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SPRING/SUMMER 2012  
PRINTEMPS/ÉTÉ 2012

**Canadian** *La Revue des* **Chefs de**

# Police

**Chief** *Magazine du Canada*

**THE FULL CIRCLE OF  
POLICING IN CANADA**

**LE CYCLE COMPLET DE  
LA POLICE AU CANADA**

**The CACP Ethics Survey/  
Le sondage de l'ACCP sur l'éthique**

**PLUS**

2012 CACP Conference Guide  
Guide de conférence 2012 de l'ACCP



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Spring/Summer 2012  
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# Cape Breton/Cap-Breton



## CONFERENCE 2012 CONFÉRENCE

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Sur la piste Cabot, au Cap-Breton

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One Nation, Many Peoples:  
The Full Circle of Policing in Canada

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**By Chief / Par le chef  
Dale McFee**

Our spring has been full of activity. We were pleased to hear that the U.S. Congress agreed to double the public safety broadband network from 10 MHz to 20 MHz and that they will continue to support the development of a mission-critical, nationwide public safety broadband network. Canadian Industry Minister Christian Paradis has indicated that Ottawa is reviewing the implication of the designation by the United States of the D-block of the spectrum for public safety use and will consult stakeholders on a similar option for Canadian first responders. The Tri-Services committee of Police, Fire and EMS Chiefs continues to promote the need for Canadian and cross-border interoperability between public safety agencies.

The CITIG working group has posted a video that provides an excellent overview of interoperability and the value it brings to Canadian communities on YouTube. See and share the video at [www.youtube.com/watch?v=DhPof4\\_g9Eg&feature=youtu.be](http://www.youtube.com/watch?v=DhPof4_g9Eg&feature=youtu.be).

CACP Vice-President, Directeur Mario Harel of the Gatineau Police made a presentation to the Senate Standing Committee on Legal and Constitutional Affairs on Bill C-19, an Act to amend the Criminal Code and the Firearms Act. He acknowledged that the Firearms Registry has been disbanded, and requested the committee assist law enforcement in ensuring there are controls in place to prevent individuals from stockpiling firearms for access by criminal organizations, ensuring reinstatement of record keeping by firearms vendors and ensuring that there is clear responsibility for gun owners who transfer long guns to others.

We were pleased to release the first ever study of ethics in Canadian policing. The goal of the study was to provide a benchmark for all police forces, and guidelines on how we might better structure policing. It focused on programs and practices that have the most impact on sustaining officer integrity and organizational commitment. Carleton University's Dr. Stephen Maguire and Dr. Lorraine Dyke surveyed 31 Canadian police services, and conducted 80 interviews and a literature review. The survey of sworn members, ranking from constable to staff sergeant, asked about issues including their

Les activités n'ont pas manqué au printemps. Nous avons été heureux d'entendre que le Congrès américain a accepté de doubler le réseau à large bande de la sécurité publique de 10 à 20 MHz et qu'ils continueront à soutenir le développement d'un réseau national de la sécurité publique à large bande. Le ministre de l'Industrie du Canada, Christian Paradis, a indiqué

qu'Ottawa examine l'implication de la désignation par les États-Unis du bloc D pour les services de sécurité publique et consultera les intervenants sur une option similaire pour les premiers intervenants canadiens. Le comité interservices des chefs de police de pompiers et de SMU continue de faire valoir la nécessité de l'interopérabilité canadienne et transfrontalière entre les organismes de sécurité publique.

Le groupe de travail du GICTI a publié sur YouTube une vidéo qui donne un excellent aperçu de l'interopérabilité et la valeur qu'elle apporte aux collectivités canadiennes. On peut la voir à [www.youtube.com/watch?v=DhPof4\\_g9Eg&feature=youtu.be](http://www.youtube.com/watch?v=DhPof4_g9Eg&feature=youtu.be)

Le vice-président de l'ACCP, Mario Harel, aussi directeur de la police de Gatineau, a fait une présentation au Comité sénatorial permanent des affaires juridiques et constitutionnelles sur le projet de loi C-19. Il a demandé au comité d'aider la police à empêcher les individus de constituer des stocks d'armes à feu pour des organisations criminelles en veillant à la réintégration de la tenue de registres par les vendeurs d'armes à feu.

Nous avons été heureux de publier la première étude jamais réalisée sur l'éthique dans la police canadienne. L'objectif de l'étude était de fournir une référence pour toutes les forces de police, et des lignes directrices sur la façon dont nous pourrions mieux structurer la police. Elle a porté sur les programmes et les pratiques qui ont le plus d'impact sur le maintien de l'intégrité et de l'engagement organisationnel des agents. Stephen Maguire et Lorraine Dyke de l'Université Carleton ont interrogé 31 services de police et ont mené 80 entrevues en plus d'une analyse documentaire. L'enquête auprès



work environment and working conditions, supervision, decision-making, management and community engagement. A total of 52 recommendations were developed. A summary of key recommendations is included on page 19.

As we move into the summer, I am looking forward to welcoming you and your families in Cape Breton, Nova Scotia for the 107<sup>th</sup> Annual Conference of the Canadian Association of Chiefs of Police, August 19-22. The theme of this year's conference is *One Nation, Many Peoples: The Full Circle of Policing in Canada*. Peter McIsaac, Chief of the Cape Breton Regional Police, and his team are working hard to ensure that the professional development sessions offered will be valuable and meaningful to you, and that you will have time to connect with colleagues and friends and enjoy all that Cape Breton has to offer.



des membres assermentés, se classant de constable à sergent d'état-major, a abordé des questions telles que leur environnement de travail, la supervision, la prise de décision, la gestion et l'engagement communautaire. Un total de 52 recommandations ont été élaborées. Un résumé des principales recommandations figure à la page 19.

À l'approche de l'été, j'ai hâte de vous accueillir au Cap-Breton pour le 107<sup>e</sup> congrès annuel de l'Association canadienne des chefs de police. Peter McIsaac, chef de la police régionale du Cap Breton, et son équipe travaillent dur pour s'assurer que les séances de perfectionnement professionnel offertes seront précieuses et importantes pour vous, et que vous aurez le temps de faire connaissance avec des collègues et des amis et de profiter de tout ce que le Cap-Breton peut offrir.



