

10-4

BACK THE BLUE

"The Official
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Association"

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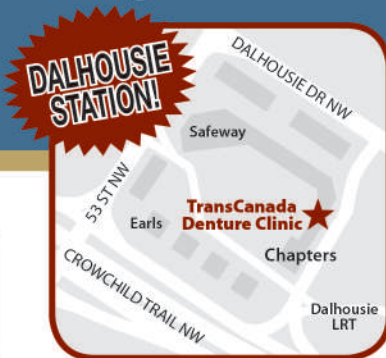
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By Chris Young, Director



On The Cover: Photo Credit to the photographer Dan Kurtz and members of the CPS Tactical Unit.



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A MESSAGE FROM THE EDITOR

By Graham Ernst, Director

Welcome to the fall edition of the 10-4 magazine. I hope this finds you near the end of summer, still enjoying sunny warm weather somewhere on a beach. If you have taken the time to pick up this edition, I am as convinced as ever, that our members and Directors have brought you some of the finest articles to ever grace the pages. The Presidents message has timely information regarding our collective bargaining agreement and the state of policing in Calgary. Director Burdyny has a solid reminder for all of us regarding the effects of social media and Director Dunbar presents an update on the potential purchase of a new CPA house.

That's just to start. We have some articles from our own exceptional members that participated in the Women's World ball hockey championship and the many sharpshooters that attended the annual ISSAC shoot.

Beyond the Blue has returned with its quarterly submission in its continued effort to support families of LEO's and our cover is again a thing of beauty thanks to photographer Dan Kurz and the usually camera-shy members of the CPS TAC team.

I would also specifically like to address your attention to the article provided by Superintendent Pozzobon, who took time on her own holiday to address some concerns pointed out by our membership. Superintendent Pozzobon was incredibly gracious and supportive of the members and the CPA for keeping open minds and open dialogue about the ongoing ethos project. I would like to thank the CPS executive members that continue to support the conversations that go on in the 10-4 magazine. I think it makes a better magazine for us all.

After a rest this summer, I have to admit that I feel hopeful going into this fall. I was very fortunate to get some significant time off the grid during summer holidays and chose to forgo the sweltering gong show that can be Stampede time in the city. I was at once amazed and disappointed at how difficult it was to truly "turn off my brain." I was almost compelled to make the 30-minute drive down the mountain to get a bar of cell service

so that I could check emails, text messages and see what the team had been up to. One of my favourite things to check compulsively is the weather, as if that could somehow control or improve it. On a rumour from a neighbour down the lake, my wife and I both found ourselves walking around a tall dead tree on the highest point in the forest, like we were searching for buried treasure with metal detectors. At the time it seemed almost fun. As I write this article it strikes me as ridiculous, sad and a little scary.

Part of this I am grateful for. After 11 years, I am still interested and invested in what is going on at work. While I am passed the FOMO (fear of missing out) stage, of never taking a course or time off that would result in me missing a Friday or Saturday night, I do still tell my team every time I leave not to do anything fun without me. I truly hate missing being with my brothers and sisters when it hits the fan. It's in those times that I wish I had never left. I still love this job and the people that do it, and it's at least in part, why I am drawn to check in while I should be checked out.

On the other hand, I worry if I am too invested or even obsessed with my phone. We criticize so many youth for being unable to unplug today, and here I am doing the same thing. Many of our members suffer from addiction issues. I am sure we can all run down the list of obvious culprits, but each is just as impactful to our members and their families in its own way. I am grateful to the Calgary Police Service and all it does to support our members' mental health. The psychological services section and peer support programs offered by the service are truly world-class for police services and continue to be a lifeline for our members and their families in times of turmoil. I would encourage anyone that has family or is personally struggling to reach out right away to get some help. All of the information of what is available can be found online at the CPS home page and I will list two of the most important phone numbers below.

I would also like to highly recommend the upcoming workshop by Dr. Kevin Gilmartin, the author and presenter of *Emotional Survival for Law Enforcement: A Guide for Officers and Their Families*. This free, full-day workshop focuses on creating positive, long-

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term behaviour patterns that can keep members healthy and emotionally fit. The workshop is on Thursday, November 7th, 2019 at the Centre Street Church. You can get more information about registration on the CPS website.

Many of us received a copy in classes of Dr. Kevin Gilmartin's book *Emotional Survival for Law Enforcement: A Guide for Officers and Their Families*. I read it at the time, but it didn't really click. I was too green and excited for the good advice to really sink in. When I hit around the 5-year mark, my family and I both started to notice a change in my attitude. I was more negative and didn't know why. I felt I was old enough to know better than everyone

but not old enough to do anything about it and that made me mad. Dr. Gilmartin's book helped me to self-reflect on some of the bad habits that I had developed at work and at home and helped me reset at an important time in my career.

That is why I would like to highly recommend the upcoming workshop. If you are feeling like you could use a reset as I did, please take the time to attend or give the book another try. Your family might thank you. Play safe.

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PRESIDENT'S MESSAGE

By Les Kaminski, President

OUR COLLECTIVE AGREEMENT: WHAT CITY COUNCIL NEEDS TO UNDERSTAND

It's a fact that fewer people are interested in becoming police officers. Here in Calgary, in years past, it wasn't uncommon for thousands of applicants to apply for positions within the CPS. We were a top choice of top prospects who were interested in the policing profession. Now those young men and women who were interested in serving the public are looking elsewhere to fulfill that noble calling. One aspect to lure good candidates back is robust compensation, and that's why the state of our Collective Agreement is so important to the future of policing in our city. First, we must examine why policing is losing the interest of potential prospects.

The phenomenon of special interest groups driving selfish, hidden agendas is nothing new. These people are skilled at grandstanding. Their goal is to convince the mainstream population of the value of their position. The phenomenal growth and influence of social media gives even unemployed deadbeats living in their mother's basement an audience. They can create an illusion that an extreme position is shared by more and more people.

The vast majority of citizens still support the police, and understand the importance of law enforcement in maintaining a safe and healthy community. Anti-police groups aim to convince them that we are hired thugs who purposefully set out to hurt or kill innocent people, especially specific minority groups. We all know nothing could be farther from the truth, but spreading untruths is a tactic which attacks our credibility. This is a proven strategy, used on other targets in the past.

Celebrities enjoy a considerable audience by the virtue of their ability to sing a song, recite a memorized line, or catch a ball. Few have more insight on current issues than you or I, but they use their position to push their personal beliefs on a large audience.

One such example is the military. Today the men and women in the

military are celebrated and appreciated, but not too long ago this was not the case. Jane Fonda, an actress, used her celebrity to spark a deep loathing for American troops engaged in the war in Vietnam. Young soldiers, who risked it all for their country, returned home to be met by protesters who spit on them, referred to them as baby killers, psychos, drug addicts, and warmongers. Many young men went to war due to a sense of loyalty and patriotism for their country, while others were drafted and had no choice. Today, it's police officers who suffer from the same vitriol and hate-mongering. Meanwhile, Jane Fonda has turned her sights on Alberta's energy industry.

Many young men and women are called to this noble profession, motivated to give back and make a difference in the communities they live in. They soon find that regardless of their noble intentions, they are vilified by special interest groups with agendas. Ironically, it's the police who afford these very groups the safety and freedom to speak without fear of retaliation. Make no mistake, these groups care nothing about making our communities safer or more harmonious, although they would have the public believe otherwise. On the contrary, they endeavor to cause unrest and turmoil. They only care about furthering their own twisted agendas, accomplished by smearing the reputation of any police officer in their path.

