



A NEW TEAM
NOW OPEN FOR BUSINESS

Russ Moore 2008 PAO John Walker Award Recipient

The John Walker Award is presented annually to honour an individual who has served a member association of the Police Association of Ontario. The individual, through his or her actions, should exemplify the qualities of leadership, devotion and sacrifice in the face of adversity as demonstrated by John Walker in his role as President of the Belleville Police Association.

Russ Moore began his police association career in 1985, when he took on the role of secretary treasurer for the Lindsay Police Association. A short time later, he assumed the role of president of the LPA, when the then president, Randy Johnson had to step aside for personal reasons. Russ continued as the president of the LPA until 2005. Since his retirement in 2006, Russ has founded and been an active member of the Lindsay - Kawartha Lakes Police Pensioners Association, most recently as the president of that organization.

During his tenure as president of the LPA, Russ made many personal sacrifices to ensure that his members were continuously represented in a professional and competent manner both at home and at the provincial level. The job of president of a small town police association is not easy, as there are many political nuances that make this job a challenging one. Russ had the unenviable task of having to deal with a chief of police who was less than "labour friendly" and who, it appeared at times, took great pride in his attempts to demean and repress many of his employees. Despite this archaic and repressive environment Russ, with a little help from the PAO and other association colleagues persevered, ensuring that his members received contractual enhancements on par or in excess of his provincial counterparts. Even during the Social Contract years, the Lindsay Police Association was the only association to negotiate a raise for its members while others struggled to maintain the status quo.

Russ was a tenacious negotiator especially when dealing with a less than receptive Police Services Board, which was often the case. Often unwilling or unable to negotiate professionally, each Board of the day – bolstered by an equally unsympathetic law firm – would quickly opt for conciliation or arbitration. Time and time again, Russ found himself in front of an arbitrator trying to enhance the quality of life of his members and their families. His perseverance in front of these arbitrators was a key factor in obtaining successful awards for the front line members of the Lindsay Police Service.

A further testament to his commitment to the membership can be found in his role as one of the founding members of the Police Association Cooperative Assistance Plan (PACAP), which now has assets in excess of \$1.7 million. The creation of this plan displays Russ' commitment to those members who were not fortunate enough to have the funds available to adequately represent their members charged with a criminal offence, which flowed from the performance of their duties as a police officer.

Russ' commitment as a police association representative was second to none and did not come without great personal sacrifice. It was not uncommon for Russ to put the needs of his members before those of his family and himself.

Russ Moore leaves an association legacy of determined leadership and skilful negotiations. These qualities, as well as his willingness to stand up to those who would poison the police workplace were the hallmarks of his association career. They are also the true measure of his commitment to his membership.



RETIRED

Senior Constable

Badge #13

City of Kawartha Lakes Police Service

PAO

POLICE ASSOCIATION OF ONTARIO

On The Cover:

The new team in the PAO office, Chief Administrative Officer Ron Middel, left, and PAO President Larry Molyneaux are ready to meet the everyday challenges and demands of the police workplace. With a strong foundation as well as a unified membership in place the future looks bright for front line policing in Ontario.

Photo by Harry De Jong



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PAO Board of Directors

President: Larry Molyneaux
 Chair: Paul Mensour
 Directors: Keith Aubrey - Bill Rusk
 Ed Parent - Dave McFadden
 Joanne Engelhardt - George Tucker
 Martin Bain - Brenda Lawson
 Chief Administrative Officer Ron Middel

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PAO 76TH ANNUAL GENERAL MEETING

DELTA MEADOWVALE CONFERENCE CENTRE MISSISSAUGA

The Peel Regional Police Association was the host for the 76th Annual General Meeting of the Police Association of Ontario this past August. Over 200 delegates from across the province participated in meetings and deliberations that marked both the end of an era and the beginning of a new business plan for one of Canada's leading police labour relations organizations.

This year's Conference was marked by changes at the top of the organization. It was the last for President Bob Baltin, who stepped down after seven years in office. His successor, Larry Molyneux, addressed delegates as president for the first time at the close of the Conference, and expressed both enthusiasm and optimism for the tasks that lie ahead. The Conference was also the first for Ron Middel as the newly

appointed Chief Administrative Officer of the Police Association of Ontario; Ron replaced Bruce Miller who had opted for retirement this past June. Dan Axford also stepped down after seven years as a Director. Although he will be missed on the PAO Board, Dan will continue to offer his strong support and expertise on police labour issues in his role as the Administrator of the London Police Association.

