

Blue Line

November 1993

Volume 5 No. 9



Canada's National Law Enforcement Magazine





CARSWELL
Thomson Professional Publishing

NEW

Pocket Criminal Code 1994

Editor: Gary P. Rodrigues

This portable version of the Canadian *Criminal Code* contains the full text of the *Criminal Code* and eleven related federal statutes, which together comprise the criminal law of Canada. The 1994 edition features many important amendments to the *Criminal Code* including the new criminal offences for criminal harassment including stalking another person, and for producing, distributing and possessing child pornography. New wiretap provisions extend the police power to intercept private communications and prohibit the intercepting and misuse of cellular telephone conversations. Fully indexed to allow quick access to the various statutory provisions, the **Pocket Criminal Code** contains over 60 pages of alphabetical entries.



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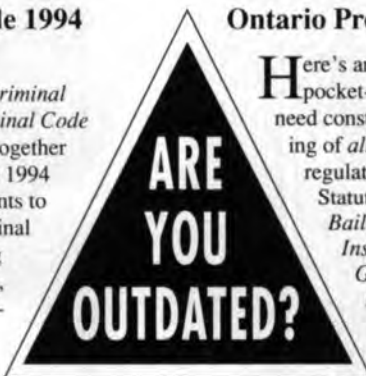
NOUVEAU

Code criminel de poche 1994

Le texte intégral du *Code criminel* du Canada dans sa version française, incorporant les Lois révisées du Canada de 1985 et les modifications subséquentes, ainsi que la *Loi sur les aliments et drogues*, la *Loi sur les stupéfiants*, la *Loi sur la preuve au Canada*, la *Charte canadienne des droits et libertés*, la *Déclaration canadienne des droits*, la *Loi sur l'extradition*, la *Loi d'interprétation (fédérale)*, la *Loi sur le casier judiciaire*, la *Loi sur l'identification des criminels* et la *Charte des droits et libertés de la personne*. À jour au 1er juillet 1993, l'édition 1994 inclut les modifications apportées, notamment, par six projets de lois sanctionnés le 23 juin 1993.

Enfin, les dispositions non encore en vigueur au 1er juillet apparaissent dans des zones ombragées afin de les repérer facilement et d'éviter toute confusion. Cette édition de poche comporte une table des matières détaillée et un index exhaustif qui permettent une consultation rapide.

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This month we would like to introduce you to Rocky Bayard a Belgian Malinois owned by Jerry Cudahy. Rocky is the 1992/93 National Ring III Grand Champion. Rocky is a fine example of a new breed of dog which has been found to be excellent for police work. The Malinois (pronounced "Malinoy") is commonly used by European police agencies for bomb and drug searches as well as routine patrol. To learn more about the characteristics and early training of these animals we sent Blue Line writer Blair McQuillan to Mr. Cudahy's Stouffville, Ontario, Kennel. Blair's submission is provided on page 10 of this issue.

In addition this month we present a preview of a new computerized system for firearms training developed by an Ottawa based company that has been taking the North American police community by storm. See this story on page 8.

Just in time for good old St. Nick's bag, is Blue Line's own Tony Mackinnon. You've laughed with him every month for the past five years between the covers of Blue Line Magazine and now is your chance to laugh some more with Tony's first cartoon book.

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IN CANADA: 15 Sun Harbour Road S.E.,
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Phone/Fax: 403-256-8807

- EDITOR / PUBLISHER -

Morley S. Lymburner

Phone (905) 640-3048 - FAX (905) 640-7547

- Contributing Editors -

Weapons & Tactics	James Dalweg
Survival Tactics	Craig Best
Case Law	Gino Arcaro
Supervisory Principle	Robert Hotston
Peer Counselling	Neil V. Thompson
Computers & Technology	Tom Rataj

- ADVERTISING -

Morley Lymburner (Toronto)

Phone (905) 640-3048 Fax (905) 640-7547

Ron Ganton (Vancouver)

Phone (604) 274-3849 FAX (604) 274-9091

(Quebec)

Toll Free (800) 268-5503 Fax (905) 513-1377

Richard Hubbard (United States)

Toll Free (800) 268-5503 Fax (905) 513-1377

- CONTRIBUTING WRITERS -

Dave Langstroth	Richard DuPlain
Craig Best	Andrew Smith
Neil Thompson	Morley Lymburner

- ILLUSTRATION -

Tony MacKinnon	Bette Clark
Dave Sills	Dave Bluestein

BUSINESS ADMINISTRATION

Mary K. Lymburner, M.Ed.

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Blue Line Magazine is an independent publication designed to entertain, educate and upgrade the skills of those involved in the law enforcement profession. It has no direct control from a law enforcement agency and its opinions and articles do not necessarily reflect the opinions of any government, police, or law enforcement agency.

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Commentary

Dying For Proper Equipment

By Morley Lymburner

Two officers died last month and it would appear that no one really cares that although they served society well, that same society was not as willing to serve them. I say this because it would appear the death of cops is something that makes the news as long as it takes to bury them.

This was the case in the recent brutal killing of a Sudbury Regional Police officer who was simply outgunned by the bad guys. The police leaders and politicians knew this day was coming and cannot deny the responsibility.

What can one do when the people at the top simply turn a deaf ear to such complaints with the excuse of fiscal responsibility? The death of this one officer brought home the message to the Ontario Government and they are now accelerating their efforts to approve the issue of semiautomatic handguns to that provinces 20,000 police officers.

What about the other provinces? For many it would appear they are silent on the issue. With their heads in the sand they take comfort in the fact the officer died in On-

tario and that somehow their province is immune.

Well the rest of the country is not immune and guns are not the only issue. October also brought the death of a Calgary police officer as a result of a chase. Has anyone in the Calgary area thought about the use of helicopters for routine patrol to discourage chases? If helicopters can do such an effective job in Europe and the United States why can they not do the same job in Canada? Using choppers in police work has proven their effectiveness and cost saving for decades. How many people must be hurt and die before our leaders realize that if citizens speeding in cars kill so too can police officers. The officer is duty bound to try and protect the public with the tools provided. In too many cases they are equipped only with their own sense of duty and a lot of courage. Unfortunately we are discovering that in too many cases this is simply not enough.

These two officers may not be dead today if we had leaders with a little courage themselves. Lets get into the 90's!

Disease Is Not The Biggest Problem For Teens Today

By Andy Barrie

As Broadcast on CFRB - Toronto
October 21, 1993

There are about three thousand of you out there who should be feeling really sheepish.

You're the three thousand Toronto area drivers who were last month caught by the cops not wearing your seatbelts, and got ticketed for it.

That number, of course, is only a fraction of drivers who can't be bothered buckling up. It caught my attention because of the current controversy over meningitis vaccinations. Here we have thousands of people demanding shots that experts insist can't possibly reduce the death rate from the sickness, while hundreds of thousands of others ignore every ounce of evidence that seatbelts save lives.

The fact is that wearing seatbelts would save more lives in a year than mass meningitis vaccinations would in a decade.

Using belted baby seats would save more lives than all the intercoms in infant rooms, baby-proofing kitchen cabinets and anti-abduction campaigns. More teenagers would be alive today if everyone buckled up than if safe sex were taught six hours a day in every classroom in Ontario.

And yet, we continue to be obsessed about dozens of dangers that pose statistically next to no threat at all, while the one way to really protect ourselves lies right there before our eyes, or sits right there... laying limply on the car seat.

To the three thousand of you who got those tickets last month for being unbuckled, you ought to be ashamed of yourself. As my mother always says when she's really embarrassed, "I could die!"

You could. And you do... by the thousands, and have none to blame but yourselves.



Letters To The Editor

Thanks to Blue Line's Support

In your last publication, you were kind enough to include an announcement about a training course we ran on October 4, 5 and 6, 1993. I received a good response from the notice. A number of officers had been unaware of the seminar until they read your magazine.

In the original marketing of the seminar, I directed letters to the police chiefs in a number of jurisdictions. I received minimal response and when I did, we were advised no one was going to be able to attend due to budgetary problems. I suppose this is what one might expect in these economic times.

The officers who did attend the course, took vacation time and paid for the registration fee out of their own pockets. They obviously felt this very worthwhile course would benefit them and they weren't about to let budget problems stand in the way of their professional education. I sincerely commend those officers for the personal sacrifices they have made.

For the benefit of your readers, the three day seminar presented by Glenn Foster was critiqued as "excellent". The only complaint we heard was that the three day course was not long enough.

Our intention is to try and run a further three day program in the fall of 1994. When I have dates and times I will let you know as obviously your magazine is one of the few resources available to get to the officers on the front line who need this type of training.

*Glenn Gibson, A.I.I.C., C.L.A., C.F.E.
Past President, Ontario Chapter
Intl. Association of Arson Investigators*

Gay Boycott Not Appropriate

I am a regular reader of your magazine. Recently I could not help but notice the letters you have received in regards to your refusal to publish advertisements on behalf of homosexual peace officers.

As I see Blue Line Magazine, it is published for reading enjoyment and information directed at people involved with the law enforcement profession. More di-

rectly, it deals with articles of general interest, recent case law, the latest in police equipment, health issues and the listing of law enforcement related conferences on an ongoing basis.

I can see, in no way, shape or form, how homosexuals, who happen to be peace officers, fit in to any of these categories. Clearly, I don't see this as an appropriate arena for them to exchange information.

I am quite pleased that this publication does not cater to any sexual preference be it homosexual or heterosexual. If one wants to read magazines catering to sexuality, I am quite sure there are a variety of titles available to them, and perhaps one exists to cater to homosexual peace officers. But there are very few Canadian magazines as good as this one that caters to the law enforcement profession.

I believe the majority of your readers feel as I do. But you already knew that. This is not a case of discrimination, it's merely a magazine sticking to it's theme.

