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Police Communications for Public Safety Communicators

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Answering the Call

POLICE COMMUNICATIONS FOR PUBLIC SAFETY COMMUNICATORS





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SECTION 1

CANADIAN POLICE AGENCIES

Chapter 1: Canadian Legislation Affecting Police

Policing in Canada

Most Canadian police agencies follow the historic model of the British constabulary based on the work of *Robert Peel*. The main functions of Canadian police organizations are ***preventing crime, detecting crime, apprehending offenders, maintaining order, and protecting life and property***. This is accomplished through the following activities:

- participating in community based police functions such as Blockwatch, Crimewatch, COPS, Crimestoppers, Neighborhood watch, Block Parents, etc.
- participating in the control of disruptive social deviance
- traffic and civil bylaw enforcement
- criminal investigations by specialized personnel (commercial crime, serious crime units, etc.)
- intervening in domestic crises
- conducting searches for missing persons
- maintaining records with regard to police related statistics.

Canadian police agencies have traditionally been highly centralized. For example, the RCMP and most provincial police agencies historically have been administered and operated from centralized headquarters. This is different from our American counterparts, who operate in a highly decentralized system.

Canadian Federal Police Legislation

British North America (BNA) Act (1867)

The *British North America (BNA) Act*, the original legislation that defined Canada, designated law enforcement as a provincial responsibility. It also established a Dominion Police force whose responsibility was to protect government buildings and enforce federal statutes.

War Measures Act

The *War Measures Act*, a federal statute enacted in 1914, gives wide sweeping emergency powers to the federal government. It enables the government in power to govern by decree when it perceives the existence of *war, invasion or insurrection, real or apprehended*. The only use of the act in a domestic crisis occurred in October 1970 (called the *October Crisis*), when a state of *apprehended insurrection* was declared to exist in Québec. This was the result of perceived terrorist activities by the Front De Libération Du Québec (FLQ) and a now famous reaction by the RCMP Security Service.

Canada Act (1982)

This act made Canada a sovereign state. It combines the BNA act and several other negotiated materials including the Charter of Rights and Freedoms.

Canadian Security Intelligence Service (CSIS) Act (1984)

Canadian Security Intelligence Service (CSIS) Act (1984) shifted the responsibility for security investigations within Canada from the RCMP (related to suspected subversion) to a new government organization called The Canadian Security Intelligence Service (CSIS). CSIS also conducts background investigations of federal government employees who require security clearance, which includes a subversive indices check.

Federal Statutes and Legislation

Criminal Code

The *Criminal Code* is the bible of enforcement agencies. It contains a comprehensive list of definitions used in Canadian criminal law. Everything from *cattle* to *dwelling house* to *peace officer* is defined. It also provides case law examples of some of the more complex definitions, such as what constitutes *possession* or what constitutes *sexual intercourse*. The Criminal Code is divided into sections that deal with various offences such as Offences Against Public Order; Firearms and Other Offensive Weapons; Sexual Offences, Public Morals and Disorderly Conduct; Invasion of Privacy; Offences Against the Person and Reputation, and so on. It provides definitions for the types of criminal offences and includes the penalties for each.

Canada Evidence Act

The *Canada Evidence Act* provides for the rules and regulations concerning the giving of evidence. It covers who is a competent and culpable witness and what happens when someone fails to testify at a criminal or civil trial. It also covers procedural matters, such as impeaching a witness, leading questions, cross examination, oaths and affirmations, certification of documents, affidavits and so on.

Constitution Act, 1982

The *Constitution Act, 1982*, is the most powerful piece of legislation in Canada. It contains seven parts and sixty-one sections. They are:

- The Canadian Charter of Rights and Freedoms (Sections 1–34)
- Rights of the Aboriginal Peoples of Canada (Sections 35–35.1)
- Equalization and Regional Disparities (Section 36)
- Constitutional Conferences (Section 37–37.1)
- Procedure for Amending Constitution of Canada (Sections 38–49)
- Amendment to the Constitution Act, 1867 (Sections 50–51)
- General Provisions (Sections 52–61)

Police are affected primarily by the Canadian Charter of Rights and Freedoms. This charter is founded upon principles that recognize the supremacy of God and the rule of law. It provides for the Guarantee of Rights and Freedoms in Canadian society and defines our fundamental freedoms which include freedom of conscience and religion; freedom of thought, belief, opinion and expression, including freedom of the press and other media of communication; freedom of peaceful assembly; and freedom of association.

The purpose of the Canadian Charter of Rights and Freedoms is to protect the people of Canada from the power of the state when it is applied excessively or unfairly. It states that every individual is equal before and under the law and has the right to equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, color, religion, sex, age or mental or physical disability. English and French are the official languages of Canada and have equality of status and equal rights and privileges as to their use in all institutions of the Parliament and government of Canada.

The Youth Criminal Justice Act

The Government of Canada introduced the *Youth Criminal Justice Act* in 2003 to replace the outdated and much criticized *Young Offenders Act*. Its purpose is to create accountability and responsibility for youth in the commission of criminal acts making it clear that criminal behaviour will lead to meaningful consequences. This renewed youth justice system also makes a distinction between violent and non-violent crime to ensure that youth face consequences that reflect the seriousness of their offence. There are systems to be put in place to prevent youth crime and to support youth, if they do become involved in crime, to turn their lives around.

The *Youth Criminal Justice Act* improves the youth justice system by promoting accountability, responsibility and meaningful consequences for the full range of youth crime;

Controlled Drugs and Substances Act (CDSA)

The *Controlled Drugs and Substances Act (CDSA)* provides for the control of drugs and other substances in Canada. All substances that come under the jurisdiction of the CDSA are defined in a Schedule associated with the act and include drugs such as opium, cocaine, cannabis (marijuana), heroin, etc. It defines areas of concern such as certificates of analysis, possession, trafficking, importing and exporting, cultivation, search and seizure, penalties and preventative detention, and custody for treatment.

Food and Drug Act

The federal statute, the *Food and Drug Act*, applies to food, drugs, cosmetics and therapeutic devices. Insofar as police operations are concerned, the main application of this legislation relates to controlled and restricted drugs. Substances defined as controlled drugs appear in Schedule G of the Act and include amphetamines, barbiturates, etc. Substances defined as restricted drugs appear in Schedule H of the Act and include lysergic acid diethylamide (LSD), and others. It defines areas of concern such as certificates of analysis, possession, trafficking, importing and exporting, search and seizure, and penalties.

Customs Act

The *Customs Act* governs the importation of goods into Canada. It defines duty and duty-free restrictions and tariffs, export conditions, preferential treatment for goods classified under the North America Free Trade Agreement (NAFTA). It provides for penalties for the illegal importation of goods that are not duty-free. It also covers matters concerning international transportation and importation of goods, warehousing, and bonding of carriers.

Excise Act

The *Excise Act*, a federal statute, deals with the excise fees applied to certain goods covered by this legislation, particularly alcohol and tobacco. It defines various aspects of the alcohol and tobacco industries, provides for the issuing of licenses, bonding warehouse conditions and restrictions, regulations for weights and measures, bookkeeping regulations, and more.

Immigration Act

The *Immigration Act* is the federal legislation which regulates persons immigrating to Canada. It covers issues such as Canadian immigration policy, who can be admitted into Canada, who can be removed from Canada, refugees claims and appeals, etc.

Migratory Birds Convention Act

The act is based upon a convention between Canada and the United States that dates back to 1916. The Canadian and American law makers of the day acted to prevent the indiscriminate slaughter of migratory birds in their habitat or during their migration over North America. It also covers the preservation of migratory birds and nests. It establishes controls and regulations dealing with hunting of migratory birds, powers of peace and game officers, inspections, search and seizure, offences and punishment, etc.

Provincial Legislation

Police Act

The provinces are responsible for enforcing the *Criminal Code* and for providing and regulating policing services within their jurisdictions. The *Police Act* or the *Police Services Act* in each province governs all aspects of policing services throughout the provinces. In the province of British Columbia, it is administered by the Ministry of the Attorney General (British Columbia briefly had a Solicitor General responsible for policing), while in Ontario, it is administered by the Ministry of the Solicitor General.

Motor Vehicle Act/Highway Traffic Act

In British Columbia, the *Motor Vehicle Act* is a comprehensive provincial statute that affects virtually every aspect of motor vehicle operation. The Ontario equivalent is the Highway Traffic Act (HTA). Those acts define what is and what is not a motor vehicle. They require that owners of motor vehicles be properly licensed; that motor vehicles operated on highways are licensed and insured, that license plates be properly displayed, and so on. Also included are regulations concerning how a vehicle is to be operated, operation permits, proof of licensing,

driving prohibitions, traffic control signals, pedestrian controls, careless driving, speed limits and so on. Included are sections concerning inspections, motor vehicle equipment, safety helmets, and civil liability.

Liquor Control and Licensing

The *Liquor Control and Licensing Act* for British Columbia is a provincial statute that deals with all aspects of liquor licensing, distribution, and consumption. In Ontario it is referred to as the *Liquor Licensing Act* (LLA) and is very similar. Both specify terms and conditions that are associated with licensed premises, sale of liquor, supplying liquor to minors, unlawful sale and purchase, drunkenness in a public place, liquor in a motor vehicle, sponsored events, seizure of liquor, and penalties.

Mental Health Act

The *Mental Health Act*, a provincial statute, regulates the establishment of mental health facilities and services. It includes licensing of facilities, and defines who is entitled to services, charges, conveyance of patients, involuntary admissions, detention, and escapees.

Wildlife Act

The *Wildlife Act* governs hunting and fishing in the province. It covers the establishment of wildlife management areas, endangered and threatened species, hunting and firearm licenses, angling licenses, prescribed courses of training; hunting, trapping and firearm prohibitions; birds, nests and eggs; use of traplines; accidental killing of wildlife, transporting and processing of game, powers for peace and conservation officers, search and seizure, penalties, and inspections.

Firearms Act

The *Firearms Act* is a statute which identifies the requirements for the safe use of firearms. It covers the issuing of permits for indoor shooting ranges, exercise of care, search and arrest regulations, prohibited persons, and the confiscation of firearms.

Livestock Protection Act

The *Livestock Protection Act*, a provincial statute, deals with the safety of livestock, primarily as it pertains to threats from dogs and dog packs. It covers licensing, tags, dog packs, dogs running at large, violation reports, compensation, killing and disposing of dogs, and offences and penalties.

Municipal Bylaws

Municipal bylaws are regulations set out by a municipality to control various incidents that are not covered by federal and provincial statutes. Normally, enforcement of bylaws are the responsibility of the municipality and carried out by local Bylaw Enforcement Officers. It is important for call takers to be aware of the bylaws which are particular to the area in which they work, in order to refer the public to appropriate agencies as needed.

Parking Bylaws

Parking bylaws are regulations set out by a municipality to control issues around parking, both on streets and private property within the boundaries of the municipality. These bylaws are enforced by municipal employees such as Bylaw Enforcement Officers. Call takers may be required to forward parking complaints and issues to this branch of municipal government.

Noise Bylaws

Noise bylaws identify the regulations concerning noise in a municipality. This can include noise from construction sites, residences, public auditoriums, vehicles and so on. Noise bylaws specify the times that restrictions are in place and can differ with each municipality.

Dumping Bylaws

Dumping bylaws regulate the disposal of waste in a municipality and include restrictions for hazardous wastes, as well as the issuance of dumping and disposal permits.

Building Bylaws

Building bylaws are concerned with the construction or renovation of buildings in a municipality. They include the construction codes, inspection regulations, the issuance of building permits and so on.

Competent call takers will be aware of applicable and changing bylaws in the area in which they work to direct callers appropriately.

Chapter 2: Police Agencies

The Royal Canadian Mounted Police

The Royal Canadian Mounted Police (RCMP) is the national police agency that enforces federal statutes across Canada. The history of the RCMP is an interesting one starting late in the 19th century.

The North West Mounted Police (NWMP) was established in 1873 by Sir John A. MacDonald. In those days there were few police forces, and rural areas and small towns had no police at all to maintain order. Prior to the establishment of the NWMP, order was maintained by a system of courts assisted by the Canadian Military and militia units. The NWMP was originally established as a temporary police force to maintain control over the prairies. It was a paramilitary unit modeled on the Royal Irish Constabulary, a cavalry regiment. With creation of the provinces of Alberta and Saskatchewan (1905), “Royal” was added to the name. In 1920, the RNWMP merged with the Dominion Police and was renamed the Royal Canadian Mounted Police. The RCMP assumed responsibility for policing Newfoundland and British Columbia in 1950.

RCMP Organization

The RCMP has an establishment of over 20,000 persons consisting of men and women from a variety of ethnic and cultural backgrounds. Its centralized headquarters are located in Ottawa, with regional headquarters set up in every province and territory across Canada. As part of the National Police Service, the RCMP operates eight Crime Detection labs across Canada. The RCMP provides VIP protection to the Federal Cabinet, the Prime Minister, and visiting dignitaries. The RCMP is also active in drug enforcement initiatives both throughout the country and around the world. The RCMP operates marine and aviation sections across Canada and also operates Liaison Offices in 27 foreign countries.

The RCMP hosts the Canadian Police Information Centre (CPIC) in Ottawa, a nation-wide on-line query system that is the repository of information about missing or wanted persons, stolen property and other police-related information. The RCMP also operates the Canadian

Police College in Ottawa, Ontario, and their own police recruit training academy located in Regina, Saskatchewan.

Canadian Security Intelligence Service

The Canadian Security Intelligence Service (CSIS) was established July 1, 1984, by the Canadian Security Intelligence Service Act and replaced the Security Service of the RCMP. It is an establishment of about 2000 employees, although the actual size of the organization is a government secret. This civilian agency was formed upon the recommendation of Justice David McDonald, who headed the Commission of Inquiry concerning certain activities of the RCMP.

CSIS is mandated as an intelligence-gathering agency with no police powers, whose purpose is to conduct security investigations within Canada relating to suspected subversion, terrorism and foreign espionage and sabotage. It also conducts background investigations of federal employees who require security clearance which includes a subversive indices check. It uses judicial warrants to conduct searches and electronic surveillance, such as telephone wiretapping.

CSIS is governed by the Security Intelligence Review Committee (SIRC) and has its headquarters in Ottawa, Ontario. CSIS has field offices in major Canadian cities and liaison officers in allied countries around the world.

Provincial Canadian Police Agencies

The role of provincial police agencies is to enforce provincial statutes (traffic, liquor, etc.) and enforce some federal statutes (Criminal Code, Controlled Drugs and Substances Act, etc.). The Royal Canadian Mounted Police provide provincial policing under contract for all provinces and territories, with the exception of Ontario and Quebec.

Sûreté du Québec (Québec Provincial Police)

The *Québec Provincial Police* was originally established as two municipal police forces with rural responsibilities in 1838 by Lord Durham (Montreal and Quebec city). It enforces Quebec's provincial statutes and some federal laws, and also assists municipalities. It has an establishment of about 3000 employees.

Ontario Provincial Police (O.P.P.)

The *Ontario Provincial Police (O.P.P.)* was created October 13, 1909, and today is the third largest police service in North America. It has jurisdiction all over Ontario, except where municipal forces exist, and has a membership of 5000 employees. It was one of the first police forces in Canada to recruit and train women for the same duties as their male counterparts, at equal pay.

