-call weeks". The Unit also has two trained and qualified Scribes to assist the team.

The Critical Incident Management Team consists of 13 negotiators. They deploy in teams of four, with a primary negotiator, secondary negotiator, Incident Command Liaise and a CIB Liaise

All members are on call and are available to respond to Critical Incidents if more than the members that are working are required. When conducting general patrol, the team will split to cover different areas of York Region.

To join the Emergency Response Unit, the member must have the have three years of (YRPS) policing experience, pass a job specific fitness test, interview, attend and participate in a week long selection process, and then take the eight week tactical courses.

In 2013 the Emergency Response Unit handled the following calls, 11 barricaded persons, 51 High Risk Search Warrants and 43 armed persons calls.

The Emergency Response Unit has been involved in several large scale tactical operations over the years, such as; Traveller, Impact, Blackhawk,

Fusion, Triple X, Kryptic, Corral, O-River.

The Emergency Response Unit has Shared Service agreements with Durham Regional Police, Toronto Police, Peel Regional Police and the South Simcoe Police. The Emergency Response Unit assisted the Durham Regional Police Tactical Support Unit / Incident Command in October 2012 during the 30 hour stand-off.

To summarize, like the York Regional Police Service itself, the Emergency Response Unit is a proudly professional group of highly skilled, trained and equipped members who take tremendous pride in their ability to serve and protect the residents of York Region.



S/Sgt. Wallace Gossen
Emergency Services Unit



CCII AND THE GUELPH POLICE SERVICE ARE PLEASED TO PRESENT

2014 FALL CONFERENCE

OCTOBER 27-29



HOLIDAY INN GUELPH HOTEL
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Sun. October 26 to Wed. October 29, 2014



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Cancellations made by October 1, 2014 will receive a refund less a \$50 administration fee.
After that date we gladly accept substitutions.

Conference Registration Fee: \$400.00 (Includes HST No. 86037 7886)

Register online at <http://canadiancriticalincident.com>

Register by mail; please return the completed Registration & Invoice Form with the appropriate fees payable to:
Canadian Critical Incident Inc
946 Lawrence Ave. East P.O. Box 47679
Toronto, Ontario M3C 3S7
Phone Inquiries: 289-387-3250

CCII AND THE GUELPH POLICE SERVICE ARE PLEASED TO PRESENT

2014 FALL CONFERENCE

CONFERENCE SPEAKERS

VINCENT A. DALFONZO, FBI ACADEMY



The Federal Bureau of Investigation, Supervisor Special Agent Vincent A. Dalfonzo is the program Manager with the Crisis Negotiation Unit of the Critical Incident Response Group at the FBI Academy Quantico, Virginia.

Supervisory Special Agent Vincent Dalfonzo will be presenting a compelling kidnapping case study, whereby a 65-year-old armed male boarded a school bus in Midland City, Alabama, killing the driver and taking a five-year-old boy hostage. The victim was held

captive in an underground bunker for several days. The incident outlines the incredible challenges presented to law enforcement, as well as the crisis negotiation strategies, assessments and tactics employed.

JASON WOROBEK & KEN KANE, SASKATOON POLICE SERVICE



Acting Sargent Jason Worobec and Sargent Ken Kane of the Saskatoon Police Service will be presenting a very interesting case study, involving the arrest of a high-risk, meth addict, Jason Heaton, which lasted more than 7 hours. The first 2 hours of negotiations were with his girlfriend who was in the house with Heaton and unwilling to leave.

This had the Stockholm syndrome and potential hostage taking implications. Once negotiations with her were successful in her exiting the residence they became immediately more high risk as HEATON, who was armed with a handgun, indicated he was going to kill himself. And the subject assessment and dynamics of the

incident had shifted. Negotiations eventually deteriorated and force options were considered and developed, where chemical agents were introduced into the house. This Command decision and use of force option proved to end the incident peacefully. There were concerns of suicide by cop.

JANET GRIFFIN, HOMEWOOD HEALTHCARE

Each conference CCII arranges a presenter to discuss mental health issues. This year is no exception, and we are very pleased to have Janet Griffin from Homewood Health Centre, present. Homewood Health Centre is Canada's unsurpassed medical leader in addiction and mental health treatment, providing highly specialized psychiatric and addiction services.

Janet Griffin is a Recreation Therapist at Homewood Health and has worked in the Program for Traumatic Stress Recovery for over 17 years facilitating psychotherapy and psycho-educational groups for survivors of trauma.