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## CALENDAR OF EVENTS

## CALENDRIER DES ÉVÉNEMENTS

### COPCOM

Exploring Advanced Communications Strategies for Police

**Date:** June 25, 2012 to June 27, 2012

**Location:** Vancouver, BC

### COPCOM

Des stratégies de communication d'avant-garde pour la police

**Date:** Du 25 au 27 juin 2012

**Endroit:** Vancouver, C.-B

### CACP 107th Annual Conference

**Date:** August 19-22, 2012

**Location:** Sydney, NS

### 107<sup>e</sup> congrès annuel de l'ACCP

**Date :** Du 19 au 22 août 2012

**Endroit :** Sydney, NE

### IACP 119th Annual Conference

**Date:** September 29 -

October 3, 2012

**Location:** San Diego, CA

### 119<sup>e</sup> congrès annuel de l'IACP

**Date :** Du 29 septembre au 3 octobre 2012

**Endroit :** San Diego, CA

### COMGIC - Educational Workshop

**Date:** Fall 2012

**Location:** Montreal, QC

### COMGIC - Atelier de formation

**Date :** Automne 2012

**Endroit :** Montréal, QC

### The 6th Canadian Public Safety Interoperability Workshop

**Date:** December 2-5, 2012

**Location:** Toronto, ON

### Le 6<sup>ème</sup> atelier canadien sur l'interopérabilité en matière de sécurité publique

**Date :** Du 2 au 5 décembre 2012

**Endroit :** Toronto, ON



## A Hundred Thousand Welcomes to Cape Breton! Message from Chief Peter McIsaac, Cape Breton Regional Police Service



## Soyez cent mille fois les bienvenus au Cap-Breton! Message du chef Peter McIsaac, Service de police régional du Cap Breton

The Cape Breton Regional Police Service extends one hundred thousand welcomes—*Ciad Mile Fáilte*—to attend the 107<sup>th</sup> Annual Conference of the Canadian Association of Chiefs of Police, in Sydney, Cape Breton, Nova Scotia.

Our Host Committee has been working diligently to offer you what will be a unique and memorable conference experience. This conference is an opportunity to learn, to share dialogue, to network and to make new friends.

In 2012, the conference theme is “One Nation, Many Peoples: the Full Circle of Policing in Canada.” The connection between policing and Aboriginal peoples is one that affects every police service in our country, and we’ve built a professional program with a national perspective. Dynamic and experienced presenters—leaders in their fields—will engage us in questions, answers and dialogue surrounding key issues like recruitment, funding, governance, standards and trust. And, we are very proud to be hosting part of the conference on the Membertou First Nation, located within the CBRM, marking the first time in CACP history that the annual conference will take place on Aboriginal soil. Mixed in with conference programming will be some very entertaining events, showcasing Cape Breton’s internationally recognized talent and an experience unique to our part of the country.

On top of an engaging professional program, our conference offers an exciting vacation opportunity for you and your family. Visit Sydney and the Cape Breton Regional Municipality, and explore the entire island of Cape Breton—a place rated as the #1 island destination in North America, and the third in the world, by the 2011 *Travel and Leisure* magazine’s World’s Best Awards Readers’ Survey. From the scenery, to the music and culture, the cuisine and the down-to-earth hospitality of our people, it’s a place you don’t want to miss.

A wealth of attractions await you, all within a day trip from downtown Sydney: visit sandy beaches and go sailing, swimming or fishing in the Atlantic Ocean or the Bras d’Or Lakes; hit the links on one of the top golf destinations in the world, or North America’s only true links-style golf course; see world-class attractions like the historic Fortress of Louisbourg; and drive the Cabot Trail, famous for its unparalleled scenery.

Cape Breton—Nova Scotia’s Masterpiece—is a unique part of the world that promises an experience like no other. So, come early and stay late—we welcome your visit in August!

Peter J. McIsaac  
Chief of Police  
Cape Breton Regional Police Service

Le Service de police régional du Cap-Breton vous souhaite cent mille fois la bienvenue—*Ciad Mile Fáilte*—au 107<sup>e</sup> congrès annuel de l’Association canadienne des chefs de police, à Sydney (Cap-Breton).

Notre comité organisateur a travaillé avec diligence pour vous offrir une expérience mémorable. Ce congrès est une occasion d’apprendre, de partager, de faire des contacts et de rencontrer de nouveaux amis.

En 2012, le thème du congrès sera « Un seul pays, plusieurs peuples : le cycle complet de la police au Canada ». Le lien entre la police et les peuples autochtones en est un qui touche tous les services de police dans notre pays, et nous avons construit un programme de formation professionnelle avec une perspective nationale. Les conférenciers dynamiques et chevronnés – tous des chefs de file dans leur domaine – nous interpellent par leurs questions, réponses et dialogues autour des questions clés comme le recrutement, le financement, la gouvernance, les normes et la confiance. Et, nous sommes très fiers de tenir une partie du congrès sur le territoire de la Première nation de Membertou, situé dans la MRCB, marquant la première fois dans l’histoire de l’ACCP que le congrès annuel aura lieu en sol autochtone. Aussi au programme : des événements culturels démontrant le talent et l’expérience mondialement reconnus du Cap-Breton.

En plus d’un programme professionnel intéressant, notre congrès vous donne l’occasion de passer avec votre famille des vacances épatantes. Visitez Sydney et la municipalité régionale du Cap Breton, et explorez toute l’île du Cap-Breton, l’île la plus attrayante en Amérique du Nord et la troisième au monde selon une enquête de la revue *Travel and Leisure*, parue en 2011. C’est une destination que vous ne voudrez pas manquer avec ses paysages, sa musique, sa culture et son hospitalité toute simple.

Une multitude d’attractions vous attendent, le tout à journée de voiture du centre-ville de Sydney : plages de sable, navigation à voile, natation ou pêche dans l’océan Atlantique ou le lac Bras d’Or, parties de golf sur l’un des terrains les plus réputés au monde; attractions de classe mondiale comme la forteresse de Louisbourg et balade en voiture sur la piste Cabot.

Perle de la Nouvelle-Écosse, le Cap-Breton vous promet une expérience inégalée. Alors, venez tôt et restez longtemps – nous avons hâte de vous accueillir!

Peter J. McIsaac  
Chef de police  
Service de police régional du Cap Breton



# Cape Breton: Nova Scotia's Masterpiece

It's the place to be August 19-22, 2012

There's no wrong turn in Cape Breton. Ranked the #1 island destination in North America and #3 worldwide, by the 2011 *Travel and Leisure World's Best Awards Readers' Survey*, its diverse and beautiful scenery, combined with its hospitable people make it a place to explore and savour.

Cape Breton is home to Nova Scotia's second-largest municipality, the Cape Breton Regional Municipality (CBRM), which covers a geographic area of roughly 2,500 square kilometers and is home to approximately 106,000 residents. The CBRM is an amalgamation of eight former communities, including the city of Sydney, your host city for the 2012 CACP Conference.

Located on the eastern side of scenic Cape Breton Island, the coastline of the CBRM stretches over 800 kilometers on the Atlantic Ocean and over 400 kilometers on the inland sea of the Bras d'Or Lakes. From breathtaking scenery and historic landmarks and exhibits, to shopping or entertainment or business opportunities, all of the communities of the CBRM offer interesting and diverse experiences.

Plus, visit the CBRM and you can explore the entire island of Cape Breton, all within a day trip from downtown Sydney. Visit sandy beaches and go sailing, swimming or fishing in the waters of the Atlantic Ocean, or the inland sea of the Bras d'Or Lakes. Take a drive on the famous Cabot Trail, known across the world for its unparalleled scenery, and stop to explore the Cape Breton Highlands National Park where you're sure to see a soaring bald eagle on one of the many hiking trails.

Is golf your game? Cape Breton is home to a variety of top-rated and uniquely scenic courses. The famous Highland Links in Ingonish is repeatedly ranked by *Golf Digest* as one of the top golf destinations in the world. And, newly opened in 2011 at Inverness, is North America's first and only true links-style golf course, Cabot Links.