The stated mission of the Ontario Provincial Police is to provide a sensitive, community-oriented and accountable service that promotes an environment in Ontario in which all people will be secure in their pursuit and enjoyment of all lawful activities. To achieve this mission, in consultation with the communities served, they commit to provide police services that:

- promote public peace, well-being and security;
- prevent motor vehicle collisions and promote traffic management;
- promote safe and efficient movement of people and vessels on Ontario waterways;
- promote the prevention and detection of crime;
- respond appropriately to victims of crime and motor vehicle collisions;
- ensure appropriate enforcement of the law;
- provide timely and accurate information on our services and actions to the people we serve; and
- promote an organizational climate that values and encourages continual examination of our philosophies, strategies, plans and methods.

Regional and Municipal Police Agencies

Regional and Municipal police agencies enforce municipal bylaws, some provincial statutes (traffic, liquor, etc.) and some federal statutes (Criminal Code, Controlled Drugs and Substances Act, etc.). They do not enforce federal or provincial statutes that are the responsibility of a

federal or provincial agency. The RCMP is contracted by a variety of municipalities in all provinces and territories (except Ontario and Quebec) to provide police services.

The Toronto Police Service is Canada's largest municipal police service. The Toronto Police Service has 5400 uniformed members, 2,200 civilian employees, and a total operating budget of \$693.4 million (2005 base budget).

This agency was first established on January 1, 1957, when the police departments from the original thirteen municipalities in the Toronto area were amalgamated to establish the Metropolitan Toronto Police. A civilian oversight body, the Metropolitan Toronto Board of Commissioners of Police, was also created at that time.

British Columbia Provincial Police

The *British Columbia Provincial Police* was established in 1858 to provide order on Vancouver Island and on the mainland of British Columbia, due to a sudden influx of gold miners and settlers. It became a provincial police when British Columbia joined Confederation (1871) and was absorbed by the RCMP in 1950.

Municipal Police Departments in British Columbia

There are eleven municipalities in British Columbia that maintain their own police departments, in addition to the Greater Vancouver Transit Authority Police, established in December 2005. These police agencies are not contracted through the RCMP and complete their training at the Justice Institute of B.C. in New Westminster. These departments are responsible for their municipal jurisdiction. The BC municipal departments are listed below:

Abbotsford PD	Central Saanich PD
Delta PD	New Westminster PD
Nelson PD	Port Moody PD
Oak Bay PD	Vancouver PD
Saanich PD	West Vancouver PD

Victoria / Esquimalt PD
(amalgamated January 2003)

Greater Vancouver Transit
Authority Police Services –est.
December 2005

Royal Newfoundland Constabulary

The *Royal Newfoundland Constabulary* was established in 1872 and was modeled on the Royal Irish Constabulary. It is no longer a true Provincial Police force as the RCMP took over provincial policing in 1950. Today, its areas of responsibility are restricted to the city of St. John's, Labrador City and Corner Brook. It has a current strength of 400.

The Royal Newfoundland Constabulary polices the city of St. John's, Labrador City and Corner Brook.

Other municipal and city police agencies include Vancouver, Victoria, Edmonton, Calgary, Regina, Winnipeg, Ottawa, and Toronto Metro.

In Southwestern Ontario, one of the most heavily populated regions in the country, many of the police agencies are regionalized. Policing a regional area often involves several municipalities within in a regional district. Some examples include Peel Regional, Niagara Regional, Halton Regional, York Regional and Waterloo Regional Police Services.

Police Rank Structure

Because of the quasi-military nature of every police department, the method of organization is by formation of rank. The most commonly found rank structures in Canadian police departments are the administrators at the top, which include Chiefs, Deputy Chiefs, Command Level Officers such as Superintendents and Inspectors, Middle Level Management Non-Commissioned Officer (NCO): Staff Sergeants, Sergeants and Corporals. Constables are referred to as Line or Field Personnel.

Many municipal and regional police departments have done away with the Corporal rank, promoting First Class Constables to Sergeants. The table below outlines rank structure for the RCMP and most police services in Canada.

RCMP	Municipal Police
<i>Officer Rank</i>	
Commissioner	Chief or Chief Constable
Deputy Commissioner	Deputy Chief or Deputy Chief Constable
Assistant Commissioner	
Chief Superintendent	
Superintendent	Superintendent
Inspector	Inspector (some departments have Staff Inspectors)
<i>NCO or Non-Commissioned Officer Rank</i>	
Corps Sergeant Major	
Staff Sergeant	Staff Sergeant
Sergeant	Sergeant
Corporal	Corporal (being eliminated in many municipal departments)
<i>Constable Rank</i>	
Constable	Constables (begin at 4 th Class and then progress to 1 st Class)
<i>Civilian Employees</i>	
Civilian Member	City, Municipal or
Public Servant	Regional District Employees

Chapter 3: Police Organization and Culture

Police Organizational Structure

Police agencies are organized according to traditional military hierarchy. The characteristic pyramid shape of top down power emphasizes a reliance on chain of command and formal communications. Policy and procedures exist for virtually every type of situation and occurrence.

Generalist vs Specialist

Historically, police officers were generalists with each officer able to perform all policing functions. As a result of community demands, technology, and the size of departments, specialization has occurred. For example, if a municipality has a large banking community, it may have a fraud unit, or if a city has concerns about juvenile crime, it may have a youth squad. Technological changes such as computerization and DNA “finger printing” all require specific expertise. As with any large organization, the police department, too, has been divided up for the control and the orderly organization of work.

There are a number of specialized units and sections in many police departments. Officers and civilian employees attached to these sections have knowledge and training specific to their area of expertise. This list is by no means exhaustive, but gives an overview of the number of specialty sections that exist within policing.

Specialized Units / Sections in Policing

Air Unit	Gang Unit
Bike Unit	General Duty (GD)
Breathalyzer Operator	General Investigation Section (GIS)
Mental Health Unit	Internal Affairs
Commercial Crime Section	Joint Forces Organization (JFO)
Communications	Major Crimes Section

Community Police Office (CPO)	Marine Unit
Crime Prevention	Media Liaison
Dive Team	Motor Cycle Unit
Dog Squad / Police Dog Service (PDS)	Mounted Unit / Musical Ride (RCMP)
Drug Section	Organized Crime Agency (OCA)
Emergency Response Team (ERT), Strike Force	Riot Squad / Tactical Troop
Explosives Disposal Unit (EDU)	School Liaison
Foot Patrol	Sexual Assault Unit
Forensic Identification Unit	Street Crew
Fraud Section	Traffic
Freeway Patrol	Victims Services
Air Unit	Youth Squad / Kiddie Car

Advantages of Specialization

Specialization allows for clear placement of accountability, with individuals assigned to special tasks for which they are clearly responsible. Specialists are often hand picked and may quickly develop a sense of eliteness. This can lead to high morale and esprit de corps within the particular group. A strong group identity is fostered by specialized training and high-level skill development (for example, strike force, ETF).

With the focus on specialized training and teamwork, there is often a correspondingly higher level of commitment by the individuals, who usually develop a strong sense of pride in their work. This may be manifested by them taking their work very seriously and becoming proprietary about it.

Specialized squads such as Homicide and ERT can create positive public interest as there may be a tendency to gravitate toward an image of excitement as they attract media attention.

Disadvantages of Specialization

With specialization, special interest groups may vie for resources and influence, which could lead to a lack of coordination and cooperation between specialized units and the general patrol officer. Such competition can result in what is perceived as empire building. Possessiveness can become over-possessiveness and people may become protective of turf. This can result in the breakdown of communications as certain sections become secretive and suspicious of others.

Creating specialized units that are at the expense of general patrol officers can have a negative effect on morale. Patrol may then become smaller and less effective as the specialized units take away their responsibilities, leaving them the more mundane tasks. The specialized units' sense of eliteness may result in hostility towards patrol. There may be a reduction in patrol coverage as personnel for specialized units are drawn from patrol officers and are not replaced.

Maintaining unity of command may be difficult, as specialized units rarely operate alone. The notion of joint command can be difficult to deal with as there may be conflicts in command from apparently different agendas of the different sections within a single police department.

With specialization, officer development may cause difficulties. Officers, who develop a high level of expertise and proficiency within a narrow focus, may lose their proficiency for general police work.

Line Functions (Operations)

Patrol or General Duty

Routine *patrol*, which accounts for 60 to 75 per cent of uniformed police officers, provides most of the primary contact with the public. This element of policing is the most highly visible and often most criticized, and forms the basis for citizens' perceptions of law

enforcement. For the most part, all other units exist to augment and support this patrol function. Uniformed patrol is virtually the only police element to be distributed geographically throughout a jurisdiction, and has 24-hour responsibility. In large metropolitan areas such as Vancouver or Toronto, this results in complex shift scheduling to provide appropriate personnel levels according to the time of day, the day of the week, and the call load. These officers are the first responders to all calls, ranging from the most serious (murders, kidnapping, sexual assault) to the most trivial (fighting neighbours). These police officers are the true generalists.

Police department strategies include having highly visible uniformed patrol in clearly marked police cars (units). It is generally thought that this type of presence and random appearance will deter crime. In addition to the uniformed patrol units, low visibility patrol with plainclothes officers and unmarked units are apprehension-oriented and more likely to catch criminals in the act. The decoy method of disguise in specific locations is an attempt to deal with specific types of crimes (e.g., prostitution, drugs, fencing). These low visibility and decoy methods are considered to be more successful, but in turn generate more complaints. It then becomes more difficult to measure the actual level of deterrence.

Investigation

Patrol units are primarily involved in the response function of policing, which inhibits their ability to conduct complete and thorough investigations of the incidents they have initiated. Investigative units are in place to follow up and complete investigations, and are one of the first specialized units created as an agency grows. Investigative work is often not as glamorous as that portrayed on TV. Most of the work consists of completing paperwork and locating witnesses and victims.

Current thought recommends that more investigative functions be done at the patrol level due to the relative response time. It is felt that doing this type of investigation early in the incident will serve to increase the

probability of accurate identification and information, which will increase the solvability factors. Some of these factors are:

- What is the name of the suspect?
- Can the suspect be positively identified?
- Is the address known?
- What is the involved vehicle license plate?
- Is there traceable property
- Are there latent prints?
- Is there a significant MO (modus operandi)?
- Who had limited opportunity to commit crime?

In a good number of occurrences, suspects are identified at the scene. This narrows the field of suspects and increases the public's interest, involvement and possible useful assistance in helping to solve the crime.

Problems can arise from lack of communication/cooperation between the patrol unit and investigation sections. The concept of *team policing* may provide a possible solution. In this model, a small geographical area will have a group of generalists (patrol) and a few attached specialists. Many larger police departments are trying this model in some areas.

Police Subculture

Culture is comprised of components that may include knowledge, belief, morals, law, custom, other capabilities and habits. Organizations that tend to have their own 'language'; their own specific identity; their own atypical rules; are more susceptible to developing a culture that is some distance from the culture of mainstream society. The members of the organization often believe that their world is too different, too complex and too onerous for anyone outside the organization to begin to understand. This belief is the likely foundation of peculiar cultural values.

A vocational subculture is a group of specialists recognized by society and themselves, who possess identifiable specialized knowledge, jargon, and methods of control known as internal sanctions. Police, as part of Canadian culture, form a distinct subgroup because of the characteristics of their particular profession.

Activities and behaviours within a particular organizational culture sometimes indicate values and standards that differ widely from those outside that culture. This is not peculiar to police or the military. Almost every single organization in every conceivable sector has its own, individual culture.

Unique to the police subculture is a sense of unity, isolation, and being perceived by the public as stereotypically macho, glamorous, and exciting. A certain amount of stress and psychological injury is prevalent in this profession. In the past, officers exhibiting symptoms of stress were perceived as showing signs of weakness within the police subculture. Today, employee assistance programs provide confidential high-quality assistance for a variety of human problems experienced both on and off the job. Even with support measures in place, some negative aspects of the subculture include substance abuse, marital infidelity and suicide.

Policing, despite a perception of glamour and excitement, is actually quite routine and repetitive, with the occasional incidents of danger and violence mixed in. Police officers are often the subject of public scrutiny because their mandate is to enforce the laws of the land. It is often the case that much of the enforcement that is done is seen to be let down by what is perceived to be as a weak judicial system.

Specialized Knowledge

Police are taught a number of specific skills and knowledges which the average person may know little about.

This starts with basic recruit training which teaches:

- self defence
- firearms
- legal knowledge

- pursuit driving
- human behaviour

There is also specialized training in areas such as:

- crime scene preservation
- interrogation skills
- crowd control
- surveillance techniques

This training gives the police recruit the tools and understanding they need to uncover and record details of crime. This peculiar knowledge leads to the specialized language found in police culture.

Jargon

As with any profession, there are expressions and jargon that are used on a regular basis to communicate in the police department. Here is a brief example of a typical radio transmission:

“3B51, this is an MHA arrest. Victim transported by EHS. I’m 10-8 RTF.”

“The impaired MVA is a 215. He’s also prohibited. Is there a unit on the air with an ASD and a PAN?”

They include abbreviations of legalistic or specialized terms together with radio codes. They are used mainly because brevity on a police radio system is important, and also to provide a level of security and privacy from people who may be eavesdropping.

All of this police language is part of the culture that develops in police agencies.

Internal Sanctions

Internal Sanctions are forms of social control that an organization uses to enforce its standards. Peer pressure is very strong and is used to encourage members to be *team-players* or *one of the gang*. People who act or think differently tend to be isolated. Examples of the use of isolation as powerful sanctions are the use of shunning by some religious groups, and the use of excommunication by others. *Internal*

sanctions within a police department often refers to not divulging what you know to outsiders. Police are privy to information not relayed to the general public and are expected to operate within a code of confidentiality.

Unity

Police services and the military have enormous powers conferred upon them by the state. Each has the ability to restrict or remove individual liberty and both have the overwhelming and unenviable right to use lethal force where necessary, seeing themselves as the *thin blue line* between good and evil in the communities they serve. This perception is shared by police internationally.

Within the police culture, there is an unwritten rule that officers do not inform on one another. This *code of silence* is often enacted during investigations into alleged wrongdoing by fellow police officers. This is, in part because of the belief that they must protect one another and also that only another cop understands what they go through on a daily basis; that many internal investigations are the result of individuals not knowing the harsh realities of policing; that they must stick together.

Isolation

The flip side of strong police solidarity is social isolation. Because police tend to socialize with each other so much, they can in some cases appear to lose touch with the larger society. There may be a feeling among police personnel that the public does not understand them, partly because of the type of work police officers and their support staff perform.

Police agencies try to encourage police recruits to maintain civilian friendships; however, this can be difficult because of shift work. Agencies are always conscious of the factors that can separate their members from the rest of the citizens, and have taken steps to improve how they are perceived by the public. The movement toward more community policing is one of the ways to break down the barriers that exist between the police and the public.

Perception of Violence

Police see a lot of violence – people at their worst, doing their worst to each other. It is necessary for police personnel to maintain a psychological distance in order to perform their jobs in a professional manner. Individuals may become hardened and can develop a negative opinion of people. This can lead to cynicism, which is a basic mistrust of human nature and motives.

Police recruits and employees usually start out as idealists who want to help people. They may, however, portray a pseudo-cynicism to fit in with senior members. Most police personnel settle into a more realistic perception of their work when they realize they are not able to change the world, but can have a positive impact on those people they come into contact with. Others develop a resigned cynicism when they accept the system as flawed and come to the realization that they are not going to make a difference. Not everyone wants help, and sometimes it is not possible to help. Some leave their police careers at this point. A change in functions may prevent this type of burn-out.