Elections brought two new faces to the PAO Board of Directors; Ed Parent, President of the Windsor Police Association and Bill Rusk, President of the Owen Sound Police Association, join Brenda Lawson, Joanne Engelhardt, Paul Mensour, Dave McFadden and Keith Aubrey. George Tucker replaced Dave Wilson as the TPA Director on the Board and Martin Bain will continue to represent the OPP Association.

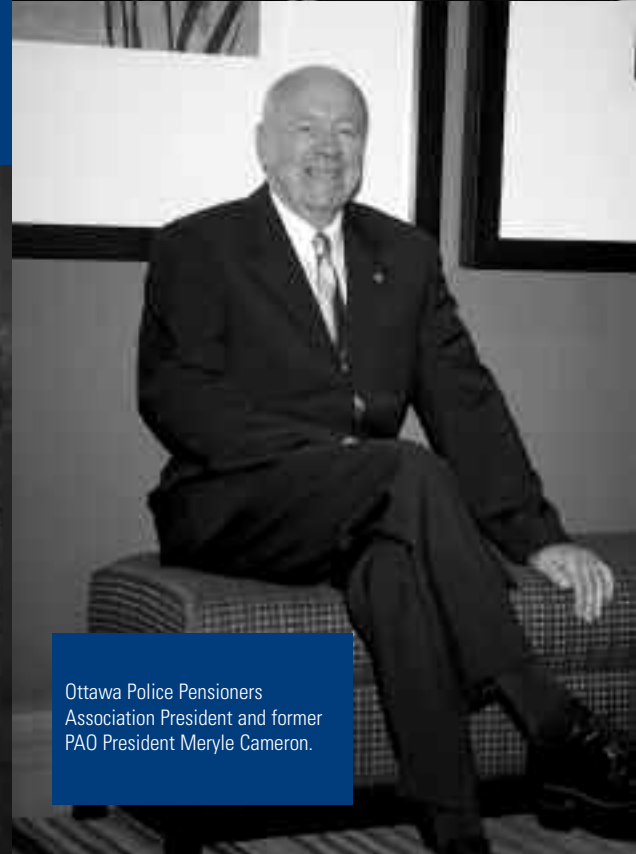
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PAO legal counsel Ian Roland addressed a number of issues affecting the police workplace



Peel Regional Police Association President Greg Armstrong welcomes delegates and guests to the 76th AGM.



Ottawa Police Pensioners Association President and former PAO President Meryle Cameron.



Foreground from left, Pembroke Police Association President Les Carroll, Hanover Police Association President Robert Paige and Essex Police Association President Mike Primeau during the Small Associations session.

Larry Molyneaux

now at the helm of the PAO

It is my great pleasure to accept the honour of your endorsement as the new President of the Police Association of Ontario. I would like to start by thanking President Bob Baltin for his commitment and dedication to the PAO and wish him the best in his future endeavours.

I would like to recognize Bruce Miller. Bruce your dedication to this membership has been unwavering; we will all be forever grateful.

I would like to acknowledge Ron Middel, the new CAO of the Police Association of Ontario, who has done an amazing job in a very short period of time. The OPP Association's loss is without a doubt the PAO's gain.

My gratitude is extended to the PAO Staff, Doug Allan and Lynda Thompson, who have made the transition for Ron go so smoothly. Doug and Lynda are a great asset to the PAO membership and I look forward to working with them.

Before I share with you how I hope to fulfill my commitments as your President, I'd like to explain why I want to play a leadership role within the PAO and perhaps more importantly, why I'm a part of the world of the Association in the first place.

We all know that it all starts with the support at home. I am blessed with a partner who not only understands the Association life but also encourages me to be the best that I can.

She is truly my inspiration to always do the right thing and fight for what I believe in. Andria, thank you for your unwavering support and encouragement. I couldn't do it all without you.

When I deliberated about running for the PAO Presidency, I reflected on my experience with the Toronto Police Association, specifically as the Director of Member Benefits. That's where I recognized the importance of advocacy and listening to the members we serve.

The stresses of policing linger long after retirement and reach far beyond just our members. Our world directly affects our families and while we dedicate ourselves to the communities we serve, someone needs to care about us.