Just down the road is the Canadian Whiskey Awards Group 2012 Distillery of the Year. The Glenora Distillery has been making North America's first, and Canada's only, single malt whiskey for 20 years, rated in the "Top 50 Spirits" worldwide. Visit the distillery for a tour and tasting as well as live entertainment and mountainside accommodations.

Ours is an area rich in history, too. The CBRM is among the oldest regions in Canada, first inhabited by the Mi'kmaq people. Today, the Membertou First Nation is situated in the city of Sydney—one of five Mi'kmaq communities in Cape Breton and one of 13 in Nova Scotia. You can take a step back in time to 18<sup>th</sup> century New France at the Fortress of Louisbourg National Historic Site, one of the largest historical reconstructions in North America and a testament to Cape Breton's important role in the early settlement and development of this continent. Or, go underground at the Cape Breton Miner's Museum, for a first-hand experience of what life was like here when Cape Breton coal miners produced 40 per cent of Canada's total coal output.

Visit the Alexander Graham Bell National Historic Site and Museum for a look at the fascinating life and work—including artifacts and replica inventions—of Alexander Graham Bell, who lived in the community of Baddeck, on Cape Breton Island. And, surround yourself in the Scottish heritage of our region—the sights, the sounds and the dress of the Kilt—at the Gaelic College of Arts and Crafts, an institution founded in 1938 and internationally known for its contribution to preserving the Gaelic language and culture.

See world class attractions; enjoy the cuisine of fresh seafood for every taste; and, surround yourself in music and culture, everywhere you go. Be amazed, be inspired, and feel "at home." Cape Breton is calling you to visit our beautiful island, and join us for an unforgettable adventure of your own.

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# Le Cap-Breton, chef d'œuvre de la Nouvelle-Écosse

Soyez-y du 19 au 22 août 2012

Impossible de se tromper avec le Cap-Breton. En 2011, les lecteurs du magazine *Travel and Leisure* l'ont classé meilleure destination insulaire en Amérique du Nord et troisième au monde, en raison de ses paysages variés et magnifiques, ainsi que de l'hospitalité de ses habitants.

Deuxième municipalité néo-écossaise en taille, la Municipalité régionale du Cap-Breton (MRCB) compte environ 106 000 habitants sur un territoire de 2 500 km<sup>2</sup>. La MRCB est le résultat de la fusion de huit anciennes agglomérations, dont la ville de Sydney, qui accueillera la Conférence 2012 de l'ACCP.

Le littoral de la MRCB s'étend sur 800 kilomètres, sur l'océan Atlantique, plus 400 kilomètres sur le lac Bras d'Or, une mer intérieure. Chaque communauté composant la MRCB a quelque chose d'intéressant à offrir, qu'il s'agisse de paysages magnifiques, de lieux historiques, de boutiques, de divertissements ou d'occasions d'affaires.

De plus, en visitant la MRCB, vous pourrez explorer toute l'île du Cap-Breton, en une seule journée, à partir du centre-ville de Sydney. Visitez les plages de sable et faites de la voile, de la natation ou de la pêche dans les eaux de l'Atlantique ou du lac Bras d'Or. Faites une balade en voiture sur la célèbre Cabot Trail, dont les paysages sans pareil sont connus à travers le monde.

Vous aimez le golf? On trouve au Cap-Breton une belle variété d'excellents parcours très pittoresques. Le magazine *Golf Digest* inclut régulièrement le célèbre Highland Links à Ingonish dans sa liste des meilleures destinations de golf au monde. De plus, on ouvrait en 2011 à Inverness le premier véritable parcours de golf de type links en Amérique du Nord, le Cabot Links.

Tout près, on trouve la distillerie canadienne de l'année (2012) selon le Canadian Whiskey Awards Group : la distillerie Glenora. Depuis 20 ans, elle produit le premier whisky single malt nord-américain (et le seul au Canada). Ce produit se classe parmi les 50

meilleurs spiritueux au monde. En plus d'offrir des visites guidées avec dégustation, cette distillerie présente des spectacles et loue des chambres à flanc de montagne.

L'histoire de notre région est très riche aussi. La MRCB est l'une des plus anciennes régions du Canada. Elle a d'abord été habitée par les Micmacs. Aujourd'hui, la Première nation de Membertou est située dans la ville de Sydney. Le Cap-Breton compte cinq communautés micmaques; il y en a 13 dans toute la Nouvelle-Écosse. Pour revenir à la Nouvelle-France du 18<sup>e</sup> siècle, visitez le lieu historique national de la Forteresse-de-Louisbourg, une des plus grandes reconstitutions historiques nord-américaines. Ce site témoigne du rôle important du Cap-Breton dans la colonisation et l'essor de notre continent. Aux bâtiments vous préférez l'excavation? Au Musée du mineur du Cap-Breton, vous pourrez vivre la vraie vie des mineurs de charbon. Le Cap-Breton produisait 40 % de la production canadienne totale de charbon.

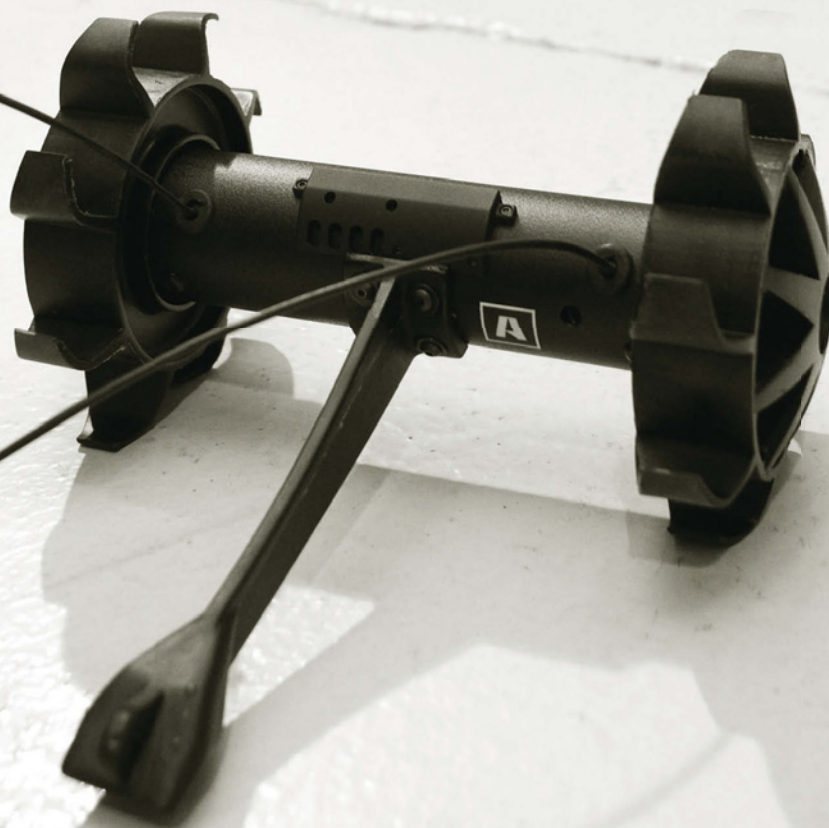
Pour en savoir plus sur la vie et l'œuvre fascinante d'Alexander Graham Bell, avec artefacts et répliques de ses inventions, visitez le lieu historique national Alexander-Graham-Bell. L'inventeur du téléphone habitait à Baddeck, sur l'île du Cap-Breton. Enfin, plongez dans l'héritage écossais de notre région – les paysages, les sonorités, le port du kilt – au Gaelic College of Arts and Crafts, institution fondée en 1938 et reconnue mondialement pour sa contribution à la préservation de la langue et de la culture gaéliques.