For some personnel, aggressive cynicism tends to surface around the 10-year mark of a policing career. Resentment and hostility may lead to disillusionment for some members.

Ethics and Values

Ethics and values are the principles of conduct governing an individual or group. We, and the groups we are a part of, are shaped by ethics and values. Some argue that an ethical society has little need for laws. Others say that laws institutionalize ethics. While ethics and values can vary from group to group within a society, social stability and order require laws that apply equally to all members of society.

Police values tend to be conservative, middle class, and tend to favour punishment over rehabilitation, acceptance of authority over independent thought, and order over creativity. In reality, police can enforce laws but not values. If they set themselves up as judges of values, they generate hostility and resentment. Police not only have to enforce the law, but must also conform to it. The public expects those

who enforce the law to be exemplary in the way they conform to the law.

Police are supposed to ensure justice and fairness; however, real justice depends on a point of view. The police must deal with the public fairly, but may often be in situations of conflict where there may appear to be no fair way to resolve the situation. Here, the law becomes an important mediating force. This power held by the police are, in large measure, the basis for citizens' demanding that these organizations are founded on strong ethics, principles and values.

Integrity

Integrity is the quality of character that demonstrates morality, honesty, trust and honor. Police agencies seek to recruit applicants with integrity. For a few individuals, this integrity can be undermined by the indoctrination into police culture, peer pressure and isolation, which can lead to corruption. Police organizations help to maintain integrity by being in touch with their members and being aware of any problems that arise.

Corruption

Corruption is the abdication of integrity. It is a very real problem in some major U.S. police forces. New Orleans, Boston, Dade County, to name a few, have had highly publicized incidents of internal problems with police corruption. We are fortunate in Canada, that while there are isolated incidents of individual corruption, there is not widespread corruption within our police agencies.

Bad Policing

The police are bound to uphold and enforce the laws of the land. In doing so, they must be ensconced in a position of trust and privilege in our society. Despite attempts to provide the public with well recruited, well trained and well managed police personnel, abuses of the system do occur.

Two types of bad policing are:

- errors or mistakes
- misconduct

Errors

Errors can be made in any profession; however, consequences of errors can be more disastrous in some professions than in others. Errors made by police personnel can have a tremendous impact on the public, and in some cases may mean the difference between life and death. Errors can occur as a result of inappropriate organizational policies, directives, and structures, and may be the product of poor communication or restrictive policy that inhibits initiative. Errors are not deliberate and may occur as a result of limited capacity, limited time for judgment, stress and/or poor use of discretion

One common police error is pursuits that result in injury or death. From January 1987 to late 1989 (three years), 26 Canadian died as a result of police pursuits. 17 of them were in Alberta. There were concerns about weak, ineffective guidelines on procedures or policies and individual officers making their own decision about when to initiate a pursuit. Specific procedures have been put in place which state that a chase will be aborted when a clear danger to the public, the officers or the suspect is present. The officer has to consider weather, road conditions, traffic, lighting and speeds in making the decision whether or not to pursue.

Changes are taking place in police driver training. Where driver training used to focus on high speed pursuit tactics, now the focus is on low speed tactics and the ability to identify the vehicle and suspect. This change came about as the result of a U.S. study which showed a heavy loss in lives and dollars from the high speed pursuit method.

Another police error is in the use of excessive force. Police are authorized to use “as much force as necessary” to effect an arrest. The individual officer normally has to make the decision about how much force is needed, sometimes in a matter of seconds, and often with limited information. Officer safety must be a prime concern, but it can be traumatizing if innocent citizens inadvertently get involved.

Options to excessive force that may be considered by officers include:

- use of their physical presence
- verbal commands

- empty hand tactics
- tools, such as baton or pepper spray
- deadly force

Some of the reasons that have been cited in situations of excessive force are:

- adrenaline surge in the heat of the moment
- lack of skill or training
- lack of apparent viable alternatives

Regulatory misconduct is the breaking of procedure regulations, such as wearing improper dress, or making incorrect reports. These are management/employee issues and have little effect on the public.

Misbehaviour often involves money, sex or liquor and is personal – not professional – misbehaviour, but serves as an embarrassment to the police force as a whole. Usually when problems of this nature come to light, the officer may lose his/her job and may also face criminal charges.

Abuse of Power is the abuse of police powers in the course of an investigation, legal proceedings or citizen contact. It may be prompted by an intention to cover up police mistakes, or by a misguided sense of justice. The most flagrant examples involve cases in which evidence is planted or information is documented incorrectly because the officer involved believes that a suspect is guilty.

Corruption is the misuse of police powers for personal profit. There are minor examples such as accepting goods and services for free. It is clear, however, that acceptance leads to expectation, which leads to demand.

Corruption in the pursuit of a noble cause is a phenomenon that occurs when police are given a specific goal, and they do what is necessary to meet or exceed that goal. However, if the goal is poorly defined, the efforts toward its attainment may go awry. Significant pressure from the public, the media and the administration, necessitates that the individual responsible for a terrible crime be identified, arrested and

prosecuted quickly. Unfortunately, sometimes the police arrest the wrong person!

Cases in Canada include Donald Marshall, David Milgaard or Guy Paul Morin show how tragedy has befallen these three men, and others, as a result of a steadfast belief in their guilt by a host of people within the Criminal Justice System during their investigation, detention and prosecution.

Most police officers are honest, competent and hard working. Credibility with the public and integrity within the police service is vital to the image of policing as a whole.

Chapter 4: Police Recruiting and Training

Hiring Practices

There are no legislated standards for hiring or training police officers in Canada. Prior to the mid 1970s, recruiting for police officers was targeted at white males from working class families. Women were the first to break the white European-Canadian male recruiting barrier in the early 1970s, followed by a strong effort towards recruiting visible minorities and people with specialized skills and qualifications. For example, in the early 1970s, only one third of all applicants had any post-secondary education. Today, most police agencies have a mandatory basic requirement of at least one year of post-secondary education. As well, most police agencies use professionally developed criteria for selection and hiring, which include aptitude testing, psychological testing and security background checks.

Recruiting

There is a growing recognition that it is much easier not to hire someone than it is to fire unsuitable employees later. A retired trainer once said, “We don’t owe anyone a job. If we must err, we must err on the side of the department.” The recruiting processes for police have over the years become fairer, but more stringent. Systemic barriers that have been removed by federal legislation include age restrictions, height restrictions, physical tests and citizenship. Most police departments have put in place an equitable hiring system.

The screening process prior to hire includes an application, a written examination, physical fitness testing and often some kind of aptitude testing. Candidates who complete those satisfactorily go on to have an interview, a medical exam, a background check, and in some areas such as British Columbia, a polygraph test.

Initial Training

Traditionally, police training was regimented and concentrated on physical attributes such as strength and endurance. Today, training is aimed more at proactive prevention than reactive enforcement and includes focusing on problem solving and social issues, such as domestic violence and child abuse. The emphasis on physical

performance requirements is shifting to include intellectual and communications skills.

The RCMP and some provinces operate centralized training facilities for police recruits. RCMP training consists of six months at the Academy in Regina, Saskatchewan. After receiving the basics and successfully passing the requirements, RCMP cadets spend another six months training on the job before being fully qualified to do police work without the supervision of a trainer.

Provincial training facilities are like a college setting, where recruits in training come and go for one or more periods of classroom instruction. Classroom instruction is supplemented by periods of on-the-job field training. All British Columbia municipal police are trained at the Justice Institute of British Columbia. A similar type of police training takes place at the Ontario Police College in Aylmer, Ontario, for that province. Training is very expensive. There is currently a move to shift this cost from the province or municipality to the individual by having applicants complete prescribed pre-employment education, and hiring those who meet certification requirements.

In Service Training

In Service Training is on-going throughout a person's career and focuses on general self-development and specific skill building. These include, but are not limited to, topics such as officer survival, child abuse investigation, accident scene reconstruction, fingerprint identification, and supervisory/management skills.

Training and education for officers and communicators have improved and become much more focused on human issues. Some very valuable courses and training programs include:

- Cross-Cultural – teaches personnel about the various cultural similarities and differences in the various cultures in their patrol areas
- Alcohol and Drug Recognition – educates personnel to better recognize the effects of drugs and alcohol on humans.

- Officer Survival – teaches personnel about the realities of a career in law enforcement and how they might better prepare themselves when dealing with potentially hazardous situations, recognizing Critical Incident Stress, etc.
- Critical Incident Stress Management – teaches personnel about the effects, symptoms, and treatment of critical incident stress.
- Lifestyle Management – educates personnel about problems that can arise from an unhealthy lifestyle. The public safety profession needs to anticipate and avoid health problems that arise from smoking, drinking, poor nutrition, changing sleep patterns, and other concerns.

Policing Issues

Police accountability is an area of concern that has come a long way. Up until the 1980s, police agencies were given a considerable amount of autonomy with little intervention from the public sector. All Canadian police are regulated by government legislation. Now, every major police agency has a police commission or police services board, appointed by the provincial government, which oversees policing and police training. Some agencies, like the RCMP, have had national commissions specifically tasked with RCMP wrong-doings. Several provinces have civilian review boards or an ombudsman who may investigate police/public disputes.

Media and public relations are a relatively new phenomenon and one that Canadian police agencies have been slow to capitalize on. In the past, media inquiries or requests for press releases were largely ignored. Today, most police agencies have a media relations person whose only responsibility is to provide information to the media. This person becomes a very familiar face and voice on the local media.

As the police have begun to understand the true power and influence of the media, they have begun to take steps to establish positive relations with various media agencies. It is evident that the media can be a very powerful and useful resource to help get information – such as about missing children – broadcast on a huge scale.

Private Security Organizations

Private security companies are growing in popularity in North America because police forces are not able to perform adequate crime prevention, particularly in the areas of home and business physical security. Private security companies provide a wide range of services such as building security, premises patrols and assistance at special events. This service may be available on a contract basis or may be an internal department of a company. Corporations are prepared to pay the price for this type of security assistance to prevent significant losses in property and productivity.

Chapter 5: Police Activities to Prevent and Solve Crime

Preventative and Proactive Measures.

Community Partnership Programs include civilians who are organized to perform a volunteer function related to a particular community need. Such programs include:

- Crimewatch – volunteers patrolling designated areas in private vehicles equipped with communications devices.
- Citizens on Patrol – similar to Crimewatch.
- Blockwatch – organized citizens of a particular neighbourhood on the lookout for suspicious people and situations.
- Neighbourhood Watch – similar to Blockwatch.
- Block Parent – organized citizens of a particular neighbourhood on the lookout for children requiring assistance.
- Victim Assistance – organized volunteers trained to deal with victims of crime or unusually traumatic events.

Community Based Policing

Decentralization (Community Based Policing) is a series of concepts that in many ways re-establish the traditional methods of doing police work. Such concepts include:

- Problem oriented policing – establishing task forces to deal with specific problems such as youth gangs, car jackings, etc.
- Team/zone policing – establishing a specific team in a particular zone on a regular basis.
- Store front/Sub-offices – establishing sub-offices staffed by volunteers to decentralize the main police office and establish a presence in several neighbourhoods.
- Foot patrols – once a common occurrence, foot patrols fell into disfavor because of many factors such as shortage of resources, technological changes, suburbanization of communities, response times, etc. They are making a comeback as police agencies

recognize the value of police/citizen interaction which occurs more readily when the officers are not in vehicles.

Public Involvement

Public awareness is perhaps one of the most effective ways to deal with crime. It is a relatively new approach that is meeting with tremendous success. For example, drunk driving campaigns that promote voluntary compliance with the law have succeeded in changing public opinion on the social acceptability of impaired driving. This has brought about a significant reduction in the number of people driving under the influence of alcohol.

Television shows such as *COPS*, *To Serve and Protect*, *Rescue 9-1-1*, and others, have had a significant impact on public awareness and attitude to crime, trouble makers and public safety agencies.

Crimestoppers, a system whereby citizens can anonymously offer information on crimes, has been very successful in contributing to serious investigations that otherwise might go unsolved.

School Liaison officers visit schools on a regular basis and are very successful in dealing informally with issues that affect school age children. Very often, when a student is in trouble, he or she will ask for the school liaison officer. The liaison officer is often in a far better position to deal with the issues than the regular general duties officer.

Community design programs such as “Crime Prevention Through Environmental Design” (CPTED) are systems of municipal planning that uses landscaping, architecture, lighting and other tools to create homes, buildings, and neighbourhoods that are not crime friendly. The goal is to reduce crime by reducing the risk of crime in an area. There is an international CPTED Association with over 300 members worldwide.

Reactive Measures

Reactive measures are those that are taken after a crime has been committed and are used primarily to secure and gather evidence in an investigation. They include the following:

Scientific/Forensic Techniques

- Ballistics – the study of firearms and the markings on bullets
- Blood stains – the pattern and typing of blood found at a crime scene
- Computer records – bank ATM activity, phone computers, personal computers, LANs, WANs, etc.
- DNA – genetic identification (fingerprinting) – DNA technology has arisen as a tool in the detection of crime
- Explosives – the analysis of dynamite, gunpowder, etc.
- Fingerprint – the study of human fingerprint patterns
- Footprints – the size, type, depth, stride of footprints and shoe prints
- Hair and fiber – matching and typing of natural or synthetic fibers
- Handwriting – the pattern, style and impression of handwriting samples
- Marks – bites, marks, on objects or bodies
- Modus operandi – the way a criminal operates, patterns, etc.
- Photography / video-/audiotape
- Serology –science dealing with the immunological properties and actions of serum
- Spectrography –a spectroscope for photographing or producing a representation of a spectrum
- Telephone records – long distance, local calling patterns

Tactical Measures

Police personnel receive training in many areas of operational specialties. These include:

- Aircraft
- Batons

- Breathalyzer (include RSD)
- Emergency Response Teams (ERT) – personnel trained in the art of hostage negotiations, containment and sharp-shooting.
- Interrogation
- Marine patrol vessels
- Pepper spray (other chemical agents)
- Radar / laser / photo radar
- Surveillance – the art of clandestine surveillance that includes electronic eavesdropping, audio and video interception.
- Taser

Chapter 6: Police and Public Safety Communications

History of Public Safety Communications and Police Operations

In the early days of emergency services, there were no two-way radio communications systems. Metropolitan police departments used call boxes, which the patrol officer on foot or horseback would periodically use to check in with the local precinct. If there was a call that required attendance, the officer would be told the nature of the call and the address. He would then walk or ride to the call and deal with the people as he saw fit.

Later, the larger police departments used one-way radio transmitters that broadcast in, or just above, what we know today as the AM radio band. Patrol vehicles were equipped with AM radio receivers and would tune to the dispatch frequency and listen for calls. The dispatcher, usually a senior police officer, sat behind a large radio transmitter. When a call came in, he would throw the switch and start reading out the information. He would have no way of knowing whether or not anyone had heard the transmission. Units who heard the call would respond.

In some rural areas, the local telephone operator was the one who would take calls for assistance. If the services of a police officer were required, she would activate a red light on the top of a tower (often the town water tower). The patrol officer would periodically check out the tower and if the light was on, would go to the nearest telephone and call “central.” The telephone operator would provide the details of the call and the patrol officer would attend. If the operator was really dedicated, or had enough time, she would keep track of the officer and would often use her ingenuity and the technology of the day to monitor the progress of the incident.