This is occurring across North America. One famous example is the shooting death of a man in Ferguson, Missouri. Two independent investigations, one by a grand jury and another by the Department of Justice, showed that no charges were warranted against an officer who shot and killed a man who had assaulted him and was attempting to disarm him after robbing a convenience store. This sparked violent protests across the country when activists framed it as an unprovoked shooting of a young black man.

In Portland, Oregon, masked protestors from Antifa, Black Lives Matter, and other left-wing activist groups took to the streets,

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terrorizing anyone who crossed their path. Police at the scene were ordered to stand down and not intervene. Later, Portland Mayor, Ted Wheeler, stated he supported the decision. "I support the Portland Police Bureau's decision not to intervene," he said at a press conference. Antifa has caused similar incidents on numerous occasions with immunity. The silent majority in Portland are pleading for police intervention, however, a sympathetic, left-wing mayor refuses to take any action against these violent, anti-police activists.

In New York City, a grand jury and the Justice department declined charges against a NYPD police officer in the death of a man who died of cardiac arrest after a confrontation with police in 2014. Yet, their left-wing mayor, Bill de Blasio, said that the family "is finally going to see justice", after an internal hearing recommended the officer be fired. The fate of that member now lies with the Police Commissioner, who answers to the mayor. The NYPD Police Union says that de Blasio has ensured that "the criminal advocates have gotten what they want – the police department is frozen".

Similar activism is happening right here in Calgary. Certain anti-police lawyers portray themselves as police watchdogs. They represent the victims of "police violence" under the guise of cleaning up policing. The reality is, they are filing law-suits and suing while they allege misconduct. There is a financial incentive behind their actions. They assist these alleged "victims" to make outrageous claims against members and when our leaders refuse to step up to provide protection from these frivolous complaints, it causes unrest and kills the morale of even the best police officers.

I have stood in front of our own Executive and Police Commission and explained that a lack of support from our "Leaders" has fueled a lack of confidence in them. Some cases seep into the media, which paints an inaccurate picture of a corrupt and ineffective police service. This causes doubt within the ranks, and worse, our own supportive citizens begin to lose faith in us as well. Clearly, policing is fraught with booby-traps and pitfalls, regardless of how honorable our intentions are. Subsequently, joining our ranks has become less and less attractive.

This ultimately manifests itself in a rapidly shrinking gene pool of good candidates. Young men and women who would have made excellent officers find other, safer professions, and the numbers dwindle. Much has been written regarding this current phenomenon, but in a nutshell, it's happening because smart young adults choose to avoid a profession which puts them at risk of internal penalty, public scrutiny, public humiliation, and potentially even a prison sentence for doing your job.

Historically, the acid test for decision making was "good-faith". Now, we are expected to be perfect when making extremely complex, split second decisions, which may have life altering

ramifications for yourself or another human being. You must be perfect, every single time. When the dust settles, every critical decision is placed under a microscope. Academics, under no threat of harm or consequence, and often with limited or no policing experience whatsoever, sift through the details, for months or years after. The expectation is that when we put on our uniform we are suddenly expected to be infallible. This is simply not realistic. Under these conditions, it takes a very special person to still want to take on this job. The consequence is that the gene pool shrinks, and the competition to secure the best candidates intensifies.

This ties in directly with our Collective Bargaining Agreement. We have been without a contract since the beginning of 2018 and are heading into binding arbitration. City Council found themselves in the throes of a tax revolt. Nenshi saw the writing on the wall, and clinging to the end of a very skinny rope, called for huge cuts in the City budget, including essential services. We are reeling from a \$7 million budget cut (with possibly another \$16 million cut from the provincial government) yet every single citizen in Calgary benefits from having a healthy, effective police service. There is a reason we are called "an essential service".

Calgary has a new state-of-the-art \$300 million library that few citizens will ever enter, and a new \$191 million National Music Center, again used by only a small minority of Calgarians. Days after announcing cuts to all essential services, City Council agreed to pay half for a \$550 million arena. An extension of LRT which will cost an estimated \$360 million, is slated to proceed. Clearly, City Council has no understanding of the meaning of the word "essential". Huge dollars are allocated for state-of-the-art luxuries, enjoyed by a fraction of our population, yet essential services, which benefits every single person, has suffered a budget cut. There is no getting around the fact that the level of service enjoyed by the tax payers cannot be sustained on the current budget.

We entered into contract negotiations hopeful. Negotiations, if you'd call them that, quickly broke down when the City offered us big fat zeros. A few months later they came back with another offer: a 2.5% rollback in wages for 2018, and 0% for 2019 and 2020! Negotiations? Not really... Our only alternative is to patiently wait to see what binding arbitration brings. I'm confident it will not be worse.

What City Council fails to understand are the long-term ramifications of pay rollbacks and freezes. While Calgary City Council has squandered millions in tax dollars, other cities within the province, in the same economic environment as us, have managed their money much more responsibly. Many of our closest policing comparators within the province have settled for 2.5% wage increases. Our other comparators, across Western Canada and nationally have done equally well or better, and are surpassing us in compensation within a fiercely competitive job market.

Other jurisdictions understand the necessity of remaining competitive in this essential job market. In February of this year, the Toronto Police Association was able to negotiate a 5-year deal for 11.1%. This was a far bigger raise than any other city union received. In fact, the new deal also included increases in benefits and an additional 3% pay boost for front-line officers with 5 years' experience. A front-line patrol officer received a 5.5% raise for 2019, and a total 14.1% raise over 5 years. In what Toronto Mayor John Tory claimed was a "tough" budget year, the contract offered far greater increases for the police than what was offered and accepted by any other city unions.

It has FINALLY been formally recognized, in Canada's largest city, that policing is NOT LIKE ANY OTHER CITY UNION. What we do is unique. The screening process to become a sworn police officer far exceeds that of any other city employee. The training you receive once you get through screening is enormous, and you only remain on as a police officer if you pass six months of extensive instruction and testing. We are not allowed to strike as it would cause anarchy and put the citizens into grave danger, hence the "essential" label. And, the job comes with massively greater responsibility and jeopardy than any other city union. The only similarity we share with other city unions is that our pay cheques are signed by the city because we are paid through tax dollars.

As the number of people who are willing to assume the risks that come with the job shrinks, and those risks continue to grow, we should receive the compensation that we deserve for taking on those risks. Our City Council needs to recognize that the job of protecting the citizens of Calgary, in an ever-increasing arena of increased scrutiny and rising jeopardy, should have commensurate compensation, at least equal to the other major police services across the country.

It is reasonable that a measure of the extent that you're valued for the job you do is by the compensation you receive to do it. When a top prospect chooses where to work, they will certainly take into consideration where they will be most appreciated. If our new contract is not commensurate with other major municipal services across the country, we will suffer the consequences. If we get zeros, we will drop to somewhere below 30th in the country in pay. This will cripple our ability to attract excellent candidates, and we'll lose existing members to our competitors. I hate to think what will happen to our talent base if we drop that far in comparison. It will hurt our ability to attract the best candidates for years, and affect policing in this city for years, perhaps decades to come.