Des attractions de renommée mondiale; des fruits de mer pour tous les goûts; de la musique et de la culture partout où vous irez : c'est ce qui vous attend au Cap-Breton. Laissez-vous surprendre, inspirer et accueillir. Le Cap-Breton vous invite à visiter notre belle île et à vivre une aventure inoubliable.

Pour en savoir plus sur ce qu'il faut voir et faire au Cap-Breton, visitez le [www.cbisland.com](http://www.cbisland.com). ◆

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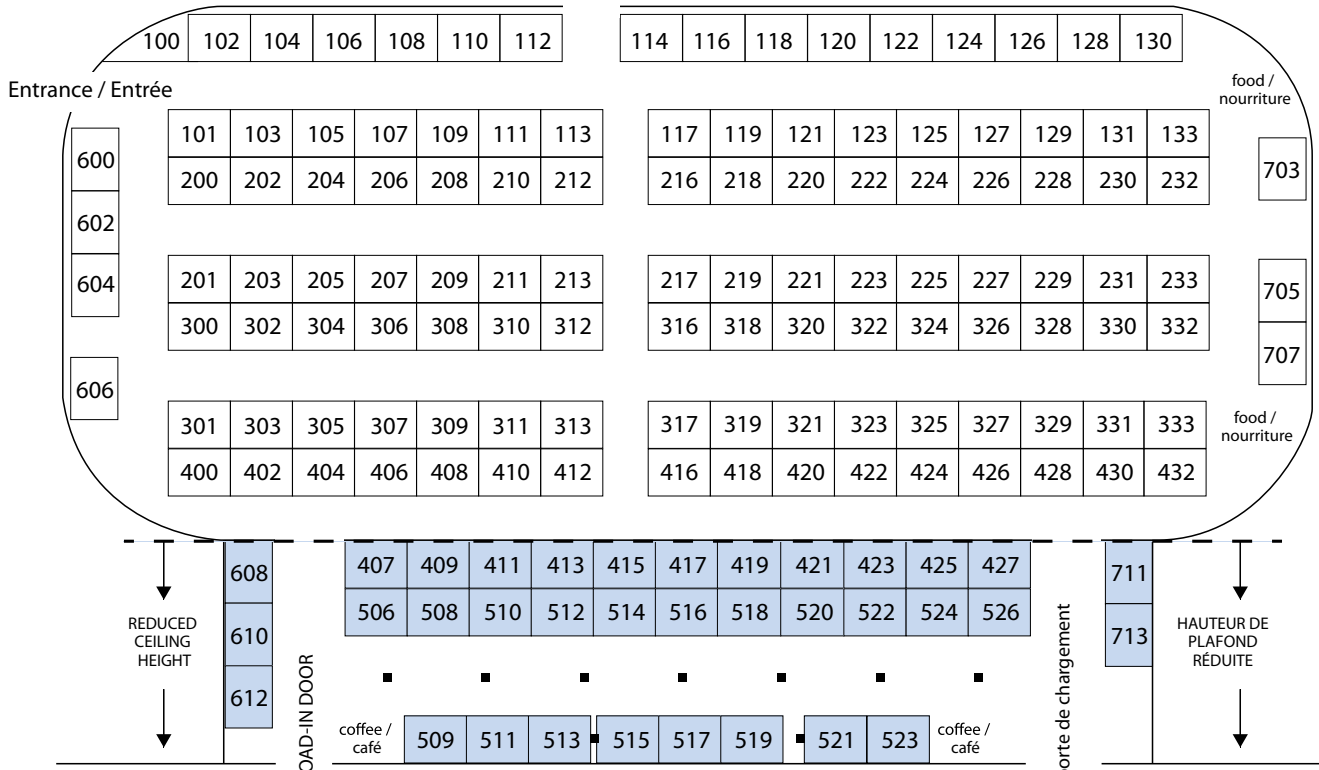
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# CACP 2012 Exhibitor List / Liste des exposants au congrès 2012 de l'ACCP

as of April 27, 2012



en date du 27 avril 2012



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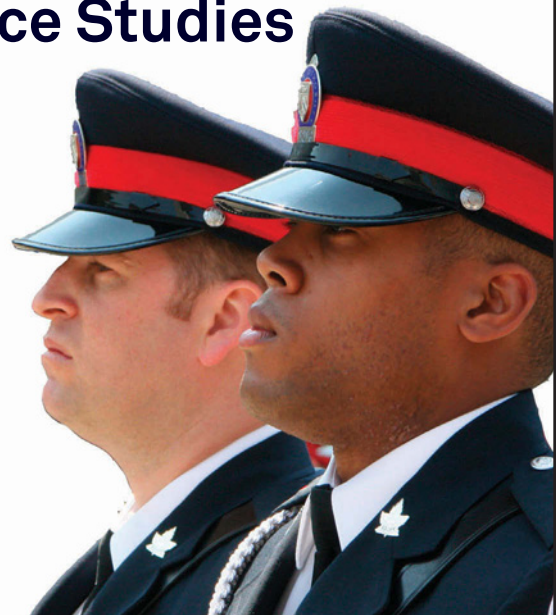
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# The CACP Ethics Survey

By A/Commr. Norm Lipinski, RCMP, Co-chair, CACP Ethics Committee

In the policing community we have traditionally established high standards of conduct through careful recruitment, oversight, evaluation and providing feedback. We know that most police officers are strongly committed to serving their communities. We also realize the importance of treating people in a fair and respectful manner even in the most challenging of circumstances. We know our officers are committed to professionalism. We began the ethics study to see how we could help to support their commitment.

We were fortunate to receive support from the Sheldon Chumir Foundation for Leadership Ethics. This support permitted us to work with Dr. Stephen Maguire and Dr. Lorraine Dyke from Carleton University to conduct an in-depth study that included a literature review, interviews with over 80 police officers across the country and an online survey that drew over 10,000 responses from 31 agencies across the country.

The survey asked officers to assess management practices, work environments, agency programs working conditions, supervisions, decision making and community engagement. Responses were analyzed and 52 recommendations developed.

## SURVEY RESULTS

Analysis of the survey results show that:

- Police officers really care about the reputation of their agency.
- They rate the integrity of their supervisors and colleagues highly.
- They would report a colleague engaged in problematic behaviour.
- They are highly committed to their organization.
- Most think their supervisors are doing a good job.
- Police agencies could be doing a better job in supporting their people.
- Senior management needs to communicate the underlying ethical justification for their decisions.

## MAJOR RECOMMENDATIONS

The authors of the study made 52 recommendations. Following are excerpts of key recommendations from their report.