To all those individuals seeking in anyway to attempt boycott's on this magazine, you will not find support. Do the mature thing and find a more appropriate arena in which to publish your advertisements.

*Warren Gherasim
Edson, Alberta*

Caution With After-market Armour Carriers

As Canada's two largest manufacturers of soft body armour, we would like to express our concern about the proliferation of unapproved after-market carriers for soft body armour. We cannot guarantee the ballistic integrity of our ballistic panels in an after-market carrier nor can any other armour manufacturer.

Armour is designed as a system that incorporates many features to provide support and protective covering for the armour panels. We have seen many officers wearing after-market carriers without a system to keep the ballistic panels in the correct position. The lack of support allows the panels to drop to the bottom of the carrier leaving the upper area of the chest unprotected. This is a grave concern to us and should be brought to the attention of all officers who have this type of carrier or where planning to purchase one for the winter months. We hope that this situation will be recognized by officer safety committees as a serious health and safety haz-

ard and the defective carriers replaced before any officer is injured.

Properly designed carriers, to accommodate the more flexible types of armour made today, are available through your armour manufacturer.

*David Kelly Gary Isberg
Barrday, Inc. Canadian Body Armour*

Thanks For Article

Thank you very much for publishing Allison MacKenzie's article on accreditation and for featuring the Edmonton Police Service Photo on the cover of the April '93 issue of Blue Line Magazine.

We also appreciated the continuous mention of the C.A.L.E.A. conference in the "Upcoming Events" column.

Thank you for contributing to the success of our conference.

*Sgt. Ruth Montgomery
Conference Coordinator*

I'm Going To Blow A Vein

I have just read the Letters To The Editor in the October issue and if I did not respond, I think I would blow a vein! I have read and re-read the comments made by yourself and Gay-CUF in this and earlier issues of BLM and I don't see what all the hype is about. Frankly, I am concerned that a police organization such as Gay-CUF who I assume are comprised of professional individuals, could or better yet would, get so bent out of shape because they have been denied their privilege to promote their group.

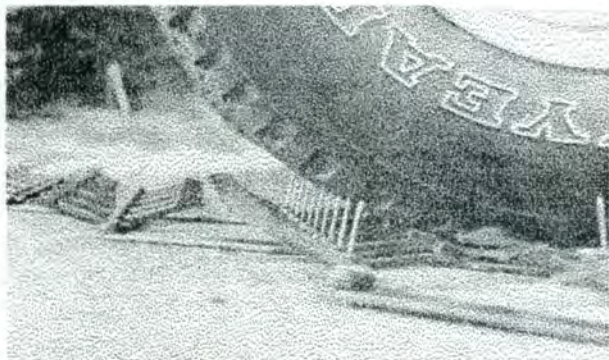
Anyone who sends you any sort of medium must accept the fact that your own discretion is the key to that medium becoming media.

I personally support your stand against promoting Gay-CUF. After reading the feedback you received from that group, I have just lost any compassion I may have felt towards them. Obviously this organization is another example of the professional turned un-professional simply because they were denied something they never had a right to obtain.

They should learn to accept things in life that are the norm, especially in a career like law enforcement.

I sincerely hope you keep up your good work and uphold the professionalism that Blue Line Magazine, unlike Gay-CUF, portrays so well.

*Andrew S. Barcham
Stayner, Ontario*



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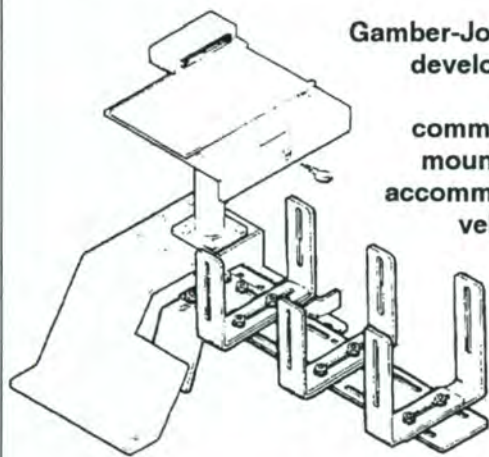
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Model SM-403 three unit FloorMaster shown with DS-66 No Holes Bored base and DS-PCR computer docking station. You can choose the model which meets your requirements. If you need additional equipment, you can add brackets to FloorMaster's base, which provides space for up to five radios, control heads, siren/light controllers, etc.

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Canadian Made "Range-Tutor" Teaches Proper Handgun Shooting



The basic principles of proper defensive handgun shooting are today well defined and understood. Much attention has been devoted over the years to finding the most effective methods of imparting to the novice shooter an understanding of key shooting fundamentals such as grip and trigger control, and their impact on shooting accuracy.

All too often, however, the firearms instructor's ability to identify, and correct problems in each individual trainee's technique in a timely manner is hampered by such factors as high class loads, limited range time and the broad diversity of shooting experience and physical ability among trainees. Conventional methods of diagnosing problems in technique through target reading and one-on-one visual analysis, though effective for experienced instructors, are still limited and time-consuming in nature.

The potential liability involved when an individual's handgun training is found to be inadequate, however, underlines the need for training to be as effective and lasting as possible. While in recent years increased emphasis has been given to areas such as judgement training, basic handgun proficiency remains a top priority for police and security agencies today.

A New Approach

Range-Tutor is an innovative new system which answers a long-standing need on the part of police and security firearms instructors. Developed by DAVIS in cooperation with federal police trainers, Range-Tutor incorporates new concepts in visually aided Teaming, providing a valuable aid to firearms instructors whether trainees are in basic training, re-qualification or weapon transition training.

Using special miniature sensors, solid-state electronics and industry-standard personal computer technology, Range-Tutor provides immediate visual feedback of individual performance in the basic fundamentals of grip force and trigger control. This feedback allows both instructor and shooter to quickly pinpoint and correct mistakes in shooting technique before they become ingrained habits. Trainees quickly develop a clear understanding of proper technique and can progress more quickly to the desired level of proficiency. More time is then available for honing and ingraining correct shooting technique.

System Operation

Range-Tutor operates by capturing electronic information from rugged miniature sensors which have been previously

installed by qualified technicians on the selected handgun. These sensors are specially designed so as not to interfere with normal gun feel and operation.

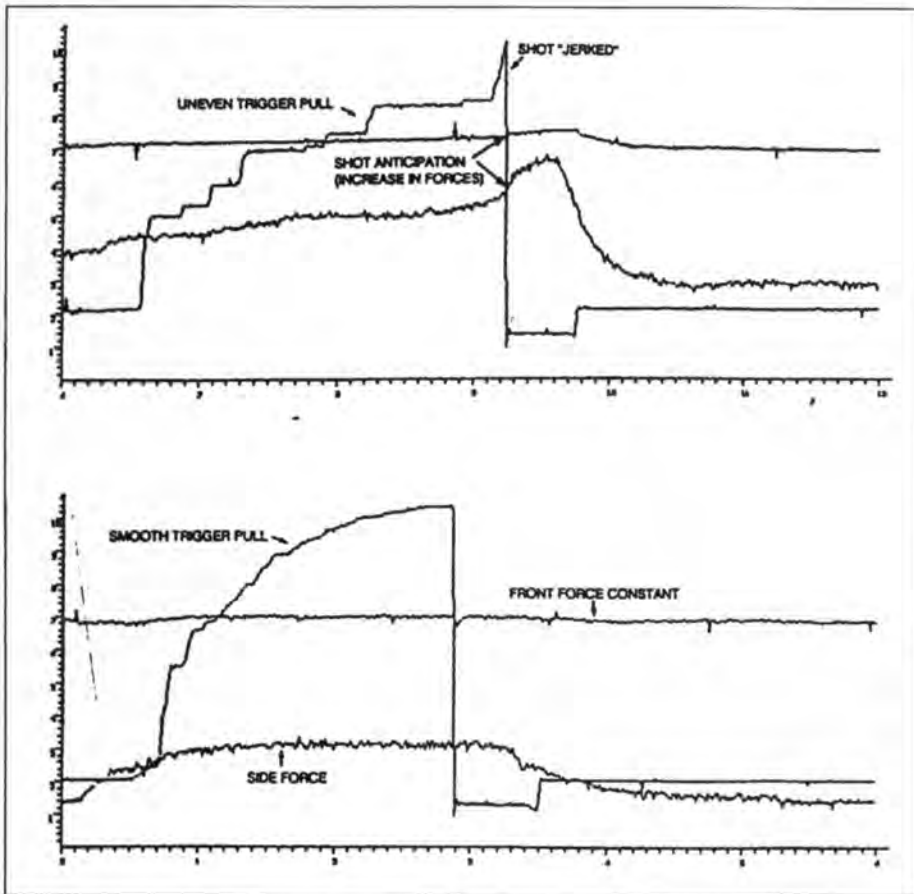
The information captured by these sensors is routed through a flexible wire cable connecting the gun to a special electronic interface unit, or EIU. Here the information is converted into real-time digital data and then routed to the personal computer where it is processed for display by Range-Tutor's proprietary software. The result is a multi-colour line-chart screen display of both trigger position and various grip forces over the interval of the shot. The user may display results for an individual shot or for a series of consecutive shots as desired. Range-Tutor's output may simply be viewed on the screen, printed, or stored on diskette for later call up and review.

The diagram to the right illustrates, in simplified form, how Range-Tutor's graphic line display can be used to identify problems in shooting technique. In the upper graph representing the "poor" shot, erratic trigger pull and sudden change in front-to-back grip force are apparent when comparison is made to the lower graph depicting the "ideal" shot as defined by the instructor. While the definition of an "ideal" shot may vary, the value of graphically presenting performance for these hard-to-diagnose key shooting fundamentals is clear.