Janet has authored journal articles, presented at conferences, both internationally and nationally, is a guest speaker at the University of Waterloo and is an active participant in research initiatives at Homewood.

Janet's presentation will discuss:

- The psychological, physiological and spiritual impact of critical incidents on police officers and their families
- How to recognize when support is needed

- What treatment looks like for those suffering from Acute Stress Disorder and PTSD, including the services offered at Homewood Health Centre

- A case example, illustrating the cognitive, emotional and behavioural changes resulting from critical incidents and repeated exposure to trauma, and how treatment programs address these issues

- Strategies for taking care of one's own mental health, including supporting those returning to duty after treatment or a leave of absence

CCII AND THE GUELPH POLICE SERVICE ARE PLEASED TO PRESENT

2014 FALL CONFERENCE

OCTOBER 27-29

CCII and the Guelph Police Service are very excited with the conference agenda so far. And in keeping with the theme, Critical Incident Command In The Future, Detective Constable Warren Bulmer of the Toronto Police Service College, will present **SOCIAL MEDIA FOR CRISIS RESOLUTIONS**.

Last year's conference, Detective Constable Warren Bulmer of the Toronto Police Service, presented a very interesting presentation on social media and the overwhelming influence it has on policing today.

CCII and the Guelph Police Service are pleased to have Warren return to present the recent developments following last year's presentation. Warren will provide an overview of the changes in social networking technology. There are new sites and tools.

Other case examples, both positive and negative will be shown with respect to social media usage by the public and the Police during major public safety events. One of these examples will be the Moncton shooting deaths of 3 RCMP members; social media played an integral role in that event.

Another significant change comes from the Supreme Court of Canada via a decision: *R v. Spencer* SCC 43 (June 2014)

The presentation will focus on how the Court defined Informational Privacy, in particular what expectation of privacy a person enjoys when using the Internet. The most famous language arising from that decision is found in paragraph 38:

Justice Cromwell...

To return to informational privacy, it seems to me that privacy in relation to information includes at least three conceptually distinct although overlapping understandings of what privacy is.



These are privacy as secrecy, privacy as control and privacy as anonymity.

In other words, people have a right to be anonymous.

The Court ruled that computer addresses associated to a person are protected by the Charter thereby Police require prior Judicial authorization to obtain the name and address of a person behind their online identity.

How does this affect policing the Internet going forward? In Criminal matters, it becomes self-evident that warrantless access will be non-existent; but how does it apply to emergencies, hostage situations, suicide attempts or many other exigent situations law enforcement face daily?

The fallout from the decision was immediate. Despite the case facts and the ruling, Telcos reacted swiftly by interpreting all subscriber records are protected not just those associated to computers.

The Police are now required to get an Order or warrant to get subscriber details for an

unlisted phone number or a cellular phone number. Neither of these historically warrantless techniques was at issue in *Spencer*.

The effect from this case will continue to escalate seriously impacting Police response to technology facilitated investigations or public safety events.

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D/CST. Warren Bulmer
Detective Constable
Toronto Police Service

CRITICAL INCIDENT COMMANDERS COURSE

SEPTEMBER 22 – 26, 2014



WRPS Headquarters

200 Maple Grove Road
Cambridge, ON

Course Coordinator

S/Sgt. Joanne VanDeursen
519-650-8500 x 8825
joanne.vandursen@wrps.on.ca

The Canadian Critical Incident Inc. and the Waterloo Regional Police Service will be hosting a five day Critical Incident Commanders Course, September 22 to 26, 2014. This course is accredited by the Ministry of Community Safety and Correctional Services. It is designed for members at the commander level to gain the necessary knowledge, skills, practices and procedures essential to the effective planning and directing of operations in hostage and/or barricade situations and/or suicidal person(s).

Day One:

Welcome and introductions by S/Sgt. Joanne VanDeursen, Organizational Performance Division Training Branch, CCII President Tom Hart and Inspector Greg Lamport of the Waterloo Regional Police Service. Provide an orientation to include the course learning objectives and expectations of the instructors and the course candidates. Inspector Greg Lamport will discuss the importance of scene management, operational planning and the need to conduct a valid risk assessment. Describe and apply the acronym "S.M.E.A.C" as it relates to a total coordinated effort from arrival at the scene to the successful tactical resolution or intervention.