**Larger agencies need to give some thought to managing ethics.** If organizational culture is not aligned with organizational values, culture can dictate practice and can confuse messaging about what is absolutely not tolerated. A values-based, ethical culture on the other hand, can positively influence decision making and reputation management, and can increase the willingness of

*continued on page 20*

# Le sondage de l'ACCP sur l'éthique

Par le comm. adj. Norm Lipinski, GRC, coprésident du comité de l'ACCP sur l'éthique

Depuis très longtemps, la communauté policière s'est dotée de normes de conduite élevées, par le biais d'un recrutement soigné, de supervision, d'évaluation et de rétroaction. Nous savons que la plupart des policiers servent la collectivité avec dévouement. Nous savons aussi qu'il est important de traiter les gens avec respect et équité. Enfin, nous savons que nos policiers ont le professionnalisme à cœur.

Nous avons le bonheur d'être soutenu par la Sheldon Chumir Foundation for Leadership Ethics, grâce à qui nous avons pu travailler avec Stephen Maguire, Ph. D., et Lorraine Dyke, Ph. D., de l'Université Carleton. Avec eux, nous avons mené une étude approfondie qui comportait une analyse documentaire, des entrevues avec plus de 80 policiers des quatre coins du pays, ainsi qu'un sondage Internet qui a attiré plus de 10 000 répondants provenant de 31 corps policiers canadiens.

Ce sondage posait diverses questions sur les pratiques de gestion, le milieu de travail, les programmes internes, les conditions de travail, la supervision, la prise de décision et la participation communautaire. À partir des réponses recueillies, nous avons formulé 52 recommandations.

## LES RÉSULTATS DU SONDAGE

L'analyse des résultats fait ressortir les points suivants :

- Les policiers ont réellement à cœur la réputation de leur service.
- Ils voient leurs superviseurs et leurs collègues comme étant très intègres.
- S'ils détectaient un comportement problématique chez un collègue, ils le signaleraient.
- Ils sont très dévoués à leur service de police.
- La plupart des policiers croient que leurs superviseurs font du bon travail.
- Les services de police pourraient mieux soutenir leurs policiers.
- La haute direction doit faire connaître le raisonnement éthique qui sous-tend ses décisions.

## Recommandations principales

Les auteurs de l'étude ont formulé 52 recommandations. Voici les principales, accompagnées d'extraits de leur rapport.

**Les services de plus grande taille doivent accorder plus d'importance à la gestion des questions d'éthique.** Au sein d'un service, si la culture qui prévaut ne correspond pas aux valeurs prônées, la culture peut dicter la pratique, ce

*suite à la page 21*

employees to deliver bad news to management. Senior management is accountable for developing and sustaining a supportive, ethical organizational culture aligned with organizational values. Efforts can include:

- forming an ethics office or ethics committee to manage ethics and to monitor, report on and improve the organization's ethical climate,
- embedding the measurement of values-based behaviours within executive performance agreements and personnel evaluation reports will assist in

strengthening commitment to values and ethics,

- embedding rules and values-based behavioural expectations in employee reward systems,
- defining consequences and taking action for breaches of ethical standards.

This practice has been incorporated in a number of public and private sector organizations and provides examples we can draw on.

**We need to think about how our leadership styles might change if ethics**

**are put at the forefront of our communication and decision making.** Failure to be proactive about ethics can have the same organizational consequences as unethical leadership and may give senior management a rosier picture of the organization than is merited. The executive team must model the behaviours they expect from junior officers and the front line. Failure to do so results in loss of ethical credibility. Senior leaders must:

- be proactive in discussing and communicating the importance of values and ethics,
- have training in organizational integrity for the command team and senior management, which must include discussions on the role of ethical leadership in sustaining professionalism,
- welcome upward feedback on values based behaviours, and
- seek opportunities to enhance their visibility within the organization and make a point of listening to employees, acting on what they say and explaining their decisions.

**We need to identify and define the core values of policing so that appropriate values become the basis of our decision making.** The 15 agencies researched highlighted 31 different values. It is doubtful that the core values of Canadian policing differ to the degree reflected in 15 agencies.

**We need to ensure supervisors receive timely training and review how well senior management is supporting the front line.** Perceived organizational support is the only key predictor of maintaining integrity across all organizational outcomes. It is the second most important predictor of organizational commitment, the integrity of supervisors and front line officers, the fourth most important predictor in employee willingness to report wrongdoing, and the third most important predictor of the willingness of colleagues to report wrongdoing. It is, therefore, crucial that police agencies place significant emphasis on their obligation to adequately prepare officers for promotion and ensure supervisors and middle managers are adequately qualified and prepared to train and develop their subordinates. Organizational support can be demonstrated by:

continued on page 22

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qui brouille le message quant à ce qui est jugé inacceptable. Par contre, une culture éthique fondée sur des valeurs peut avoir une influence positive. Elle peut aussi encourager les employés à transmettre les mauvaises nouvelles à la direction. La haute direction est responsable d'élaborer et d'appuyer une culture éthique correspondant à ses valeurs. Voici quelques exemples :

- créer un bureau de l'éthique ou un comité sur l'éthique;
- enchâsser la mesure des comportements fondés sur des valeurs dans les ententes d'examen du rendement des cadres (pour renforcer l'engagement envers les valeurs et l'éthique);
- enchâsser des règles de comportement fondées sur les valeurs et des attentes en ce sens dans les mécanismes de récompense des employés;
- définir les conséquences des infractions aux normes éthiques et les appliquer.

Plusieurs organismes publics et privés ont mis ces pratiques en œuvre. Il existe donc des exemples dont on peut s'inspirer.

**Nos styles de leadership risquent de se modifier si on place l'éthique à l'avant-plan de notre communication et de notre prise de décision.** Le manque d'action en éthique peut avoir les mêmes conséquences sur le service qu'un leadership qui manque d'éthique. L'équipe de direction doit définir les comportements qu'elle attend, sans quoi elle manquera de crédibilité éthique. Ainsi, les cadres supérieurs doivent :

- discuter activement de l'importance des valeurs et de l'éthique avec leurs subalternes;
- imposer à l'équipe de commandement et à la haute direction une formation en intégrité organisationnelle;
- accepter les commentaires que formule la base sur les comportements fondés sur des valeurs;
- chercher à accroître leur visibilité au sein du service; être systématiquement à l'écoute des employés, donner suite à leurs commentaires et expliquer leurs décisions.

**Il faut identifier et définir les valeurs fondamentales de la police, afin qu'elles deviennent le fondement**

**de nos décisions.** Les quinze services étudiés ont fait ressortir 31 valeurs. On a peine à croire que les valeurs fondamentales de la police canadienne varient autant d'un service à l'autre.

**Il faut s'assurer que les superviseurs soient bien formés et évaluer le soutien qu'offre la haute direction à la première ligne.** En matière de maintien de l'intégrité dans tous les résultats du service, le seul indicateur prévisionnel est la perception du soutien organisationnel. C'est d'ailleurs le deuxième

plus important indicateur prévisionnel du dévouement organisationnel, l'intégrité des supérieurs et des policiers de première ligne. C'est aussi le quatrième et le troisième plus important indicateur prévisionnel de la volonté des employés et des collègues (respectivement) à signaler les actes répréhensibles. Voici comment on peut faire preuve de soutien organisationnel :

- fournir au personnel d'encadrement une formation dès leur promotion;

suite à la page 23



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## We have already started communicating the results of this study to police associations nationally and internationally.