Whether uniform or civilian, man or woman, we who commit ourselves to the police profession deserve a strong voice, one that will resonate with all those who should be listening. John Walker Award Recipient, Russ Moore said it so eloquently during his acceptance speech; unity and one collective voice are paramount to

our success. Here, within the PAO, I see a strong unity of professionals, speaking as the official voice and representative body of Ontario's police personnel.

As your President, I commit to you that I will work to strengthen what we have and most importantly, strengthen our community of policing. Together, we will fulfill our mission to promote the mutual interests of Ontario's police personnel, uphold the honour of the police profession and elevate the standard of police services. I commit to ensure that strong voice by meeting with all 63 member associations during my term as President so that I may understand each of your issues.



As your President, I pledge to lead with integrity and determination and my motivation is to represent us irrespective of jurisdiction. I look forward to working with the CAO and the Board of Directors and together we will provide direction and vision to this organization. Vision without action is dangerous; action without vision is a nightmare. What we will do together is put vision into action.

I stand in front of a group of leaders. You are all courageous in the face of adversity. You selflessly put your members' needs before your own. And you do so with honesty and integrity. As your President, I am honoured to stand beside you.



Windsor Police Association delegates Frank Bauer, left, and Chris Libby.



OPP Association and PAO Director Martin Bain as he chairs the Major Associations session.



TPA Stewart Craig Tourangeau during a business session.

Continued from page 2

Change in some cases can bring uncertainty and a loss of focus. This was not the case at this AGM. Floor discussions and debates were clear indicators that goals and the means to reach them remained clear and steadfast in the minds of those in attendance.

Even stronger indicators of the PAO's commitment to serving its front line members were the 22 association leaders who received certificates for completing the labour training courses provided by the Police Association of Ontario and the attendance at the four workshops offered during the Conference.

Guest speakers included well known political pundit Mike Duffy, SIU Director James Cornish, OPC Director Rudy Gheysen, and PAO Legal Counsel Ian Roland.

The Annual General Meeting is part of the PAO's year-round communications strategy to keep police labour leaders current on all of the topics that affect policing. The AGM along with Executive Board Meetings, Board of Directors Meetings, Workshops, Training Seminars, Lobby Day, Civilian Meetings and ongoing dialogue with all police stakeholders will continue to keep the PAO among the best and most effective police labour associations in Canada and beyond.



Peel Deputy Chief Jennifer Evans brought greetings on behalf of the Peel Regional Police Service.



SIU Director James Cornish.



Sault Ste. Marie Director Gerry Rooney poses a question from the floor.



Hamilton Police Association Chair Peter Foulds addresses an SIU concern.



Conference Volunteer Debbie Wice was on hand for the delegate registration.

The New Face in the Corner Office



When he took over the day to day operations of the Police Association of Ontario on June 16, 2008, Ron Middel's curriculum vitae included seven years as a director as well as three years as the vice-president of the Ontario Provincial Police Association. He had also completed a 29 year police career which included service in Municipal Contract Policing, Traffic Enforcement and Identification. His association duties included extensive hands-on experience with bargaining, benefits, pensions and member services. In addition to his OPP Association duties, Ron served on the PAO Board of Directors for four years as well as three years on the Board of Directors of the Canadian Police Association. His commitment to front line policing is perhaps best measured by his extensive travel around Ontario which last year saw him spend over two hundred nights on the road.

PAO Chief Administrative Officer Ron Middel checks the briefing notes for an upcoming meeting at Queen's Park.

During the AGM this past August, the new CAO sat down with PAO Magazine Editor Harry De Jong, and offered his personal perspectives on the ever-changing challenges and opportunities that are part of serving both the PAO membership and the citizens of Ontario.

PAO: I may as well ask this question right off the top. Lest we be accused of ignoring the elephant in the room. You've spent your entire police career and most of your association career on the provincial side of policing. Does that have an impact on your new role?

RM: I appreciate the question and understand there may have been some concerns about my background when I was hired for this position. I cannot nor would I want to change any part of my professional life. But I will make every effort to address those concerns. I'm very proud of my time with the OPP Association; it provided me with an ongoing opportunity to learn about the association's role in policing while gaining the knowledge and developing the skills needed to be an effective association leader. I bring a history of successes on behalf of my membership and in dealing with government to this position. Having said that, I understand that this is a big change for the PAO as well as for me. I want the membership to know that I was prepared to make this transition and I was prepared emotionally to let go of my past identity. I don't live in the past. I bring my experiences, but will tailor them for the unique circumstances of the PAO. I have the passion and drive to serve all of our members.