Applications

The possible applications for Range-Tutor depend on the scope and nature of your handgun training program. In the classroom, Range-Tutor can be used as a demonstration tool to convey visually the elements of proper shooting technique to trainees prior to hands-on training. Since it provides the immediate feedback needed to make "dry-fire" practice more effective, Range-Tutor becomes an ideal interactive practice tool, helping shooters prepare for "live-fire" instruction.

On the range, Range-Tutor serves as a powerful monitoring and analysis tool for instructors, helping them more quickly identify and correct otherwise hard-to-spot mistakes in basic technique. Additionally, Range-Tutor is a vital tool for those working to overcome specific shooting problems or habits. The ultimate pay-back and benefits obtainable from Range-Tutor depend on where and how effectively it is used in your firearms training program.



Simplified display showing "poor" versus "ideal" shot.

System Requirements

Range-Tutor operates on any standard IBM-compatible personal computer (386-based CPU or higher) having at least 4MB of random access memory, minimum 40MB hard disk and Windows operating system.

Range-Tutor is designed to support a wide range of currently popular handgun models in use by law enforcement and security agencies. Any properly functioning handgun of a supported type may be adapted for use with the Range-Tutor system.

Further information on system configuration and requirements is available upon request.

Summary

Range-Tutor now makes it possible for those involved in security and law enforcement to exploit the benefits of powerful new concepts in individual firearms training. By improving the efficiency and effectiveness of your valuable firearms training resources, Range-Tutor will pay for itself not only in saved time and money but perhaps in saved lives also.

To receive more information about the Range-Tutor system and related support and training services, call W.R. Davis Engineering Limited at (613) 748-5500 or Fax (613) 748-3972.

The Cardinal Rules of Firearms Safety

1. All guns are "loaded".
2. Always point the muzzle in a safe direction; never point a firearm at anything you are not prepared to shoot.
3. Keep finger outside of the trigger guard until you are on target and have decided to fire.
4. Be sure of your target and what's behind it.
5. Whenever you pick up a gun that has been out of your direct control, even for an instant, open the action to check whether or not the gun is loaded.

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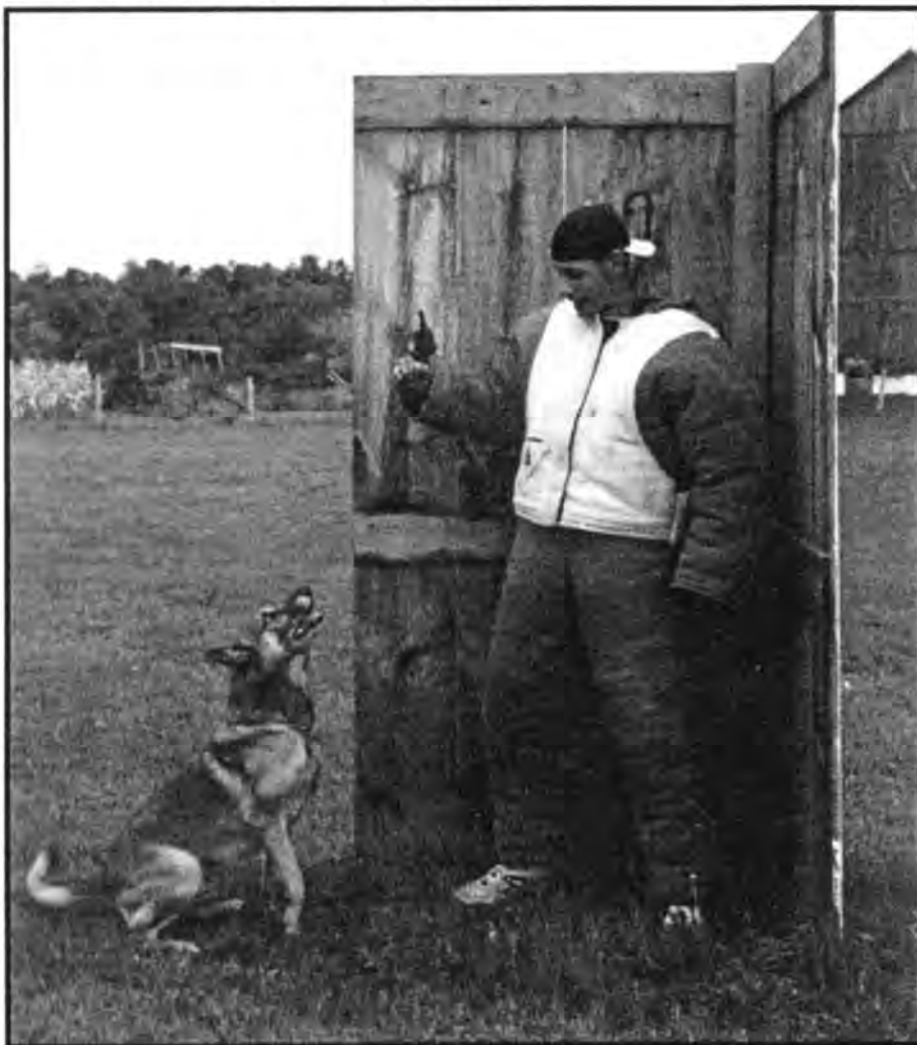
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A Breed Of Their Own

To enter into police training at Jerry Cudahy's "school" in Stouffville, Ontario, new recruits must have two prerequisites, the desire to work and the ability to learn.



By Blair McQuillan

Mr. Cudahy is in the business of training Belgian Malinois to become future police officers. This training, like all police education, is intense, demanding and requires perseverance of both mind and body from participants.

The Belgian Malinois is a relatively new dog to the police profession. These animals, which are already in use in France, Belgium, Holland and the United States, are now becoming recognized and increasingly popular in Canada. The reason for this has a lot to do with the abilities of the animals themselves.

The Malinois is a dog which is smaller in size when compared to the standard police dog we recognize as being the German Shepherd. However, the Malinois have skills which make them a valuable

asset to the K-9 police units. Malinois have great agility, high intelligence, they also have a high retrieve drive and are quick to react.

"They have almost a sixth sense in terms of reaction," explains Mr. Cudahy.

These Malinois, which are just young pups when the possible recruits are selected, will learn many different "games" to help them in career as a law enforcement officer. These games, are the basic fundamentals that the dog will build on to enhance it's instincts and use as helpful skills in the field of law enforcement. But before that can be accomplished the pups must pass their first test.

The Selection Criteria

The process of selecting a recruit begins with a review of the pups family tree. This is done to ensure that the hopeful

recruit in question has come from a healthy line, which is usually the case with Malinois. Once the immediate screening of all recruits is complete and every possible leaf on the family tree has been turned, a period of observation begins.

The young pups must meet strict requirements to even be considered for police training. The Malinois in question must be at ease around strangers and trusting of those who wish to handle or be near the dog. The pups must also be responsive, focused and determined when faced with a task to preform.

The game used to test these characteristics is one which has existed since the domestication of dogs began. The trainer will hold an object, in most cases a chew toy, out of the animals reach. The dog must recognize the object, focus it's attention on the object and then try to obtain the object. During this game the pup must be determined to obtain it's property and become relentless in it's quest. If the dog has the desire to work it will not stop until it's task is complete. However, at the same time the pup must also know when it is told to quit it must do so immediately, for an energetic dog is wanted but no one wants a dog that is out of control.

On To Boot Camp

Once the hopeful recruits have passed the initial tests, or games, the developmental elements that the dog will need begin to be taught and observed. During this time the pups are between eight and twelve weeks of age. At this stage of their education the dogs are being tested with every act they preform and while some of the games that they play remain simple others become more advanced.

One of the easier games involves biting a chew toy. This game will determine if the animal has the instinct to bite properly. The proper bite is defined by how well the dog uses its mouth to bite the toy. The dog must attack the toy with the back of the mouth to utilize the entire mouth which is the main tool the Malinois and all dogs use in the tasks they preform.

Another game used by the trainer is one which will determine the Malinois ability to focus on an object even when external elements are present to cause distractions. In this exercise the pup must again attack it's chew toy while it is being struck with a sliced bamboo pole. This exercise does not hurt the dog, nor is it

meant to do so. The purpose of the routine is simply to determine weather or not the particular dog has the ability to focus and is determined enough not to let other unforeseen forces interfere with the work it is trying to accomplish. This game is also played with a small calibre fire arm as an external force to allow the pups to experience and become used to the sound of guns.

Graduation

If the pups can pass these games they are on their way to becoming recruits. These are the games which are the foundation of their career as law enforcement officers. These games also help to determine the characteristics of the animal which will help to determine whether or not it will be a valuable asset to a police force. Through these games and others it can be determined if the dog meets the list of requirements.

The requirements themselves include the ability to focus, the drive to retrieve, and a sense of determination to complete a task. The pups must show that they will not give up unless told to do so and that when they are told to stop they respond immediately.

The animals are also encouraged to explore new horizons to become acquainted with life outside of school. They are encouraged to retrieve objects on their own such as pop cans, pieces of wood and rags for which they are congratulated. This allows the dog to overcome fears of objects and build confidence. This game is also one which can be expanded upon and become more advanced.

The pups will also play various games in different locations such as a malls or subway stations so that they may interact with people and become comfortable in new setting. The dog will view a new setting as a place to play a game and thus throughout the dogs life it will view new places as possible locations for positive experiences.

From the ages of five to nine months the dogs will begin to play more advanced games. The dogs will not just play with their chew toy but must learn to locate it. The dog will also learn to search for people and escort them to a specific location. The animal will learn to bite people and do it in specific locations such as under the arm and on the leg.

Games such as retrieving old rags

graduate to the dogs finding specific articles such as wallets or keys. The forces in the game with the chew toy soon requires heavier calibre weapons for the dog to become used to ignoring. Training however will still remain fun to the dog.

