

# THE COMMAND POST

Volume 30 Winter Edition

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

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## NEW CCII PRESIDENT



**Tom Hart**

*Dear Members,*

*I am profoundly grateful to be given the opportunity to join Canadian Critical Incident Inc as their new President! Barney's unique style of teaching, experience and depth of knowledge is unparalleled, but I am up for the challenge.*

*Thanks to the Executive and the Advisory Board members for sharing their incredible talents, extensive knowledge and experience and their generous support to CCII. I am looking forward to further developing my relationships with the training staff of the various police agencies, negotiators*

*and incident commanders' current and future.*

*Barney was successful at achieving and delivering the highest standards of education and accreditations with respect to Incident Command and Crisis Negotiations. I am committed to building on Barney's successes. My twenty years experience as a Crisis Negotiator has given me a clear and comprehensive understanding of the need for continuous learning. Education, training and maintaining current technical equipment is vital in keeping up in today's demanding and changing society.*

*I wish Barney and his wife Rose all the very best as they enter into retirement and to enjoy a healthy and happy life together.*

*Regards,*

*Tom Hart*

Email: tomhart4@ymail.com

Tom began his career in policing with Durham Regional Police Service in 1980, where he was assigned to frontline uniform duties. In 1985 Tom joined the Tactical Support Unit for five years. Following that he was transferred to the Criminal Investigation Branch, Pickering.

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# President's Message

Dear members,

Those of you who were unable to attend our annual fall conference hosted by Stratford Police Service missed an excellent venue with presentations ranging from case studies by a variety of police services across the province, to some deeply moving personal stories, involving workplace violence and dealing with mental health issues within the family. A particularly interesting presentation was that of Robert Hess, school principle from Pine Plains, New York, who was held hostage by a former student.

A hearty congratulations to the conference committee from Stratford and in particular to Sgt. Gerry Foster who, without hesitation, accepted the offer to host the conference and worked tirelessly at ensuring its success.



The conference also gave me the opportunity to once and for all announce my "final" retirement. There are a lot of individuals who over the years provided me and the C.C.I.I. advice and support and I would like to acknowledge and thank them. Dr. Peter Collins, Dr. Mini Mamak, Dr. Jean-Guy Gagnon, Dr. Jean-Patrick Lanctot, Dr. Bert Choi, Dr. Mike Webster (interesting how many mental health specialists I know, should tell you something about my psyche), Jean-Marc Lapointe retired R.C.M.P. member, formerly from the Canadian Police College, Insp. Harry Schnurr, Guelph Police Service, Sgt. Lina Crawford (retired) Halton Regional Police Service, S/Sgt. John Howell, Toronto Police E.T.F., S/Sgt. Mark Lightfoot (retired) Niagara Regional Police Service, Sue Marshall, Niagara Regional Police Service, Wendy Thompson-O'Neill, Guelph Police Service and last but not least Dr. Jim Cairns (retired Deputy Regional Coroner for the Province of Ontario) and his very good friend The Honourable Judge William Wolski, thank you one and all. I apologize to many of you who I have not thanked but believe me the list could go on. I would be remiss not to mention our good friend Kevin Otto and his colleagues at E.T.G.I. who have supported the C.C.I.I. at ALL of our conferences, thank you Kevin.

I am very pleased to say that I have the utmost faith in your new President Det. Tom Hart who will be retiring from the Durham Regional Police Service on March 31st. 2012. Tom will be surrounding himself with well trained, experienced personnel who will be able to provide the necessary training to assist you when dealing with the critical incidents you will be called upon to resolve. You will be able to read more about Tom in this newsletter.

Thank you and let's hope our paths will cross somewhere down the road.

A handwritten signature in dark ink, appearing to read 'Barney McNeilly', with a stylized flourish at the end.

Barney McNeilly  
President

## CCII Associates & Provincial Reps

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519-767-0805

S/Sgt. Lindsay Herndel  
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## Mission Statement

Dedicated to the promotion of Officer and public safety by bringing together services and agencies to form effective relationships, identify trends, address issues, share information, experiences and knowledge, and provide educational opportunities for participants, thereby inherently building the public's confidence in our ability to provide a service.

## Objectives

- To provide meaningful, educational, relevant opportunities for participating members to meet together and address issues of mutual concern, seeking opportunities for continual improvement.
- To promote public safety by ensuring that all Services are following the best practices and procedures and that relevant information goes to individual Services in a timely manner.
- To provide effective working relationships and information sharing by providing opportunities for meetings on a regular basis with a Canada-wide structure broken into Provincial Chapters.
- To ensure that major trends and issues regarding safety and knowledge are identified, discussed and acted in a coordinated manner including a tri-annual news publication.