- providing supervisory training as soon as possible after promotion,
- integrating supportive supervision into supervisory training. The authors found that indefinite terms of acting positions undermine perceptions of fairness and, therefore, recommend that acting terms be limited,
- where possible, providing supervisory training before promotion for members being groomed for supervisory functions, and
- ensuring that supervisors have ample face-time opportunities with their members to disseminate information, listen to concerns and provide feedback.

**We need to clearly establish and communicate the fairness of our job decisions.** Procedural justice, the second most important key predictor of the

integrity of supervisors, colleagues and organizational commitment, and a major driver of sustaining professionalism, must be considered in all decisions. Criteria on which job decisions are made should be clear, well communicated and easily accessible. Decisions must be applied consistently across all levels. Examples of how this principle can be applied include:

- personally explaining to short listed, unsuccessful promotion candidates why they were not successful and how they can improve their skills, knowledge and experience to increase the likelihood of success in future competitions can reduce the perceived negative consequences of failure.
- increasing the perception of fairness of promotional decisions, ensuring the decision-making committee is

representative of different ranks, genders and ethnicity.

- identifying and supporting qualified candidates in seeking post secondary education.

### MOVING FORWARD

We have already started communicating the results of this study to police associations nationally and internationally. We are developing plans to review and support ethics training, identify and define the core values of policing, identify best practices, expand on the recommendations to facilitate implementation, and support agencies any way we can to support professionalism in policing.

This study has put policing in a win-win situation. Our members are concerned with professionalism in policing. Our senior leaders want to help. The public supports it. With those drivers we know the project is going to move forward.

To view the full survey results, visit [www.cacp.ca/media/library/download/1242/Survey\\_Results.pdf](http://www.cacp.ca/media/library/download/1242/Survey_Results.pdf). ◆

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- intégrer la supervision favorable à cette formation. Les auteurs ont constaté que les postes intérimaires à durée indéfinie minent la perception de l'équité. Il est donc préférable de réduire au minimum la durée de telles nominations;
- si possible, fournir une formation de superviseur aux candidats pressentis à une promotion;
- enfin, assurer aux superviseurs de nombreuses occasions de se faire voir par leurs subalternes, pour transmettre des informations, écouter les préoccupations des employés et fournir de la rétroaction.

**Il faut bien asseoir et transmettre l'équité de nos décisions d'embauche.**

Toute décision doit tenir compte de la justice en matière de procédure, le deuxième plus important indicateur prévisionnel de l'intégrité des superviseurs et collègues et du dévouement organisationnel. Cette justice est aussi un motivateur clé du maintien du professionnalisme. Les critères des décisions d'embauche doivent être clairs, accessibles et bien communiqués. Les décisions doivent être prises de la

## Avec tous ces facteurs en place, nous sommes convaincus que le projet ira de l'avant.

même manière à tous les échelons. Voici quelques exemples d'application de ce principe :

- pour atténuer les conséquences négatives de la perception d'échec, on peut expliquer personnellement aux candidats rejetés à la dernière étape de la sélection les raisons de leur rejet, en précisant comment ils pourraient parfaire leurs compétences, leurs connaissances et leur expérience pour accroître leurs chances d'obtenir une promotion plus tard;
- s'assurer que divers grades, genres et origines ethniques sont représentés au comité d'octroi des promotions, afin d'accroître la perception d'équité dans les promotions accordées;
- aider les candidats qualifiés à poursuivre des études postsecondaires.

### POUR ALLER DE L'AVANT

Nous planifions des activités qui permettront d'évaluer et de soutenir la formation en éthique, d'identifier et de définir les valeurs fondamentales de la police, d'identifier les pratiques exemplaires et d'aider les services de police à mieux soutenir le professionnalisme dans la police.

Cette étude a placé la police dans une situation gagnante. En effet, nos membres sont préoccupés par le professionnalisme de la police. Nos hauts dirigeants sont prêts à nous aider. La population appuie l'idée. Avec tous ces facteurs en place, nous sommes convaincus que le projet ira de l'avant.

Pour une présentation complète des résultats de l'étude, consultez le document [www.cacp.ca/media/library/download/1242/Survey\\_Results.pdf](http://www.cacp.ca/media/library/download/1242/Survey_Results.pdf). ◆

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# Everyone Matters: Chief Charles Bordeleau, Ottawa Police Services

As the new Chief of Police for the nation's capital, Charles Bordeleau recognizes the importance of the office he occupies. He does his job with a tremendous sense of honour and privilege—and maintains that he has only achieved this with the help of his family, community, fellow officers and colleagues.

“Ottawa is an amazing city with close to one million residents. It is clean, green and safe,” said Bordeleau, born and raised in Ottawa. “And while Ottawa is a great place to live—you know we also have our challenges. I am concerned with issues of crime and disorder, violence and prevention, and ensuring a safe city for all. I am committed to communicating with the public about these issues and that’s partly why I joined Twitter on the day I was sworn in. For me, being on Twitter means you can’t avoid what people are saying—the issues are real and we cannot ignore or fail to address them.”

Bordeleau believes none of his concerns can be simply addressed through the proverbial “tough on crime” approach. He says: “We must absolutely focus on the continuum of law enforcement: an approach where we enforce the law, then stabilize the situation and from there build toward strong and lasting solutions with our community. And we must not forget about prevention either or about police involvement in calls for people with mental health issues. This is an area where we need to work to understand the scope of the challenges we have in our community.”

Having worked for years with the Youth Services Bureau in getting help for youth at a younger age around mental health issues, Bordeleau believes that unless we have early intervention, a negative and costly spiral for the police, community and health sectors will persist.

Earning and respecting the community's trust is important to Chief Bordeleau, “Everyone matters—everyone in the community and in the organization. I will lead in a way that ensures this is our priority. But my officers face a tough job. Along my journey as Chief of the Ottawa Police Service, I am asking everyone I meet to remember that our policing profession is not an easy one. It is made up of human beings who try to do their best each time they are called into service, often in very difficult situations.” ◆

*Chief Bordeleau is fluently bilingual, holds a master's degree in Disaster and Emergency Management from Royal Roads University (in B.C.) and a Bachelor of Administration Degree from the University of Ottawa. He brings with him over 28 years of policing experience in Ottawa. He is married to his high school sweetheart, enjoys cheering for the Ottawa Senators and recently attended the Juno Awards in Ottawa, with his wife and teenaged daughter.*



# Tout le monde est important : le chef Charles Bordeleau Service de police d'Ottawa

Nouveau chef de police de la capitale du pays, Charles Bordeleau reconnaît l'importance de sa fonction. Il se sent honoré et privilégié d'exercer son métier et en remercie sa famille, sa ville et ses collègues.