City Council must understand the implications of not attracting first-rate candidates, who not only have a burning desire to better their communities, but also possess the courage and tenacity to get the job done down in the trenches. What transpired in Parkland, Florida is a prime example of what could happen if standards are lowered to fill positions. There, a lone

gunman entered a high school and began randomly shooting students. The school resource officer refused to enter the school and challenge the threat. Instead, he took a position of cover outside the school, while the gunman shot and killed 17 students, and injured 14 more. We all know the risks inherent on this job, and we need to keep hiring those who are willing to risk it all, if that time comes. We can't accept people who see our profession as the next best alternative because we'll get what we pay for. If a person isn't committed to this profession, when the chips are down, the citizens will suffer. The Parkland example is extreme, but bad hiring has historically proven, in many jurisdictions, that it will cause problems with integrity, motivation and ultimately, service to the public.

We need a solid contract and I will do everything in my power to secure the best possible contract for our members. Now that negotiations have failed (not that we ever really negotiated a wage increase) I will ensure that the arbitrators have a clear picture why it's necessary to have a fair and decent contract. I will ensure it's clear that this will ultimately affect the safety of each and every citizen of this city. We need to keep our standards extremely high. We must remain competitive and attract the very best candidates with one of the top compensation packages in the nation.

One final word on the effect of social activism on policing: The men and women in the military now enjoy the highest respect from the citizens they serve. It is recognized that it is through them that we enjoy a free and prosperous society. Those of you who were on the job during 9/11 will remember just how much we were appreciated when that tragedy highlighted the sacrifices made by the men and women who chose to serve their communities. I remember getting thank-you's from random strangers when I had to use force to make an arrest in public. I sincerely hope that it will not take a tragedy of that magnitude to highlight and bring to the forefront just how much we contribute to the happiness and safety of this community.

This weekend, while I worked on this piece, there were two random mass shootings in the United States. In one, the police were able to respond within a minute to end the gunman's rampage, who had an assault rifle and enough ammunition to kill dozens more had he not been stopped so quickly. Of course, we don't hear from Antifa or other special interest groups because that doesn't jive with their anti-police message.

I believe that the silent majority understand that those special interest groups only look to fulfill their narrow agendas. Policing here in Calgary, and across North America, will experience a resurgence in public admiration again soon. Despite the rhetoric from these groups, we must keep working hard to make Calgary a safe city to raise a family. The vast majority of the people that we serve understand that our job is difficult, and they rely upon and appreciate us for the job that we do.



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A MESSAGE FROM THE VP ADMIN

By Mike Baker, VP of Administration

Welcome to the Fall Edition of the 10-4 Magazine. I hope all of you were able to get away for some summer rest and relaxation with your friends and families. With the increasing demands that policing continues to put on our members, it is integral that we continue to promote the value of work/life balance, so that our members put their mental and physical health first and foremost.

At the time of writing this article, there has been a movement afoot across Alberta. In 2019, we have seen a significant change in police leadership across our Province. With fresh Chiefs in Calgary, Edmonton, Lacombe and soon to be Lethbridge, these situations all stem from similar circumstances where organizational leadership failed to relate and connect with their people. Harassment, nepotism, bullying are amongst many other allegations hurled at the leadership of our organizations. Its clear that the face of police labour has changed and anyone that hasn't already or is in the process of adapting, is going to face intense challenges.

I was elected to the Calgary Police Association Board in 2007 and I cannot fathom the difference in how we do business, in just over a decade. The speed at which police labour has evolved, has left many under prepared and lacking understanding of the complex labour issues faced by policing today. I can safely say that the organization that I work for, failed to identify address and adapt to these issues and it has led to a tough few years.

Recently I attended the graduation of one of our recruit classes. What I love most of these events, is the culmination of all the effort and exuberance of our members and the realization of their achievements. Unfortunately, it is grossly apparent and difficult to ignore the animosity that is harbored from some senior officers in our organization and even from members of our Police Commission. It is this very behavior that has led to the problems that we face today!

The shocking reality is that labour and management, by virtue of their roles, are adversarial in nature. Each role monitors

the behaviors and practices of the other, ensuring balance or correction when things get out of sync. The system would fail without the input from both sides. The Ying and the Yang. One cannot effectively exist without the other. Once we all recognize this concept and grasp the reality that we will be locked in this ritual for perpetuity, the only really challenge is how we choose to accomplish our goals.

Now you are going to have to bear with me, as I know that some of what I am about to reveal, is painfully obvious, yet we are still talking about these issues. Police Executives, Associations, Commissions/PSB's and governments should all reflect on our experiences and recognize the insights available.

So without further adieu, allow me to provide:

Five Rules For Effective Police Labour Relationships:

- 1.) **Management Has Rights:** *Police Services have the right to make decisions on how they choose to run the day to day business of the Police Service. Although an Association may not support a business practice and lobby against it, unless it is in contravention of a collective bargaining agreement, its within their purview. Most commonly referred to as "Bull Shit", these policies and practices are constantly evolving. That being said, it's always best to consult with the people actually doing the work.*
- 2.) **Ask The People Whom Do The Work:** *Policing is changing at an exponential rate. We must adapt with these changes. Consultation is a requirement of collaboration. No one cares how things used to be done or how someone else came up with a better, more efficient way. If you want a change to be accepted, consult and involve the end user. Unless your doing it or using it, you don't know. Accept it!*
- 3.) **People Make Mistakes:** *Given the demands and complexities of this job, we all will make mistakes. Correct your mistakes and learn from them. No matter the optics, wait until the whole picture is revealed. We hold our people accountable, lets hold ourselves accountable. Lets work together to fix mistakes*

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in a timely manner, to minimize the impact they have on our members, citizens and Service.

- 4.) ***Its Not Personal!:*** I can confidently say, that we don't sit around plotting how we can one up each other. With that said, recognize that when the Association is advancing an issue, its because it is important to our members. When presented with a legitimate issue, the Association has an obligation to provide a duty of fair representation to its members. There are many avenues for the Association to pursue issues (internal processes, grievances, human rights, labour board, civil law, political lobbying etc.) and we will exhaust all efforts to right a wrong. ***Its our job, its not personal!***

- 5.) ***Can't We Just Get Along?:*** When given the choice, we will always choose a united front. Its better for our members morale, the public's confidence and the Service's reputation. With that

said, that means we are hard on one another behind closed doors and praise each other in public. We can never confuse kindness for weakness. In order for this to work, there has to be mutual respect and trust. These relationships are very delicate and require constant nurturing.

Even though these rules were proposed tongue in cheek, I truly hope that all of us can take a step back and truly reflect. Recognize that each and everyone of us, despite our roles, are here to help people. If we always come back to that common interest, there is no reason we cannot resolve these issues. When we are all done and reflecting back on our careers, remember the relationships and recognize we were all doing jobs, to serve our people and communities. Until the next edition of the 10-4, take care.

Stay safe out there and feel free to contact me with any further inquiries, via email at mbaker@backtheblue.ca.

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World Ball Hockey Championships

By Cst. Chelsea Karpenko and Cst. Kendra Dunlop

In August of 2018, Cst. Chelsea Karpenko and Cst. Kendra Dunlop were fortunate enough to be selected to play for Team Canada at the World Ball Hockey Championships in Kosice, Slovakia. The selection was made from Canadian Ball Hockey Nationals, which the Calgary United won.

Team Canada was comprised of players from across the country, including 6 players from Alberta.

The World Championships ran for 10 days in June, 2019 and during that time, Team Canada faced off against Slovakia, Czech Republic, Great Britain, and the USA.

Team Canada defeated Team USA 4-2 in the gold medal game, en route to capturing the title of 2019 Women's World Ball Hockey Champions!