Early ambulance services were often operated by funeral homes using converted hearses to transport the injured to local hospitals. In larger cities, hospitals or fire departments would operate the ambulance

service. Their method of communications was simple: the phone would ring, details were recorded and a crew would go out.

Fire departments were operated in much the same way, with the exception that in smaller towns the job was – and still is – done by volunteers. When there was a fire, the volunteer fire department was summoned by the ringing of a big bell located on the roof of the town hall. Later on, the bells were replaced by pole-mounted sirens activated by whomever answered the *fire phone*. Volunteers rushed to the fire hall in their cars and pickup trucks, where someone hopefully had noted the location of the fire on a chalk board. The volunteers would climb aboard their fire truck and head out into the country to try to save someone's home.

As population increased, the public started to demand better service. It was bothersome having to dial different seven-digit telephone numbers for each emergency service. Telephone operators were busier with other telephone business and were not always available quickly. Police officers were assigned to answer the phone and dispatch calls over the radio. Private ambulance services with trained crews and permanent dedicated call takers started to appear. Fire departments delegated some fire fighters to be responsible for call taking. Advances in radio and telephone technology provided emergency services with all the tools required to be faster and more efficient. Emergency call taking was centralized by the introduction of 9-1-1.

In the period before and after the Second World War, when radio communications and telephone systems were evolving, the first personnel to provide call taking and radio dispatching functions came from inside their own emergency service. They were policemen, firemen, or ambulance attendants. Some were guards, matrons, spouses of the employees, and others were volunteers. Some were injured or disabled employees who had been determined to be unfit for active duty.

Retired military communicators began applying for positions as telecommunicators with emergency service organizations. They were, perhaps, the first professionally trained communicators to work as

public safety communications operators. They were trained to listen to radio signals. When the radio conditions were noisy, they could pull the signals “out of the mud.” Most were experts at copying Morse code signals. By the nature of their military experiences, they were more tactical in their approach to emergency operations. They were also easily accepted by the male dominated, paramilitary emergency services by virtue of their background.

The ex-military radio operators broke many barriers. They proved beyond any doubt that agencies did not have to keep their uniformed employees working in their communications centers. In many agencies, it was a blessing that the much needed police, fire, or ambulance personnel could return to active duty, which was where they belonged.

There are organizations that exist for those involved in the civilian side of policing. The Association of Public Safety Communications Officers (APCO) for example, is a professional organization for public safety communicators, and the National Emergency Number Association (NENA) represents those employed in 9-1-1 centers.

Early Name Index/Vehicle Search Techniques

Life in public safety communications has changed drastically in the past few years. Evolving technology has made the computer the heart of many operations, with the capability of reaching varied pools of information within seconds. The days of pencil and paper and typewriters are systematically disappearing, although call centers revert to this method during power failures or when computerized systems fail.

Before the automated on-line query systems like CPIC, PARIS, and PIRS and PRIME, name and vehicle checks were done manually. Typically, to query a name or vehicle, someone would have to hand search through thousands of index cards filed in a particular order. This was a slow process. For motor vehicle registration checks, it would mean a phone call to the motor vehicle branch, where the same thing would occur at that end.

As time and technology evolved, the next system for searching vehicle and driver information was microfiche. Microfiche consisted of a series

of plastic microfilm transparencies that clipped into a machine that looked like a cross between an overgrown microscope and an old television set. Each single transparency held a huge amount of information. The problem with this system was that although it was less cumbersome, the information was often out of date and therefore not reliable.

Since all personnel were aware of how labour intensive each search was and that the person doing the search was probably answering several phones, several radios and operating a teletype machine, most operational personnel would only query a name or plate if the situation was highly suspect. The end result was that patrol officers would not query names or vehicles unless there was some unusual or suspicious circumstance. As a result, mistakes were often made. It was not uncommon for wanted fugitives driving stolen cars to be checked and to get away, and more tragically, many officers lost their lives simply by innocently checking a car without having information about potentially dangerous situations. Today, officers have access to complete information about the vehicle being checked before the car is even stopped.

Modern Operations

Modern equipment and technology make vast amounts of information available to operational resources. Automated on-line query systems like CPIC, NCIC and INTERPOL are available to most police officers either through a communications operation or, in some cases, right in their vehicles. Mobile data terminals have been in existence for several years. Some are dumb terminals with very few capabilities beyond basic querying of names and vehicles.

With advances in computer technology, the most recent vehicle terminals are actually powerful laptop computers capable of multi-functions. These computers can be used as a CAD terminal, as a messaging terminal with full CPIC and RMS (Records Management System) query capability, as pre-formatted screens for the various forms that must be completed, and for other computer applications. Some terminals can be removed from the car and taken to the scene of

a crime. Built-in cellular radio technology keeps the computer connected to the main system and enables officers to take all the capabilities of their systems wherever they go. It is expected that as technology improves, mobile work stations will be standard equipment along with all the other tools modern law enforcement personnel must carry.

Police as Employers

It is only in the past few years that police agencies have addressed selection and hiring procedures for communications operators. Most departments have a list of basic requirements that apply to all applicants. For the hiring of communications operators, the following criteria are often used:

- Age of majority
- High school diploma and post-secondary education
- Criminal Records Check – warrants, charges, and convictions
- Background character reference checks – establishes suitability and reliability
- Employer checks – work record, honesty, reliability
- Radio operators license
- Medically fit
- Stress test
- Audiologist test
- Keyboarding tests – computer aptitude
- Aptitude testing – multi-tasking skills, abilities
- Interviews – knowledge, oral and hearing comprehension, oral expression

After hiring, most police employers have structured training programs that consist of mostly on-the-job, hands-on type of training. The larger departments have a structured classroom/lecture training program that augments on-the-job training.

Wages

In terms of wages, we as Canadians fare much better than our American counterparts. In the US, it is not unusual for communicators to be paid the minimum wage. In Canada, most communicators are paid the equivalent of the first level responder. For example, in the RCMP, operators in the LES-TO2 category are paid the equivalent of 70 per cent of constables' wages. In municipal departments, employees receive approximately \$25 per hour (2008). Many municipal employees are unionized or are members of a police association and are subject to a collective bargaining agreement for wages, benefits and other. Some are governed under the Police Act and are prohibited from going on strike.

SECTION 2

POLICE CALL ASSESSMENT

Chapter 1: Police Call Assessment

Police call takers are the public's first contact with a police agency in both emergency and non-emergency incidents, and therefore must act in a professional manner, maintain conversational control and be empathic. They also must obtain the correct address and other incident information in a timely manner so that police response units can be dispatched appropriately.

Duties of a Police Call Taker

Use Appropriate Phone Manner:

- Ready to go on time, and prepared to function.
- Answer phone promptly with agency name
- Display conversational control, empathy, flexibility
- Obtain validation to support the location provided by the caller, e.g., ANI/ALI information, cross street, call back telephone number.
- Maintain a professional and calm demeanor throughout the incident.

Obtain Critical Information:

- Quickly and accurately determine the address or location of the event.
- Determine cross streets and other directions.
- Obtain third party information.
- Obtain callers name, phone number, address.
- Interrogate the caller using effective questioning techniques to establish the risk to public and officer safety.

Information

Information may be supplied to your agency via any number of methods. It may be received electronically, through phone, radio, pagers, MDT, facsimile, E-Mail or CPIC. It may come into your agency manually by mail, courier or memorandum, or more directly by a caller attending your office. It is important to advise your field units of the source of the information received. It may be up to the field units to check out the information and to determine the accuracy and reliability of the call. Call information is always dispatched under the criteria of your agency's SOGs (Standard Operating Guidelines), utilizing appropriate codes and radio language (for dispatchers).

Call takers are required to interview the complainant/victim thoroughly to gain additional information that may assist the dispatcher and field units in determining their level of response to the call. During incidents in progress, the call taker is required to keep the caller on the line in order to keep agency personnel continuously updated on the current status of events occurring at the scene, especially with regard to any change in, or escalation of, the incident.

The call taker, acting as a member of the communications team, ensures that the information passed along to personnel attending at the scene is as complete and accurate as possible. The call taker assists other communicators as required and is aware of the policies and procedures applicable to his or her agency. The call taker accurately records information about individuals, incidents and support agencies involved in the call.

Call Assessment Model

There are differing schools of thought around what questions should be asked by a call taker. One method is to start with the five W's and one H: *Where, What, When, Who, Why* and *How*. Other call centers utilize only five W's: *Where, What, When, Who, Weapons* and *How*, assuming that *Why* is not necessary as it will be answered by the other questions.

The questions asked and the order in which they are asked depends entirely on the incident. The application of these questions must become second nature for an effective and efficient call taker.

Where

The call taker will quickly and accurately determine the location or address of the event. The call taker will validate the incident location supplied by the caller using all available means, including: confirmation with the caller of the location given, multiple calls to the same incident, ANI/ALI, cross street, the cross reference directory, call-back number, PIRS, and so on.

- Where is the incident?
- Where are you now?
- Where is the victim?
- Where is the suspect?
- Where is the vehicle?
- Where do we go?
- Where do we contact you? Now? Later?

What

The call taker will quickly determine (by using caller interview techniques) exactly what is happening at the scene. The call taker will gather history (individuals/location), as well as information on weapons, and will use CPIC and/or records checks if it is available or applicable. The call taker will assign an incident code and priority to the call to ensure that the appropriate units, support services and outside agencies will respond.

- What is happening/what happened?
- What is the problem/emergency?
- What do you or the victim need?
- What do you know about the situation/victim/suspect?
- What did you see?

When

The call taker will determine if the incident is in progress or occurred earlier. The call taker will determine the call delay involved, that is,

how much time has elapsed between the occurrence of the incident and the actual reporting of it. The call taker must be aware that establishing precisely *when* an incident occurred can greatly influence the priority, and number and type of units assigned to it.

- When did this happen? Now? How long ago?
- When will this become a problem?
- When did the suspect leave?

Who

The call taker will determine who is calling, who needs assistance, who is injured and who the suspect is. The call taker will use CPIC/PIRS or caller/victim/location history in gathering as much information as possible about the parties involved.

- Who are you?
- Who is the victim?
- Who is the suspect?
- Who are you in relationship to the victim/suspect?
- Who asked you to call?
- Who should we see at the scene?
- Personal information is also gathered under the *who* category. This information may include:
 - How old the caller/victim/suspect is;
 - A description of the victim/suspect/caller;
 - The date of birth or age of the parties involved;
 - The history of the parties involved;
 - Witness information.

In the event of anonymous callers, the call taker will attempt to obtain the identity of the callers without bullying them. The call taker will apply the following techniques to obtain caller particulars:

- Advise the caller that the information will remain confidential;

- Advise the caller that the information is only for agency records;
- Attempt to determine why the caller is concerned / unwilling to supply his/her name.

If the caller still refuses to identify him/herself, do *not* threaten the caller by saying, “If you don’t answer my questions, no one will attend.” It is not the call taker’s place to judge a caller, only to get the information required to direct an appropriate response to an incident. Call takers are legally (and morally) obligated to take the appropriate steps to initiate action based on the information they are given, even if the caller chooses to remain anonymous. In addition, if the anonymous caller is the *victim* of a crime, the call taker must attempt through every available means to determine the identity of the caller, for instance by call tracing or ANI/ALI.

Why

The call taker should quickly assess the need for attendance to the scene and determine from the caller why he or she is asking for assistance. If time and circumstances dictate, the call taker will attempt to ascertain why the incident occurred. You will ask this question more often as you gain experience in call taking. You might be responding to an intuition that there is more to the incident than the caller is letting on. For example, a caller requests police attendance immediately. Why? What is happening? (This is a situation that includes *What*, but may need more clarification.)

- Why are you calling?
- Why did you wait to call?
- Why do you think that this person is a suspect, or is acting in such a manner?
- Why are you worried/upset/scared?
- You may find that the caller is a source of information for the call. However, unless you ask, he or she may not be willing to volunteer the knowledge they have.

How

The caller taker will determine how the incident occurred, how the caller is involved, how the agency can assist the caller (or victim), how the agency can best serve the public and bring the incident to a safe conclusion.

- How many people are involved?
- How did this happen?
- How did you get this information?
- How do we get there?
- How did the suspect(s) leave the scene?
- How do we find you/the victim/the suspect?

Weapons

There is a sixth W, *weapons*, which is used in any situation that is volatile or has the potential to escalate into a volatile one, or that could pose a risk to the public or a field unit whether it is police, fire or emergency medical. It is also important to ask this question when there is a call about any incident in progress.

In volatile or potentially volatile situations, the call taker will, ***without exception***, ask the caller about weapons. The call taker will attempt to determine if weapons are involved (produced, indicated or simulated), if someone has threatened to use a weapon, or if weapons are available. The call taker will also determine the location of any weapons involved. Callers may not automatically volunteer this information, or may not think of it in their haste. Therefore, it is up to the call taker to ask these questions.

- Are weapons involved?
- Have weapons been mentioned?
- Are there any weapons in the residence?
- What type of weapon is it?
- Did you see the weapon or was it simulated?

- Where is the weapon now?
- Does anyone there have access to weapons?
- Has the suspect ever used weapons before?
- Where are the weapon(s) kept in the residence?
- Failure to ask these types of questions may result in sending field units to a very dangerous situation for which they are under-prepared. If the caller is not sure about the presence of weapons, ask them to check *if it is safe to do so*, or advise the dispatcher or field units that it is unknown if there are any weapons. The more information you pass on, the better prepared all responding units will be.

Person Description

When broadcasting the physical description of a person, *be specific*. It should include as much of the following information as possible. A rule of thumb to remember with descriptions is top to bottom, and inside to outside.

- Age or approximate age.
- Sex of suspect.
- Height and weight of suspect.
- Race of suspect.
- Color, length and style of hair.
- Facial hair if any (beard, mustache).
- Indication if eyeglasses or sunglasses worn.
- Specific clothing description from head to toe, including color, style, footwear, headgear.
- Any accent or speech impediment known.
- Indicate any jewelry noted on suspect. This may include earrings, visible wrist or neck jewelry.

- Distinguishing marks or tattoos. Be specific in their descriptions and location on the body if tattoos. Distinguishing marks may include pockmarks, acne or scars.
- Any information on a known criminal record or mental health problems, including known medication for a specific illness such as schizophrenia.
- WEAPONS – Was the suspect SEEN carrying one or was the weapon simulated? If the weapon was seen, supply a full description of the type of weapon.
- In any situation that shows the slightest indication of violence or risk, or escalation to either, ALWAYS include information about weapons whether or not seen or accessible.

Also include any known relationship between the suspect and caller or victim. If more than one suspect is involved, ensure information on each suspect is clearly identified with the correct individual.

Vehicle Information Broadcast

As with suspect information, be specific in describing the vehicle. A vehicle description should be done in a logical format. For example: 2002 Ford Mustang 2 door sedan, silver with BC license ABC123 relays all of the pertinent information in a simple format. Practice this format in giving out vehicle information until you are comfortable.

- Y** Year of vehicle (*Specify year if known, or approximate age of vehicle as in “late-model Ford Taurus”.*)
- M** Make of vehicle..... (*Specify the make, as in Ford, and the model if known, as in Taurus.*)
- M** Model of vehicle (*Specify the model if known, as in Taurus.*)
- S** Style (*Mention whether it is a two-door, four-door, convertible or hatchback, to list four examples.*)
- C** Color of vehicle..... (*If the vehicle is two-toned or multicolored, identify where the colors are on the vehicle as in white over black.*)

- P** Province or State(*Name the province or state on the license plate.*)
- P** Plate.....(*Give the license plate number of the vehicle if known.*)
- A** Additional Info(*Mention for instance any body damage, or unique features such as a tow package, stickers, markings or custom body work.*)

Vehicle information includes the vehicle location at the time of the call, or if the vehicle has left the scene. If the vehicle has left the scene, determine the direction of travel and the time delay involved in the departure of the vehicle.