The dogs will train for roughly five to ten minutes every other week and still be evaluated in every task they preform until they are five months of age. This is done to keep the dog interested in what it enjoys doing because as mentioned the dog views the activity as being a fun game from the time it is a pup until it's career as an officer ends. Once the animal is six months old the time to refine it's skills begins. The evaluation however, continues to ensure that the dog is working at its greatest ability.

A Breed Apart

Even though the Malinois is a great asset to policing the dog's ability as an officer is still in question by many officers due mainly to its small size. To put the ongoing questions to rest here is an example of the great ability of the Malinois.

One evening an officer was called to a break and enter in a urban area. The officer responding had a visual on the suspect as he fled the scene and immediately called in the K-9 unit.

With the arrival of one of Jerry Cudahy's trained Malinois at the crime scene the chase began. The dog followed the scent of the suspect through the back yards of houses in the community leaping over fences which were five to six feet in height.

As the officer accompanying the dog in the chase finally caught up to the animal he noticed a man standing in one of the yards behind a house. The animal passed this man and headed for a shed in the yard.

The officer, confused by the turn of events in the case and wondering if the dog had missed it's mark, question the individual as to who he was. The man explained that he owned the property they were currently searching and that he had seen a man run through his yard.

Content with the man's story the officer turned his attention to the dog which remained by the shed barking alertly. The officer moved to the shed and demanded that anyone in the shed come out immediately. Upon receiving no response the officer asked again for the person inside to come out or he would send the dog in. As

the second request fell on deaf ears the animal was released in to the shed.

Within the shed a scuffle began and soon the Malinois reappeared with the suspect in tow.

It was the training and instincts of the Malinois which made this chase into a successful arrest. The dog was able to use it's ability of jumping to quickly chase the suspect and track the scent to a specific location. The animal also used it's sense of smell to determine that the first man he encountered was not the person he was chasing thus avoiding a huge, and possibly costly mistake.

The Malinois was alert and quick to respond as it passed the first man and continued to the true location of the suspect and then alerted the officer to the location as well. The animal also had the presence of mind to know when it's immediate task was complete and waited to allow the officer to make the human decision.

As we learn more about the ability of the Malinois we begin to understand their value as officers. These dogs are not to be taken at face value. The Malinois is as dedicated to it's role in the force as any human officer.

These dogs are not to be regarded as possible replacements for the ever so reliable German Shepherd but as the next generation of skilled police officers. It is a fact of life that all of us must change with the times, even those of us who walk on all fours have to look to the future and decide who will lead the next generation.

In the role of K-9 law enforcement it would appear that it is time for the Malinois to lead the pack and this is one fact of life that would be too costly to ignore.



For more information about the Malinois in police work contact Jerry Cudahy at (905) 642-4382

Cellular Fraud Seminar Series Planned For January

What is the impact of cellular telephone fraud on the North American Market? How do massive numbers of people make overseas phone calls illegally and at no cost? How does organized crime set up and manage large illegal corporations that rob every telephone user? These are just a few of the questions that can be answered by people presenting free seminars for police officers in three locations in January.

Since the mass marketing of cellular telephones came on the scene the problem of fraudulent usage has been a continuous problem. Experts say the battle is being won but it requires a good deal of technical expertise to track down the big time criminals. To this end Bell Mobility Cellular and Rogers Cantel Cellular investigators will be presenting single day seminars for police personnel.

Warren Leonard, of the Cellular Telephone Industry Association, reports that the series of seminars are designed to teach



police officers about the crimes and how they are committed. It is hoped that by educating the police about this type of criminal and crime the officer will be better prepared to recognize such an occurrence when he sees them on the streets.

Guest lecturer at the series of seminars will be Dennis Walters from the communications consulting firm of Walters, Moore and Wilkinson. Mr. Walters is considered a world expert in the field of Cellular and

communications fraud. He has extensive experience in cellular fraud across North America and has conducted numerous investigations on behalf of companies, cellular providers and police agencies.

Mr. Leonard advises that some of the subjects touched upon will be such things as the definition and investigation of subscription fraud, cellular telephone cloning and "tumbling". In addition the topics of "Call Hi-Jacking" and "Mailbox Hacking" will be discussed in detail.

Attendees will be given a list of phone numbers to call if they require expert assistance in cell fraud investigations and prosecutions.

The first session will be in Montreal on January 25, 1994 and quickly followed by seminars in Ottawa on January 26th and Toronto on January 27th. As of the date of writing this article only the location of the Toronto seminar was known. It will be held at the Toronto Board of Trade building in Etobicoke.

This free seminar is open only to police personnel by contacting Warren Leonard at (416) 798-5061 to register or receive further information.

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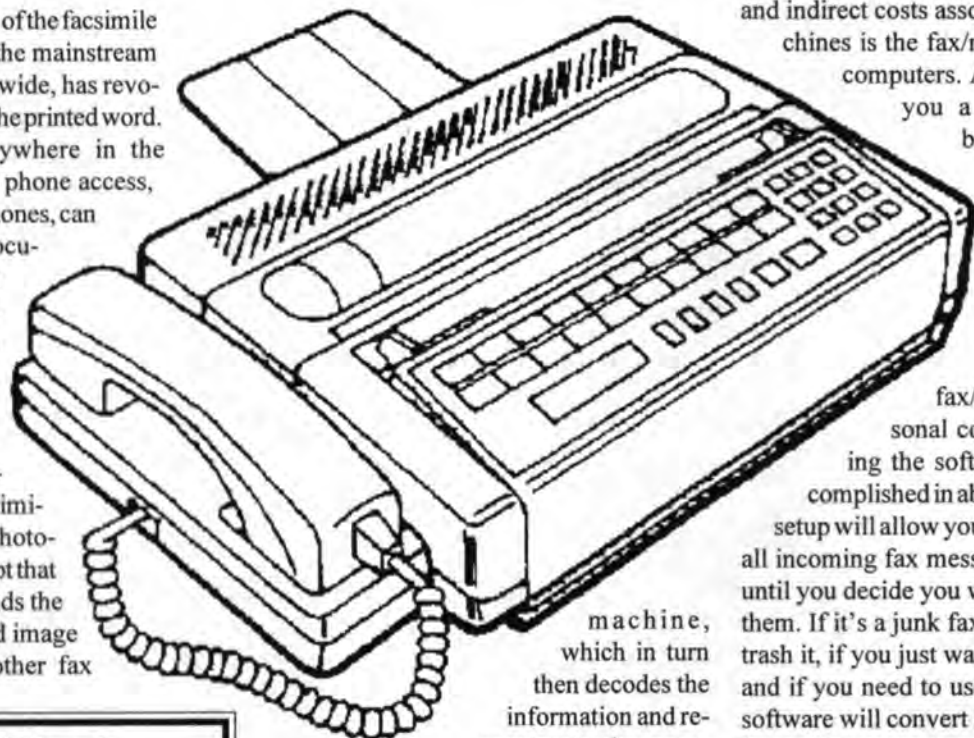
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Just The FAX... Please!

By Tom Rataj
Technology Editor

The introduction of the facsimile (fax) machine into the mainstream of businesses worldwide, has revolutionized access to the printed word. From virtually anywhere in the world, anyone with phone access, including cellular phones, can send and receive documents. Even search warrants can be obtained through the facilities of the fax world.

The basic process by which fax machines work is very similar in nature to a photocopy machine, except that the fax machine sends the electronically coded image of the page to another fax



machine, which in turn then decodes the information and reconstructs the page.

This is done at only 200x200 dpi (dots per inch), while the basic laser printer prints at 300x300 dpi. This is important to remember when feeding documents into the machine, because if they don't go in straight, the low resolution tends to skew the output, (which is already marginal because of the resolution).

The curly thermal fax paper used in most machines is also a problem, because it continues to think it's on the roll even after being used, and has a tendency to fade with age. A range of plain paper and anti-curl fax machines are now on the market, but of course at a premium price.

There are also a number of considerations in the handling of fax messages. First there is the issue of making sure sensitive information ends up under the eyes of the intended person(s) or agency(ies). When creating your fax cover sheet, some type of confidentiality warning should be included, and people sending documents by fax should verify the validity of the number, and the appropriateness of what is being sent.

Decent fax machines still run into the \$600+ range, while the thermal paper and

toner isn't cheap, and unless you get one of the new low energy models it'll use its share of the hydro bill.

A good solution to most of the direct and indirect costs associated with fax machines is the fax/modem for personal computers. About \$350 will get you a top quality name brand fax/modem, as well as the industry leading software package, Winfax Pro (ver. 3.0), to handle most of your fax needs.

Hooking-up a fax/modem to your personal computer and installing the software can all be accomplished in about 45 minutes. This setup will allow you to receive and store all incoming fax messages electronically, until you decide you want or need to print them. If it's a junk fax, you electronically trash it, if you just want to print it you do, and if you need to use the document, the software will convert it from an electronic image into computer text, which can then be used in your word processor.

Outgoing faxes can be sent from within virtually every word processor or spreadsheet by simply selecting the fax option in the printing menu. The only problem with the fax/modem solution, (which is dirt cheap compared to a standalone fax machine), is that documents that already exist on paper cannot be sent without having a fax machine, or a computer scanner to electronically code the document. The fax/modem is the fastest solution for outgoing faxes because they are gone as fast as if you had printed them, and incoming faxes are handled in the back-ground while you are free to handle other chores on your computer.

The added advantage of the fax/Modem is that you can also send documents using the modem side, which sends the complete document with formatting and graphics or pictures to another fax/modem, where it can immediately be used without any need for conversion.

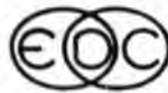
The electronic handling of documents will, by most forecasts, be a major and permanent fixture in the future, and the fax machine is the first and most affordable step.