## WINDSOR ONTARIO BIDS FAREWELL TO BARNEY

Windsor Ontario, Windsor Police Service were fortunate enough to host Barney's last Crisis Negotiator Course during the week of January 23-27, 2012. During that week, Barney McNeilly also ran a Crisis Negotiator Refresher Course and a Incident Commander Course, where Barney got to see some familiar faces and friends, some as far as Halifax Nova Scotia and some as close as Guelph, Woodstock, York Region, Amherstburg and LaSalle Ontario. On the Friday,



of the course 65 individuals were involved in three scenarios that ran at the same time. (Negotiators, Incident Commanders, Evaluators, Actors, ESU, A Psychologist, Scribes, Media Relations) all took part in a 4 hour scenario that ran in real time. Debriefs were performed after the 'Person in Crisis' was talked to come out. "Barney does a fantastic job with the course and it is always an incredible pleasure to see him", stated Constable Mike Foreman of the LaSalle Police Service.

*A sad send off was then negotiated for Barney just before the certificates were presented.*

**Steven Jaworiwsky, Crisis Negotiator Windsor Police Service**

### **M.C. Hobbs, Ph.D., C.Psych.**

Dr. Hobbs received her Master's degree from the University of Windsor in 2001 and her Doctorate, also from the University of Windsor, in 2006, both in Clinical Psychology. She is a member of the American Psychological Association, Canadian Psychological Association, Ontario Psychological Association, American Academy of Experts in Traumatic Stress (Diplomate status), Association of Traumatic Stress Specialists, the

Society for Police and Criminal Psychology, the International Association of Chiefs of Police, the National Organization for Victims Assistance, and is registered as a Psychologist with the College of Psychologists of Ontario.

Dr. Hobbs' services include individual, couple and family psychotherapies and psychological assessments. Dr. Hobbs' particular areas of clinical interest include crisis intervention, debriefing and trauma therapies with emergency responders.



**Dr. M. C. Hobbs, C.Psych.  
519-948-1212**



## NEW CCII PRESIDENT (Cont.)

*cont. from page 1*

From 1991-1992, Tom was assigned to a homicide joint task force with eight other police agencies. Following that, Tom was promoted to Detective and assigned to the Intelligence Branch. For seven years he was primarily involved with investigating outlaw motorcycle gangs, particularly as the lead investigator assisting legal counsel with a successful civil suit against the Hell's Angels (formerly Para Dice) relating to police road checks. He also assisted with preparing multi-jurisdictional warrants and witness relocation.

During his last year in Intelligence, Tom worked closely with Toronto Police Service on their mission to apprehend federal parole violators. This interest sparked the creation of the Offender Management Unit, of which Tom was the Unit Leader for six years. Tom's commitment to managing high risk sex offender and violent offenders qualified him as an

expert witness.

In 2005 Tom was assigned to the Nuclear Security Division where he was a platoon Sergeant managing a tactical team, protecting the assets of the Pickering Nuclear Plant. He is currently assigned to the West Division (Pickering) Criminal Investigation Branch.

In 1992 Tom became a qualified Crisis Negotiator. During Tom's twenty years as a crisis negotiator and over 140 call outs he has faced many challenges, such as face to face on a bridge or balcony. Some of Tom's negotiations included talking with an armed (handgun) person with his girlfriend held hostage, numerous barricaded persons, and suicidal persons. He was once named a subject officer with an SIU investigation, as a primary negotiator involving the suicide of a barricaded person.

Tom has maintained a high level

of training throughout his twenty years, which includes refresher courses and departmental training and scenarios.

Tom received the Gil Amoroso Award from the International Outlaw Motorcycle Gang Investigators Association. He is also the recipient of the Government of Canada Award and the City of Pickering Award for his outstanding service as a volunteer. He also received an award of excellence from Durham Regional Police for his commitment to his community. Tom is a member of the Durham Region Critical Incident Stress Support Team.

Tom graduated from Conestoga College, Seneca College and attended the University of Toronto.

Tom is married with four boys. He and his wife Cindy enjoy boating on Lake Simcoe and riding his Harley.

## Upcoming Courses

### Incident Commanders Course

**April 2012**

hosted by Windsor Police Service

Contact: Cst. Steve Jaworiwsky

Training Centre

[sjaworiwsky@police.windsor.on.ca](mailto:sjaworiwsky@police.windsor.on.ca)

### Incident Commander Scribes Course

**April 2012**

hosted by Windsor Police Service

Contact: Cst. Steve Jaworiwsky

Training Centre

[sjaworiwsky@police.windsor.on.ca](mailto:sjaworiwsky@police.windsor.on.ca)



## POLICE OVERSIGHT AND CIVILIAN MEMBERS

**Issue:** *Can either the Special Investigations Unit (the SIU) or the Office of the Independent Police Review Directors (the OIPRD) compel statements from civilian members?*

**Answer (1): The SIU can.**

Sub-section 113(5) of the Police Services Act (the PSA) provides that the investigations conducted by the SIU are in to “the circumstances of serious injuries and deaths that may have resulted from criminal offences committed by police officers.”

Section 2 of the PSA provides that “‘Police officer’ means a chief of police, or any other police officer, but does not include a special constable, First Nations Constable, a municipal law enforcement officer or an auxiliary member of a police force.”