Rate of speed and type of highway can also be a factor in the location of the vehicle. Incidents that take place near a major highway or border crossing can radically change how and to whom you would direct your radio broadcasts.

It is essential that information on suspects and associated vehicles be relayed as quickly and completely to field units as possible. These details should be broadcast in a systematic and orderly fashion.

Chapter 2: Prepare Reports for Dispatching

Information to Dispatch a Call

Police dispatching is different from other types of dispatching, including that of other emergency services. To dispatch a typical police report, you will need to have the following information recorded and supply it to the field units:

Location of Incident

For the purpose of attendance by police personnel, this may include an address, cross streets, a physical description of the site to further identify it, or perhaps a layout of the building or its surroundings to identify points of entrance, entrance codes if applicable, exits or any hazards associated with it.

Details of Incident

The information from the call taker should supply all the needed information and incident details. It is important that field personnel be supplied with all pertinent information to ensure both their safety and the safety of the public.

Dispatchers must never send field units in *blind*. Give them the information you have, as accurately and briefly as possible. This allows the officers to respond in an appropriate manner.

Name of the Contact Person

The report for dispatching should make it clear which person should be contacted at the scene. The protocols with regard to the broadcasting of the contact person's name differ from agency to agency.

Dispatch Information Procedures

In a manual system, once a call enters an agency, it may be recorded on a dispatch form or ticket, in an occurrence report, and in an incident log book.

The form is generally filled out for the dispatcher and must contain all the necessary information to assign a field unit to the call. It will also indicate any support or specialty sections that may be required at the scene.

Most agencies record caller information, telephone conversations and radio broadcasts on audio tapes. Always be aware that your communications are recorded and may become part of a transcript, trial or evidence.

Being professional at all times in conversations, interoffice communications and while broadcasting, even if on a scrambled or protected channel, will prevent possibly embarrassing or awkward situations for call takers and dispatchers.

Efficiency is dependent on the ability of communicators to exercise a number of skills, such as emotional control, rational analysis, verbal communications skills, conflict resolution, keyboarding, listening skills. Effective police radio dispatch communications depends on both *accuracy* and *speed*; one cannot be sacrificed for the other.

Reports for Dispatch

The communicator is responsible for ensuring that the information gathered is **Complete, Concise, Clear, and Correct (The four Cs)**. Communicators need to evaluate the reports they generate. A report must be self-explanatory since it is often directed to a person removed from the source of the incident information. The recipient depends on the thoroughness and accuracy of the report to obtain the facts. If any part of the communication requires further explanation, the report has failed to serve its purpose. In evaluating the report, the following questions should be asked:

Complete

- Does it contain all the information necessary to accomplish its purpose?
- Does it answer all the questions the reader may have?
- Does it answer the appropriate *where, when, who, what, why, how* and *weapons* questions? (as required by the police agency)

The report must incorporate all the facts and information available which pertain to the problem or the case. Partial facts should not be incorporated in a report, as they are misleading and may cause the reader to reach wrong conclusions and make wrong decisions.

Concise

Being long winded is the curse of many writers. The elimination of superfluous words and phrases that contribute to the wordiness of a report will save the readers time and unnecessary work.

Clear

The first objective of any written communication is to convey ideas so that they cannot be misunderstood. The selection of words will influence the effectiveness of the report. The words used should be simple and not ambiguous. A barrier to quick understanding is the unnecessary use of complex or unusual words.

Correct

Reports must be factual. Errors reflect upon the ability and, at times, the integrity of the writer. In police communications, errors could make the difference between life and death. The content must consist of a true representation of the facts.

Summary

The information in a report depends upon the purpose of the report. The purpose of the report is to inform the recipient/reader of certain activities and their outcome. In an investigation, the object is to secure the information that explains an occurrence. Therefore, in processing an incident, a communicator should always bear in mind that the primary purpose for processing the incident is to inform.

It is not enough to ask the right question; the communicator must accurately record and quickly process the information. The communicator relates the circumstances of a reported incident to responder personnel. In preparing the narrative account of the circumstances, the communicator cannot assume that the recipient will have any knowledge of the incident, and cannot expect the recipient of the information to fill in any details. They must assume that the recipient's only information about the incident will come from the report generated. Reports that demonstrate the four Cs reflect the ability and the attitude of the communicator and the efficiency of the communication center. The following steps help to ensure accuracy.

- Document the call manually or on CAD.
- Relate the circumstances of a reported incident to responder personnel via the dispatcher.
- Ensure that the information you gather is **Complete, Concise, Clear, and Correct**.

Chapter 3: Prioritizing and Completing Calls

Priorities must be assigned to any call that comes in. What needs to be taken care of right away must be identified. The call taker must ascertain where and what the problem is, and how severe it is. Knowing the questions to ask is a large part of identifying the priority of any situation, in order to ensure effective use of the agency's resources.

Levels of Priority

It is important to realize that levels of priority may vary between agencies. Call takers must learn and understand the specific operating procedures used in the agencies where they are employed. One example of priority assignment follows:

Priority 1: Crimes in progress with potential for injuries.

- Immediate danger – life/death, weapons, fire, natural disaster, bomb threat, kidnapping in progress, armed robbery.

Priority 2: Sexual assault, robbery, motor vehicle accident (non life-threatening injuries).

- No immediate danger, but still need to attend to preserve evidence, or if there is the chance for apprehension of a suspect

Priority 3: B&E, theft, shoplifter.

- Non-emergency, no danger or need to respond right away.

Priority 4: Info purposes only.

- Does not require the attendance of a police officer.

Examples of Varying Priority

Depending on the types of questions and their answers, the following types of calls may be assigned different priorities according to the situation, and how it changes. Situations can range from non-reportable to a full tri-service call out. Areas of questioning will determine the priority given.

Motor Vehicle Incident

- injuries
- hazardous material

- fire
- trapped inside.
- location

Child Custody

- history
- court order
- terms of custody

Domestic

- weapons
- history

B&E

- someone still inside
- what was taken

Other situations will require other questions. Police communicators develop common sense over time based on the accumulated experience, critical thinking and protocols, rather than on rigid checklists.

Determine, on an incident by incident basis, what information is *primary* or necessary in order to categorize the incident for dispatch. Do this quickly to minimize the delay in the initial dispatch of field units. Supplementary information can be gathered and will be important to a subsequent investigation.

Pre-Arrival Instructions (PAI)

Pre-Arrival Instructions (PAI) are instructions to the caller by the call taker about what should or should not be done prior to the arrival of the field unit. PAI's may serve a multitude of purposes including assisting the field unit in locating the incident scene in a more expedient manner. Pre-arrival instructions may include any or some of the following:

“Turn the exterior lights on so we can find your house.”

“Secure your dogs so they don't startle the police officer/ruin a track”

“Stay in the house until the police arrive or until I tell you to go outside.”

“Keep an eye outside and tell me what you see now.”

“Is the person/vehicle still there?”

Often in emergent situations when the caller may be upset, giving the caller something simple to do, like turning on or off their lights, keeps him/her focused on your questions or instructions and reassures him/her that help is on the way.

Termination of Calls

When ending a call, ensure that the caller is clear the conversation is about to be terminated. The communications operator should give the caller any pre-arrival instructions and then state, “The police are on the way, so I’m going to let you go now,” or a similar phrase. Be polite and thank the caller, if appropriate. On calls when the caller is kept on the line until police arrival, the communications operator can state, “The police are outside your residence now, Mrs. Smith. I’m going to hang up so you can let them in the front door ,” or something similar.

During calls when there is a chance the situation may change or new information may assist the field units, always tell the caller to call back if the situation changes/escalates or if the person/vehicle leaves, etc.

Finally, for all calls, remember to:

- Obtain nature of incident.
- Obtain appropriate pertinent information.
- Ask all specific questions.
- Obtain other appropriate information.
- Thoroughly question the caller to gain additional information, to assist the responding field units with routing directions, or hazards they may encounter on arrival.
- Keep *in progress* callers on the line for constant updates to the dispatcher and other attending agencies or units.
- Reassure caller police unit(s) are responding.

- Instruct caller to call back if conditions change.

Pass Information to Dispatcher

Ensure that the information gets handed over to the dispatcher in a timely manner, either manually or electronically. In many cases this will mean sending the information as soon as you are aware that this is a high priority call, but before you have all the details. Supplementary information can be passed on to update field units responding to an incident.

Allocate Resources

It is necessary to determine, on an incident by incident basis, what information is “primary” or necessary in-order to *categorize* the incident for dispatch. You will need to do this quickly to minimize the delay in the initial dispatch of field units.

Initiate the “Incident for Dispatch” by categorizing the incident by the appropriate incident priority code that ensures sufficient response is sent.

- What needs to be taken care of right away?
- Where is the problem?
- Severity.
- Best use of resources.

Support Dispatcher/Field Units

Other personnel, such as the support dispatchers and field units, are also part of the dispatching equation. All team members must cooperate in passing information and otherwise support the dispatcher and supervisor.

The communication team consists of call takers, dispatchers, and supervisors within the center. Each team member has unique knowledge, skills, and abilities required for effective communication.

Team members count on each other during heavy workloads, during times of stress or with difficult calls or callers. Because the consequences of incorrect actions in emergency call taking can have tragic results, it is important for team members to be able to ask each

other for help in difficult situations, and to help each other out. Pride or ignorance ought not stand in the way of asking for assistance.

Chapter 4: Liability

Liability Concerns

The issue of liability has come to the forefront in recent years as lawsuits regarding alleged negligence of duty have been initiated against individual public safety employees. A certain standard of care is required by those employed in emergency services. Police communicators must always perform in a professional manner and be aware that their actions and recordings of information may be a matter of record during any court proceedings associated with the call or dispatch. Negligence of duty on the part of the communicator may result in serious consequences, the least of which may be a law suit launched against them and their department.

The likelihood of a civil action for negligence is small. However, it is imperative that the police communicator always act within the parameters of the department's policies and operating procedures and guidelines. These SOPs / SOGs are developed for the protection of both police personnel and the public. An individual employee who follows these prescribed procedures to the best of his/her ability and training is not likely to be held personally responsible for negligence by the courts.

Avoiding Liability

Agency Methods

Agencies can mitigate their liability risks by:

- Clearly documenting all employee job descriptions so that they are explicit and well defined.
- Identifying and using specific standards for screening and hiring employees.
- Using a comprehensive program of training that includes practical and written applications and assessments.
- Ensuring that all employees complete this training and that their assessments are authentic and frequent.

- Regularly conducting a review of agency policies and procedures to ensure that they are current in the areas of:
 - education and certification
 - quality assurance
 - department program management
 - incident response

Individual Methods

Strategies to decrease liability for the individual employee include:

- Familiarity with and following all Standard Operating Procedures and Guidelines.
- Participating in upgrade training on a regular basis.
- Reporting any problems in writing to the immediate supervisor as soon as possible following any incidents.

In order to prepare themselves in the event of a liability issue, police communicators should be well versed in their department's SOPs / SOGs and be prepared to question or challenge any direct orders from a supervisor or fellow worker that deviate from those procedures. This may require the order to be in written form or having been witnessed by another employee, noting that it was in direct conflict with department policy.

SECTION 3 COMMUNICATION BROADCASTING SKILLS

Chapter 1: Police Radio Systems and Protocols

Radio System and Frequencies

Police radio systems vary significantly from any other emergency service, in that several frequencies are assigned for use by specific units in specific zones or areas. There are usually operational frequencies, and general use frequencies. Some are designated for active dispatch, some are designated for information queries, some are for tactical operations, and others are specifically for conversation between police units. Some police operations use a form of scrambling on their channels that is intended to thwart those interested in scanning police channels.

Main Channels

These are for dispatching the regular everyday operational occurrences. If the operation services a large metropolitan area, then the system will be zoned. There will be a north zone channel, a south zone channel, or some other method of dividing up the various areas. If the police operation serves a large geographic area, then there will be channels assigned to communications districts. The system may be divided up according to communities, divisions, stretches of highway, etc.

In large systems such as these, there is a backbone system of repeaters all linked together. The operator can link various repeaters together to give units the capability of communicating to other units located in a completely different part of the communications system. Main channels are the frequencies used by all of the operational units for all operational police work.

Info Channels

Info, or information, channels are used by some large police organizations for information type queries or services. All units are encouraged to use these for querying names, vehicles, property, etc.

Tactical Channels

These are used for *tactical* operations such as radar traps, stakeouts, or any other irregular type of duty. Tac channels, as they are known, are often simplex, that is all communications are point to point, and do not use a repeater. Range is usually quite limited, as these channels are intended for localized operations.

Alert Tone

Alert tones or *warble tones* are used by the dispatcher to get the attention of operational units. An alert tone usually means that an occurrence of some significance is about to be dispatched. Examples could include armed robberies, serious accidents, kidnapping, break and enter in progress, etc. To operational units, hearing an alert tone is a signal to stay off the radio unless urgent, and wait for further instructions.

Transmitter/Repeater System

A *transmitter/repeater* system is a system of interconnected radio equipment designed to extend the coverage of a radio system. Repeaters are erected in various positions throughout the jurisdictional area to provide full radio coverage for the department.

Chapter 2: Police Codes

Police Radio Response/Priority Codes

Police radio codes or ten codes were originally created for accuracy, brevity, and, clarity to speed communications of vital information. Codes offer a limited amount of confidentiality compared to plain language transmissions. Codes vary from jurisdiction to jurisdiction, unlike the phonetic alphabet, and no Canadian or North American standard exists. In some areas, there has been a move toward the standardization of 10-codes to promote interagency cooperation. With the increased use of digital radio and inter-agency radio frequencies, more plain language is being used by police departments. It is important for communicators to be very familiar with their own agencies' variations and to be aware that other agencies may use very different systems. Always use plain language when speaking with another agency to avoid confusion.

Other Codes

CODES 1, 2, 3, and so on, may be used by police communicators to indicate to the field unit the degree of urgency required in his/her response. The field unit may use the code to indicate to the communicator how he/she is responding or wishes to respond to a situation encountered in the field. Other codes may be used by the field unit or the communications operator to indicate the known or suspected status of the situation. These are not to be confused with the use of priorities (Priority 1, 2, 3, & 4) as discussed in an earlier section.

Priority Code (in some jurisdictions)

CODE 1 Routine.

CODE 2 Respond as quickly as possible without using emergency equipment and complying with provisions of the Motor Vehicle Act.

CODE 3 Respond at once using Emergency Equipment.

CODE 4 Emergency operation/situation giving calling unit/base station air control.

CODE 5 Use CAUTION – situation/operation may be dangerous.

CODE 6 Hostage situation.

CODE 12 Unauthorized listener present.