PAO: For a number of years, the PAO and the OPP Association were at odds, what are your personal recollections about that time?

RM: I remember those dark years only too well. I was at the table when the OPP Association opted to pull out of the PAO; a decision that came on the heels of the newly amalgamated Chatham-Kent Police Service becoming responsible for

areas previously policed by the OPP. As a member of the Chatham-Kent Policing Task Force, I was disappointed with that final outcome. However, I'm confident that if you spoke with those on the Chatham-Kent Association at the time, you would learn that my involvement was professional and not part of any personal agenda. Even though the OPP's bid was unsuccessful, I always believed that I conducted myself with integrity throughout the process.

Chatham-Kent was not the sole reason for disaffiliation but it became a flashpoint for the amalgamation/contract-policing controversy that had been simmering just below the surface for a number of years.

Those were tumultuous times and I'm glad they're behind us. I'm also glad I was able to play an important role in bringing the two organizations back together, and that I was chosen to serve as the OPP Association representative on a restructured PAO Board of Directors.

Many valuable lessons were learned through the process. Although it won't change anything to second guess the actions and decisions of the day, the reality is we as a membership parted ways for several years. In my opinion, both organizations ultimately became casualties of the process and we can never let that happen again.

PAO: How did you prepare for this job change?

RM: Like any job applicant you look at what the new job will entail. You determine what you can bring to the position in the first instance and what you can do to enhance those skills. When it became apparent the position was going to be available, I first discussed it with my family and after receiving their full support, I had further discussions with colleagues who had current as well as past insight and knowledge of the PAO's operations. And since first coming on board, the advice and support of PAO Labour Specialist Doug Allan and PAO Administrative Staffer Lynda Thompson, have helped me handle the unfamiliar and the unexpected.

I would certainly also like to think that the last seven or eight years have prepared me well for the tasks that lie ahead. Debates and discussions around both the PAO and the CPA board tables were never limited in scope, and touched on what was good for all areas of policing. The OPP Association's taking on over 2,000 civilian employees almost a decade ago has also made me acutely aware that local police associations in this province have a broad mandate and must make a strong commitment to serving all of their members. I look forward to making the same commitment at the provincial level and know that with the membership's strong support, we will make that happen.

PAO: What does the future hold for the PAO?

RM: We are going through a period of change in our organization. Many of our key people have or are departing and much of our corporate knowledge and history has left with them. We are going through significant organizational change. Not by design, but because of circumstance. Although there are significant challenges ahead, this should not be looked upon as a time of uncertainty but rather as a window of opportunity to evaluate, reflect and consider changes for the future.

By the time this article is printed, we will have a new President and several new Board Directors in place. We also hope to have a new Executive Assistant on staff, and hopefully I will be a little more settled in the Corner Office. I'm excited about working with and building relationships with this new team. I'm excited about this AGM, and future membership meetings. I'm excited about the upcoming Board Meetings and the Board's Think Tank this fall. In these next few months, the tone will be set for the future and we will begin setting goals and priorities. Collectively we will do our best to structure a team that will represent and advocate for our members. The "team" approach is important. As a "team" we can accomplish so much, and have fun doing it. I love what I do and I do my best every day to try and improve the quality of life for our members and their families, and to promote the profession of policing. Ultimately, that's why we exist as an organization!

PAO: A few moments ago you mentioned the support of your family and I was reminded of your reputation as someone who has strong family values. This job will once again require long hours and a lot of "road time". How will you make that work?

RM: Many years ago, I walked into an adjoining office of a friend and saw a note on his bulletin board. It was one of his proverbs, which stated: "Nothing... makes up for failure at home." It hit me right between the eyes and I've since made it one of my mottos. There's no doubt that my family is very important to me and I would not have taken on this position without their support. The highest calling that I've ever had is to be a husband and a father. I'm extremely blessed to have an incredible, supportive (and beautiful) wife. Glenna and I have been married for 31 years and we have three adult children, two of them are married. Our family is still growing and we now have one grandson who has brought a new sense of joy and happiness to our family.