So clearly the SIU has no authority to investigate a civilian member, a court officer or a parking enforcement officer.

However, subsection 113(9) is more expansive and directs that “Members of police forces shall co-operate fully” during the SIU investigation.

Section 2 of the PSA provides that “‘Member of a police force’ means

an employee of the police force.”

Therefore, the SIU can compel a statement from a civilian member.

**Answer (2): The OIPRD can.**

The powers of the IPRD and his investigators are very broad.

Sub-section 26.4(1) and (2) PSA grants the IPRD and his investigators all the powers of a commission under Part 11 of the Public Inquiries Act.

These powers include the ability to compel evidence under oath from anyone and the production of documents or anything from anyone that may be relevant to the inquiry.

Sub-section 26.6(1) PSA grants IPRD investigators the power, without warrant, to enter and search police stations and police vehicles. An IPRD investigator can also, using the powers in ss. 26.6 and 26.7 PSA, obtain a search warrant from a Justice. The IPRD investigator’s powers on entry extend to require “any person” to produce or provide access to things.

Sub-section 58(1) PSA provides that any member of the public may make a complaint to the IPRD about:

(a) The policies of or services

provided by a police force; or

(b) The conduct of a police officer. So the IPRD cannot investigate civilian-member conduct.

An internal complaint instigated by a chief of police under sub-section 76(1) PSA has to be in relation to the conduct of a police officer.

Civilian discipline is not governed by Part V of the PSA.

Section 79 PSA creates an offence punishable by a fine of up to \$2,000 and/or imprisonment for one year in the following terms:

“No person shall intentionally hinder or obstruct or attempt to hinder or obstruct the Independent Police Review Director or any investigator appointed by the IPRD in the performance of his or her duties under this Act, or furnish him or her with false information.”

A prosecution under this section has to have the consent of the Attorney General.

Hope this is of assistance.

***Published in the Tour of Duty Publication of the Toronto Police Association magazine by Tom Froude, Civilian-Administrative Representative. April 2011.***

### Advisory Board Member

#### S/Sgt Krista Miller



S/Sgt Krista Miller has been a member of the O.P.P. since 1994. She has served across the province having worked out of Napanee detachment (East Region), Armstrong and Nipigon detachments (North West Region) and Huron detachment (West Region). Krista has been a member of the O.P.P. Crisis Negotiation Team since 2001. She has worked as a Negotiator in both northern and southern Ontario.

Krista became the Provincial Coordinator for the O.P.P. Crisis

Negotiation Program in 2008. In this capacity she is responsible for overseeing the program including selection, training, equipment, clothing and strategic direction. The O.P.P. program has 60 Negotiators located in 5 Regions across the province.

Krista is also responsible for the civilian Scribe Program for the O.P.P. As well her current duties include being the Unit Commander of the O.P.P.’s Emergency Management Unit.

# NEGOTIATING WITH THE FELLOW OFFICER

*Continued from Volume 29 Summer*

## Risk factors for police suicide

### Verbal Clues

**Threatening self.** Verbal self threats can be direct or indirect and may include statements like, "I may as well eat my own gun now," or indirect threats like, "I just don't see myself being able to deal with this much longer."

**Threatening others.** Dissatisfaction with one's self is often reflected in hostility towards others, especially towards those who represent any aspect of current problems. Like threatening self, threats are either direct, "I should just put that guy out of his misery for all he has done to me," or indirect, "Eventually, people are going to get what they deserve."

**Surrendering control.** As an officer considers the possibility of suicide, there is an element of fear about ending one's life. Passively resisting suicide may include staying in the presence of others or leaving a service weapon locked up at work.

**Out of control.** Expressing a lack of control over behaviour, "If they burn me again, I won't be responsible for the outcome."

**Insubordination.** "If you don't like the way I have written the report, you are welcome to write it yourself. Or, shove it up your ass."

**Defeated.** An expression of hopelessness demoralization without a direct reference to suicide: "I am at the end of my rope, just issue my rubber gun," or a more direct reference to suicide, "Enough is enough. I am ready for a permanent vacation."

**Morbid attraction to suicide or homicide.** Exhibiting a fascination or interest in suicide or homicide.

**Overwhelmed.** Expressing a sense of being overwhelmed by circumstances: "My wife is screwing around on me, my ex-wife has had my wages garnished, and I.A. is getting ready to hang me...I can't take it anymore."

**Out of options.** Sees no way out of current situation: "I have played by the rules my whole career and now I am losing everything and no one seems to give a damn."

### Behavioural Clues

**Gestures.** This includes any type of gesture that is self-destructive in nature such as playing with a service weapon or holding his fingers in the shape of a gun, holding it to his mouth or to his head and pulling the trigger.

**Weapon surrender.** The officer gives his weapon to his partner or supervisor to hold for him. Surrendering the weapon does not eliminate the risk of suicide.