Radio Ten Code (in RCMP jurisdictions)

10-4acknowledgment	10-61 coffee break
10-6busy	10-62 lunch break
10-7out of service	10-63 at the office
10-8in service	10-65 escorting prisoner
10-9repeat required	10-66 prisoner transport required
10-10negative	10-67 unauthorized listener present
10-11roadside check	10-68 breathalyzer operator required
10-14prepare to copy	10-70 supervisor at the scene
10-17enroute	10-71 sending complaint to MWS
10-18urgent	10-72 alarm or serious offence
10-20location	10-73 advise situation status
10-21call () by phone	10-74 unacknowledged digital dispatch ticket
10-23arrived at scene	10-75 change frequencies
10-24assignment complete	10-80 record of violence
10-27driver's information	10-81 record of robbery
10-28 vehicle registration information required	10-82 record of offensive weapon
10-29 check records for vehicle/subject	10-83 record of B & E
10-30danger/caution	10-84 record of theft
10-33officer in trouble	10-85 record of drugs
10-33Dcaution disease	10-86record of fraud
10-35off shift	10-87record of sex
10-36on shift	10-88record of other criminal code

10-40 possible hit on	10-89record of arson
10-41 possible hit on now confirmed with originating agency	10-90record for driving
10-42 person/vehicle in SIP category	10-95report of bomb threat
10-43 person in parole category	10-96report of homicide (murder)
10-44 person in charged category	10-97report of sudden death
10-45 person in elopee category	10-98request backup not code 3
10-46 person in prohibited category	10-99unit on call, i.e. Drugs, GIS, FIS, GD etc

Radio Ten Code (Some Municipal Police Departments)

10-4acknowledgment	10-41 possible hit on now confirmed with originating agency
10-6busy	10-42person/vehicle in observation category
10-7out of service	10-43 person in parole category
10-8in service	10-44 person in charged category
10-9repeat required	10-45 person in elopee category
10-10negative	10-46 person in prohibited category
10-14prepare to copy	10-61coffee break
10-20location	10-62 meal break
10-23arrived at scene	10-65escorting prisoner
10-27driver's information	10-66prisoner transport required
10-28 vehicle registration information required	10-67 unauthorized listeners present
10-29check records for vehicle/subject	10-68breathalyzer operator required
10-30danger/caution	10-69checking person/vehicle
10-33officer in trouble	10-72alarm or serious crime
10-40possible hit on	10-75change frequencies

Radio Ten Code (other Police jurisdictions)

10-1 receiving poorly	10-33	emergency
10-2 receiving well	10-35	major crime alert
10-3 stop transmitting	10-36	correct time
10-4 acknowledgment	10-38	investigation alert
10-6 busy – standby unless urgent	10-60	subject is negative
10-7 out of service	10-61	subject has record - not wanted
10-8 in service	10-62	subject possibly wanted
10-9 repeat	10-63	subject positive hit - person is wanted
10-10..... request permission to change channel	10-64	proceed with caution
10-19..... return to your station...	10-66	subject in surveillance/SIP category
10-20..... what is your location	10-67	subject in parole/ on probation
10-21..... call by telephone	10-68	subject in charged category
10-28..... vehicle registration information	10-78	need assistance
10-29..... check record for wanted	10-92	person in custody
10-30..... improper use of radio		

Chapter 3: Call Signs and Status Keeping

Call Signs for Field Units

The call taker is responsible for being completely familiar with the call signs associated with the field units at his/her agency. There are some common standards for call sign/field unit associations; however, they are usually specific associations unique to an agency. The following are agency examples for the Province of British Columbia of how call signs may be associated with field units.

Provincial Unit Call Signs (BC)

With the introduction of PRIME-BC in British Columbia, information will be shared amongst the different jurisdictions across the province. This has necessitated the creation of a system called the *Provincial Unit Call Signs*. This system uses a similar formula for each agency in the creation of unit call signs, making identification in PRIME easier for anyone obtaining information from the system.

Agency

Each agency is given a two-letter designation in PRIME. For the Lower Mainland and Vancouver Island it is the following:

AB – Abbotsford PD	BU – Burnaby RCMP
CQ – Coquitlam RCMP	DE – Delta PD
NA – Nanaimo RCMP	NW – New Westminster PD
NV – North Vancouver RCMP	PO – Port Moody PD
RI – Richmond RCMP	SU – Surrey RCMP
VA – Vancouver PD	VI – Victoria PD
WS – West Shore RCMP	WV – West Vancouver PD

This is just one way an agency may designate call signs, not the only way. Other agencies will use different codes in different situations.

Field Unit Status Keeping Terminology

Status keeping is an important function, as it is critical for the dispatcher to know where all the units under their care are and what they are currently doing.

Agencies will have a code which is always used, whether the agency operates on an automated or manual system. Call takers and dispatchers must commit these codes to memory and must be completely familiar with how they are used in broadcasts and communications.

The following are a few terms and abbreviations that may be used in automated and manual systems. They may appear on a screen, mask or dispatch ticket.

ABBREVIATION	MEANING	CODE
DP	Dispatched.....	10-71
ER	Enroute	10-17
IS	In service	10-8
OS	On Scene	10-23
TS	Traffic Stop	10-11
EMRG	OFFICER IN TROUBLE	10-33

Manual Radio Log

The manual radio log is the most basic system of recording status changes, the dispatching of occurrences, and any other information transmitted on a radio channel. When the power is off, or when the main system fails, it is the method that must be reverted to for managing police operations. Every facility should regularly use the manual system as a training exercise. Small agencies without a CAD system are required by Industry Canada to keep radio log sheets. All communicators should know where to get the radio log sheets and know how to use them.

Computer Aided Dispatch (CAD)

Computerized call taking and dispatch systems come in all sizes and configurations. The issues and concerns with these systems are complex, and each agency will have distinct and unique requirements.

Some computerized call taking and dispatch systems are relatively basic, but very effective. Preformatted screens enable operators to manually enter caller information. Patrol units are entered on another screen, and status keeping is simplified and enables archiving.

More elaborate systems allow for automatic loading of ANI/ALI information directly into an incident screen. Information concerning a call can be sent directly to field units via a mobile data terminal system. Status changes appear automatically on the dispatcher's screen. Data base queries can be made without re-entering the same information. Records are automatically created and archived directly from the system, significantly reducing the paper burden. Systems may include several keyboards, large color monitors, printers and so on. There are several suppliers of emergency dispatch systems.

CAD systems can also be interfaced with radio systems to facilitate communication with vehicles equipped with MDTs or mobile workstations.

Chapter 4: Sequential Radio Procedures to Broadcast Police Calls

Sequential Radio Procedures

Accuracy, Brevity, Clarity and *Security* are the cornerstones of radio communications. The communicator's voice should be steady, with pitch, volume and speed consistent at all times while broadcasting. The tone of voice during critical incidents may affect the field unit's response to the incident. Effective communicators do not shout or lose control, but always maintain a professional tone and ***stay in control***. They use the ten code, phonetic alphabet and numerals, and carefully choose words that convey a specific meaning and indicate confidence in their job ability. Examine the list of preferred word choices below.

Preferred		Instead of
Affirmative	NOT	Yes
Negative	NOT	No
Stand By	NOT	Wait
Advise if	NOT	Do you want
Ascertain	NOT	Find out
Unable	NOT	Can't
Obtain	NOT	Get
Desire	NOT	Want

Speak slowly and clearly. If field units are constantly asking the communicator to repeat information or dispatches, he/she is probably speaking too fast. The optimum broadcast rate is 40 words per minute. This is also the rate at which most people can copy information correctly. Average conversational speed is 100 words per minute. Keeping one's speech at the optimum level for comprehension and accuracy requires practise.

The radio is not the place for idle chat or conversation. Radio broadcasts should be brief and to the point, and should take 20 seconds

or less. If transmissions must be longer, break them down, keeping in mind that *where* a transmission is broken affects how it may be understood. Make sure the transmit button is depressed before starting a transmission and do not release before the transmission is finished. In other words, communicators must be careful not to clip their radio transmissions or cut themselves off.

Always acknowledge a field unit's request. If you are busy, do not ignore them, but indicate so by saying, "*Stand by.*" If the unit's request will take longer than anticipated, advise them of such. If a CPIC check is delayed or the system is down, advise the field unit of the situation.

Formulate Your Message

Before beginning a radio broadcast, ***know what you are going to say.*** This may seem an unnecessary statement; however, many new dispatchers make the mistake of keying the mike before they have formulated the message properly. Instead of a professional broadcast, the field units may be treated to a bumbling, babbling dialogue.

Activate the Alert Tone

Each agency with the capabilities of the alert tone will have policy and procedure on its use. Understand it and adhere to it. Usually there is a certain amount of discretion accorded the dispatcher in its use. Do not abuse your discretionary power. An alert tone is a mechanical tone activated by the operator and broadcast over all radio channels that alerts agency units to a priority call or an emergency. If you overuse the alert tone, it will lose its effectiveness as a vital tool in an emergent situation. It is for **emergencies** and **priority** calls only, not to gain attention or control of the air.

Activate Radio Transmission

Depress the transmit button on the system, wait a second or two, and begin transmission.

Transmit Initial Message

If you are about to dispatch a call to a specific unit, start your transmission with that field unit's call sign, indicating you have a call.

Wait For Feedback

When the unit has acknowledged you and indicates they are ready for the call, transmit additional information.

Transmit Additional Information

Finish transmitting the information. At the end of your broadcast, it should be obvious to the field unit you are finished with your transmission. The next step is to wait for acknowledgment.

Wait for Acknowledgment

The field unit should reply with “10-4”, “COPY” or whatever verbal response your agency uses, or an automated response will show on your screen to indicate your transmission was copied and understood.

Document Broadcast Information

If your agency operates on a manual system, once you have broadcast your information, indicate this on your log, ticket or dispatch form. Include the date and time of the broadcast, which unit was assigned the call, what time they accepted the call, what time they arrived at the scene, and what time they cleared the scene.

The same information must be recorded on an automated system. However, much less is required of the dispatcher if the system records *Accept detail*, *At scene* and *Clear scene* automatically. These functions are performed by the field unit by pressing a sequence of buttons in their vehicle, or by the dispatcher doing the same. The dispatcher on a number of systems will be able to ‘pull up’ the call and immediately see the status of the attached unit to any given call, and associated times. The hard copy of the file will also show the times involved in the field unit’s arrival, as well as those of any support units who also attended the call.

Use Discretion in Prioritizing Calls

Police calls can range from minor parking complaints to full-blown hostage-taking incidents. A major incident can occur at any time, and without notice. It is the dispatcher’s duty to handle the calls to ensure that resources are appropriately deployed. A minor call received prior to an emergency call does not mean that is it dispatched first. Incident

dispatching in police communications is not on a first-come, first-served basis. It is the role of the police dispatcher to juggle field units to ensure area coverage and quick response as required. Often field units must be called off one incident and re-routed to one of higher priority. When the more important call is taken care of, the minor complaint must still be dealt with. This represents a delicate balance between call load and resource management. Adequate training and years of experience is key for police dispatchers to develop the skills to maintain that balance. As dispatchers become more experienced, they are better able to use their discretion in assigning incidents to field units. Because of the unpredictable nature of the job, even the most adept dispatcher can on occasion become swamped with calls and requests for information. The ability to prioritize and control the airwaves is the sign of an experienced and seasoned dispatcher. Dispatchers should not be afraid to ask for assistance from the team members as required.

The following methods will assist with determining the priority level of incidents:

- Acquire sufficient information in order to accurately prioritize the incident. This may necessitate a call back to the complainant to get additional information, or to clarify what the caller's needs are.
- Apply your personal knowledge to the situation. As you become more experienced in the job of police call taking and radio dispatching, you will find that you will be able to apply what you already know about a situation to an incident. You may remember that your agency has had problems at a certain address in the past and may want to send additional units to the scene. You may recall the report of a sexual assault in an area near where some clothing has just been located. You will use your knowledge to determine how important it is to attend that particular incident.
- Confer with experienced communicators as appropriate. If you are unsure how to effectively prioritize an incident, ask. This

also gets information out into the communications center and lets your co-workers know what is happening. It could give you some important connections later in the shift.

- Assess calls based on fact rather than assumptions. Each call is unique, and it is very dangerous to use judgment based on past experience. Many agencies operate with a priority matrix to assess calls based on the information received.

Summary

As a police dispatcher, your most important role is to look after your officers on the road. This means recording location, time and what the officer is doing. A dispatcher must know where their officers are at all times in order to respond to potential calls for assistance. Each time an officer goes out on a roadside check, the dispatcher must get the location, vehicle plate and number of occupants. Situations can change suddenly, and the dispatcher must be able to advise responding units when a call for help is received.

Chapter 5: Interagency Resources

Protocol Needs

When two or more agencies are involved with an incident, how they communicate with each other is of paramount importance. The primary purpose of communication is to establish a common understanding between the sender and receiver. True communication can only be achieved if both parties understand the information or messages being sent. This is extremely important when dealing with emergency situations. In an emergency situation, radio communications play a vital and active role in relaying information which may ultimately save a life, or lives. Clear, concise instruction and the relay of accurate information enable each agency to respond to the incident in a timely and efficient manner. Using plain language transmission can assist in this relay of information.

During the early stages of an emergency response, a large amount of air time is used. The communications center is busy gathering and relaying information, and notifying appropriate personnel and agencies. This is followed by additional air traffic from field units for the purposes of:

- acknowledging duties or information,
- communicating between themselves or with supervisors and the communications center, and
- relaying updates between the scene and the center to keep all involved personnel informed about the status of the emergency.

Unless correct radio discipline is maintained, critical information may get lost in the rush of on air transmissions. ***It is the radio operator's/dispatcher's job to maintain radio control.***

During most emergencies, each person's adrenaline and stress levels elevate. Each person with a radio believes the information they have to relay is more important than what the next person has to say. If everyone tries to talk at once, messages may not get acknowledged, transmissions may be cut off, and vital information may not be relayed to the person who requires it. When that happens, the problem compounds with the anger and frustration of personnel unable to

perform their job because they can't get on the radio or use it properly. Proper radio discipline is a vital component to ensure communication problems are kept to a minimum and do not interfere with the successful conclusion of an emergency situation. Established radio communication protocols ensure that messages are received and understood and promote:

- personnel and public safety,
- cooperation between agencies,
- effective use of outside resources, and
- professionalism and pride.

Personnel and Public Safety

The greatest responsibility of the communication operator is the safety of the field unit personnel and the general public. Effective radio communication allows the operator to know a field unit's location at all times. Personnel can then be quickly advised of any updated information regarding the need for additional services, safety hazards and medical attention or requirements. Relaying of new information assists agency personnel in making decisions or taking actions to ensure their own safety and those of the victim(s) or general public.

Cooperation Between Agencies

Effective radio communications make it easier for other agencies to understand each others' departmental requirements. Standardized radio protocol helps to eliminate costly and timely duplication of services among agencies attending the same emergency or situation. The use of plain language, clear text transmissions helps to eliminate confusion and relays the intended message to other agency personnel.

Effective Use of Outside Resources

Standardized radio protocols simplify communication with outside agencies in requesting their assistance, attendance or cooperation at a scene or situation. All emergency service agencies or resources are equally busy and will appreciate receiving as much information as possible, in the briefest manner possible, to relay to their own personnel. Always acknowledge and confirm requests for attendance by

outside resources with an ETA if possible for the arrival, and extend the same courtesy to an outside resource requesting your assistance.

Professionalism

Using established radio protocols and discipline, demonstrate your agency's commitment to a professional code of conduct within your industry. Every time you transmit over the air, you are, in essence, making a public broadcast. Conducting yourself in a professional manner may assist in developing a better rapport between your agency and the public. The manner in which you and agency personnel communicate on the air may be the basis for how you are judged by the public and other industries. ALWAYS act in a professional manner and have pride in your work.