Day Two:

Inspector Greg Lamport will discuss tactical considerations, interventions such as the containment team, tactical team, less lethal options, assault and explosive forced entry (EFE). Review the concepts and meaning of compromise authority, exit and recovery plan. The deliberate, alternative, and immediate action plans. Review other Critical Incident Commander considerations as it applies to Public Order, Bomb Threats and High Risk Warrants. Discuss how the media and social media can assist and complicate a critical incident command call.

Day Three:

Dr. Peter Collins will provide a comprehensive review in understanding and negotiating with emotionally disturbed individuals and those suffering from a mental illness. And review of the Post-Traumatic Stress Disorder

CRITICAL INCIDENT COMMANDERS COURSE

SEPTEMBER 22 - 26, 2014

**WRPS Headquarters**

200 Maple Grove Road
Cambridge, ON

Course Coordinator

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joanne.vandursen@wrps.on.ca

Continued...

Day Four:

Tom Hart will discuss the theory of hostage negotiations and the roles and responsibilities of the negotiating team. Review the use of active listening skills, communication skills and using the correct dialogue and defusing techniques for a peaceful resolution. Profiling hostage takers as criminally motivated (expressive), politically motivated (instrumental), mentally ill or emotional disturbed person and applying the correct negotiating strategy. Discuss third party intermediaries, interpreters and the challenges they represent. Discuss demands, deadlines and dealing with the hostage taker or barricade person. Review critical incident stress by understanding and knowing the difference between cumulative and critical incident stress.

Day Five:

The course candidates shall participate in a scenario based learning opportunity using all of Waterloo Regional Police Strategic and Tactical Services Division, such as Crisis Negotiators, Scribes and Incident Commanders. The course candidates will be given a hypothetical and multifaceted hostage/barricade person scenario, formulate effective contingency plans for a successful tactical resolution.



CCII CRISIS NEGOTIATORS COURSE HOSTED BY THE WINDSOR POLICE SERVICE

On March 17 to 21st, 2014, the Windsor Police Service hosted a CCII Crisis Negotiators Course.

The course instructor was CCII President Tom Hart. The course was accredited by the Ministry of Community Safety and Correctional Services.

The class included S/Sgt. Gary Potts of the Brantford Police Service and Dr. David Marxsen RCMP Criminal Investigative Psychologist "E" Division.

CCII wants to thank Dr. Melisa Barron for her informative lecture on mental health issues. And thanks to the Windsor Police Service for hosting the course and special thanks to the Training Branch Insp. Tom Crawley, Cst. Ken Price and Cst. Stefan Jaworiwsky.





TORONTO EMERGENCY TASK FORCE

THE PURSUIT AND HIGH-RISK ARREST OF KACHKAR

On January 12, 2011, the Toronto Police Service Emergency Task Force was faced with one of the most difficult calls in its history. In the early morning of Wednesday, January 12, 2011 following a major snowstorm, a deranged individual stole a snow plow that had been left idling outside of a coffee shop in downtown Toronto. The snow plow was equipped with a GPS device and as a result Police were able to track it. The suspect proceeded to recklessly drive throughout Toronto causing numerous damage and endangering the lives of many citizens as the city was starting to wake up for the upcoming day.

At one point the suspect smashed the snow plow into a car dealership several times in an attempt to gain entry. He continued to drive around the city until Sergeant Ryan Russell of 52 Division came upon him. Sergeant Russell was tragically killed when the suspect drove at him striking him with the plow.

Every division in Toronto was notified and scout cars from all the downtown divisions were pursuing the suspect. Due to the extreme danger of this pursuit all Police were called off with the exception of the Emergency Task Force. While being pursued by the ETF the suspect impacted several vehicles and caused several citizens to dive out of the way to avoid being hit. Members of the ETF deployed tear gas from their armoured vehicle while in pursuit, to no effect. The suspect finally lost control of his vehicle and crashed into a garbage truck on the side of the road.

The ETF initiated a vehicle assault and employed less lethal tactics in an attempt to take the suspect into custody. These tactics included verbal commands, taser, hard and soft hand techniques. As a result of these tactics one of the officers became pinned between the snow plow and the garbage truck due to the suspects actions. Deadly force was utilized to stop the threat and the suspect was then taken into

custody with life threatening injuries.

This call encompassed the full use of force continuum from negotiation/verbal commands to deadly force. It also had numerous variables including, the weather, the dynamic nature of the event, a heavy moving vehicle in a congested city and a deranged suspect who was not going to stop. No call has been more challenging for Toronto Police or the Emergency Task Force.