**Weapon overkill.** The officer begins carrying a back-up weapon or more than one back-up weapon or begins to keep unusually powerful weapons strategically located in his house or car.

**Excessive risk taking.** The officer exposes himself to unnecessary risk, by going into dangerous situations without a weapon or without waiting for back-up. The officer may take more subtle risks like driving recklessly or not taking care of health concerns.

**Boundary violations.** This involves violating departmental rules, traditions, or expectations and in many cases escalates to insubordination. It may also include equipment or privileges, using excessive force, sleeping on duty, or lateness.

**Final plans.** The officer makes or changes a will, gives away possessions or has a sudden interest in religion.

**Surrendering control.** The officer checks into a substance abuse program or seeks help through a peer counsellor. Although the officer is taking positive steps toward a healthy recovery, it doesn't eliminate the risk of suicide.

## Intervention with the Actively Suicidal Officer

Though no one in law enforcement wants the experience of dealing with a fellow officer in a suicidal crisis, personnel of all ranks need to prepare for how to handle, supervise, or delegate this type of situation.

Incidents requiring a police response often are complex, emotional, and dangerous.

When the subject in crisis is a fellow officer, the emotions of everyone involved are deeply affected.

Though many law enforcement agencies have crisis/hostage negotiation teams, supervisors may attempt to resolve the situation on their own because the officer in crisis is "one of their own."

From the first responders, to the

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## NEGOTIATING WITH THE FELLOW OFFICER (Cont.)

*cont. from page 6*

crisis negotiation team, to the sniper, and even the chain of command – this is a very difficult situation.

### **Define the problem.**

Although in law enforcement, we are not expected to solve the problems of people in crisis, we are expected to ensure the safety of those involved.

Once law enforcement has become involved in the crisis, presumable there is a threat to personal or public safety. In cases where the anxiety and despondency of crisis has led to the commission of an irrational act, normal coping skills are not available to the officer in crisis.

The first task of a crisis negotiator is to find out from the officer, in their mind, what has led to the crisis.

This may require the crisis negotiator to ask some very pointed, very specific questions about what the officer is experiencing.

### **Provide a measure of safety.**

Because the preservation of life is the highest priority during a crisis incident, crisis negotiators must focus on stabilizing the situation to the extent that an officer in crisis is no longer a risk to themselves or others.

Crisis negotiators won't be able to solve all of the officer's problems in a single encounter, but he will need to survive the immediate crisis in order to receive psychological help from professionals.

If the officer is talking, then he has not made the irrevocable decision to take his life or the life of someone

else. The job of a crisis negotiator is to find the small piece of the officer that still wants to live, and ask that piece to unload the weapon for now, to take a step back from the ledge until you have had a chance to talk, or to consider taking the pills later.

### **Provide emotional support.**

A crisis negotiator is not likely to approve methods by which an officer has chosen to solve his or her problems. The officer still needs to know there is at least a sincere effort and desire to understand what he or she is going through. A little empathy and commiseration will go a long way.

Being willing to listen to the problem and some of the underlying issues are a critical aspect of emotional support.

### **Identifying alternatives.**

To an officer in crisis, there are no alternatives. Constricted cognitive processes do not allow a person to consider ideas in the periphery.

Trying to discuss alternatives too early during crisis negotiation may be futile. After calming the officer, a crisis negotiator may begin to assist the officer in identifying non-violent options.

One means of expanding non-violent alternatives is to identify practical support opportunities. Often, support may be a trusted friend or a member of the clergy.

If in a department with a viable peer support program, a peer counsellor may be helpful.

Before suggesting certain people, a crisis negotiator should explore

the nature of the relationship to ensure the person is not part of the problem.

Another means of expanding non-violent alternatives is discussing available coping mechanisms that have worked for the officer in the past.

Asking an officer to recount activities that have provided comfort in the past may serve to remind them they have made it through difficult situations.

Crisis negotiators must be cautious - recounting a previous crisis may cause the officer to reflect on a crisis that pales in comparison to the one they are currently experiencing. The contrast may appear overwhelming.

### **Make a plan.**

Allowing as much input as possible by the officer, a plan must be devised to terminate the crisis. Police officers are used to being "problem solvers" and having the opportunity to formulate a plan may renew feelings of worth.

Once the officer has agreed alternatives exist, the crisis negotiator may assist in refining the details of a non-violent resolution.

Especially when the officer is involved in a stand-off with police, the details of the non-violent resolution must be understood by everyone.

### **Get a commitment.**

Get a commitment from the officer to follow through with the plan for a non-violent alternative. Although certainly not legally binding, getting the officer to articulate a

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## NEGOTIATING WITH THE FELLOW OFFICER (Cont.)

*cont. from page 7*

commitment may reinforce his or her intent.

### **Negotiating with your own.**

In an attempt to protect fellow officers from embarrassment or potential disciplinary action, some members of law enforcement try to resolve a crisis incident privately, even covertly.