However, along with the privilege of playing for Team Canada came the costs associated to the trip. The players were required to cover 100% of the costs for the World Championships in Slovakia, including travel, room and board, uniforms, and equipment.

"Being a part of Team Canada was a privilege, and capturing gold with such an amazing group of women was truly a surreal experience. One that was greatly facilitated by the CPA and their support. I would like to take this opportunity to thank the CPA and our co-workers for all of their support in our journey to capturing GOLD!" - Cst. Dunlop

"The CPA provided Kendra and I with sponsorship to help relieve the costs associated to play for Team Canada, and I just want to take this opportunity to say thank you! It meant a lot to have support from the CPA and our co-workers leading up to the World Championships and we are proud that we were able to bring home the Gold!" - Cst. Karpenko





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CALGARY *Beyond* THE BLUE

Critical Incident Support

By Courtney Rodych

A Code 900 in the career of your officer will change the very fabric of their being, your being and the shape and trajectory of your lives as a couple and family. From a spouse's perspective it forces you to see the reality that can be policing today and makes you confront the impermanence of life and the vulnerability that exists underneath the uniform. Two critical incidents within six months of each other will test the very material you are constructed from. Sadly, that became our reality in 2013. My husband had only been on the street for 6 months; the only thing I knew about being a police spouse was that my husband looked fantastic in a uniform. Former Chief Hanson looked me in the eye and said this wouldn't happen again. Six months later he again sat in my kitchen and apologized for saying that statistically speaking it shouldn't have happened again. Needless to say, we don't talk about statistics in our house anymore.

I made incredible use of CPS Psychological Services Division. I learned about what to expect from an officer who has just been involved in a critical incident. I learned to ride the wave of hypervigilance that would follow and eventually calm down on its own. I learned about ASIRT investigations, mandatory time off, civil lawsuits, and the level of camaraderie that exists among officers. I also learned that my experience was too much for some police spouses and they had to distance themselves from me as it hit too "close to home". I learned about feeling isolated and alone while experiencing something that was media fodder and made for good headlines.

I found that I was not okay with navigating it alone and decided to start reaching out to other spouses the only way I knew how – through Beyond The Blue. In April 2017, I spoke out on our BTB Facebook page about my experience and offered up my home for an evening of gathering and sharing our stories. The Critical

Incident Support Group for Spouses was born that night and has been going strong ever since. We meet about 4 times a year for an evening of sharing our stories (quite often accompanied by tears). There is a lessening of our sense of isolation surrounding our spouses careers and the situations they were put in that lead them to use force, sometimes lethal, or injured them and forever marked their bodies and lives.

It can be challenging to reach out to the spouses of officers involved in critical incidents as I have to rely on the "rumor mill" to find out who was involved. From there I hope that I can track someone down who can get the officer a message to then pass on to their spouse; all while they themselves are going through one of the most stressful events of their lives and careers. I post support group meetings on our website and Facebook page and ask people to pass along my information to other spouses in the hopes of reaching people. To date, I have helped close to 20 police spouses in this journey. I hope one day to have a police spouse involved with CPS Peer Support so that when they reach out to officers post-critical incident, a police spouse can also reach out personally to the spouse or partner of the officer and offer support.

Spouses and partners of officers involved in critical incidents are the key to officers returning to work in a healthy place, but they need support to fulfill that role in a way that leaves everyone whole. Calgary Beyond the Blue has been a lifeline for me and continues to allow me to use my experiences in this police life to help others navigate this as well.

For more information on critical incident support for spouses please email Courtney at executive@calgarybeyondtheblue.com

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A MESSAGE FROM YOUR DIRECTOR

By Lee Dunbar, Director

Hello everyone I hope this article finds you all enjoying your summer!

I'd like to start by welcoming recruit class 227!

We have a couple of long overdue changes occurring in the near future in which I'm extremely excited to be a part of.

I will begin with our CPA House. We will be moving forward with the purchase of a multiple unit accommodation in which will now be available to both our members and their families when in need. This is an initiative which has been supported by our membership at our last couple of AGM's and has been a topic of discussion for years. We will be reviewing our options at our next board meeting on September 5th where I fully anticipate a decision will be made for a purchase.

My second update has to do with the CPS Driver Safety and Compliance Unit. There has been overwhelming support by management to make some substantial changes to our current process and how we deal with internal collisions. A committee has been created with numerous stakeholders which I am confident will bring about considerable change on how we deal with a majority of collisions. It is too early to speculate exactly what this is going to look like, but changes are already in the

works. As it stands right now, if you have had a recent collision you will or may have already received correspondence from the Drivers Safety and Compliance Unit that will look different. As your committee works through developing a new process and policy, I would ask for your patience. Ironically dealing with these in a timely manner has been a major complaint from members but this has been recognized. I would encourage any members with questions about recent correspondence or ones surrounding this new process to please get ahold of me and I will do my best to clarify.

I would also like to encourage members to visit our website at backtheblue.ca. On there you will find all your Director contacts and their assigned portfolios, CPA Regs and By-Laws, Board meeting minutes and our Collective Bargaining Agreement to mention a few. Also there are current upcoming events and a great classified section where you can advertise your business or product and in there you will find dozens of special deals.

I will continue to try and make as many parades as possible to discuss these recent changes. If you would like me to come hit your parade or simply want to go for a java please get ahold of me.

Be safe

Director Lee Dunbar



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A MESSAGE FROM THE VP OF FINANCE

By John Burdyny, VP of Finance.

SOCIAL MEDIA AND POLICING IN 2019

Social media is a powerful tool that helps every level of law enforcement. It has started investigations, concluded investigations, assisted in officer safety, and assisted in collecting witnesses, obtaining warrants and so much more. The vast majority of police departments in North America are active on social media, including the CPS. The CPS Facebook page is liked by over 116,000 users increasing our department's reach and building our relationship with the community we serve. Those are the upsides of social media but unfortunately there are also some big downsides making social media a double-edged sword.

Recently in the USA there have been numerous police officers fired as a result of inappropriate posts and comments on social media. In New Orleans the media reported that two officers were fired, one for creating a post and a second for "liking" it. The firing occurred after an officer shared an article titled, "Ocasio-Cortez on the Budget: 'We Pay Soldiers Too Much.'" In response to sharing the post the officer wrote, "This vile idiot needs a round.....and I don't mean the kind she used to serve." As this is an American issue I will give some background to those unaware of who Ocasio-Cortez is. Ocasio-Cortez is a representative for New York in Congress. She was elected to congress following substantial work via social media where she beat out a longtime member of Congress during midterm elections. Prior to being a politician she was a waiter in New York. Many of her publicized ideas have been on the far left of the political spectrum; she is a member of the Democratic Party.

In 2019 it is very difficult and stressful to be a police officer. It is in our best interests to never put ourselves on-duty and to be a great witness as opposed to an active participant. Despite this we are never truly off-duty and our opinions on social media can be used against us. Thus far in Canada this has not been a prevalent issue, however the USA has shown to be a leading indicator on many issues pertaining to law enforcement.

I want to re-iterate that I am an incredibly proud police officer in the city of Calgary. I am the third generation of police officers

in my family and I have heard the frustrations about political parties who don't understand issues. I understand the need to share and vent issues with friends in law enforcement or other friends who can relate to you. The problem is social media posts are permanent whether you delete the post or not, and you can't control who sees that post whether you have the most stringent privacy settings or not. Even among my closest friends not everyone will agree with me on current issues, and some may be in complete opposition. Unfortunately what we are seeing in the USA is that your freedom of speech or opinion can be seen by others as insulting, unbecoming of a police officer, racist, misogynistic, etc. These perceptions may lead to a complaint, potentially leading to a police service investigation, which will cause undue stress to any member.