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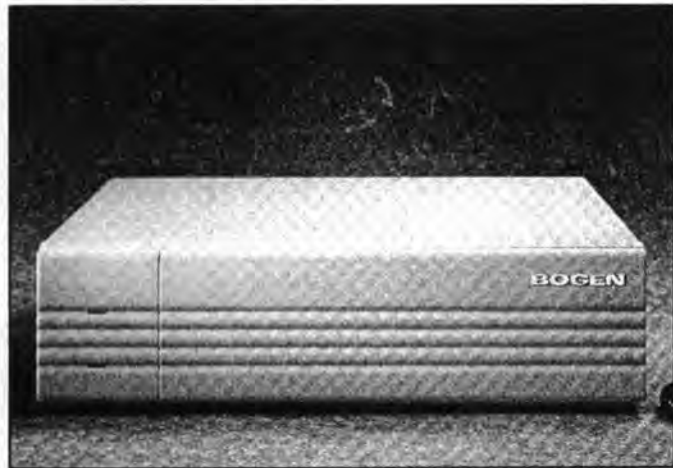
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Product News and Views

Automatic Facsimile Attendant

By Tom Rataj - Technology Editor



An excellent solution to the problem of standing and waiting at the fax machine has been developed by BOGEN Communications, Inc. in the form of the BOGEN FAX VAULT. This little gem (4"H x 13 3/4" W x 15" D) is capable of storing up to 999

pages of information, which is accessible 24 hours per day through a 2 or 4 line phone hook-up.

The vault is designed to FAX your documents automatically in response to a caller's prompts. When you call the vault's number, an electronic voice-mail type system guides the caller to the correct document, and faxes it out within about 1 minute. The caller needs touch-tone service to access the system, and a fax machine or fax/modem to receive the information requested.

This machine gets high grades in the "do more with less" budgeting category.

Although it is designed with the corporate sector in mind, it could be effectively exploited to provide 24 hour access to public documents, information brochures, news releases, wanted posters, or any other type of document currently faxed out. The documents are loaded into the machine electronically once, and can be faxed out on demand until deleted or replaced.

Although the basic 2 line unit price of \$3,995 makes it a bit pricey for smaller organizations, larger organizations would likely find that it could pay for its self within a few short months. Incoming faxes must still be handled by a FAX machine (or preferably by a FAX/MODEM and software in your personal computer). See story "JUST THE FAX — PLEASE!"

For a self-serve demonstration that faxes product literature, call (905) 897-1370. Information can also be had by mail from AMA Inc. Erindale Business Centre units #27-31, 1100 Burnhamthorpe RD. W., Mississauga, Ontario, L5C 4G4 or by talking to a real person at (905)897-2153.

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made a quantum leap in combining miniaturization, battery technology and power along with the options our customers demand."

Available in two models, keypad and non-keypad, VISAR is reported to have a built in noise reduction microphone to help reduce unwanted background noise resulting, Motorola claims, in clear and understandable transmissions.

Its broad-band VBF and UBF design allows users to operate VISAR without the need to constantly reprogram the radio due to limitations in receiver/transmitter bandwidth. This flexibility is vital for radio users who move from one geographic location to another.

Motorola claims the unit is ideal for plainclothes and Drug Squad use due to its small size. Due to its compact weight and size, however, it would be also useful to the uniformed officers in that it fits neatly into a pocket and thus removes the old radios from the officer's gun belt.

For further details contact Spencer Hopping or Mike Drennan at (416) 756-5803 or Fax (416) 497-5841

No More Mr. Nice Guy For Detroit Police

In September Detroit City Police Officers who routinely make traffic stops or issue tickets were ordered to stop saying "Have a nice day" to motorists.

Executive Deputy Chief James Bannon issued the order after the department received several complaints. He said the words "have a nice day" from an officer who just handed someone a ticket can come across as being sarcastic or adding insult to injury.

Apparently saying "I hope the rest of your day will be better," was not objected to nor was "Thank you for stopping."

Officers using the banned phrase can be subject to disciplinary action under the department's code of conduct.

Bangkok Traffic Cop Driven Crazy

A police officer in Bangkok, Thailand, was reportedly stressed out from directing traffic and turned all the traffic lights green at the crossing and danced a jig in the ensuing chaos.

Police said Lance Cpl. Suradej Chumnet suffered the breakdown while working at an intersection called "Hell's Gate." It is one of the busiest intersections in the city of 6 million.

The officer reported having a severe headache just prior to the incident and is now seeking psychiatric care. Officials believe this may not be the problem however. Most officers wear filter masks, and oxygen tanks are installed in police boxes at some of the more congested intersections in the city. Officials believe the officer's problem could be probably solved with a break from the traffic point.



In 1943 Motorola introduced the world's first FM two-way portable radio for use by the allied armed forces in Europe and the Pacific. Now, on the 50th anniversary of this technology, Motorola is unveiling the industry's smallest high powered portable radio.

MOTOROLA The World War Two model weighed more than 30 pounds and was strapped on the back-pack of a soldier. The new VISAR two-way radio weighs in at just 312 grams (11 ounces), about the size of a deck of playing cards! Yet it features 16 channels with a full 5-watts of power output in the VHF band and up to 4-watts in the UHF band. An 800Mhz Trunked version of the VISAR with 3 watts of power is also available to work on Motorola's *Privacy Plus Trunking Systems*. This rugged and durable radio, is designed to operate in environments from the extremely cold (-30° degrees C.) to the

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Transport Canada Reports National Seat Belt Use At Ten-Year High

Transport Canada's latest annual survey of seat belt use was undertaken during the week of June 21 to June 27, 1993. Statistics obtained indicate the number of Canadians using their seat belts is at its highest in ten years.

Results

For Canada as a whole, the estimated proportion of drivers of cars using the available shoulder belts increased by 1.9 percent to 87.8 percent in June 1993 from 85.9 percent in June 1992. This estimate is accurate within +/- 0.8 percent 19 times out of 20 in repeated samples.

Highlights of the results of the survey of passenger vehicle drivers for individual provinces and territories were as follows (in rounded percentages):

Newfoundland has become the first province to record a 97 percent seat belt use rate, up from 94 percent in 1992.

Three other provinces also recorded belt use rates of more than 90 percent. Saskatchewan's was 94 percent, unchanged from a year ago. Quebec with 93 percent and British Columbia with 91 percent compared to 92 and 91 percent respectively in 1992.

Alberta and Nova Scotia both recorded belt use rate of 87 percent, up from 86 percent last year.

New Brunswick and Ontario achieved belt use rates of 86 and 84 percent respectively up from 81 percent last year.

Manitoba and Prince Edward Island both recorded belt use rates of 83 percent, up from 82 percent last year.

Yukon's rate increased by 22 percent to 81 percent while North West Territories fell 10 percent to 60 percent.

In this year's survey, all 10 provinces and Yukon achieved belt use rates of more than 80 percent. These are the results of increased safety awareness by the motor-ing public as well as concerted efforts in the areas of policy-making, safety promotion and enforcement by the provincial governments, police forces and road safety associations.

As last year, this year's survey also distinguished passenger vans from light trucks. The survey showed that the use of seat belts by drivers was 85 percent in passenger vans and 74 percent in light trucks compared to 85 and 70 percent respectively last year. Seat belt use by passenger van drivers varied from 55 percent in N.W.T. to 96 percent in Newfoundland; use by drivers of light trucks varied from 42 percent in N.W.T. to 94 percent in Newfoundland. These two categories of vehicles accounted for 23.7 percent of the vehicles included in the survey.

Survey Method

The observation techniques in the survey were identical to those of the 1983 to 1992 surveys. From 1992, Transport Canada has started undertaking two belt use surveys in a year.

The first survey is conducted during the month of June and the second survey during the month of October. The June survey collects only information on belt use by all occupants of the vehicle. The October survey collects information on belt use by drivers with the usual demographic information on age and sex of driver and light use of the vehicle.

50,000 More Cops And Tougher Gun Laws Proposed By U.S.

(Carswell Police News)

U.S. President Bill Clinton has proposed broad new legislation to fight crime, including 50,000 new police officers (almost as many as the 57,000 men and women in uniform in all Canadian police forces) at a cost of \$3.4 billion, plus imposition of stiffer gun laws.

Announcing the program at a White House ceremony, Clinton said, "When our children must pass through metal detectors to go to school ... when parents are imprisoned in their own apartments behind locked doors, when we can't walk the streets of our cities without fear, we have lost an essential element of our civilization."

Clinton also pointed to 90,000 murders in the U.S. in the past four years, including 24 in a single week in July in Washington.

The 50,000 new police officers were "the most pressing need," he said, but they'd still only be a start toward meeting his 1992 campaign promise of 100,000 more officers on the streets.

Clinton also called for passage of the "Brady Bill" to impose a waiting period on hand-gun purchases, increase penalties for gun offences and enlarge the list of crimes punishable by death, including murder of a federal law officer.

Canadian cops are still being laid-off.

Blue Line
Magazine

FLASHES

By Tony MacKinnon

"Don't worry lady... if there's a prowler out here we'll sniff him out."

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Details on Page 3



Ontario To Approve Semi-Auto Guns By New Year

Ontario's Labor Ministry's Health and Safety division, which investigated a complaint from the Ontario Provincial Police Association that the .38 Special revolver carried by most officers is inadequate, came down with a ruling last month ordering the Ontario Solicitor General's office to authorize and study the acquisition of semi-automatic handguns for Ontario Police officers.

The police association filed a complaint two years ago, claiming the .38 Special had consistent flaws that put the public and police officers in jeopardy of injury or death from the gun malfunctioning. Ministry investigators found problems with involuntary cocking, accidental discharge and difficulties encountered with reloading when they examined the weapon.

The Metro Toronto Police has purchased 400 Glock semi-automatic handguns for special assignment officers, but provincial regulations prevent the force's general assignment police from using them.