When the officer in distress needs more immediate crisis intervention, well-intentioned colleagues may find themselves in a circumstance outside the scope of their training and experience.

In an attempt to subdue the crisis, decision makers may place themselves in situations for which they too are dangerously unprepared.

**Is protecting a fellow officer from potential embarrassment an adequate reason for not notifying the jurisdictional agency when an official response is necessary?**

**Will issues related to officer safety be compromised because the suicidal subject is a member of law enforcement?**

A more complex challenge for law enforcement is the officers in crisis who deliberately and consciously engages in criminal, life-threatening behaviour to compel law enforcement to respond with deadly force. Often, the situation created by an officer happens quickly, forcing a split-second judgement by law enforcement and giving the officer the desired outcome.

Suicide-by-cop doesn't exclusively happen with criminals, police officers have been known to create

situations to compel a deadly response.

Crisis negotiators must be aware of a "RESCUE DYNAMIC," especially when dealing with a fellow officer. When crisis negotiators find themselves face-to-face with an officer who wants to die, their primary reaction is not to help them die, but to help them live, to rescue them.

As a result, the negotiator's focus shifts from that of personal safety to one of protecting the officer. When faced with a suicidal officer, the negotiator may view death as a failure on his part. An overwhelming desire not to fail may cause a negotiator to take tactically unwise steps such as:

- hesitating to fire when a weapon is pointed at him or her
- moving too close to the officer in an effort to bond
- making a last ditch effort to disarm the officer

Negotiators and law enforcement managers must be aware of the unique issues of officer safety and tactically thinking when dealing with a suicidal officer.

When a crisis incident involving a fellow officer happens within the jurisdiction of the department, careful consideration must be given to selecting the most effective crisis negotiator for the job.

In some cases where the officer blames the department for his current crisis, department personnel may have difficulty developing rapport and establishing trust. He may see anyone from the

department as, "one of them."

**If the officer in distress will speak only to a particular person, should agencies put that person on the phone?**

**Should the crisis negotiator be someone the officer in crisis knows?**

Some law enforcement agencies have no other choice. One of the benefits of allowing a colleague to speak to the officer in crisis is the rapport already established between them. It may help the distressed officer feel more comfortable and understood.

If the incident response is managed by the jurisdictional agency, information on the officer is easily accessible. Additionally, when the officer's agency manages the incident, they may have easy access to third-party intermediaries who could communicate with the officer.

However, problems sometimes occur when the officer's agency responds. Even though many agencies have crisis negotiation teams, executive-level managers neglect to use them in an attempt to solve the problem themselves.

Similar to citizens who encounter a distressed or suicidal relative, well intentioned members of law enforcement sometimes inadvertently allow their emotions to interfere with their judgement, which can result in mistakes and tragedies.

The officer in crisis may be too embarrassed to speak to someone he knows.

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## NEGOTIATING WITH THE FELLOW OFFICER (Cont.)

cont. from page 8

Departments may want to take advantage of mutual aid relationships. In addition to the combined resources of both agencies, the alliance prevents crisis negotiators from having to negotiate with a fellow officer from their own department.

### The Aftermath.

Responding to a crisis incident involving a fellow officer can be a troubling experience for even the most seasoned law enforcement professionals. Departments must plan for the possibility of responding to a suicidal officer through policy and training.

Leaders should also ensure they are prepared to deal with the secondary victimization Of their officers in the aftermath of a crisis incident involving "one of their own," regardless of the outcome.

A Critical Incident Distress Briefing is an essential part of the recovery process.

### Negotiating Considerations.

#### Do not:

- be afraid to ask the officer directly if they intend to commit suicide.
- lie to the officer unless it is absolutely necessary to preserve life.

- underestimate the danger of the officer to others, including his rescuers.

#### You can expect:

- a slow start to communication and rapport.
- their reasons for suicide to seem illogical to you.
- moral, religious, or guilt-oriented strategies to be ineffective.
- an element of mistrust and paranoia.
- a request for a third party intermediary.
- the officer to be aware of police tactics and strategy.
- the presence of a firearm.
- hyper vigilance.
- heightened startle response.
- significant input from supervisors.

#### Be alert to:

- impulsive behaviour.
- verbal cues that indicate intent.
- sudden improvement in mood or affect.

- an act likely to prompt a deadly response by police.

#### What may work:

- constant reassurances that you are there to help.
- commiseration with their plight.
- instilling doubt in their commitment to suicide.
- stalling, or putting off the suicidal act until tomorrow.
- offering the possibility of hope versus a solution to the problem.
- a carefully planned non-lethal diversion.

#### References

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*Courtesy of Deborah McMahon.*

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*Terhune-Bickler. (2004). Too close for comfort: negotiating with a fellow officer. FBI Law Enforcement Bulletin, 73 (4), 1-4.*

*Crisis Negotiations.US*

## C.C.I.I. Website

Please visit our new website at [www.commandpost.tv](http://www.commandpost.tv) for upcoming courses and conference registration.