I'm used to being away from home a lot. Last year it was well over 200 nights. So – living in an apartment in Toronto during the week doesn't change things very much. Glenna is busy with her career, church activities and the gym during the week. The weekend is when our family reconnects. There is nothing we enjoy more than having everyone over for a barbeque, hearing what's new and what's happening in their lives. It's also a time when I can reconnect with "the front line". My son, Brent, is a front line police officer in Chatham-Kent and he makes sure any backyard shop talk is well balanced between provincial and municipal points of view.

My family defines who I am, and they are the ones that I depend on to keep my feet planted in reality.

PAO: Any hobbies or interests that help keep life in balance?

RM: Three things immediately come to mind. First is that I love to cook – and it shows! I don't like cleaning up the mess, but I love cooking and having guests gathered around the kitchen island while I'm doing it. Second is our camp. We have a camp in Lambton Shores where I like to spend as much time as possible. There's something about sitting around a campfire with family and friends, and laughing at the lighter side of life that I find very enjoyable. And the third is, when I have the time, I also enjoy gardening. This may sound weird, but I enjoy cutting the grass.

PAO: Do you have closing thoughts for the membership?

RM: For me policing has always been about catching the bad guy. That may sound like an over simplification but it's what our profession is all about. That's true whether you're the first officer on the scene, the forensic expert who puts together the minute evidence or the communicator who acts as the information lifeline between all those responding to an emergency situation. It makes no difference whether the stripe down the side of your uniform pants is red or blue.

I've always seen the role of police associations as ensuring that our members are provided with the best possible equipment and training to do their job. That policing standards and numbers are not compromised, and that safety is never sacrificed for the sake of unrealistic budgeting or political posturing.

My commitment to the PAO is to serve all of its members whether they're part of an eight member police service or an 8,000 member police service. We're in this together and we're all equally important. That's what makes us unique, and it's also what gives us our greatest strength.



The new CAO addresses the delegates at the AGM in Mississauga.

The War on Women

by Brian Vallée



*After his 1986 best-selling book *Life With Billy*, author Brian Vallée didn't think he would be re-visiting the subject of criminal domestic violence. The book used the case of battered wife Jane Hursbman to explore the history and dynamics of intimate partner violence and her case laid the groundwork for the acceptance of the Battered Wife Syndrome as a legal defence in Canada.*

*But 20 years later Vallée discovered that women continued to die in unacceptable numbers at the hands of their intimate male partners. The problem is so serious worldwide that Stephen Lewis in his foreword to *The War on Women* describes domestic violence as "its own holocaust".*

And in the book Vallée reveals that in the seven-year period from 2000 to the end of 2006, far more Canadian and U.S. women were shot, stabbed, strangled, or beaten to death by the intimate males in their lives than all of the soldiers and law enforcement officers from those countries who died in Iraq and Afghanistan or on the streets at home.

"We should, and do, rightly honour our fallen soldiers and police officers, but the death of a battered woman is usually written off as the unfortunate consequence of 'just another domestic dispute,'" says Vallée. "When you look at the numbers, calling it a 'war' is accurate and legitimate."

*Two excerpts from *The War on Women**

We live on a planet beset by war. In North America alone, the most familiar wars – those spotlighted by the U.S. media – include the War on Drugs, the War on Terror, the War on Crime, the Gulf War, the war in Afghanistan, and the war in Iraq.

Once the politicians decide that war will be waged – in a foreign country or on the home streets – the lives of the women and men in the military and in law enforcement are at risk.

In the seven years from 2000 to 2006, 2,697 American soldiers were killed by hostile forces, mostly in Iraq and Afghanistan. Another 726 died there accidentally in "non-hostile" incidents. At home, 611 American law enforcement officers were "feloniously killed" in the line of duty (including 72 in the terrorist attacks of Sept. 11, 2001). Another 554 officers died on the job from traffic accidents, heart attacks, accidental shootings, suicide, and other "non-hostile" incidents.

So, in those seven years, the total number of front-line military and law enforcement deaths was 4,588.

In that same period, 44 Canadian soldiers were killed in Afghanistan, including four who died in accidents and six killed by "friendly fire." At home, 16 law enforcement officers were killed in the line of duty, while another 41 died from "non-hostile" causes (including 16 in car accidents, seven in aircraft accidents and three in motorcycle accidents).

The combined total of all Canadian military and law enforcement deaths for that seven-year period was 101.

We pay tribute to these fallen men and women, often with national television, newspaper, and magazine coverage.