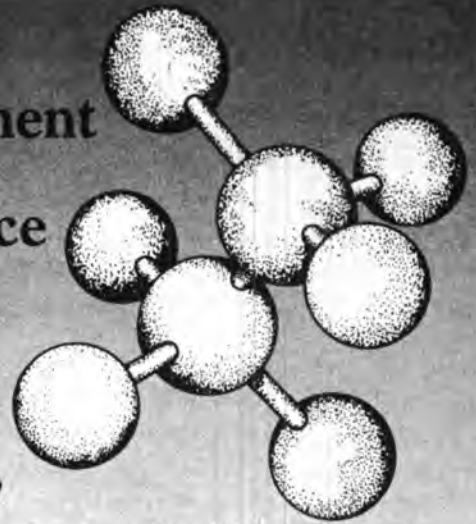
Peel Region police Chief Robert Lunney said he hoped the province will move quickly to allow forces to upgrade their handguns for general officers. The cost of training and equipping each officer with new guns would be roughly \$1,000, he said. Peel has about 1,100 rank-and-file officers. There's a total of about 23,000 across the province, including OPP.

"Peel officers, like Constable Peter Vincent - who was forced to flee from gunmen after emptying his six-shot .38 last fall - are becoming demoralized by the inadequacy of their firepower as compared to criminals," Lunney said.

Hamilton-Wentworth police Chief Bob Middaugh, president of the Ontario Association of Chiefs of Police, said the report supports the chief's long-held position. "This report holds the ministry accountable," he said.

The Ontario Solicitor General was reminded by Opposition members about Constable Joseph MacDonald of Sudbury Regional police, who emptied his revolver and died under a hail of gunfire from criminals last month. Speeches in the legislature encouraged the government to take swift action on the ruling brought down by the Labour Ministry.

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Case Law

By Gino Arcaro

Is Eavesdropping Permissible Evidence?

The British Columbia Court of Appeal, in *R.v. SANDHU* (1993), dealt with the issue of weather entry into a private residence, permission upon information obtained by eavesdropping, constitutes a charter violation.

The circumstances in the case were as follows:

The accused person was charged with possession of narcotics for the purpose of trafficking. Airport officials had noticed a suspicious bag delivered by air from Montreal to Vancouver. Investigation resulted in the finding of a quantity of cocaine in the bag. A controlled delivery was organized to transport the substance to the accused.

A taxi driver picked up the bag and delivered it to the accused's accomplice. The accomplice met the accused while surveillance was being conducted. Officers temporarily lost sight of the accused in an apartment building. The officers at-

tended at a certain apartment based on information received from the building manager. However, the information did not constitute reasonable grounds that the accused was inside the apartment.

The officers eavesdropped by listening at the door. Based on information heard from inside, the officers were satisfied that the accused was in the apartment. The officers forcibly entered and arrested the accused. The narcotics were in plain view but the apartment was not searched. Instead, a search warrant was obtained and the narcotics were subsequently seized pursuant to that warrant.

The B.C.C.A. ruled that a section 8 Charter violation occurred (unreasonable search), when the police eavesdropped at the door. Eavesdropping constitutes a search. The search, in this case, was unreasonable because eavesdropping on personal conversation carried on in a normal

tone of voice, within the private dwelling house or an apartment building, is a violation of a person's reasonable expectation to privacy unless reasonable grounds exists to make an arrest without warrant under section 495 Criminal Code or to authorize some other act. In this case, reasonable grounds to search the apartment did not exist prior to the eavesdropping at the door.

The appeal was allowed and a new trial was ordered. The absence of reasons, may in some cases, constitute a miscarriage of justice. The court ruled that the accused, in this case, was entitled to know in a meaningful way, the reasons why the judge had no reasonable doubt about the voluntariness of the statements.

The court addressed the issues of videotapes and the notebook procedure used by the officers.

Video-tape has "immensely superior" evidentiary value in comparison with witness recollection, according to the court. It stated: "... the police force has, by its own



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choice in this case, denied the court the opportunity of an undeniable record of what led to the "conviction." Given the modest cost of video-tape equipment, such critical evidence should not, in fairness, be restricted to sworn recollection of two contesting individuals as to what occurred in stressful conditions months or years ago."

The court recognized that the interrogation techniques are not "offensive" and that the police may be reluctant in publicizing these techniques but it stated that exposure to these methods would be detrimental. Regardless, the issue of admissibility remains voluntariness.

Regarding the notebook procedure, the court ruled that the one used by the second officer was "unsatisfactory." The court provided the following notebook guidelines.

"Whenever possible, every officer in attendance at the interview who will want to refer to his or her notes as a memory aid for the purpose of giving evidence should take contemporaneous INDEPENDENT notes."

The court added that complete notes are not expected from the officer conducting the interrogation. In this case, it noted surprise that these types of notes were the only ones in existence and that they were purported to be verbatim.

This case has been appealed to the Supreme Court.

Conversely, overhearing conversation being conducted above a normal tone of voice does not constitute an unreasonable search. Although "normal" tone of voice was not defined, the court clearly stated what action is inappropriate: "... the public is not prepared to tolerate agents of the state pressing their ears against windows and doors, in the absence of authorization."

The seizure of narcotics was not validated because a search warrant was obtained; the warrant was based on information obtained as the result of an unreasonable search. However, the narcotics were ruled to be admissible at the trial. The evidence was NOT excluded under section 24(2) Charter for the following reasons:

- ◆ narcotics are real evidence and the admission would not affect the fairness of the trial.
 - ◆ the police acted in good faith
 - ◆ the police had lost sight during the pursuit and the possibility of evidence destruction existed
 - ◆ the magnitude of the invasion of privacy was not the same as if it occurred by electronic surveillance;
- therefore, the admission of the narcotics would not bring the administration of justice into disrepute.

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Without Conscience

De-mystifying the psychopath for the average person

by Dr. Robert D. Hare

Pocket Books

(U.S.) \$21.00

Reviewed by Morley Lyburner

This is a compelling, insightful and intriguing book written by a very knowledgeable and internationally recognized Canadian doctor. This book, being released for sale this month, is a phenomenal resource for anyone involved in law enforcement.

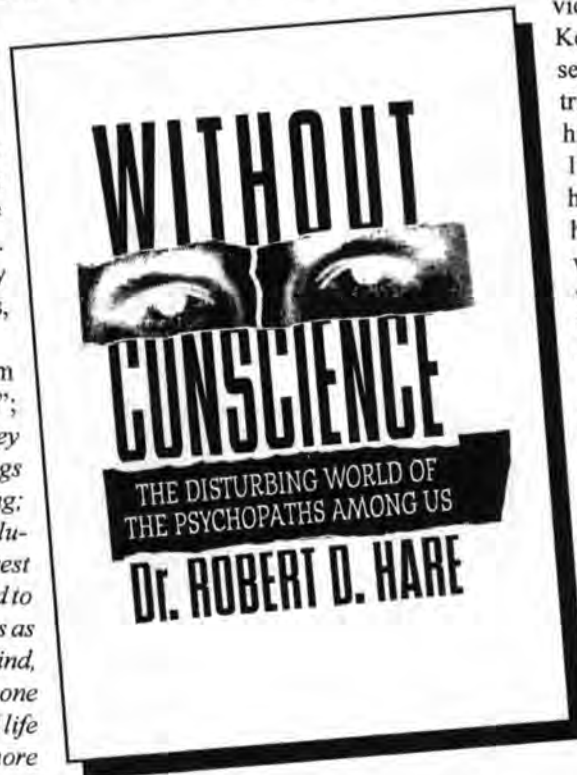
As one browses through the pages you find yourself recognizing people you have arrested before. Better yet you begin to understand the head games they were playing with you at the time of the encounter. The intense feeling of evil you may have felt when dealing with these individuals may well have been an accurate assumption. As Dr. Hare states in this book they are truly without conscience and are, in his words, "Social Predators".

This book begins with a quote from William March's book "The Bad Seed"; *Good people are rarely suspicious: they cannot imagine others doing the things they themselves are incapable of doing; usually they accept the undramatic solution as the correct one, and let matters rest there. Then too, the normal are inclined to visualize the [psychopath] as one who's as monstrous in appearance as he is in mind, which is about as far from the truth as one could well get... These monsters of real life usually looked and behaved in a more normal manner than their actually normal brothers and sisters; they presented a more convincing picture of virtue than virtue presented of itself - just as the wax rosebud or the plastic peach should be, than the imperfect original from which it had been modelled.*

Dr. Hare's book describes a personality that is extremely intelligent but without emotions. The psychopath can convince those around him that he is the epitome of virtue. He has learned very quickly how to obtain the maximum benefit for himself at the cost of everything around him. He has learned to use others emotions and weaknesses to his advantage and to execute his

greed upon others without shame, remorse or any loss of dignity. He has the ability to walk away with no further thought of the damage caused no matter how severe.

Anyone who has worked in the area of fraud will recognize the person being described by Dr. Hare almost immediately. Contrary to popular belief the psychopath is very common in the prison systems of the world but are not that common on death row. Most are simply too intelligent to perform an act that would see them put out



of action forever. In other words the Olsons and Dahlmers are rare but are, of course, the most newsworthy. They are also the type of characters that feed on the attention given them by the media.

In his introduction Dr. Hare states that this book confronts psychopathy head-on. He has written it in a fashion easily read by the average person and where he uses technical jargon out of necessity he takes the time to define the word to the readers' benefit. He also describes psychopathy as "a dark mystery with staggering implications for society; a mystery that finally is beginning to reveal itself after centuries of

speculation and decades of empirical psychological research."

Dr. Hare states that in the North American population there are at least 2 million psychopaths. He continues by adding, "The most obvious expression of psychopathy - but by no means the only ones - involve flagrant criminal violation of society's rules. Not surprisingly, many psychopaths are criminals, but many others remain out of prison, using their charm and chameleon-like abilities to cut a wide swath through society and leaving a wake of ruined lives behind them."