*Prepared by Sgt. John Stevens ETF (OIC) Team 2
Provided by S/Sgt. Jim Darbyshire of the ETF.*



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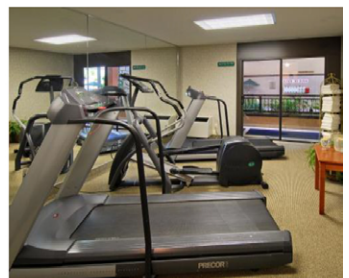
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601 Scottsdale Drive – Guelph – Ontario – N1G 3E7
Phone: (519) 836-0231 Fax: (519) 836-5329
E-mail: reservations@holidayinnghuelph.ca



CONFLICT IN THE WORKPLACE

Understanding how conflict occurs and decisions are made is an essential element to ensure fair practices in the workplace. At the organization level, conflict can occur with issues involving management, budgets, disagreement about core values, poisoned work environments due to office romances with the boss, perceived or unfair treatment-i.e. gender, diversity, favoritism-i.e. family, friends, promotion policies, conflict due to transfers, assignments, medical accommodations. Other kinds of conflict can be for example the personality traits or style differences in leadership. At a more personal level, individuals may have some type of conflict involving substance abuse, childcare issues, medical issues and or family problems.

Often times I am asked whether conflict can also be a positive force in a work environment. The answer really depends on which view one takes. For example, some people believe conflict is part of human nature and that humans compete with one another, which makes conflict normal and unavoidable. For example how many times have we witnessed parents tell children that when mom and dad scream at each other it is not a conflict/fight but a discussion? The opposing view claims that conflict is indeed part of human existence but argue the failure is in how people handle a problem. Today companies often hire outside experts and consultants for developing company goals, team building, and strategies: but how many CEOs are asked to admit to internal strife or conflict?

Regardless of ones point of view, one undisputed fact is that unresolved conflicts in the workplace has been linked to miscommunication, missed deadlines, delays, increased stress among workers, reduced teamwork, lack of creative collaboration, no team problem solving, poor customer satisfaction, distrust among each other, management mistrust and potentially split camps in the workplace.

Most people have a dominant method or style of dealing with conflict. In some cases, that style may be appropriate or it may not be, depending on the situation. In most cases, the best style to use is one that achieves an acceptable solution to both parties. This best style is called a collaboration style and to a lesser extent, a compromising style. This list of styles listed below describe the five most common styles



people use to deal with conflict in the workplace. Which one describes you best?

To learn how to best apply these five methods, working individually or in a group setting, think of a difficult situation where you have been involved in the past and wanted to resolve the problem more positively. Before you begin, make sure to write down your observations and understanding of the situation, noting who was involved, what actually happened, and what outcome you wanted to happen. Compare your notes and situations by reflecting and comparing the five styles below to see if better results could have been realized.

Avoiding (uncooperative and unassertive)

Your customary manner is to be passive and withdraw from conflict situations. Your most frequent attitude is to be accepting and patient, often suppressing your strong feelings to avoid confrontation. This type of behaviour usually victimizes one's self, and tends to make it difficult for others to know there is a problem.

Avoiding can be useful when: an issue is trivial, you have no chance of getting your way, potential harm outweighs the benefits, and you need time to let people cool down.

Accommodating (co-operative and unassertive)

You try to satisfy the other person's concerns at the expense of your own. You strive to understand, listen and put yourself in the other person's place. The mood is often co-operative and even conciliatory. An accommodating style may be useful when: you know you are wrong, as a gesture of good will, to build favors owed, when you are clearly losing, when harmony is very important.

Competing (uncooperative and assertive)

You use direct tactics and have a strong need to control the situation and/or people. You want to straighten out the other person, to argue about who is right, and are ready to defend your ideas forcibly. You use whatever seems appropriate to

win. This style may be most useful and effective in emergencies, discipline, enforcement of unpopular rules, when doing unpopular things that must be done.

Collaborating
(co-operative and assertive)

You work with the other person to find a solution that fully satisfies both sides. You are ready to defend a stand without being too pushy. You are willing to work toward a mutually agreeable solution through negotiation. Verbal skills are used to move the discussion forward. This style is helpful when: both sides are important, learning something new is important, to merge

insights, buy-in from others is important, to deal with hard feelings.