## HISTORY OF CKPS

The Municipality of Chatham-Kent is a mixed rural and urban population of approximately 110,000 residents in a geographic area covering 2,400 square kilometres. Its rural-based agricultural roots promote family values, a sense of community, and a spirit of cooperation. The municipality is an amalgamation of small communities that once governed themselves and provided their own policing services. Through amalgamation, government services (including policing), were centralized resulting in the genesis of the Chatham-Kent Police Service. The communities that comprise Chatham-Kent are (with their approximate populations in parentheses): Chatham (45,000), Wallaceburg (12,000), Blenheim (5,000), Tilbury (4,500), Ridgetown (3,500), Dresden (2,700), Wheatley (1,900), Bothwell (1,000), and Thamesville (1,000). The remaining population lives in rural areas interspersed throughout the municipality on agricultural lands. Each community maintains its own traditions and historical pride. In 1995, former Toronto Mayor David Crombie was appointed to review the Ontario provincial-municipal relationship as part of the "Who Does What" task force. The result was a recommendation for municipalities to amalgamate in order to capture sustainable economies of scale.

The Provincial government commissioned Dr. Peter Meyboom to restructure the County of Kent, pursuant to section 25.3 of the Municipal Act. In 1997, Dr. Meyboom concluded a two-month consultative process and ordered the County of Kent to amalgamate. Effective September 1, 1998, 23 municipalities formed a single government, the Municipality of Chatham-Kent.

The newly minted police service had to rationalize operations to ensure the effective delivery of services across Chatham-Kent. The municipality was divided into four geographic districts and each of these was sub-divided

into distinct patrol zones for effective officer deployment.

The Chatham-Kent Police Service introduced a "District Sergeant Program" that provided for a community-based police supervisory officer to assess local needs, bridge the gap between councillors and community groups, and deal with community issues through problem-solving actions.. A Community Services Officer was also assigned to each district to facilitate proactive education, crime prevention and public safety initiatives, primarily in the schools. The service employs three District offices as well as its centralized Headquarters operation, based in Chatham.

### Critical Incident Response Team

The Critical Incident Response Team (CIRT) is a highly trained unit that is used to peacefully resolve high-risk situations including armed resistance or where a significant level of violence might be expected.

CIRT was created in 2000. Since its creation, the team has expanded and incorporates representation from all Districts within the Municipality of Chatham-Kent. The team is comprised of 14 members: 1 Supervisor and 13 Constables. All members maintain regular patrol duties and represent the diverse knowledge base of the Community Patrol Branch. The goal of the Chatham-Kent Police Service is to have these highly trained members available for immediate deployment while in the execution of their regular duties.

CIRT members are trained in police tactical operations and respond to a variety of different situations. In addition to their front-line duties, their responsibilities include:

- Arrest and Search Warrant Execution
- Group Searches for Missing and/or Wanted Persons

- Armed, Barricaded and/or Violent Person Complaints
- Emergency Situations
- Special Assignments
- Public Order Maintenance

In keeping with public safety as a paramount responsibility, CIRT members are also highly trained in less-lethal methods of conflict resolution and maintain a high level of expertise with the various levels of response options available.

With their ability to provide a rapid and professional response to high-risk situations, including local emergencies and disasters, CIRT is an extremely valuable resource to civilians in Chatham-Kent and surrounding jurisdictions.

### Incident Commanders

#### Course 2011

On January 17- 21 2011 Chatham-Kent Police hosted a Incident Commander Course and Refresher Training instructed by Barney McNeilly of Canadian Critical Incident Incorporated and Dr. Melissa Hobbs C.Psych . Twenty five Police officers from six Police Services, Amherstburg, Chatham-Kent, London, Niagara Regional, Stratford and St Thomas, participated in this vital training.

The proliferation in incidents involving persons who take hostages or who barricade themselves against the authorities in jurisdictions throughout the country make it essential for all police agencies to avail themselves of individuals and units capable of handling such crisis. These situations, once seemingly restricted to major centres, are now commonplace in all jurisdictions.

Police Services are increasingly scrutinized by the media and therefore by the public. As a result, the very reputations of the departments dictate that their actions in handling such high

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profile situations be not only effective, they must also be seen to conform to the contemporary standard of what is reasonable force.

Successful management of such critical situations within publicly accepted guidelines require special skills. Planning and directing the profusion of facets which face the commander can be among the most stressful facing a crime scene manager. This course is designed to provide police personnel (at the situation commander level) with knowledge, skills and commonly accepted practices and procedures essential to the effective and efficient planning and direction of operations in hostage and/or barricaded person(s) situations.

### **Suicidal Male Negotiations**

On Wednesday August 24 2011 at 11:48 hrs a 53 year old EDP male called the Chatham-Kent Police Service to report that he had a loaded rifle and was going to going to commit suicide by shooting himself in the heart. ECO Phoenix-Parrish took the call and was able to calm the suicidal male down because of her communication skills and was able elicit vital information before he hung up approximately 8 minutes later.