Whenever a police officer is shot or otherwise feloniously killed in the line of duty, hundreds of police officers from all over North America gather for the funeral. In June 2006, all of Canada mourned the death in Afghanistan of Capt. Nicola Goddard, the first Canadian female combat soldier to be killed in battle, and watched live national media coverage of her funeral and subsequent burial with full military honours at Ottawa's National Military Cemetery.

In the United States, the Public Broadcasting Service has run a silent roll call of those killed overseas, and other networks periodically air similar tributes. And at the federal level in both countries, public ceremonies honour both war and law enforcement dead.

There is another war – largely overlooked but even more deadly – with far more victims killed by "hostiles." But these dead are not labelled heroes, nor are they honoured in the national media or in formal ceremonies. From time to time, they may attract a spate of publicity as the result of a high-profile trial or an inquest that will likely conclude that society let them

Foreword by STEPHEN LEWIS

BRIAN VALLÉE

Internationally Bestselling author of
LIFE WITH BILLY

THE WAR ON WOMEN

Elly Armour, Jane Hurshman, and
Criminal Violence in Canadian Homes

down once again and recommend changes to prevent future deaths, though these recommendations will be mostly ignored. This war is the War on Women.

Compare the raw numbers. In the same seven-year period when 4,588 U.S. soldiers and police officers were killed by hostiles or by accident, more than 8,000 women – nearly twice as many – were shot, stabbed, strangled, or beaten to death by the intimate males in their lives. In Canada, compared to the 101 Canadian soldiers and police officers killed, more than 500 women – nearly five times as many – met the same fate.

Those are the deaths. Then there are the wounded. In the same period, about 24,000 U.S. military were wounded in Iraq and Afghanistan, while about 80 Canadians were wounded in Afghanistan.

In the United States, it's conservatively estimated that in addition to the 1,200 to 1,300 women killed each year by intimate partners, another 5.3 million, age 18 and older, are victims of non-lethal domestic abuse.

Based on those numbers, the violence costs the country more than \$5.8 billion annually – nearly \$4.1 billion in direct medical and mental health care, and \$1.8 billion in lost productivity and lost earnings due to homicide.

These numbers are believed to underestimate the problem for several reasons, and additional efforts are needed to determine more accurately the full cost of intimate-partner victimization of women in the United States.

In Canada, the federal government estimates the annual cost of violence against women at \$1.1 billion in direct medical costs alone. That figure rises to more than \$4 billion a year when social services, lost productivity, lost earnings, and police, court, and prison costs are factored in.

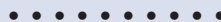
Wars usually produce large numbers of refugees: witness the United Nations camps scattered around the world. And the War on Women has its own refugee camps, in the form of the 2,500 or so shelters for battered women and their children across North America.

In the United States, more than 300,000 women and children seek safety in shelters each year. In Canada, the number is between 90,000 and 100,000.

These comparisons are meant solely to draw attention to the ongoing scourge that continues to take the lives and to damage the bodies and

minds of thousands upon thousands of women and children living in fear of the domestic terrorists in their own homes.

If our governments became aware of terrorist cells that planned to kill and maim thousands of their citizens, would they not muster the full resources of the state to go after and stop them? It is an outrage that this slaughter of women should continue in so-called progressive Western democracies, or anywhere else in the world.



I am familiar with the concepts of battered wife syndrome, learned helplessness, PTSD (Post Traumatic Stress Disorder), cyclical violence, traumatic bonding, and victimization. All of those may be relevant to why a woman stays in an abusive relationship. But I'm convinced there is one word that trumps all the others—fear.

Fear is no doubt a component of just about every theory and label out there, but it's also the word I heard over and over again in my interviews and encountered in nearly all the accounts, studies, books, or reports.

In my many conversations with Jane Hurshman, she often talked about “the fear,” but I didn't really appreciate what she was telling me until I saw it manifested during our on-camera interview for the fifth estate. The husband she killed had been in the ground for more than two years when we spoke in the house in rural Nova Scotia where she had endured five years of terror under Billy Stafford's rule.

As she described to host Hana Gartner the horrific incidents that had occurred three, four, or five years before, her eyes bulged unnaturally and soundman Gerry King thought there was a problem with his equipment until he realized he was

picking up the frantic pounding of Jane's heart as she recalled Billy's brutality. He was long buried and no longer able to hurt her, yet the fear she felt was still as palpable as if he were right there in the room.