« Ottawa est une ville étonnante avec près d'un million d'habitants », dit-il, lui qui a grandi dans la cité. Elle est propre, verte et sûre. » « Même s'il fait bon vivre à Ottawa, nous avons bien sûr nos défis à relever. Je pense au crime, au désordre public, à la violence et à leur prévention pour garantir la sûreté

de tous. Je tiens à communiquer avec le public sur ces questions et c'est en partie pourquoi j'ai rejoint Twitter le jour où j'ai été assermenté. Pour moi, être sur Twitter signifie que je ne peux pas éviter les commentaires des gens—les problèmes sont réels et on ne peut pas négliger de s'y attaquer. »

Le chef Bordeleau estime qu'aucun de ses problèmes ne peut se régler en adoptant la proverbiale « ligne dure ». Il dit : « Il faut absolument mettre l'accent sur le continuum de l'application de la loi : une approche où nous appliquons la loi, puis stabilisons la situation et à partir de là implantons des solutions solides et durables avec notre communauté. Et nous ne devons pas oublier la prévention ou l'implication de la police dans les interventions auprès des personnes mentalement troublées. C'est un domaine où nous devons travailler pour comprendre la portée des défis que nous avons dans notre communauté. »

Ayant travaillé avec le Bureau des services à la jeunesse, le chef Bordeleau estime que si nous n'avons pas l'intervention précoce, une spirale négative et coûteuse s'ensuivra pour les secteurs de la police, de la communauté et de la santé.

Gagner et conserver la confiance de la communauté est important pour le chef Bordeleau. « Tout le monde est important—tout le monde dans la communauté et dans l'organisation, dit-il. Je vais en faire une priorité, mais mes agents font face à une tâche difficile. Je demande à tout le monde de se rappeler que notre profession de policier n'est pas une tâche facile. Nous sommes des êtres humains qui essayons de faire de leur mieux chaque fois que nous sommes appelés en service, souvent dans des situations très difficiles. » ◆

*Parfaitement bilingue, le chef Bordeleau est titulaire d'une maîtrise en gestion des catastrophes de l'Université Royal Roads (en Colombie-Britannique) et d'un baccalauréat en administration de l'Université d'Ottawa. Il compte plus de 28 ans d'expérience en matière de police à Ottawa. Il est marié à son amour de lycée, aime applaudir les Sénateurs d'Ottawa et a récemment assisté à la remise des prix Juno à Ottawa, avec sa femme et sa fille adolescente.*

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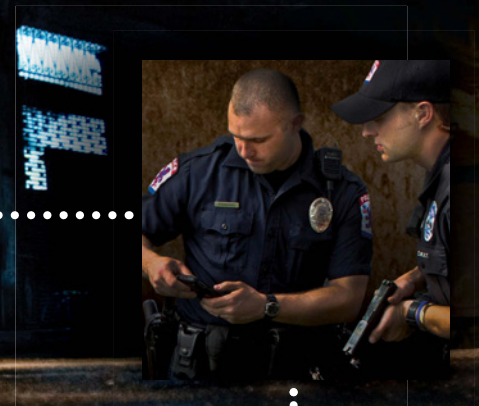
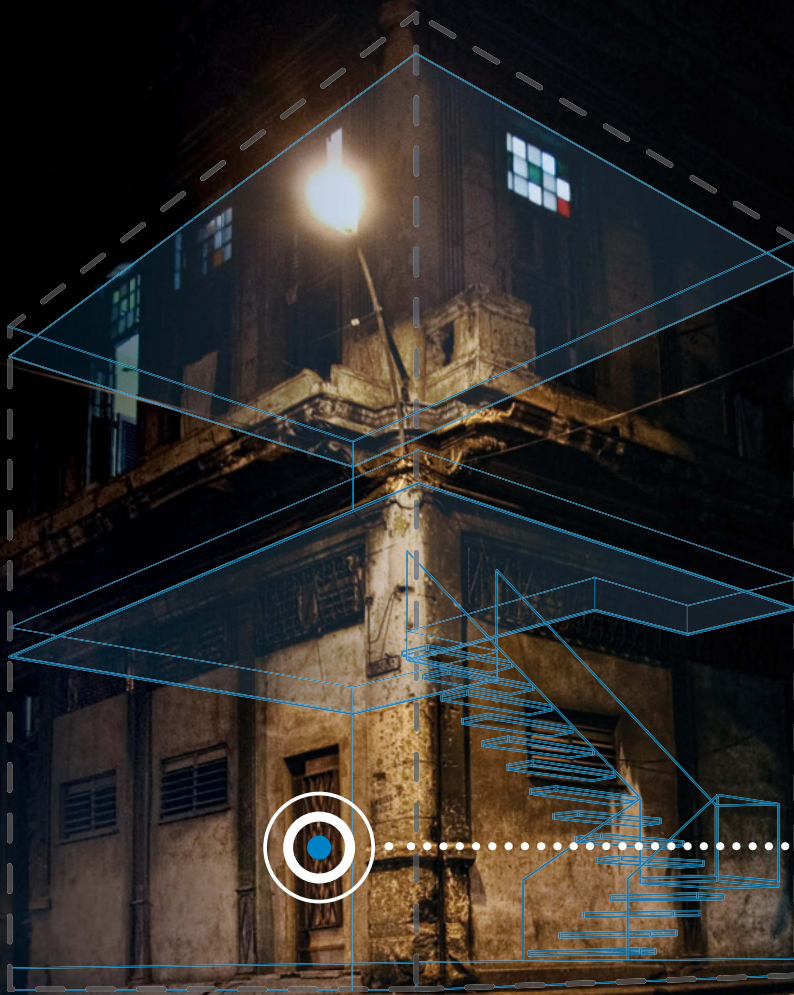
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# GROWING WEST...

**A**ccident Support Services International Ltd. President Steve Sanderson is pleased to announce that the company has partnered with the Lethbridge Regional Police Service to set up a Collision Reporting Centre as a Pilot Project in Lethbridge, Alberta. Mr. Sanderson stated that “We anticipate that this will be our first of many Collision Reporting Centres situated in Alberta to assist the Police Services and citizens of that Province. Our 18 years of experience in 23 Centres across Ontario has allowed us to become the professionals at collision reporting.”

On November 9, 2011 Steve Sanderson and ASSI Training and Business Relations Representative Jacqueline Fountain delivered a Collision Reporting Centre presentation to the Alberta Association of Chiefs of Police at their Annual General Meeting in Red Deer. They were very well received. This western visit led to two additional trips to the Province of Alberta to meet with individual Police Services in Lethbridge, Calgary, Red Deer and Medicine Hat.

Lethbridge Police Chief Tom McKenzie expressed support for this Collision Reporting Centre Program. Accident Support Services Interna-



tional Ltd. President Steve Sanderson was invited to speak to the Lethbridge Police Commission at the end of February to pitch a six month Pilot Project for Lethbridge. Inspector Jeff Cove was tasked to present for the police.

The decision of the Lethbridge Police Commission was a positive one and Accident Support Services International Ltd. is now busy putting plans in place for the roll out of the Pilot Project for the Lethbridge Collision Reporting Centre.