It is disheartening that I am writing an article encouraging my friends and colleagues to distance themselves from being a police officer on social media but I believe it will be in your best interests. Unfortunately changing your Facebook or Instagram name from your original is not enough to distance you, no different than how we track down criminal accounts. In the USA there is a website called, "The Plain View Project" which has a database of Facebook posts and comments made by current and former police officers. The group publishes the name of the officers but will redact anyone else's name. Their goal is to contribute to the "national dialogue about police." The project's website states that some of these posts may undermine public trust and confidence and they believe people subject to police decisions should be able to question online statements made by police officers. The database includes police officer opinions on race, religion, ethnicity, the acceptability of violent policing and more.

The CPS like any police department is a brand. When a member of the CPS does great things they contribute to that brand, together we all work to build the brand of the CPS resulting in improving the trust and confidence in the CPS. Unfortunately that brand can also be hurt and opinions different from the organization's public relation's approved views could hurt that brand. Hurting

Continued on page 20 ►

that brand hurts the CPS and its relationship with the citizens we serve and as a result discipline could be possible. If you're the type of person who has to read upsetting comments on news articles negative towards the police and has to comment and engage in online banter perhaps social media isn't appropriate for you. I am emphasizing this point because should a police service investigation arise resulting from inappropriate comments you may be in a predicament. Our collective bargaining agreement provides legal indemnification should a member be in the lawful execution of their duties. If a member were going to an internal hearing resulting from off-duty conduct on social media, the CPA would likely have to provide NO legal support and the member would have to self-represent, fund his or her own legal defense or appeal to the CPA board of directors for funding.

Opinions and comments are two of the perils of social media and the other is a member's potential of breach of trust or sharing information outside of the police service. Thankfully this has not been an issue with the CPS but I believe when it has happened in other departments that members aren't aware of the mistakes they're making. For example, the rookie who thinks a K9 bite is amazing and adds it to his Snapchat story. The member who takes a short video wanting to share it with his friends does not

realize the privacy concerns of the accused (recipient of the dog bite), evidentiary value of an active investigation, etc. Perhaps a member reads a funny BMQ on the CAD and were to post it, this could also put him in jeopardy. The member may think to himself this will be a chance for my friends, especially non-law enforcement friends to see some of the bizarre calls we receive. Unfortunately another person may look at that and see that as not being approved to be released outside of law enforcement. Policing is and always will be a spectator sport and we are lucky enough to have a front-row seat. There will always be a desire for people to know more information, have information quicker and see the graphic details of being a police officer; that is why we have a public relations department, please leave it to them. In times where we have felt the CPS hasn't spoke up enough to defend our members the CPA has done that and we will continue to do that should we feel it is warranted.

If you have any questions or concerns with my article or any article I have written please reach out to me. If you have any ideas or something you would like to learn more about in an article please let me know. The strength of the 10-4 and the strength of the CPA is membership engagement, my phone is always on and I regularly check my e-mails.



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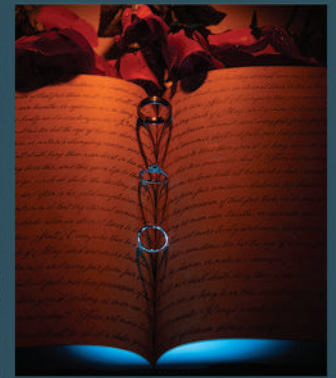
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WE ARE A WORK IN PROGRESS FAMILY.... AND THAT IS OK

By Corinne Wilkinson

I arrive at Patrick Airlie Elementary, one of two Calgary Integrated School Support Program (ISSP) schools that receive funding from the Calgary Police Foundation (CPF). ISSP offers a complete wrap-around model of teachers, Police Officers, Social Workers, psychologists, gym teachers, health care professionals, and daily nutritious meals to vulnerable and at-risk youth.

I have been invited to meet eight-year old Noah who is a client of a Multi Agency School Support Team (MASST), a team consisting of a Police Officer and a Social Worker. Earlier this year, Noah was presented a CPF challenge coin at school for being a role model. But it was not always this way, and even today Mom says, “we never know which Noah we’ll get when he wakes up.”

The family’s experience with an ISSP school started with Ethan, Noah’s older brother. Ethan only had the benefit for one year before he aged-out. Research shows prevention and early intervention programs have the most positive impact with kids

think he was on the high functioning spectrum of autism. But there was no help for Ethan like there is now for Noah.”

“We are living through some challenges with Ethan, now 14 years old, and we will be damned if Noah takes the same path.” The family is sourcing out-of-home resources to help Ethan deal with the circumstances he is facing. Ethan was a handful, getting in trouble with the law. Time was consumed helping him at the expense of the three younger children, especially Noah.

Six-year old Noah was having outbursts at school, running away, and throwing screaming fits. The Principal would pick him up, and carry him to her office as he yelled down the hall and grabbed at the walls. Noah’s behaviour permeated outside of class to the point where kids treated him differently, including not showing up for his birthday parties. Mom and Dad tried to explain that families are sometimes busy, but Noah’s answer said it all “it’s OK, I knew no one would come.”

Noah says now, at age eight and a year in the MASST program at his ISSP school, his best achievement is “being calm - I don’t run down the hallways anymore.” His favourite activities include playing with his younger sisters, and arts and crafts. Give Noah paper, staples, crayons, foam, anything crafty and he will make something really cool out of it.

Two years ago Mom and Dad separated. There was too much arguing, disagreement over the kids, and not treating each other very well. Dad returned to Ontario, while Mom stayed in Calgary with the kids.

“Noah was at the height of his issues at school then and I think our separation really spiked his behaviour. That is when Janice and Officer Tony, the MASST team at the time, were introduced into our lives.”

Mom switched jobs to become a school bus driver so she could be home during the day with her young children. But still, Noah was acting up at school and verbally abusive with Mom. He was not taking it well.

Mom met someone new in her life and that too had a further impact on Noah. At first Noah did not mind him, but then Mom’s friend realized he might have bitten off more than he could chew with her kids. “It just did not work- I could not have someone in my life who did not like my children. Or who my children did not like in return.”

After some time, Dad moved back to Calgary, and they realized



before they reach junior high school, ISSP ending in elementary school. The tremendous support Noah is receiving so young is what Mom and Dad would have wished for Ethan.

Noah is ADHD. Ethan is ADHD. Dad is ADHD.

“Ethan was taking stuff that did not belong to him when he was three years old,” says Mom. “He was doing things that made me

their relationship was worth saving. And today, Noah spends a lot of time with Police Officers – in a good way. He’s learning they are safe adults. He trusts them.

“When we were growing up, if the Police showed up it was because someone had done something seriously wrong,” shares Dad. “Noah is learning the exact opposite, and that is one of the big experiences we wish Ethan had had.”

But he is not quite out of the woods yet. Young Noah is still learning to deal with his emotions – anger, sadness, frustration, and short-lived fits. The big difference is now he is learning to channel it into something positive. MASST is helping him with that.

“If we could talk to families struggling like we were, and some days still are, we would say hang in. With all the help we have received from CPF funded programs, we see a light at the end of the tunnel with Noah. Nothing that has happened to either of our sons is where you want your kids to be.”