That was the first time I understood "the fear"—and why Jane had stayed with Billy. Unless you have personally experienced that fear, it can be almost impossible to comprehend. But anyone who does understand it would never proclaim, "I don't know why she stayed. I wouldn't put up with that for a minute."

One of Jane Hurshman's good friends, Andrea Wamboldt, who fled from Nova Scotia to Toronto to escape her abusive husband, witnessed Billy beat and threaten to kill Jane "many times"—more than once with a rifle in hand. "Jane was really afraid of Billy," Andrea said. "She was scared—really frightened. I heard him say it many times: 'Old woman, get it out of your head. Don't think you're leaving me, because I'll kill you. I'll find you and I'll kill you.'"

It was Jane's intimate knowledge and acute memory of Billy's terror that haunted her and compelled her, in the years before her death, to become a tireless advocate for battered women "out there, living that same fear."

Understanding criminal domestic violence necessitates a knowledge of the dynamics of the abuse and an appreciation of the vicious, criminal web that abusers weave to win over and entrap their prey.

Several victims of battering used the term "knight in shining armour" to describe the man they thought they were getting at the start of a relationship, only to end up in an unimaginable hell.

Andrew Klein (a U.S. domestic violence research analyst) says we haven't been successful in reducing homicides of women by their male intimate partners "because we have failed to appreciate the true danger and intransigence of abusers. Domestic violence is not about relationships, good or bad. . . . It is about abusers and their use of violence. Domestic violence is not accidental. Abusers do not strike their partners because they are out of control. They strike their partners to maintain control over them; humiliate and debase them; isolate them; or punish them for asserting their independence."

When abuse is less severe and less pervasive, there can be economic, family, religious, and other reasons for a woman to stay. But at the cruel and horrifying other end of the scale—when lives are at stake—no woman wants to be there. She is often trapped, however, because even if she is capable of overcoming the crushing fear of her abuser, she faces the added fear that the system may be incapable of protecting her and her children if she does leave.

From *The War on Women* by Brian Vallée. Copyright © 2007.
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ABOUT THE AUTHOR: *Brian Vallée is a journalist who worked on newspapers in England, the United States and Canada. Vallée left the Toronto Star for CBC's award-winning documentary program 'the fifth estate' where he spent ten years, the last five as a producer/director.*

Vallée was researcher and associate producer of John Zaritsky's documentary, Just Another Missing Kid which won an Oscar at the 1983 Academy Awards. Two of the numerous CBC documentaries produced by Vallée won Actra Awards for 'the fifth estate' and he was associate producer for the one-hour documentary Cruel Camera which won an Audubon Society award.

His first non-fiction book, the best-selling Life With Billy, about Jane Stafford, an abused wife who took the law into her own hands, was published in Canada, the United States and France. The Stafford case led to the Battered Wife Syndrome as a legitimate defence. A television movie based on the book won three Gemini Awards in 1995.

Vallée's first novel, Pariah, was published in Canada and the U.S. in 1991 and was followed by the non-fiction Life After Billy which examined the mysterious gunshot death of Jane Stafford, ten years after she killed her husband.

Doubleday Canada published Vallée's 1997 non-fiction book Edwin Alonzo Boyd: The Story of the Notorious Boyd Gang. The gang terrorized Toronto in the late forties and early fifties and two gang members were hanged after a Toronto policeman was shot and killed on a downtown street.

Since leaving the CBC, Vallée has produced and directed several documentaries for 'the fifth estate' and one-hour documentaries on Edwin Alonzo Boyd and Canadian artist Ken Danby for the network's Life and Times program.

Vallée's non-fiction book The Torso Murder: The Untold Story of Evelyn Dick was published in 2001 and he researched and wrote the documentary The Notorious Mrs. Dick, which aired on CTV in March 2002.

His latest books The War on Women (November 2007) and a special commemorative edition of Life With Billy (April 2008) were published by Key Porter. The new 'Billy' book combines the original Life With Billy and Life After Billy into a single volume and contains an updated prologue.

Vallée's current projects include documentaries and books about the biggest armed robbery in North American history; the life of Canadian war artist Michael Forster; and solving the mystery of who killed Sir Harry Oakes in the Bahamas in 1943.