Inspector Bill Kaye, a 31 year veteran of the Lethbridge Regional Police Service writes the Police Beat column for the Lethbridge Herald. In his March 5 column, he wrote, “We believe that the concept of a Collision Reporting Centre will not only address the issue of long wait times but also reduce the risk of secondary collisions by enabling post-collision work to be completed away from the scene.” His column goes on to discuss how the CRC will allow the police service to provide better service to the public while freeing up front-line officers for a quicker and more efficient response to other calls for service. He wraps up his article with, “We

*Continued on Page 2*

## What's Inside

- Flying High in London, ON
- 2011 OACP Award
- Fighting Fraud
- Welcome to CROMS
- Watch for ASSI



# FLYING HIGH IN LONDON, ONTARIO

The London Police Reporting Centre at 1001 Brydges Road was the site of a National Flag dedication ceremony on a clear, but cold day on Monday, January 9. London Police Chief Brad Duncan and Accident Support Services International Ltd. President Steve Sanderson led assembled guests, Police Services and CRC staff and citizens in a heartfelt chorus of O Canada as the new 30 x 15 foot Canadian Flag was hoisted for the first

time on the recently installed 84 foot tall flagpole, one of the tallest in the community. The weather cooperated with a crisp breeze to help show off the bright new red and white Maple Leaf. The pole and flag were provided by London Accident Support Services to the citizens of London and the London Police Service.

Police Chief Duncan and Steve Sanderson welcomed those assembled to enjoy the new flag dedication. Mr. Sanderson stated that Accident Support Services International Ltd. was proud to be a Canadian company working in successful partnership with the London Police for over fifteen years. ASSI is pleased to share



our pride in both our flag and our relationship with the London Police Service with the patriotic community of London, Ontario.

The dedication ceremony was followed by refreshments served in the Police Reporting Centre.

The London Police and London Police Reporting Centre have since received many favourable comments about London's newest landmark!



## GROWING WEST... *Continued from Front Cover*

are very excited about implementing the first Collision Reporting Centre in Alberta and look forward to enhancing the services we provide to citizens."

Like Inspector Kaye, everyone at ASSI is also very excited about the prospect of expanding our Collision Reporting Centres from Ontario, into Alberta. The welcome we received from all of the Alberta Police Chiefs and

the staff in their individual services was warm and appreciative. Our presentations were well received and we are very honoured to have the opportunity to offer our services to the Lethbridge Police Service and hopefully to other citizens of Alberta in the very near future.

Steve Sanderson and ASSI Vice President Bob Gutwein also met with Alberta representatives of some of our

insurance partners while they were in Calgary to finalize their plans to expand the CRC Program to Alberta.

Accident Support Services International Ltd. looks forward to sharing our 18 years of experience in collision reporting, insurance fraud prevention and customer service with Lethbridge, and working with our future Police and Insurance partners in the Province of Alberta.

# 2011 OACP CRIME PREVENTION AWARD PRESENTED TO WATERLOO REGIONAL POLICE SERVICE

The Waterloo Regional Police Service was honoured at the OACP Crime Prevention Conference in Niagara Falls, Ontario on February 29, 2012 with the 2011 Crime Prevention Award. This award was sponsored by Accident Support Services International Ltd., and was presented to Waterloo Regional Police Sergeant Sloden Lackovic and his colleagues by Jacqueline Fountain, the company's Training and Business Relations Representative.

The Waterloo Service was selected for their outstanding efforts to proactively partner with their community to prevent crime. Waterloo Region jewellery stores had suffered a series of violent daylight robberies in December of 2010. Four armed thieves used guns, hammers and bear spray, terrorizing local retailers. The Waterloo Regional Police Service countered by hosting robbery prevention

and training sessions for area businesses, to better prepare staff and build public awareness of the importance of witnesses in calling police. They promoted safety, discouraging citizens from intervening in the robbery, raised awareness of the bystander effect and the importance of cooperating with police and provided direction to retail staff on observation, and tips on recall of information. This program resulted in faster reporting to police, improved witness statements, increased services to victims, better images of suspects from video and an overall sense of community safety. It is important to note that at the time of submission of the nomination for this award, Waterloo Region had not suffered another

jewellery store robbery since arrests were made in the original spree and they implemented this successful crime prevention strategy.

Jacqueline Fountain stated that this award is about recognizing a service and its members who go above and beyond to enhance community safety. We see this effort put forth every day by the services we have the good fortune to work with and we are honoured to be here today to celebrate this award. Congratulations to Sergeant Lackovic and all members of the Waterloo Regional Police Service. ■



OACP Crime Prevention award presentation, February 29, 2012.

## WELCOME TO CROMS

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# FIGHTING FRAUD

Accident Support Services International Ltd. hosted our quarterly User Group meeting on March 7, 2012 at our Toronto East location at 39 Howden Road in Scarborough. Over 50 people from Insurance, Police Services and the private sector attended this meeting to discuss insurance fraud. There was an extraordinary interactive question and answer session with many suggestions and ideas being shared amongst the many insurance companies and representatives in attendance at this meeting. Fighting insurance fraud is our common goal and working together gives insurers increased strength against criminal elements.

Presentations by Staff Sergeant Neil Bullock of the Toronto Police Service and new CRC OPP team leader Sergeant Al Walker of the Ontario Provincial Police helped

to answer many of the questions raised during the initial session and enlightened everyone in attendance of the ongoing good work carried out by these busy Police Services in the area of traffic safety.



Our special guest speaker for this event was business journalist James Daw, who is currently serving as a member of the Steering Committee for the Province of Ontario Auto Insurance Anti-Fraud Task Force.

Mr. Daw, who was an investigative reporter for the Toronto Star in the past, enlightened the crowd on the goals of the task force and the progress of the committee to date. With their final report expected in Fall of 2012, the recommendations of the this committee should educate and engage the public in identifying insurance fraud, and greatly assist insurers and police in their ongoing battle against the criminal organizations involved.

This meeting was attended by many first-time visitors, who were treated to a tour of our Toronto East Collision Reporting Centre afterward. If you missed this important session, plan to attend future User Group Meetings. To be placed on our invitation list for events, please contact Jane Ross at [admin@accsupport.com](mailto:admin@accsupport.com) or call 416-745-3301. ■

## WATCH FOR US ON YOUR TRAVELS THIS YEAR!

Accident Support Services International Ltd. will participate in the following conferences, trade shows and special events in 2012. Please plan to visit with us at our exhibit booth or arrange a meeting during the conference.

- Canadian Council of Motor Transport Administrators, CCMTA 2012 Annual Meeting, Winnipeg, Manitoba – May 6 – 10, 2012
- International Conference for Law Enforcement and Police Executives, Quebec City – May 6-8, 2012
- Ontario Association of Chiefs of Police, OACP 2012, London, Ontario – June 17-20, 2012
- American Association of Motor Vehicle Administrators, AAMVA Region 1, Mashantucket, Conn., July 16-20, 2012
- Canadian Association of Chiefs of Police, CACP 2012, Cape Breton, Nova Scotia – August 20-23, 2012
- Governor's Highway Safety Association, GHSA 2012, Baltimore, Maryland, August 26-29, 2012
- Toronto Fraud Forum, Toronto, September 21, 2012
- International Association of Chiefs of Police, IACP 2012, San Diego, California – September 29 – October 3, 2012 ■



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