Ethan has made some bad choices and he knows it, but it is hard to blame him entirely. Twice MASST gave him a new bike and twice it was stolen – lock and all – out of their own back yard. “How do you explain to a young boy the need to make better choices in his life when others are not treating him fairly,” asks Dad.

The family perseveres and knows things are working out. They express their heartfelt thanks to CPF donors for giving them more opportunity to help Noah lead a happy, fulfilling life.

“Thank you for all the things we can do as a family, Ethan included, which is really helping our relationship. Experiences that we could never afford like the Calgary Zoo, the Good Food Box, movie passes, and the professional MASST support at Noah’s ISSP school. We know it is absolutely making a difference for Noah, and we believe the future will see a different and happier Ethan.”

“I think the best way a donor could see their incredible impact is to come to the Patrick Airlie School BBQ. Officers are cooking burgers, playing games, and getting kids into police cars. You can see the difference engaged Police Officers are making to our children’s lives. As parents, we know the Officers give it all they have - we cannot say thank you enough.”

“Every day can be a surprise with Noah. But what is not a surprise - we are getting a much more engaged Noah and a much happier Noah than we had a year ago. This is thanks to his teachers, his Principal, and MASST team Janice and Officer Ron – all of whom we are so grateful to have in our lives. It is life changing for Noah, and for us as a family.”

The Integrated School Support Program (ISSP) and Multi Agency School Support Team (MASST) receive funding from the Calgary Police Foundation. The Foundation works to raise \$2M annually to fund six programs that work exclusively with the Calgary Police Service to help keep our Calgary kids safe from criminality and victimization. Learn more about the Foundation at www.CalgaryPoliceFoundation.ca



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ISSAC SHOOT

By Travis Juska

On June 20th and 21st shooters from around the province converged on the town of Hinton Alberta for the annual ISSAC Shoot (Inter Service Small Arms Competition). Nineteen foursomes of gun fighters sent round after round down range over the two-day event that focused on team and individual competitions in pistol, shotgun, carbine and sniper rifle. Calgary put forward five teams while the remaining fourteen came from Edmonton, Sheriffs, Fish and Wildlife and the RCMP. While spirit and enthusiasm were high, temperatures were unfortunately low, and seventy-five millimeters of rain fell throughout the competition. Just like in policing however, gun fights are never called off on account of weather and so the affair carried on slightly muddier and slightly wetter than planned. The annual contest could not have occurred without the tireless commitment of the organizers and range safety officers who worked continuously over the two days. Calgary Police Constables Julia Howe, Michael Dalton, Dean Gardner, Sean Markwell and Ken Neilsen labored throughout the event to ensure the shoots ran smoothly and safely and were part of the larger RSO Team.

Highlights from the weekend included Cst. Ken Nielsen winning a Remington 700 Magpull Edition in 6.5 Creedmor from the raffle, Cst. Kaitlyn Bakker putting up the second fastest overall time for individual carbine, only 0.4 seconds behind the men's champion and the steak barbeque put on by organizers after a long day of competing. The Calgary Police Service put forward a strong showing in both the men's and women's competition and took home a host of different hardware. They are as follows:

Team Events:

CPS Women's Team

(Det. Amy Drinkle, Det. Hayley Marquis, Cst. Julie Helferty, Cst. Kaitlyn Bakker)

- 1st in Women's Team Pistol
- 3rd in Women's Team Carbine
- 1st in Women's Team Shotgun
- 1st Overall Women's Team

CPS Team 2

(Sgt. Jason Hiscock, Cst. Dan Kennedy, Cst. Geoff Hoover, Sgt Travis Juska)

- 1st in Team Pistol

- 1st in Team Shotgun
- 2nd Overall Team

Individual Events:

Pistol

- Cst. Julie Helferty – 2nd Individual Pistol (Women's)
- Cst. Greg Curtis – 2nd Individual Pistol (Men's) Carbine
- Cst. Kaitlyn Bakker – 1st Individual Carbine (Women's) Shotgun
- Cst. Julie Helferty – 3rd Individual Shotgun (Women's)
- Cst. Andrew Fuhrman – 2nd Individual Shotgun (Men's)
- Sgt. Travis Juska – 3rd Individual Shotgun (Men's)

Overall Individual Scores

- Cst. Julie Helferty – 3rd Place Overall (Women's)
- Cst. Kaitlyn Bakker – 2nd Place Overall (Women's)
- Cst. Greg Curtis – 3rd Place Overall (Men's)

Other less official awards were given internally to the following CPS Teams:

Best Scope Bruises from a Rifle Scope:

CPS Team 4 (Cst. Gabriel Desjardins, Cst. Max Lavictoire, Cst Matt Churchill, Cst. Brendan Wallace)

Best Team Nicknames:

CPS Team 3 (Cst. Andrew Fuhrman, Cst. Sean Saunders, Cst Andrew Kingsmith, Cst. Ernie Corbin)

Most Kids To Camp In a Tent Trailer.....Ever:

CPS Team 1 (Cst Adrian Chong, Cst. Cam Sunderland, Cst. Ryan Schroeder, Cst Greg Curtis)

Regardless of where teams finished, the weekend was a tremendous opportunity to improve an operational skill and to make new friends from our law enforcement partners around the province. Outside of the official shooting competitions, multiple vendors were on site to allow participants to shoot all the latest and greatest firearms hitting the market. Looking forward to 2020 they will be allotting space for twenty-five teams and it will no doubt be another year of having fun going pew-pew-pew.



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DID YOU KNOW?



Welcome to my submission of the “**Did You Know**” fall edition of the 10-4 magazine. Not sure how many of you noticed that I didn’t have a submission in the last 10-4, sadly I missed the editorial deadline! It was the first time and promise it will be my last as I’ve made a note of the next 6 deadlines in my calendar.

As a matter of catching you up, **DID YOU RECALL** my last submission in the spring edition was introducing the resurrection of the Coffee Chats? I’m happy to report that they’ve been going well and have conducted 6 meetings since then and by the time you read this, I hope to have done 7 or 8. I haven’t bought enough coffee and doughnuts to invest in Tim Hortons yet, but happy to report that the feed back has been great. Due to awareness and word of mouth we’ve been able to help a number of members make more sense of their insurance coverage and needs.

In particular, insuring mortgage debt: “we need the banks, but we don’t need them being the owners and beneficiaries of insurance that we pay for!” The banks don’t “Knead your Dough! That’s your Baker’s job!” So, I think we can all agree that with mortgage debt, we are better off having the proceeds paid to our spouse who can better decide how to use the proceeds.

My point is simply that the bank might be very sorry to hear of your death.... but very glad to have your money.

New hot off the press, some Great NEWS:

Some of you may recall an article that I wrote about **Best Doctors!** Best Doctors is a second medical opinion service that is attached to your critical illness. It is regarded world-wide as the best second opinion medical service available, period! But what you **Don’t Know** is that it just got a whole lot better.

Best Doctors Now Includes Extended Family

Until now Best Doctors service applied to you as a member, your spouse and children. Best Doctors now is available to your immediate family members. What this means is that with the **Extended Family Benefit** this service now extends to the member’s parents and parent’s in-law!