While this was taking place the remaining platoon ECO's, Boak, Smith, Hopman, and Supervisors Oliphant and French provided their assistance by carrying out other important roles. They dispatched and provided important and timely updates to attending officers, gathered information from various other sources ( Bell Canada, Ambulance, CPIC ) and contacted all necessary Police resources (Administration, Supervisors, Incident Commander, Negotiators, CIRT and K9.)

A/Sgt Renders was the Platoon OIC and initial Incident Commander was able to make contact with the EDP and continued on with the negotiations providing him hope and logic in his time of need until the EDP male hung up on him as well.

The responding Community Patrol officers officer's Cst June, Cst. Das Neves, Cst R. Kloostra, Cst. Scott, Cst Kwon, Cst D. Miller and A/Sgt. Hahr quickly set up diamond containment at the two storey farm house situated in a rural area. The residence was surrounded by tall corn and had several out buildings on the property which created more challenges. As more officers arrived in the area they were used to better secure the inner and outer perimeters. These officers used sound tactics taking into consideration the nature of the call, the terrain and the safety of civilians believed to be in nearby fields and restricted the EDP male's movement into nearby cornfields. Further they provide short and accurate radio communications to update dispatch and the Incident Commander of what was occurring within the residence.

While this was occurring Cst Lori Timpson an exceptional Crisis Negotiator was making several attempts to speak to the EDP male and made contact at 12:27 hrs. Cst Timpson continued communication with the male for approximately 27 minutes calming him down, providing him hope, and gathered pertinent information and time to help bring this incident to a safe conclusion.

During this conversation CIRT officers Cst June and Sgt Mulder and Community Patrol officer Cst D. Miller had formulated a plan and were in position to apprehend the EDP male if he attempted to leave the residence on foot or in a vehicle. Officers were using a Ballistic shield, less lethal weapon (ARWEN) and 223 rifle for cover. At 13:02 hrs the EDP male advised Cst Timpson that he was going to shoot himself and hung up the phone. He then exited the side door of the residence pointing a 22 cal rifle towards the ground and began walking towards the cornfield at the back of the property. Officers Cst D Miller, Cst June and Sgt Mulder slowly moved towards him behind the cover of Ballistic shield. Sgt Mulder was

attempting to negotiate with the male and was ordering him to drop the rifle but he ignored the commands. Officers then positioned themselves behind a trailer and continued negotiations with the male who then turned and faced the officers and sat in a plastic chair approximately 12 meters away. The EDP male then pointed the barrel of the rifle under his chin and was reaching towards the trigger. Police continued to try to negotiate the male to put the rifle down but he ignored requests and stated "I'm going to die today".

Due to the length of the rifle he was having difficulty positioning it under his chin and still being able to reach the trigger. It was quite evident from the male's actions and words that he was only seconds away from ending his life by his own hands or forcing Police to use lethal force. Sgt Mulder then asked if Cst June was in position to fire a rubber baton from his ARWEN, as this was a very difficult shot to make due to distance (12 m 47 ft) and the males position in the chair. Cst June advised that he was in good location to shoot and was then given authority to fire when ready. Cst June fired one baton round and perfectly placed it striking the EDP male in the upper right breast area knocking the rifle from his hand and causing him to fall to the ground a safe distance from the rifle. Officers then moved in and took him into custody without incident. He was then transported to the hospital to be assessed under the Mental Health Act. The male sustained significant bruising from the baton but made a full recovery with no lasting injuries. This dynamic and stressful incident clearly demonstrated the importance of training, courage, professionalism, team work and dedication that all members of the Chatham-Kent Police demonstrated this day.

***Submitted by Sgt. Jon Mulder  
Training Unit, Chatham-Kent Police  
Service***



## ANNUAL CCII CONFERENCE 2011 - STRATFORD, ONTARIO

The Stratford Police Service was pleased to hold the 2011 annual CCII conference in beautiful Stratford, Ontario, at the Arden Park Hotel from October 31st to November 2, 2011. Over 200 delegates from across Ontario attended to share information and meet with old friends. By all accounts the conference was a success.

As of 2011, the Stratford Police Service is comprised of 57 sworn members and provides policing for the city of Stratford. The service maintains a ten member containment team. The team members receive basic tactical officer training and ongoing monthly

maintenance training. The service has three incident commanders and three crisis negotiators. The members of the containment team are also trained negotiators. These groups train together and participate in an annual "major scenario."

Stratford, a city with a population of approximately 33,000, is well known for its theatres and strong tourism base.

Barney announced that this would be his last conference. He thought of Stratford for his last conference, which made the CCII committee work even harder to make it a

success. The CCII committee members were Inspector Mike Bellai, Constables Dave Stewart, Paul Pitblado, Mike Robinson, Kyle Clark, and Superintendent Dave Wilson from the Stratford Jail. Without the hard work from the committee, the conference would not have been the success that it was.