Compromising
(intermediate in co-operating and assertiveness)

You work to seek a middle-ground solution for both parties. The solution provides partial satisfaction for both, but in the interest of time and a lack of commitment or effort to do better, this will do. This style is most helpful when: neither side considers they are important, power on both sides is equal and both are free to arrive at the best solution because all are pressed for time when other ways fail.



Dr. Frank Trovato

This article is mostly indebted to the information provided by the Ontario Government website. For more information on this topic visit <http://www.omafr.gov.on.ca/english/rural/facts/06-067.htm>, Ontario Ministry of Agriculture, Food and Rural Affairs accessed on August 08, 2014.

CRITICAL INCIDENT COMMAND SCRIBE COURSE



The Canadian Critical Incident Inc. and the Niagara Regional Police Service will be hosting a three day Critical Incident Command Scribe Course, at the Niagara Regional Police Training Centre, Niagara College, 300 Woodlawn Rd., Welland.

The Critical Incident Command Scribe Course will develop the student's knowledge, skills, by providing a solid understanding of the roles, responsibilities and procedures relating to a Critical Incident Command call. Such as, Critical Incident Command procedures, Crisis Negotiating Team, Tactical Team, Command Post, S.M.E.A.C., Scene Management, resources and terminology.

The student will understand the legal and departmental liabilities relating to proper note taking. And will also expand their listening and organizational skills. The third day will be a scenario based training exercise.

Proper note taking during a Critical Incident Command call out will help reduce civil liabilities and will assist in SIU investigations. It will allow the Incident Commander to command with confidence knowing that it will be properly recorded.

The Critical Incident Command Scribe Course is co-instructed by Wendy Thompson. Wendy has instructed and lectured numerous Scribe Courses for several years and is considered to be one of the best in the province.

Date

November 17 to November 19, 2014

Contact

Robin Johnstone
Communication Unit – Training Coordinator
Niagara Regional Police Service
robin.johnstone@niagarapolice.ca



CCII WELCOMES OPP KRIS SIZE TO THE CCII ADVISORY BOARD

Biography

Kris Size is a frontline uniformed member of the OPP at the Kawartha Lakes Detachment in Lindsay, Ontario.

Kris began his career with the Toronto Police Service in 1991 where he remained until 1995 after transferring to the OPP. He was assigned to the Caledon and Minden Detachments before settling at Kawartha Lakes.

Following his involvement in several traumatic policing events, Kris became a founding member of the OPP Trauma Team in 1998 providing peer support to OPP and First Nations Policing members across the province for approximately 15 years, taking leave in 2013 as the Provincial Team Leader.

Kris served several years as a Detective in the Criminal Investigations Unit, and most recently as an Acting Detective Sergeant in the OPP Central Region Professional Standards Bureau.

After becoming a member of the OPP Crisis Negotiation program in 2009 and assuming leadership of the Central Ontario Team in 2012, Kris has attended approximately 100 negotiator callouts across the province. Kris continues to lead negotiator training for Incident Command, Scribe, and OPP Tactical Teams and welcomes the opportunity to join the CCI Advisory Board as the OPP liaison.

Contact Information

Kris W. Size
Provincial Constable
Regional Coordinator
Central Region OPP Crisis
Negotiation Team

OPP - Kawartha Lakes Detachment
21 Angeline St. N
Lindsay, Ontario K9V 5B7
705-879-1679
kris.size@ontario.ca

TAKING CARE OF OUR OWN

YORK REGIONAL POLICE

Occupational Stress Injury Prevention and Response Program



Police officers are some of the strongest and most resilient workers on the front lines. A high degree of physical and mental endurance is necessary for our members to stay safe and effective. Current scenario-based training and education allows for stress inoculation and mental preparedness, helping us make quick, sound decisions under extreme stress. We are task oriented with “get the job done” personalities coupled with a focus on helping others - often before helping ourselves. For the most part we are able to survive the tough calls, shaking them off with humour, a good workout or an informal debrief and gathering of co-workers who understand the challenges of the job.

There are however some calls that have the ability to overwhelm. A single incident - such as the death of a child or an on the job death of a co-worker - can be exceptionally traumatic and impactful to a first responder, as can the accumulation of difficult calls left unprocessed and unresolved. In either situation, the negative impact on the responder can result in Occupational Stress Injuries (OSI) and develop into Post Traumatic Stress Disorder (PTSD).