This addition helps address the challenges plan members face in caring for elderly family members and making decisions about their care. By extending the Best Doctors benefit to parents and parents-in-law you have access to the following:

- access to over 50,000 world renowned medical experts, so that an expert medical opinion on an existing diagnosis and treatment.
- get answers to medical questions and concerns.
- find a specialist or treatment facility either within or outside Canada
- help with navigating the healthcare system with many useful resources.

These benefits are effective immediately! For more information feel free to contact me directly or to get started on your own call 1-877-419-2378 or visit www.bestdoctorscanada.com

Lastly, I have some other news that I wish to share. In a Coffee Chat back in February I was asked: “So it’s great that we have you as a member advocate and a resource, but what happens when you’re gone, do you have a succession plan?” It was a great and fair question to which I simply replied that although I hope I would be missed, there are plans in place to continue providing the same service and advice CPA members expect and deserve.

I am happy to announce that over the last 2 years through restructuring of my practice I’ve been fortunate to form a strategic alliance with a well-respected financial planner and insurance advisor, Robert McCullagh CFP, CLU, CH.F.C CHS. Robert has built a very successful practice working with individuals, business owners and entrepreneurs. His range of expertise as a financial planner includes estate planning strategies, insurance, investments and benefit planning.

As always, thanks to the CPA for giving me a voice and opportunity to reach out to you the members every quarter through the 10-4 magazine.

10-4
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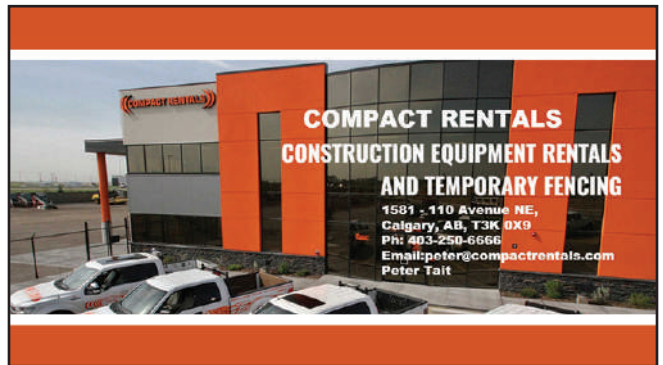
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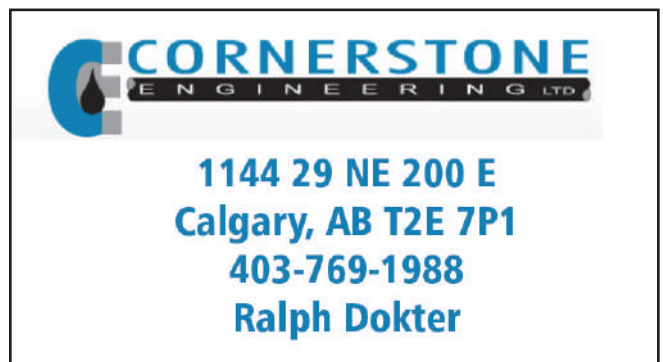


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CHEERS AND JEERS

JEERS Jeers to myself, the editor of the 10-4 magazine! In our last issue, I published a jeers about the auxiliary program that, unbeknownst to me, involved a couple of our own members. I retract this jeers and apologize to our members.

- **Graham Ernst, 10-4 Editor**

JEERS To the Calgary Police Service who came up with the "OUR STORY" book idea. How much money was spent on this project, 5000 hardcover books? What was the objective? I can tell you that within 3 District it has been met with disbelief, cynicism and even anger. We are now feeling an economic pinch which did not exist in previous years, and I realize the wheels for this project were rolling long before our new Chief was appointed. That being said, fiscal responsibility should be the practice all of the time, not just when the city falls on hard times.

Response to Jeers above

Thank you for the opportunity to address the concerns raised by a member around the cost of the 'Our Story' book.

The member is correct in stating that the budget for the Ethos Project was set and paid in the 2017-2018 budget. Due to the retirement of Chief Chaffin, the interim Chief's Playbook Initiative, and the naming of our new Chief, the project was delayed in roll out so as not to be competing with other organizational changes. Following the naming of Chief Neufeld, the team saw a window of opportunity to begin roll out. The city's decision to change the existing budget was not anticipated, and I agree that the optics are certainly less than ideal. With that said, here is what we spent to print the 'Our Story' books:

4,000 copies were ordered (one for every member of the CPS, and all new hires for the coming two years) @ \$5.95 / copy = \$23,800

I would like to share my personal thoughts on why I think this is a worthwhile investment.

Today's world is one of upheaval and constant change in organizations and police agencies are not immune to these disruptions. For the CPS to remain credible and trustworthy with its community, every member must continue to exhibit leadership, make ethical decisions, and act on opportunities in a timely fashion.

One of the key characteristics of any high-performing

organization is that they present a clear picture of why they exist, what they want to create together, and are passionate and committed about their basic purpose. These key characteristics or *organizational ethos* is something that is core to their identity and constitutes the glue that helps keep them on track, responsive, and innovative in new situations.

Our Story shares and celebrates our core purpose, values and principles, and more importantly **how** our members fulfill our common purpose on a daily basis. To do this, the Ethos team utilized ongoing organizational research, CPS focus groups and leadership sessions as well as best practices from academia to inform the creation of the document. *Our Story* is the reflection of what the Ethos team heard and found – it is **your story**, it is **my story**, it is **OUR story**, and I believe it is important enough to not only be told, but also held and displayed with pride.

I fully recognize that *Our Story* is not a 'cure all' for the complex issues facing our organization, but it is the unified voice of all members articulating a vision of what the CPS aspires to be, as well as a framework for value-based decision making. It is a North Star to work towards, and a visual reminder of why each of us chose the profession of policing – we are one team working together to create a community that is safe, diverse, inclusive, and inspired.

We could have printed this on paper or emailed the concept to everyone for less money. But we wanted the books to be a visual reminder of how important this effort is to our collective success. That is why the executive decided to make the investment of \$5.95. An investment into the foundation upon which we can all stand and look towards the same future. In the face of the pending budget cuts, the CPS will be required to make difficult, and impactful changes. These will no doubt define what we will look like in the years to come. Now more than ever, we must remain grounded by our core values, and aligned to our principles.

I would like to thank the member who brought this concern forward, as I know you are not alone in your thoughts. I would invite any member interested in discussing it further to please reach out to me directly. It is very difficult to convey such an important endeavour through a written response.

Finally, thank you to the CPA for the opportunity to respond, and to be encouraging constructive dialogue as we move forward into unexplored financial challenges at the CPS.

- **Superintendent Tammy Pozzobon**

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This is the 4th time CPS has entered teams into this ball tournament just east of Red Deer. This year was the 8th Annual Law Enforcement/Fire/EMS Slo-Pitch Tournament. The CPS and CPS 2.0 team won first and second place of the C division.