In his introduction Dr. Hare briefly describes the escapades of 15 modern-day violent psychopaths. Included in these is Kenneth Taylor, a philandering New Jersey dentist who abandoned his first wife, tried to kill his second wife, savagely beat his third wife on their honeymoon in 1983, battered her to death the next year, hid her body in the trunk of his car while he visited his parents and his second wife, and later claimed he had killed his wife in self-defence when she attacked him following his "discovery" that she was sexually abusing their infant child. Then there was Diane Downs, who shot her own children to attract a man who didn't want children, and portrayed herself as the real victim. And then there is John Gacy, a DesPlaines, Illinois, contractor and Junior Chamber of Commerce "Man of the Year" who entertained children as "Pogo the Clown," had his picture taken with President Carter's wife and murdered thirty-two young men in the 1970's burying most of the bodies in the crawl space under his house.

As spectacular as these cases may be Dr. Hare cautions, "we must be careful to keep some perspective here, for the fact is that the majority of psychopaths manage to ply their trade without murdering people. By focusing too much on the most brutal and newsworthy examples of their behaviour, we run the risk of remaining blind to the larger picture: psychopaths who don't kill but who have a personal impact on our daily lives. We are far more likely to lose our life savings to an oily-tongued swindler than our lives to a steely-eyed killer."

One of the more dramatic problems of today is the releasing of hardened crimi-



nals on early parole. In this book Dr. Hare explains "most people are perplexed whenever a convicted killer, paroled from prison, promptly commits another violent offence. They ask incredulously, "Why was such a person released?" Their puzzlement would no doubt turn to outrage if they knew that in many cases the offender was a psychopath whose violent recidivism could have been predicted if the authorities - including the parole board - had only done their homework."

Most disturbing is Hare's debunking of the prison psychological testing. In one chapter he points out an inmate who, during the course of an interview, told him he knew all about tests. The test he knew the best was the Minnesota Multiphasic Personality Inventory, or MMPI. As it turned out, this man had in his cell a complete set of question booklets, scoring sheets, scoring templates, and interpretive manuals for the MMPI. He used this material, and the expertise it gave him, to provide a consulting service for other inmates - for a fee. "Just arrived in prison? What you want to show is that you're a bit disturbed, perhaps depressed and anxious, but not disturbed in such a way that you can't be treated." When "clients" were getting close to parole dates he would encourage them to return and he would give them the acceptable personality to guarantee freedom. This individual scored high on the psychopathy check list.

In Chapter three Dr. Hare supplies the reader with his "Psychopathy Checklist" which he advises permits a discussion about psychopaths with little risk of describing simple social deviance or criminality, or mislabelling people who have nothing more in common than that they have broken the law. The list describes the personality as follows;

- glib and superficial
- egocentric and grandiose
- lack of remorse or guilt
- lack of empathy
- deceitful and manipulative
- shallow emotions
- impulsive
- poor behaviour controls
- need for excitement
- lack of responsibility

- early behaviour problems
- adult antisocial behaviour

Dr. Hare cautions that this list is a complex tool for professional use and should not be used to diagnose yourself or others. A diagnosis requires explicit training and access to the formal scoring manual. He further advises that if you suspect someone who conforms to the profile in the book to seek expert opinion of a registered forensic psychologist or psychiatrist. He cautions that there are many persons who may share some of the symptoms described but who are not psychopathic.

Topics covered in this book include "White-Collar Psychopaths", "Trust Mongers", "Sub-criminal Psychopaths", "A Corporate Psychopath", "Wife Batters", "Sexual Violence", "Living For The Moment" to name just a few. The book gives some insight into how the courts view the psychopath (i.e., it is not insanity) and gives some self help advice to persons who may find themselves parents or spouses of psychopaths or suspected psychopaths. He emphasizes there is no cure. If caught and recognized early in life the most a parent can

hope for is to "socialize" the aberrant behaviour to minimize future emotional and physical damage to themselves and others.

The book goes on to talk about methods of identifying some common characteristics. One such characteristic is to watch for hand movements. Dr. Hare's hypothesis is that the psychopath uses hand gestures more frequently when they are speaking about emotions. He advises that they are like a tourist using high-school French to ask directions in Paris. Psychopaths have trouble putting into words emotional ideas because they are vague and poorly understood. In this sense, emotion is like a second language.

Dr. Hare concludes his introduction by stating, "It is my hope that this book will help the general public and the criminal justice system to become more aware of the nature of psychopathy, the enormity of the problems it poses, and the steps that can be taken to reduce its devastating impact on our lives." This book, being released this month, is an excellent resource for any person involved in the law enforcement or custodial professions.

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Nova Scotia College Presents Canada's First Correspondence Course In Police Management



For many years *Blue Line Magazine* has been looking for a College that would present correspondence courses for police officers. Our search was finally rewarded when we received information about Dalhousie University's Henson College Course, "Introduction To Police Management." Correspondence courses are an ideal opportunity for officers from remote detachments and constant shift work, to enhance their careers. A word of warning. Henson College's Courses in Public Management are well recognized as tough and credible.

Outstanding performance is the key to successful police service, and every police manager needs to aim for high performance. Achieving this goal, however, can seem impossible especially when society is changing so rapidly, when the public expects so much, and when the budget is so tight.

To be high performers, to be competent, police officers must not only have the skills to do their job, but also have the right attitude and adequate knowledge. These three: skills, knowledge and attitudes make a person competent. Skills, knowledge and attitudes all work together to shape an officer's behaviour. If one of these three is missing, things usually go wrong.

This fact is used as one design specification for the Introduction to Police Management Course. Secondly, just as skills, knowledge and attitudes work together in daily life, they are blended together in the study units of this course.

Skill + Knowledge + Attitude = Competency

Your goal will be to improve your competencies, and the learning objectives of the study units will be to enhance your competencies.

Another introductory fact to note is that this course cannot "give" competency; no course can. The best the course can do is provide opportunities for you to learn; the ultimate responsibility for learning falls to you. Consequently, the study units are designed to give you opportunities to learn. The exercises and readings and other resource materials are set up for you to learn, but you still need to take advantage of the set up.

Aim of the Course

The overall aim of this course is to give you opportunities to develop the competencies required to manage and lead effective police services.

Course Learning Objectives

Each study unit will have specific learning objectives, but in addition to them, there are four overall objectives which apply to the course as a whole. Course materials and exercises give you opportunities to learn:

1. How to improve service to the public;
2. How to strengthen the organization
3. How to improve personal relationships;
4. How to improve yourself.

This four objective model corresponds to what some psychologists call the energy choice of daily life, i.e., in life we can choose to spend our limited energy on ourselves, our relationships, our job, or our community.

We only have so much time and energy in life, but, to be well rounded individuals, we devote some of it to each of those four objectives. If you can use those four objectives as the general underpinning, you will find this course to be simply a natural extension of your daily life.

How Hard Will it be to Study?

If you can approach the course with these four general objectives, you will find the course to be a natural extension of your daily activity; with this attitude, the course will not be a foreign experience for you. Sometimes adult learners find it hard "to go back to the classroom." Not this time; at least not for you. The four-fold-objective will help you fit it in as a natural extension of your life. Besides, all of the characteristics of adult learners have been taken into account in constructing the course. There is no "classroom". It is a distance course which capitalizes on all the advantages of self-directed adult learning.

Course Outline

- Study Unit 1: Police in Society
- Study Unit 2: Leadership Competency
- Study Unit 3: Personnel Issues
- Study Unit 4: Strategic Thinking

Course Exercises

A number of short practical exercises will be incorporated into the four study units. Additionally, one sustained, course-long, problem solving exercise will be included; this exercise will enhance the student's competency at problem oriented policing, and it will provide unity and coherence to the four study units.

Materials and Resources

1. Course Manual
2. Student Handbook
3. Student Manual
4. A Guide for Writing Assignments
5. Assignment Covers
6. Textbook: *Introduction to Police Administration, Sheehan and Cordner, Cincinnati: Anderson Publishing Co., 2nd ed., 1989.*
7. Supplementary Materials and Resources:

The following list is tentative. It may change by the time the course is developed, but it indicates the type of materials that will be included.

- a. One or more instruments to help the student understand his or her learning style, leadership style, management style, etc.
- b. *Strategic Planning for Police*, D. Ogle, Ottawa, Canadian Police College, 1991
- c. *How Canadians Govern Themselves*, Eugene A. Forsey, Government of Canada, 1991.
- d. *Developing inter-cultural Sensitivity, Training and Culture Newsletter.*
- e. *Improving Policing: A Problem Oriented Approach*, Herman Goldstein, Crime and Delinquency, April, 1979.
- f. *Problem Solving*, John E. Eck and Wm Spelman, National Institute of Justice, U.S. Department of Justice.
- g. *Police Accountability in Race Relations*, Chief J. Fantino, (London Ontario), CJ the Americas, Feb-Mar 1993.
- h. *Byline*, Richard Gwyn, Toronto Star, 28 Feb 1993
- j. *Public Inquiries into Policing*, David Sunahara, Canadian Police College Journal, Vol. 16, No. 2

Detailed Course Outline

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Police In Society

How the criminal justice system serves, or is supposed to serve the needs of citizens is fundamental. Also fundamental, is where police fit, in the criminal justice system. Police accountability to the public needs to be debated. The vague notion of community based policing and the more precise notion of problem oriented policing will be given emphasis. The major problem solving exercise will begin early in the course. The future, how Canada is changing and the implications of this change on future policing, will be a major part of study unit one.

Assignments

1. One assignment will require the student to interview two or more people to get their views or information pertinent to the topics of this study unit, and submit a brief report on how these views relate to the study unit and on what was learned.



2. A second assignment will require the student to outline and define (step one) a police operational or management problem that can be worked on during the course. Feedback from the instructor on this assignment will be especially important because the definition of the problem will, to a large extent, determine how well the problem is eventually solved.