Chapter 6: Sequential Radio Procedures for Special Situations

Setting up Quadrants/Perimeters/Traffic Points

During in-progress calls, or calls with a short time delay, involving a suspect (s) fleeing the scene, either on foot or in a vehicle, the dispatcher may be asked to set up *containment* or *quadrants*. This is a method used by field units to contain the suspect within a certain radius of a crime or incident scene, thereby narrowing the avenues of escape and increasing the chances of capture. This method may also be used to preserve an area for *scent* when a response is required by the dog units.

To contain an area, the dispatcher imagines the crime scene to be the center and divides the area around the scene into four equal parts, assigning each *quadrant* to a field unit to patrol or watch over. Depending on the time delay and the suspect's mode of travel, the quadrants may be tight to the scene or spread over a distance of several blocks or miles. One of the simplest methods used in assigning quadrants is to divide the containment area into compass directions of *northeast, northwest, southeast, southwest*. Think of the crime scene as the center of a square piece of paper and draw a horizontal and vertical line right through the middle of it (like a cross +). The top left section of paper now becomes the northwest quadrant, the top right the northeast quadrant, and so forth. This method also simplifies the air traffic required to assign units to quadrants because the dispatcher can simply say, "1C4, take the northeast."

Some agencies require the dispatchers to assign the units to specific locations, such as an exact intersection or address. Ensure you are familiar with your agency's policy and procedures if quadrants are used, under which circumstances they are used, and how they are assigned.

Use of K-9 Units

Dog units or K-9 are generally used for foot searches or in cases where there has been a threat of a weapon and there is immediate danger to a police officer. Dog units are also useful as backup or cover units to potentially dangerous calls. Dog units are notified during vehicle

pursuits since most chases end quickly when the driver dumps the vehicles and run.

It is important to have a second unit or police officer watch the dog and its handler during searches since the handler and the dog are involved in following the scent. It is also vital that the search area is contained in a perimeter so that the “scent” is not contaminated by other persons or dogs in the area. This also guards against the possibility of innocent victims being targeted by the dog during a search.

The dispatcher must keep in touch with the cover unit to determine the search direction of the dog and dog handler and to adjust the quadrants / perimeters as required.

Vehicle Pursuits

A police pursuit occurs when a police officer attempts to stop a vehicle and the driver refuses to obey the officer by not stopping. The police officer then pursues the vehicle for the purpose of stopping or identifying the vehicle and driver. A vehicle pursuit may be initiated by an officer who has reason to believe that a criminal offence has been or is about to be committed.

The safety of the public is of paramount importance in the consideration of whether or not to pursue a vehicle. Because of the speed at which the situation can change during a police pursuit, the pursuit must be continually assessed. A pursuit is to be considered as a last resort for the police officer when other alternatives are unavailable or unsatisfactory.

In assessing whether to initiate or continue a vehicle pursuit, the police officer and/or supervisor monitoring the situation should balance the following factors in relation to the effectiveness of the pursuit vs. public safety:

- Nature of the offence committed
- Availability of other methods of apprehension
- Age of the driver and the manner in which the driver is operating the vehicle

- The presence of pedestrians or other traffic
- Passengers in pursued vehicle who are not considered as suspects
- Road, traffic and weather conditions during the pursuit
- The ability of the officer to operate the police vehicle during a pursuit
- The police radio dispatcher should be notified in the event of a vehicle pursuit by a police unit, and will take the following actions:
 - Advise other units of the pursuit and assign them to duties as required
 - Notify the appropriate patrol and communications supervisors of the pursuits
 - Control the radio communications during the pursuit, providing updates, and relaying information as required, maintaining a calm demeanour
 - Record and update location, times, speed, and conditions throughout the pursuit
 - Inform other police agencies in the vicinity that a pursuit is in progress in the event that jurisdictional boundaries are crossed.
 - Notify appropriate personnel when pursuit is discontinued

The responsibility for the safe conduct of a police pursuit is held jointly by the individual police officer, the radio dispatcher and the supervisor or authorized person monitoring the pursuit.

Explicit directives governing police pursuits exist in most provinces, and should be followed at all times.

Glossary of Terms for Police Communications

1 AWAY	Unit is one block away from call/incident
1 FOR COVER	One vehicle between police car and followed vehicle (surveillance)
215.....	24-hour roadside suspension
29.....	Warrant check
29/CNI.....	Warrant/criminal record check
9-1-1	North American emergency number
ABAN 9-1-1.....	A hang-up/abandoned 9-1-1 call
ACCD	Accused (CPIC term)
ACCI.....	Accident investigation squad (pronounced A-K-I)
ACD	Automatic call distribution
ACUPIES	Automated Canada/USA Police Information Exchange System (CPIC)
ADD.....	CPIC entry
ADMIN.....	Administration, administrative
ADP.....	Automatic Driving Prohibition
AFFIRMATIVE.....	Yes, okay
AFIS	Automated Fingerprint Identification System
AKA	Also known as (alias)
ALRT	Automated Light Rapid Transit (Skytrain / Translink)
ALTERNATE ROUTE.....	Re-route CPIC to another station
A/M A/N	Above Mentioned or Above Noted

ANI/ALI.....	Automatic number identification/automatic location identification
AOD	Absent on duty
AOI.....	Address of importance/interest
AOL	Absent on leave
APB	All points bulletin
APCO	Association of Public-Safety Communications Officials
AR	Armed robbery
ARTICLES (ART)	Items for CPIC entry, such as tools, radios, and so on.
ARU or ARTU	Alternate Response (Telephone) Unit
ASD.....	Alcohol Screening Device
ASSIST GP	Assisting the general public
ASSOCIATED (ASSOC)	CPIC term, associated with
ASU.....	Adolescent Street Unit
ATT	Attempt
ATTN	Attention
AUDIBLE	Audible alarm
AUTH.....	Message sent on the authority of
AWOL.....	Absent without leave
DVRT.....	Domestic Violence Response Team
B&E or BNE	Break and enter
BCAS	British Columbia Ambulance Service
BCDL	British Columbia driver's license
BCIGTF	BC Integrated Gang Task Force
BCL.....	British Columbia license (license plate)
BE & T	Break, enter & theft

BIP	Border Integrity Program
BEAM	Radar gun
Bldg	Building
BOLO/BOLF	Be on lookout/be on lookout for
BPU	Bike Patrol Unit
BR	Branch
Breach	Breach of Probation, Peace, or Recognizance
BTA	Breathalyzer testing analysis / apparatus
BTA OPERATOR	BTA machine operator
Caution (CPIC Caution flags)	
A	Armed and dangerous
C	Contagious
E	Escapee
F	Family violence
M	Mentally unstable
S	Suicidal
V	Violent (caution flag)
CART	Children at Risk Team (Y177)
C & E	Customs and Excise
C/M	Civilian Member
CACP	Canadian Association of Chiefs of Police
CAD	Computer aided dispatch
CALL CONTROL	Feature that allows the E-9-1-1 Comm Op I to maintain physical control of call regardless of the caller's actions
CANCEL	Cancellation
CAR 67 / CAR 87	A uniformed police member and a clinical nurse specializing in mental health work

together and respond to calls received involving emotional and mental health issues.

CATSA.....	Canadian Air Transport Security Authority
CB	Citizens Band (radio)
CBDC.....	Canadian Bomb Data Centre
CBRNE	Chemical, Biological, Radiological Nuclear, and Explosives
CCAPS	Community Contract and Aboriginal Police Services
CC	Chief Constable
CCB.....	Commercial crime branch
CCC.....	Canadian criminal code
CCRTIS.....	Canadian Criminal Real Time Identification Services
CCS	Commercial Crime Section
CCTV	Closed Circuit Television
CCU	Crowd-Control Unit
CCW.....	Citizens Crime Watch
CCW.....	Carrying a Concealed Weapon
CD	Chief Dispatcher
CH	Concluded here
CHGD	Charged for a crime (CPIC term uses ACCD)
CIB	Criminal Investigation Branch
CID.....	Criminal Investigation Division
CIIDS	Computerized Integrated Information Dispatch System
CIS	Criminal Index Section, or Criminal Investigation Section

CISD	Critical Incident Stress Debriefing
CISM.....	Critical Incident Stress Management
CIT	Crisis Intervention Team (Victim Services)
CLEU	Coordinated Law-Enforcement Unit
CNI.....	Criminal Name Index, or Criminal Number Identification
Compl.....	Complainant
COMM/OP.....	Communications Operator
COMMS.....	Communications Division
CPIC.....	Canadian Police Information Centre
CPEG	Police Environment Group
CPL	Corporal
CPO.....	Community Police Office
CPO.....	Crime Prevention Office/Officer
CPSIC	Canadian Police Services Information Centre
CPTED	Crime Prevention Through Environmental Design
CR	Criminal Record
CRIMS	Records Information Management Services
CRT.....	Court
CSIS	Canadian Security Intelligence Service
CST	Constable
D & D.....	Dine and Dash
D/L	Driver's License
DEA	Drug Enforcement Agency (USA)
DECAL	Tag/valtag on vehicle
DEET	Drug Enforcement Education Team

DERA	Downtown Eastside Residents Association
DET	Detachment or detective
DETACH	Detachment
DETOX	Detoxification centre – Great Northern Way / Harbour Light
DEYAS	Downtown Eastside Youth Association (Needle Exchange)
DICTAPHONE	Tape recorder
DIPP	Drunk in public place
DIR	Director
DIR	Directorate
DISC	Deter, Identify Sex Trade Consumers Program
Discovery	HCMS Discovery – Stanley Park
DISP	Dispatcher
DIST	District
DIV	Division
DL HISTORY	Driver's license history
DL or DLN	Driver's license/driver's license number
DMV	Department of Motor Vehicles (USA)
DND	Department of National Defence
DOA	Dead on arrival
DOB	Date of birth
DOGMM	Police dog handler
DOH	Department of Highways
DOJ	Department of Justice
Domestic	Domestic violence

DOT	Direction of Travel
DRE.....	Drug Recognition Expert
DUI	Driving Under the Influence
Duty Officer	NCO in charge of shift – VPD Inspector
DVACH	Domestic Violence Criminal Harassment Unit
DWI.....	Driving While Impaired
DWS.....	Driving While Suspended
E & R	Eat and Run
E 9-1-1	Enhanced 9-1-1
EDU	Explosives Disposal Unit ((bomb squad))
EHS	Emergency Health Services (ambulance)
EMS	Emergency Medical Service
EMT	Emergency Medical Technician
EOPS.....	Emergency / Operational Planning Section (SES/OAS)
ERA.....	Emergency response agency
ERT	Emergency Response Team (Zulu – VPD)
ESCAPE LAWFUL	
CUSTODY.....	Person who has escaped while in custody
ETA.....	Estimated time of arrival
F	Female
FAC.....	Firearms Acquisition Certificate
FAMILY TROUBLE.....	Domestic dispute
FARP.....	False Alarm Reduction Program
FATAL MVA/MVI	Motor vehicle accident with a deceased person
FBA.....	False by Attendance

FBI	Federal Bureau of Investigation
FC	Financial Crime (Fraud)
FCW	Family Court Warrant
FIS	Forensic Identification Section
FLOATER	Body in water
FM	Frequency modulation or from
FOI / POP	Freedom of Information / Protection of Privacy
FP	Freeway Patrol
FPC	Fingerprint Classification
FPS	Fingerprint Section
FPS	Fingerprint Series
FT	Field Trainer
FTA	Failure to Appear
FTR	Failure to Remain or Failure to Report
GAT	General Analyst Team
GCU	Gang-Crime Unit
GD	General Duty
GHQ	General Headquarters
GIS	General Investigation Section
GIT	General Investigation Team
GIVEN 1,2,3	First, second & third names of persons
GOA	Gone On Arrival
H&R or HtRN	Hit and Run
HARDLINE	Wired in telephone (non cellular)
HAZMAT	Hazardous Materials
HC	Hit Confirmation (CPIC)

HEAT CHECK	Suspect is looking to see if he is being watched or followed
HIN	Hull Identification Number (boat)
HIT / NOHIT	Query response on CPIC (previous query / entry info)
HOLD SIPP	Hold – State of Intoxication in a Public Place (drunk)
HOOK	Tow truck (slang)
Hot Sheet.....	Current Stolen Auto List
HP	Highway Patrol
HP(I)	Hold Pending (Investigation)
HQ.....	Headquarters
HRMIS	Human Resources Management Information System (RCMP)
I/C	In Custody / In Charge / In Company of
ICARS	Integrated Collision Analyst and Reconstruction Service
ICE	Integrated Child Exploitation
ICET	Integrated Counterfeit Enforcement Team
ID	Identification
IDENT.....	Forensic Identification Section
IED	Improvised Explosive Device
IHL.....	Incident History Listing
IHIT.....	Integrated Homicide Investigation Team
IIGET	Integrated Illegal Gaming Enforcement Team
IJI	Integrated Justice Initiatives
IMET	Integrated Market Enforcement Teams
IMM & PASS (I&P)	Immigration and passport

IMP	Impaired
IMPD	Impound (vehicle)
IMPACT	Integrated Municipal Provincial Auto Crime Team (Bait Cars)
INFO	Information
INSP	Inspector
INT	International
INTERPOL	International Police
INVOLVED	PC involved in MVA (as in “1A12, we’re involved at Third & Blundell”)
IPOC	Integrated Proceeds of Crime
IPSU	Integrated Public Safety Unit
IQT	Integrated Query Tool
IRP	Immediate Roadside Prohibition
IRSU	Integrated Road Safety Unit
ISU	Integrated Security Unit
J3	Prisoner (slang)
JAWS	Equipment used to free trapped people from vehicle (Jaws of Life)
JFO	Joint forces operations
JIBC	Justice Institute (B.C.)
JP	Justice of the Peace
JUMPER	Suicidal person (that is, a subject who is preparing to jump to his/her death or who has done so)
JUSTIN	Justice Information Network
JUV or JV	Juvenile
KENNELS	Police dog kennels

KEYHOLDER	Owner of business, or emergency contact person
KFile	Domestic Violence Notification
KHZ	Kilohertz
Kiddie Car	Youth Services / Probation
LANDLINE	Telephone call
LCB	Liquor Control Branch
LEIP	Law Enforcement Information Portal
LIC	License number / plate
LIEU STAT	Day off in lieu of a statutory holiday
LIQUOR SEIZURE	Liquor seized by police
LKA	Last Known Address
LMD	Lower mainland division
LNU	Last Name Unknown
LOCATE	CPIC transaction to locate
LP	License Plate
LPC	Licensed Premise Check (bar walk)
LTO	Lieu time off (banked hours)
M	Male
M/C	Motorcycle
MARK	CPIC word for marks, scars, tattoos
MCF	Ministry of Children and Families (MSSH)
MCS	Major Crime Section
MDT	Mobile Data Terminal
MHA	Mental Health Act
MHZ	Megahertz
MOCOM	Mobile communications vehicle