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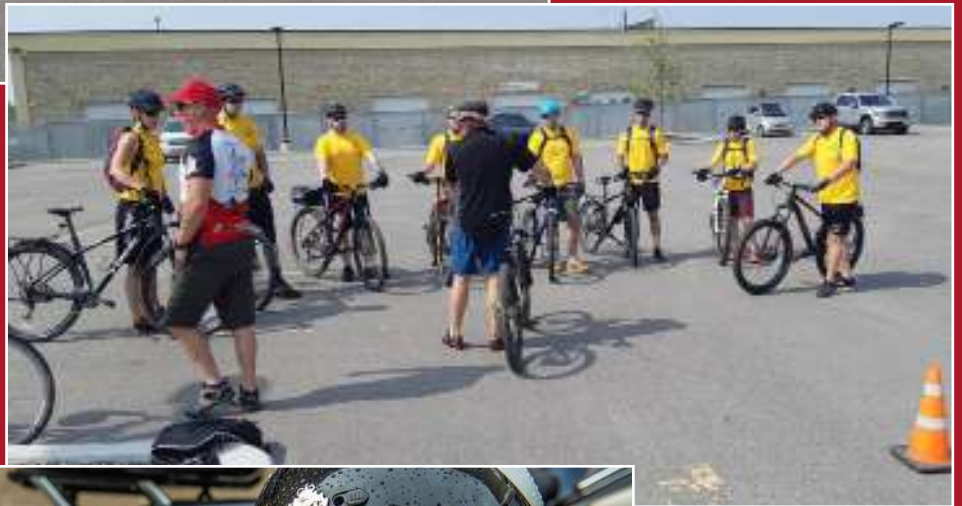
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A MESSAGE FROM YOUR DIRECTOR

By Chris Young, Director

CONTROLLING YOUR EGO AND THE CONSEQUENCES OF LETTING YOUR EGO CONTROL YOU

We've all heard the phrases before.

"Check your ego at the door.", or "That guy doesn't have an ego whatsoever.", or "Man, that guy has a huge ego."

The term ego has received some unfair representation and reputation. I believe the true meaning or understanding of the word has been distorted. There has been a negative implication attached to the term ego. First off - everyone has an ego. Ego means ***"I"***, or ***"self"***. It is a person's sense of their own self esteem, self worth, self respect, self confidence and self image. Ego is a part of what you are and a healthy ego is a necessity in terms of being successful in life. So, the idea that an ego can just be left, or "checked", or locked up somewhere is just not realistic. You actually need it to bring out your best qualities and be a positive contributor to your team, unit and the Service.

Where people get into some issues is when they lack the skills in controlling their own ego and the way they react to situations. Ego is a part of one's self esteem. A poor self esteem or a lack of confidence can start creating self doubt. Self doubt or negative self talk in one's mind can cause a person to start feeling fear. Fear is a strong emotion. Fear in my opinion is the most negative and powerful emotion that a human being can feel. Fear can cause a person to stop thinking rationally and begin a thinking process influenced by negative emotions. Seldom does emotional thinking generate the best results. A person feeling fear of being embarrassed or humiliated will become defensive and will focus more on avoiding shame and less on finding an appropriate solution to the issue at hand. When people are not focused on the issues and the positive solutions that are out there it can create a real mess that not only can affect the individual but the can also affect the entire organization.

Controlling one's ego is very important, especially in the law enforcement trade. There are several consequences to being controlled by your ego and some can be even more detrimental in our profession.

Officer Safety

Safety of yourself and others can be compromised by a lack of ego control. Some veterans that have been doing this job for over 10, 15 or 20 years can let themselves start to believe that they don't have to "follow the rules" or bother to "practice sound tactics trained" because "they have been there and done that." The same can be said for over confident people who have some extra experience under their belt like former military service, martial arts training or firearms experience. The feeling of being indestructible can cloud one's mind and lead to taking short cuts rather than setting up properly, forming a sound safe plan and making sure everyone is on the same page like you were trained to do. Questions that one should be asking themselves like: Should I be dealing with this alone and without backup? What's the plan? And what's important now? - can be missed by someone thinking they are above it all. It's impossible to know everything. An old Sargent I had when I worked in 2 District used to say, "A good cop never stops learning." It's true. In fact when I was an officer coach I would often learn something from the people I was coaching. I have experienced the same as a firearms instructor. I have often learned from the people I have been teaching while I was teaching them. It is crucial to be open and conscious to new learning opportunities. They honestly present themselves every day. This includes being open to feedback during debriefs. If run respectfully a debrief can be the best way a team or unit can become better overall. Sacrificing safety to avoid bruising egos is a gamble that no one should be willing to take. A little bit of bruising won't kill anyone. If one is truly open to learning from mistakes, being open to what everyone's experience or opinion is and to always fall back to what has been trained - egos shouldn't get in the way of making sound tactically safe decisions.

Teamwork

No one can do it all alone. There is no Lone Ranger approach in law enforcement. When it comes to problem solving - which is pretty much what police officers do daily - multiple brains are often better than just one. Not only can a lack of ego control

Continued on page 36 ►

affect safety it can also affect team dynamics. If you are someone who is always negative, never open, never respectful and giving off the impression that you believe you are the second coming in policing - chances are that people would rather not work with you. We depend on each other for multiple reasons on this job. The primary reason is safety, but we also need each other for problem solving and support. A healthy team is open and considerate of all team members. Everyone is entitled to respect, but respect is earned too. Work hard and everyone should be sharing the load. People are gonna have bad days or experiences. A good teammate can recognize that and assist a team member who needs a little help. It's also important to recognize when you do need a helping hand and it isn't a solution to refuse assistance. How we react to conflict is also key. It's not about winning and losing. It's about respect. If you have a point - make it, but don't ram it down a person's throat. People don't listen to emotional rants. If you lose control of your emotions during a discussion - you've most likely completely lost the other person. Your points - although good and important - won't be listen to. Emotional maturity is a huge thing to comprehend and obtain. It's taken me most of my life to realize this and I sometimes struggle with my emotions from time to time. I am no where near perfect. No one is perfect. Mistakes will be made. With a good grasp of emotional maturity one can truly resolve conflict in a positive way. Angles seem more open and resolutions become easier to achieve. Communication is huge on a team. People need to talk and they need to be heard. Truly listening to someone and understanding their perspective can assist greatly. Strong teams create strong team members. Controlling your ego and how you react emotionally will make you a better team member.

Health

Lack of ego control can have affects on all aspects of health. If you do nothing but argue and never listen to other people at work you will be a huge influence on making your workplace extremely unhealthy for everyone. Communication between your teammates and yourself will drop off the face of the earth. You

won't have the respect of your peers because you don't respect them. Conflict will build becoming an every day occurrence. You'll experience conflict with not just your co-workers and the organization, but with members of the public as well. And as the public complaints against you grow and the workplace conflicts, so will the stress and anxiety that you feel. Your physical health can be affected. Stress is linked to several physical health issues. Your mental health will also be affected. I know members who have held on to situations of conflict for 10, 15 plus years! Part of emotional maturity is letting things go. Letting things consume you is not the way to live. In the long run you are the only person who suffers and is robbed of personal peace. Yes initially a situation or conflict will hurt you. You might feel anger and resentment, but it does you no good to be controlled by that feeling and carrying it with you for years on end is a self created prison sentence. A true master of emotional maturity can actually find the positives in all situations. I'm working on this myself as much as I can. All the situations you go through - both good and bad - have an influence on who you are as a person. By being able to control one's ego and practicing emotional maturity you can see the positives in the most negative of situations. It allows you to grow as an officer and as a person. In my opinion it can assist you with resilience, understanding and personal peace.

Ego is a part of you. There is no getting rid of ego, but you can control it and keep it from taking you over and preventing you from truly accomplishing your very best. In the end a healthy ego under control will not only assist you at work, but will help you with your life as well. Your relationships will be deeper and you'll be happier. It's not an easy thing to do. It's something you have to continually work on and it takes a lot of looking at one's self and one's thoughts and actions. How's your ego control? It's something I ask myself way more often these days. I strive to become a better me for my family, my co-workers and myself.

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