I would like to thank those that attended for your valuable feedback and comments.

**Sgt. Gerry Foster**  
**Stratford Police Service**



## **New CCII Vice President**

**Staff Sergeant Lynne Turnbull,  
Ottawa Police Service**



**L**ynne is in her 27<sup>th</sup> year of policing in Ottawa. Along with her patrol experience, she has also worked in the Airport Policing Unit, School Resource Unit, Temporary Custody, Partner Assault Unit, Sexual Assault/Child Abuse Unit and in the District Directorate managing the Traffic, Neighbourhood and Community Police Centre offices. She is currently managing the Ottawa Police Service Professional Development Centre. Lynne is the Ottawa Police Service Crisis Management Negotiation Unit coordinator with over 15 years of negotiating experience. She is a regular guest instructor at the Canadian Police College for the Crisis Negotiator Course as well as the Incident Commander Course.





# Universal Bluetooth® Link

**BRING BLUETOOTH® WIRELESS CELLULAR CONNECTIVITY TO YOUR EXISTING HOSTAGE/CRISIS NEGOTIATION COMMUNICATIONS SYSTEM!**

Specialty Wireless Advanced Technologies, LLC (SWAT, LLC) introduces the Universal Bluetooth® Link (UBL). The UBL is a **break-through component that brings Bluetooth® wireless cellular connectivity to the Direct-Link 007 and LifeLine™ Series Crisis Response Systems as well as other existing standard RJ-11 Telephone Type Systems.**

Once the UBL is connected a Hostage/Crisis Negotiation System's Command Unit console and paired to a Bluetooth enabled cell phone, Hostage/Crisis Negotiation Team staff can use network of the paired cell phone to **utilize ALL of their Hostage/Crisis Negotiation Communications System's audio communications, sharing, and recording functions while negotiating with a barricaded subject!**

Enforcement Technology Group, Inc. (ETGI) the manufacturers of Direct-Link brand Crisis Response Systems would like to remind Hostage/Crisis Negotiation Team staff that due to the Direct-Link's unique "independent" communication function design, agencies may also use the UBL during Throw Phone operations to perform a Bluetooth® Cellular-to-Throw Phone Link. **This function allows Hostage/Crisis Negotiation to introduce a 3rd party intermediary from a cell phone into the negotiations that are taking place with the barricaded subject over the Throw Phone!**

When fully charged, the UBL's re-chargeable internal battery can power the unit for ~ 50 hours.



Universal Bluetooth® Link (side view)

An unlimited operating time can be achieved by using the provided power adapters to connect the unit to a 120v A/C wall outlet or to a vehicle's 12v D/C cigarette lighter port power supply. **The UBL also features a "Cellular Phone Charge ONLY" port that allows to connect your cell phone's battery car charger, to charge your cell phone during prolonged operations!**



Universal Bluetooth® Link (open view)

**The Universal Bluetooth® Link is an ideal component for any Hostage/Crisis Negotiations System that does NOT currently provide a cellular communication function or whose cellular communication function is limited to specific cellular phones that are equipped with a 3/32" (2.5mm) handset accessory port.**

*Introductory Price:*

**\$949.95**

**Includes Everything You Need:** (1) Universal Bluetooth® Link with Internal Rechargeable Battery built-inside a rugged/military specification Pelican™ case, (1) ETGI Smart Charger, (1) A/C-D/C Power Adapter, (1) 12v D/C Power Adapter, (1) RJ-11 Patch Cable, (1) ETGI Padded Nylon Transport/Storage Case

## NOTE:

The Bluetooth Enhanced Landline Link (BELL™) is also available to bring Bluetooth® wireless cellular and Enhanced Landline Communications to the Direct-Link 800 Series Crisis Response System.

Voice Over Internet Protocol (VOIP) Enhancements for the UBL and BELL™ Coming Soon!



## **Canadian Critical Incident Inc.**

### **Individual Membership Application \$56.50 HST incl. (no exceptions applicable)**

Name:	Rank:	Agency:
Agency Address:		
Agency Telephone #	Fax:	Email:
Home Address:		
Send Mail to (circle one):     HOME / AGENCY		Send Email to (circle one):     HOME / AGENCY
Signature of Applicant:		Signature of Supervisor:

### **Service/District/Divisional Membership Application**

### **\$169.50 HST incl. (no exceptions applicable)**

### **Federal/Government Agencies – Please ID Region/Name**

Agency Name:		
Agency Address:		
Agency Telephone #	Fax:	Email:
Name of Contact Person:		Email:
Signature of Commanding Officer:		

Please complete and mail this membership form for review. All data must be mailed, as we require a signature for approval. A photocopy of the applicant's I.D. card or Agency I.D. must accompany completed applications. Applications received without I.D. will be returned. Any parties whose membership is denied will have their full funds returned.

**Please mail completed application form with payment to: Canadian Critical Incident Inc.,  
P. O. Box 47679, 946 Lawrence Ave. E., Toronto ON M3C 3S7**

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