MOSAIC	Translation Service
MOTI	Ministry of Transportation and Infrastructure
MRDS	Mobile Radio Data System
MSAG	Master Street Address Guide
MSS.....	Ministry of Social Services
MUN	Municipal
M/V	Motor Vessel
MVA	Motor Vehicle Accident / Act
MVB.....	Motor Vehicle Branch
MVC.....	Motor Vehicle Collision
MVI.....	Motor Vehicle Incident (same as MVA)
NATB.....	National Auto Theft Bureau
NCA (3.1).....	Narcotics possession
NCIC	National Crime Information Centre
NCIS.....	National Crime Intelligence Service
NCO	Non-Commissioned Officer
NEG/NEGATIVE	No, none
NENA.....	National Emergency Number Association
NFA.....	No Fixed Address, Or No Further Action
NG 9-1-1	Next Generation 9-1-1 includes texting and video feeds from the public
NICAD	Nickel Cadmium Battery
NOK	Next Of Kin
NPS	National Police Services
NT	Narrative Traffic (CPIC)
OBS	Observation
OCA	Organized Crime Agency of BC

OCC	Operational Communications Centre
ODN	Owner's Drivers Number (DL)
OIC	Officer in Charge
OMG	Outlaw Motorcycle Gang
OP	Overpass
OPS	Operations
ORI	Originating agency identifier (CPIC)
OSR	Operational Statistics Reporting
OSI	Operational Support Intelligence Unit
PAL	Possess and Acquisition License
PARIS	Police Automated Registration Information System
PART NO	Part number from an engine
PC	Police Car/Police Constable
PCIT	Post Critical Incident Team (trauma team)
PCT	Property Crime Team
PC MVA	Police car motor vehicle accident
PD	Police Department
PD MVA/MVI	Property Damage Motor Vehicle Accident
PDS	Police Dog Service
PDW	Possession of Dangerous Weapon
PED MVA/MVI	Pedestrian Motor Vehicle Accident
PEP	Provincial Emergency Program
PIC / PSC	Police Information / Service Counter
PIN #	Personal ID Number Or Police Identification Number
P&L	Permits and Licenses – City Hall

PIP	Police Information Portal
PIRS	Police Information Retrieval System
PNTRP	Pointer person
PNTRV	Pointer vehicle
PODN	Principal Operator Driver's License
POE	Point Of Entry
POI	Province Of Issue
POP	Problem Oriented Policing
POSSIBLE	Possible suspect or possible suspect vehicle
POX	Point Of Exit
PPT	Possession for the Purposes of Trafficking
PR	Property Reference
PRIME	Police Records Information Management Environment
PROHIB	CPIC term for prohibited (driving/weapons)
PROS	Police Reporting and Occurrence System (PRIME Equivalent)
PRW	Possession of Restricted Weapon
PS	Police Service (PD) or Public Servant
PSAP	Primary / Public Safety Answering Point
PSD	Police Service Dog
PSP	Possession Of Stolen Property
PTA	Promise To Appear
PTSD	Post-Traumatic Stress Disorder
QC	Quality Control
R	Residence
RAFIAS	Regional Automated Fingerprint Identification Access System

R/M	Regular member – peace officer (RCMP)
RCC.....	Regional Communications Centre, Or Regional Correctional Centre, or Report to Crown Counsel
RCMP	Royal Canadian Mounted Police
RDE.....	Regional District employee
Recog	Recognizance
REG #.....	Regimental number
Remand	Pretrial Centre
REPO	Repossession of property
RES	Residence
RO	Registered Owner
ROUTINE.....	No lights/no sirens
RSD.....	Roadside Screening Device
RTID	Real Time Identification
RTO.....	Regular Time Off, Or Return(ing) To Office
RTS	Return(ing) to service
RUN	Check [as in, “Can you run a plate (on the computer)?]
RUNNER	Property reference, or person who is an escape risk
S/SGT.....	Staff Sergeant
SAFE.....	School Action for Emergencies (RCMP)
SAG.....	Street Address Guide
SAR.....	Search And Rescue
SD	Sudden Death
SEARCH.....	Search on-line off-line in CPIC data banks (CPIC term)
SECURITIES.....	money, bonds, stocks (CPIC term)

SER	Serial number
SERVICING	Filling up with gas
SETTING UP	Refers to a radar trap
SGT	Sergeant
SIERRA	Suicide (medical)
SIP	Special Interest To Police
SLIM JIM.....	Tool used to open locked vehicle doors
SLO	School Liaison Officer
SNME.....	Surname
SOC	Subject of Complaint
SOCO	Scenes of Crime Officer
SOG.....	Standard Operating Guidelines
SOP	Standard Operating Procedure
SOS	Sexual Offence Squad
SPATT	Special Attention “SA”
SPILSBURY	Call check recorder
SPURS	Simplified Paperless Universal Reporting System
SR.....	Selective Routing of 9-1-1 calls based on location
SSAP	Secondary Safety Answering Point
SUB/DIV	Subdivision
SUI	Still Under Investigation
SUPT	Superintendent
SUSP	Suspect / suspicious
SWAT	Special Weapons and Tactics (USA)
TACT TROOP	Tactical troop used for riots

TAG	Threat assessment group (major events) or Valtag/decal on vehicle license plate
TAU	Threat Assessment Unit
TAWOC.....	Take Auto Without Owner's Consent
TBW.....	Traffic Bench Warrant
TCH.....	Trans-Canada Highway
TDD / TTY	Telecommunication Device for the Deaf
TIPS	Crimestoppers Line 669-8477
TOP	Temporary Operating Permit
TOW	Tow truck
TRF	Traffic
TRS	Telecommunications Relay Service
U/C.....	Under Cover
U/F	Unknown female
U/K.....	Unknown
U/M.....	Unknown Male
UAL	Unlawfully At Large
UFN.....	Until Further Notice
UNMARKED	Police vehicle with no markings
UTA	Undertaking
VALTAG	Decal/tag on vehicle license plate
VCB	(Surveillance) Visual Contact Broken
VDT	Video Display Terminal
VEH	Vehicle
VI	Vehicle Impound
VIC.....	Victim
VICAP.....	Violent Criminal Apprehension Program

VICLAS	Violent Crime Linkage Analysis System
VIN.....	Vehicle Identification Number
VIP	Very Important Person (security)
VLT.....	Video Lottery Terminal
VoIP	Voice-over Internet Protocol
VSA.....	Vital Signs Absent
WAGON	Prisoner van or wagon
WALK THROUGH	Spot check, usually of a bar
WANTS	Warrants on person
WARRANT	Written document requesting the arrest of someone
WATCH NCO.....	Watch commander of shift
WCB.....	Will Call Back
WIT	Witness
WRECKER	Tow truck
YDC	Youth Detention Centre

APPENDIX I

BRITISH COLUMBIA POLICE LEGISLATION AND APPLICATION

Policing In British Columbia

Under the *Police Act of British Columbia*, any municipality with a population greater than 5,000 must take responsibility for its own policing. Every municipal police department must be appointed and governed by a municipal board of commissioners of police. In some areas, these are also known as *police services boards*. These departments must consist of a chief constable, and other constables and employees the board considers necessary to provide policing in the municipality.

In British Columbia, there is a provincial police agency (RCMP), twelve independent municipal police agencies and 55 RCMP municipal detachments. The provincial and municipal agencies provide police services to specific geographic locations within British Columbia. In addition to these agencies, there are RCMP federal enforcement sections, and CN and CP Police within the province.

In the capacity of a provincial police service, the RCMP polices unincorporated (rural) areas and municipalities under 5,000 population. The cost of this provincial policing is shared between the federal and provincial governments.

British Columbia Police Commission

The *British Columbia Police Commission* is a publicly accountable body established under the Police Act. Its members are appointed by the Lieutenant Governor in Council, and its staff numbers 15. The Commission's accountability role pertains to the 12 independent municipal police departments in the province. This role and mandate varies from quasi-judicial, with respect to discipline and citizens' complaints, to the oversight of the citizen complaint process, making recommendations, researching, conducting special investigations, and periodically inspecting municipal police departments. The Commission does not have jurisdiction over the RCMP.

B.C. Police Services Branch

The Police Services Branch, which is soon to take over the responsibilities held by the Police Commission, ensures that the services provided by the public police and security agencies, and those

related to emergency preparedness, are adequate and effective. The Branch is also responsible for the planning and coordination of provincial responses to major emergencies and events.

- There are four major Divisions in the Branch:
- Policing Policy and Programs Division
- Coordinated Law Enforcement Unit
- Security Programs Division
- Provincial Emergency Program

To provide these services, the Branch works closely with the B.C. Police Commission, the Police Academy of the Justice Institute, the RCMP (which serves as the provincial police force), municipal police services, and numerous provincial and federal Ministries and agencies, industries and communities.

Emergency Vehicle Operation – B.C. Motor Vehicle Act

Section 122 of the *BC Motor Vehicle Act* outlines the circumstances under which police can use their emergency lights and sirens (below). It is imperative that the call taker and dispatcher have accurate, timely information in order for the police officer to make sound judgments regarding the operation of the police vehicle.

Exemption for emergency vehicles

122 (1) Despite anything in this Part, but subject to subsections (2) and (4), a driver of an emergency vehicle may do the following:

- (a) exceed the speed limit;
- (b) proceed past a red traffic control signal or stop sign without stopping;
- (c) disregard rules and traffic control devices governing direction of movement or turning in specified directions;
- (d) stop or stand.

(2) The driver of an emergency vehicle must not exercise the privileges granted by subsection (1) except in accordance with the regulations.

(3) [Repealed 1997-30-2.]

(4) The driver of an emergency vehicle exercising a privilege granted by subsection (1) must drive with due regard for safety, having regard to all the circumstances of the case, including the following:

- (a) the nature, condition and use of the highway;

- (b) the amount of traffic that is on, or might reasonably be expected to be on, the highway;
- (c) the nature of the use being made of the emergency vehicle at the time.

APPENDIX II

ONTARIO POLICE LEGISLATION AND APPLICATION

Policing In Ontario

The *Police Services Act* in Ontario is administered by the provincial Solicitor General to ensure the following:

- a) monitor police forces to ensure that adequate and effective police services are provided at the municipal and provincial levels;
- b) monitor boards and police forces to ensure that they comply with prescribed standards of service;
- c) develop and promote programs to enhance professional police practices, standards and training;
- d) conduct a system of inspection and review of police forces across Ontario;
- e) assist in the co-ordination of police services;
- f) consult with and advise boards, community policing advisory committees, municipal chiefs of police, employers of special constables and associations on matters relating to police and police services;
- g) develop, maintain and manage programs and statistical records and conduct research studies in respect of police services and related matters;
- h) provide to boards, community policing advisory committees and municipal chiefs of police information and advice respecting the

management and operation of police forces, techniques in handling special problems and other information calculated to assist;

- i) issue directives and guidelines respecting policy matters;
- j) develop and promote programs for community-oriented police services;
- k) operate the Ontario Police College

Each municipality must provide adequate and effective police services as identified as core. They include:

1. Crime prevention.
2. Law enforcement.
3. Assistance to victims of crime.
4. Public order maintenance.
5. Emergency response.

Infrastructure for police services

The municipality shall be responsible for providing all the infrastructure and administration necessary for providing such services, including vehicles, boats, equipment, communication devices, buildings and supplies.

Ontario maintains their own provincial police force, (OPP) They are responsible for the following:

1. Providing police services for the parts of Ontario that do not have municipal police forces other than municipal law enforcement officers.
2. Providing police services for all navigable bodies and courses of water in Ontario, except those that lie within municipalities designated by the Solicitor General.
3. Maintaining a traffic patrol on the King's Highway, except the parts designated by the Solicitor General.

4. Maintaining a traffic patrol on the connecting links of the Public Transportation and Highway Improvement Act that are designated by the Solicitor General.
5. Maintaining investigative services to assist municipal police forces on the Solicitor General's direction or at the Crown Attorney's request.

Ontario Civilian Commission On Police Services

Appointed by the Lieutenant Governor in Council, this commission has the following duties and powers:

- a) If the Solicitor General advises the Commission that a board or municipal police force is not complying with prescribed standards of police services, they will direct the board or police force to comply, and if the Commission considers it appropriate, will take further measures in accordance with subsection 23 (1);
- b) conduct investigations with respect to municipal police matters;
- c) conduct inquiries into matters relating to crime and law enforcement under section 26;
- d) conduct inquiries, on its own motion, in respect of a complaint or complaints made about the policies of or services provided by a police force or about the conduct of a police officer and the disposition of such complaint or complaints by a chief of police or board;
- e) conduct reviews under section 72, at the request of a complainant, into the decision that a complaint is about the policies of or services provided by a police force or is about the conduct of a police officer, that a complaint is frivolous or vexatious, made in bad faith or unsubstantiated, that the complaint will not be dealt with because it was made more than six months after the facts on which it is based occurred, that the complainant was not directly affected by the policy, service or conduct that is the subject of the complaint or that the misconduct or unsatisfactory work performance was not of a serious nature;

- f) make recommendations with respect to the policies of or services provided by a police force by sending the recommendations, with any supporting documents, to the Solicitor General, the chief of police, the association, if any, and, in the case of a municipal police force, the board;
- g) hear and dispose of appeals by members of police forces and complainants in accordance with legislation.

Toronto Police Services Board

The Board's legislated responsibilities are as follows:

- Appoint members of the police service.
- Generally determine, after consultation with the Chief of Police, objectives and priorities with respect to police services within the municipality.
- Establish policies for the effective management of the police service.
- Recruit and appoint the Chief and Deputy Chiefs of Police and annually determine their remuneration and working conditions.
- Establish guidelines for the administration of the public complaints system and receive quarterly reports on the subject.
- Negotiate six collective agreements.
- Hear appeals of police officers found guilty of misconduct under Part V of the Police Services Act.
- Receive regular reports from the Chief of Police on secondary disclosures made under Section 49 (secondary activity).
- Establish guidelines with respect to the indemnification of members of the police service for legal costs under Section 50 of the Act.
- Approve the Chief's estimate for the operating and capital budgets. Once approved by the Board, the estimates are submitted to Metropolitan Council. If Council does not approve

the estimates, the Ontario Civilian Commission on Police Services shall determine the question after a hearing.

APPENDIX III

ALBERTA POLICE LEGISLATION AND APPLICATION

Policing In Alberta

The *Police Act* establishes two separate provincial entities to oversee police in the province of Alberta: the Director of Law Enforcement and the Law Enforcement Review Board (LERB).

This Act requires the establishment of the LERB while the appointment of a Director of Law Enforcement is at the minister's discretion. The Assistant Deputy Minister for the Public Security Division, Alberta Justice is the Director of Law Enforcement.

The Director of Law Enforcement's main responsibilities are:

- monitoring police services to ensure that adequate and effective policing is maintained
- developing and promoting crime prevention programs
- developing and promoting training and performance standards
- assisting in the coordination of policing services
- assisting and advising municipal governments and commissions

In Alberta, municipalities with a population of over 5000 must make provision for its own policing services by one of three options:

- a) enter into an agreement with the province for the provision of municipal policing services from the RCMP;

- b) establish a regional police service under agreement with other municipalities;
- c) establish a municipal police service under the general supervision of a municipal police commission.

There are eight municipal police services, employing approximately 26,000 police officers in Alberta under the governance of their own independent police commissions. They are Calgary, Edmonton, Lacombe, Camrose, Taber, Coaldale, Lethbridge and Medicine Hat. In addition, there are nine First Nation police services, employing approximately 80 police officers and police 19 First Nation reserves and governed by their own police commissions.

The RCMP maintains municipal policing contracts with 63 towns and cities in Alberta, plus provide provincial policing for the remainder of the province through 106 detachments. Eleven rural municipalities have contracted with the province for enhanced policing services in their areas.