Early intervention is key to mitigating a negative outcome. The old world stigma associated with reaching out for assistance is slowly changing and police members taking care of their mental health is becoming a show of strength and good decision making. There is however still progress to be made.

A number of Ontario policing agencies, including York, Peel, Durham, Toronto and OPP, have formed an OSI working group looking to develop strong working relationships and collectively enhance their OSI and member support programs. We learn strategies and share experiences with our brothers and sisters throughout the province and beyond.

In York Region we have a full time OSI Prevention and Response Unit, a 50 member CISM team and a 29 member internal YRP Peer Support Team. To ensure member trust and confidence in an internal support program it is critical the program is peer driven. It is equally important that the management and executive of your organization trust and support the lead peer as the program evolves. YRP also employs a full-

time intervention analyst dedicated to detecting early indicators of occupational stress injuries resulting from single or cumulative traumatic events.

The Ontario Workplace Safety and Insurance Board (WSIB) recognizes operational stress injuries under their benefits mandate – they are there to support us. In York we have a full time Occupational Health and Wellness Nurse who supervises the WSIB claims. She maintains our health files and is professionally prohibited from releasing any information contained therein without member consent. The YRP OSI Prevention and Response Unit collaborates with our occupational health nurse with a high level of trust and cooperation.

Whether there is an OSI or a physical injury, it is paramount that a report be created to record the event. There are many instances of known traumatic events that at the time the member survives without outside intervention, resources or therapy. However, sometimes that event, or an accumulation of events, can resurface months or even years later and support and assistance is then required. In that instance, if a traumatic event was not reported at the time and your member ends up needing help down the road, it becomes an unnecessary investigation through reports, notebooks, and supervisor interviews to back the WSIB claim. This is the last thing your member needs when they are suffering and seeking help for their stress injury. The bottom line is to ensure that an injury report is submitted to your organization for any suspected OSI. It puts a pin on the map and saves considerable time and frustration.

While we still need to take care of business, we need to ensure we take care of ourselves and each other. Together we are stronger and we need to follow the motto “Taking care of our own”.

Thanks to S/Sgt. Brad McKay of the York Regional Police Service, and leads the OSI Prevention and Response Unit.

September 24-26, 2014



20th Annual

Calgary NEGOTIATION Seminar

Who Should Attend?

This Negotiation & Incident Command Seminar seeks to expand the knowledge and expertise of **negotiators, incident commanders and tactical officers**.

Open to police officers, corrections officers and selected mental health professionals who actively work with negotiators, these sessions aim to share new ideas, methods and experiences in an open forum.

Confidentiality of all information presented at the seminar is critical in order to allow for candid discussions. This is a learning forum.



Valid identification is required for accreditation to the seminar and door security is in effect at all times. Video or audio recording is not permitted at any time.

Registration

The seminar begins September 24 at 8 a.m. and closes on September 26 at noon.

Early Registration, **before August 22, 2014**, is **\$409.52 CDN** (\$430.00 includes GST).

Registration **after August 22, 2014** is **\$433.33 CDN** (\$455.00 includes GST).

*Registration includes lunches on September 24 & 25.

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For more information and to register, visit
www.CalgaryNegotiationSeminar.com



CRISIS NEGOTIATORS COURSE

NOVEMBER 3-7, 2014



Greater Sudbury Police Service

190 Brady Street,
Sudbury, ON
P3E 1C7

Course Coordinator

Severina Bazinet
Tel: 705-675-9171 x 2437
severina.bazinet@police.sudbury.on.ca

Crisis Negotiators

The Canadian Critical Incident Inc. (CCII) Crisis Negotiators Course will be accredited by the Ministry of Community Safety and Correctional Services through the Ontario Police College. This five day course will provide a current and comprehensive understanding of the role and responsibilities of a Crisis Negotiator. Crisis Negotiating or Crisis Intervention with a hostage / barricaded / suicidal person is among the most stressful and difficult task a police officer will encounter. The course will review the Incident Command Triangle, their respective roles and the need for a coordinated effort to resolve the incident with minimal tactical intervention. This course will review the concept and theory of crisis negotiations, subject / suspect assessment, mental illnesses and the emotionally disturbed person.

Instructed by

Tom Hart, President of the Canadian Critical Incident Inc.

Location

190 Brady Street,
Sudbury, ON
P3E 1C7

Learn More

To learn more about this course and the plans for each day, please visit:
http://canadiancriticalincident.com/schedule_detail.php?id=crisis-negotiators-course

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