Leadership Competency

More than fifteen years of research by the Canadian Police College has shown over and over again that the single greatest need in Canadian policing is the need to develop leaders. Study Unit Two will give you opportunities to improve your leadership competencies. The strong parallels between leadership theory and learning theory will be advanced to aid understanding. If you want to lead people, you should know how they learn because their style of behaviour when they follow will match their style of learning. People also lead according to how they learn. The best leaders need several leadership styles in order to adjust to different situations. This means that you will want to develop various styles of leadership and therefore various styles of learning.

Interpersonal skills, communications skills, coaching skills will be exercised. The powerful notions of team building, systems thinking, and organizational learning will be explained and you will have opportunities to implement these.

(Continued... 26)



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(Continued from ...25)

Assignments

1. The student will be asked to provide short answers to questions on the content of Study Unit Two.

2. The problem solving exercise, begun in Unit One, continues. At this point, the student will be asked to report on assumptions pertaining to the problem, on the data collected and for an analysis of this data, i.e., to spell out the people, factors and information that need to be considered in solving the problem.

Personnel Issues

Upwards of 90% of the cost of police service in Canada is accounted for by personnel costs. Policing is a very people-oriented business, and the main questions facing an officer becoming a supervisor, middle manager and even senior manager are questions of personnel management. The theory of this study unit will show the need for a personnel system, from recruiting and selection through training, job assignment, performance appraisal, more training, promotion, etc. to retirement and

pension. If there are right hand, left hand problems within a police service, chances are it is because those in charge of training are not thinking along the same lines as those in charge of recruiting or job assignment or some other part of the system. This learning activity is a continuation of the systems thinking started in study unit two, and it will lead to further considerations of leadership, organizational values and practical coaching. The importance of attitudes, how the manager's attitude shows, the pros and cons of being the boss will be examined.

Assignments

1. The student will be asked to provide short answers to questions on the content of Study Unit Three.

2. The problem solving exercise continues. By this time the student will have been encouraged to talk to various stakeholders about how the problem might be solved. The assignment at this point will be to submit a report outlining three optional courses of action, the advantages and disadvantages of each, and a logical argument pointing to the choice option.

Strategic Thinking

Being able to anticipate the future in any line of work is very important. Take Wayne Gretzky. "The Great One's" ability to anticipate what was about to happen on the ice is surely one of the factors which made him such a great hockey player for so many years.

The ability to anticipate is probably just as important in police work and in police management. The officer on the street who anticipates what is coming down, before it does, will do better police work than the officer who fails to anticipate. Similarly, the manager with anticipatory skill will have more accurate budget expectations, will estimate work loads better, and will assign resources more evenly than the manager who fails to anticipate.

Gretzky once said: "I skate to where I think the puck will be." This final study unit will give you opportunities to learn how to anticipate where the puck will be.

Final Exam and Assignment

1. The student will be asked to provide short answers to questions on the content of Study Unit Four, especially as much of it provides a summary and culmination of the course as a whole.

2. The problem solving exercise is to be concluded. Some students will have selected a problem which could be solved at work during the course; these students will be required to report on the action taken and to evaluate the results. Other students will have selected a problem important to them but too large to be solved during the time of the course; these students will be required to submit an action plan complete with personnel requirements, budget, sources of funding, anticipated impact on other agencies, etc.

For further information on the "Introduction to Police Management" course contact:



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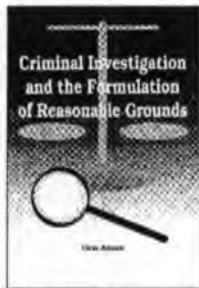
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Written by the Author of "The Five Minute Policeman", this book was selected as the study text for the U.S. Parks Service Police for promotional candidates. Evaluated by the College training staff and staff psychologists around the world this book is must read material for anyone looking for managerial level careers.



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Up-Coming Events

November 4 - 5, 1993

Annual ASIS Canadian Region "L" Conference

Toronto - Ontario

The Canadian Region of the American Society of Industrial Security will be holding its Annual Conference at the Delta Chelsea Inn, Toronto. This two day seminar will present a series of seven speakers on topics of interest to corporate fraud, theft and work place legislation. Day session passes may be purchased by calling Patrick Bishop or Rita Estwick at (416) 492-2633 Fax (416) 502-9256.

November 17 - 18, 1993

Horizons '93

Scarborough - Ontario

Metropolitan Toronto Police, C.O. Bick College will be presenting a trade fair at the College at 4620 Finch Avenue East, Scarborough. Exhibits will include law enforcement equipment, fitness room supplies, computer products, books and publications. These products will be available for immediate purchase. Show is free of charge and open to all law enforcement and security personnel. Further information contact Blue Line Magazine (905) 640-3048.

November 20 - 21, 1993

A Little On The Crafty Side

Cambridge - Ontario

Waterloo Regional Police members and families will be presenting their craft and hobby show at the Waterloo Regional Police Association building. Show will consist of over 50 tables of handcrafted treasures. Admission will be a canned food donation for the food bank. For further information call Donna Osborne (519) 653-7700 Ext. 525 or Gwen Brooks Ext.863.

January 27, 1994

Cellular Fraud Seminar

Toronto - Ontario

Hosted by the Cellular Telephone Industry Association, this one day seminar is presented for law enforcement personnel only and there is no charge to attend. The event will take place at the Toronto Board of Trade at 830 Dixon Road. Sponsored by Bell Mobility and Rogers Cantel the guest speaker will be Dennis Walters of Walters, Moore and Wilkinson. This person has extensive experience in the investigation of Cellular Phone fraud. To register contact Warren Leonard (416) 798-5061.

For Sale

Video Tape Package to implement Community Based Policing is available from the Edmonton Police Service.

The package, entitled "Community Based Policing - The Edmonton Experience", includes a 15 minute video and material designed to assist other agencies that are planning to implement Community Policing. The Community Policing Package is priced at \$120.00 Canadian. For further details, write to Community Policing Office, Edmonton Police Service, 9620 - 103A Avenue, Edmonton, Alberta T5H 0H7, Phone (403) 421-2351 or Fax (403) 421-2808.

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Portable Office In A Briefcase May Be Ideal For Police Work

This (US) \$7,000 unit appears to be the perfect all-in-one portable office for complete mobile work. It would appear to lend itself well to emergency response or hostage negotiations.

It was originally designed for the US Air Force as a wireless flight line maintenance workstation, and has been reworked to the extent that it would make a perfect long term surveillance control and communications centre.

The Portable Communications Workstation, Model #PWC-2000 from EER Systems Corporation of Vienna, Virginia, is a complete portable office carefully built into a briefcase.

The basic unit is an Intel 386SX-25 portable computer with an 80Mb hard drive, an 11" diagonal monochrome VGA LCD monitor, running MS-DOS 6.0 and Win-

dows 3.1, as well as communications and fax software. Attached to this is a standard cellular telephone, a 14,400/9,600 Data/Fax modem, and a compact Thermal Fusion printer. The unit tips the scales at between 26 and 28 lb. depending on options.

The whole package is upgradeable in virtually every direction, and has a wide variety of accessories including GPS (Global Positioning Satellite) hardware/software, a water tight/air tight rugged case, digital camera equipment, and encryption software (the list is much longer).

Further information can be obtained from EER Systems Corporation 1593 Spring Hill Road, Vienna, Virginia, USA, 22182 (703) 847-5750.

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Canadian Officers Invited To Visit Potsdam Police

By Heinz Hachenberg



This year marks the 1,000 Anniversary of the founding of the City of Potsdam in what once was East Germany. In recognition of this milestone Dr. Karin Binder of Potsdam contacted the German Canadian Friendship Association and invited four Canadian officers to attend the city on an official visit.

Arrangements were made for two mem-

bers of the Royal Canadian Mounted Police, a Metropolitan Toronto Police Court Security Officer and a member of the Waterloo Regional Police to attend the visit.

Shown above are Constable Mike Naeckel (WRPF), Constable Colin Partridge (RCMP), Chief Udo Becker (Potsdam Polizei), Traffic Officer Siegfried

Guelndner (Potsdam), Deputy Chief Hans-Werner Meienberg (Potsdam Polizei), Constable Tony Gollob (RCMP) and Officer Sheryl Gollob (MTPF).

Besides appearing at the Canadian German Week Ceremonies, the officers were received by the German Minister of Internal Affairs and Secretary of State as well as the Chiefs of Cottbus, Magdeburg and Neubrandenburg.

In addition the officers were treated to a boat tour by Chief Monika Scheufler of the Brandenburg Province Water Police on their new 75 foot cruiser.

The visit was deemed a tremendous success by not only the organizers of the German Canadian Week, but also for the police community in Canada, who were well represented by the four participating officers.

In reciprocation for their hospitality, the Chief of Potsdam and his wife were invited to a tour of Southern Ontario police agencies. Next month Blue Line will feature a story about this visit.



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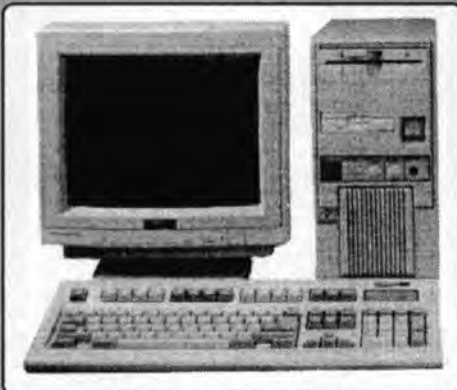
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And the barrel features something called hammer-forged rifling. Which, in technical terms, means one piece of bar stock is compressed around a mandrill and the rifling is hammered in rather than cut in as in most guns. In plain English, it means an incredibly strong barrel with smoother surfaces. Translated

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