Since the publication of The War on Women, Vallée has been the keynote speaker (on criminal domestic violence) at several conferences, meetings and seminars including the Ontario Office for Victims of Crime; The Hamilton Police Service; the 3rd Annual Domestic Violence Coordinators' Conference at the Ontario Police College (April, 2008); and the Niagara Police Service.

www.brianvallee.ca

When One of Us Succeeds, We All Succeed



Donna and Russ Moore with the 2008 John Walker Award recognizing Russ Moore's commitment to the members of the Lindsay Police Association.

On August 13, 2008, Russ Moore, Past President of the Lindsay Police Association and a long-time police labour leader, was presented with the PAO John Walker Award. As he accepted the Award, Russ spoke about the challenges of being the president of a small police association and how the support of the PAO and his police association colleagues were among his most valuable assets in getting the job done.

I arrived in Lindsay in October of 1975, a Metro expatriate, looking to make a new start, with my new wife and commenced duty as constable #14. In those days becoming a member of the police association felt like an imposition, not a desire, after all why would a police officer ever need a union? And it was a closed shop as the saying goes.

Around 1985, records are few and far between from those days, I found myself elected as President of the Lindsay Police Association.

Why? Because no one else wanted the job. Things were going smoothly and it didn't matter who was the president or how inexperienced he may have been.

About a year later we got a new chief, and it quickly became evident that we were, at least as far as he was concerned, woefully inadequate, outdated, and in need of some serious changes.

The first thing that had to change was our shifts. He had never seen a shift like it. It made no sense. There were no platoons, etc.

Never mind that Lindsay had been working this shift prior to my arrival in 1975 and although there were glitches, the officers had designed it themselves and most importantly, it worked for them, and the community they served.

A committee was struck.

Two members selected by the chief and two members selected by the association. Neither the chief nor I were involved. At least that's what I thought.

The committee designed a shift that had platoons and addressed most of the chief's concerns. They unanimously recommended it. Then, after consulting with the chief, his appointees bailed out.

The chief imposed his own shift, which by coincidence, had been rejected by the committee. And off we went to arbitration, yours truly learning on the fly with PAO Administrator Mal Connelly at my side and Ian Roland waiting in the wings.

The arbitrator didn't take long and awarded to the Association, placing us back on our old shifts.

Well, as it turned out, while working the chief's shift some officers had worked more than 40 hours in a week and some had worked less than 40. The original shift was designed for a 40 hour work week. The officers working more than 40 hours were, by the collective agreement in place at the time, entitled to overtime.

The chief's opinion was that those who had worked less than 40 hours in a week should be docked in pay. Another grievance, learning on the fly, and the resources of the PAO only a phone call away.

Well the arbitrator took even less time on this one and awarded overtime to those officers working more than 40 hours in a week and advising the chief that it was under his direction that other officers had worked less than 40 hours, therefore it was not the officers' fault, and therefore they could not be docked any pay.

Shortly after this the Lindsay Police Force became The Lindsay Police Service, we were re-organized, and I became constable #13.

Didn't mean anything to me. The old chief was gone. There had been a couple of retirements.

I was moving up!

Down the road we got computers and then came the new photocopy machine. You had to have a code number to operate it. The new chief wanted to know who was using all that paper. After all we were now using computers and that meant less paper ... right?

And what was my assigned photocopier logon number you ask 666

Apparently during this time I had made an impression on our new chief. He went so far as to tell the Police Services Board that I had been trained by the PAO and was a professional negotiator. Apparently you really can fool some of the people some of the time.

Over time there were other grievances, as the chief attempted to shape us in his own image, and very tough contract negotiations with all sorts of take-aways on the table.

I really don't recall an arbitrator ever taking anything away from us, but we ended up at arbitration for every contract but one. Bob Rae intervened that year.

Things do not have to go that way, and I am given to understand that my experience is the exception.... not the rule. But if it does go that way, these people, in this room, are the ones who will get you through it.

John Walker was one of those people.

I had the privilege of knowing John Walker, the privilege of sharing some stories with him and the privilege of sharing his wisdom.

When John spoke most of us would perk up our ears and listen because when John spoke you sensed he was going to share something of substance with us.

You could feel his passion and his sincerity when he spoke.

He was always looking out for the other guy and was always there to help when help was needed.

John was nothing less than an inspiration. I hoped someday to be half as helpful to my membership as he was to his, and as he was to us in the PAO.

To me John exemplified the strength of this organization in its' ability to teach, to nurture and to grow. That is the strength of this organization and please do not underestimate that.

It really is true that together we can accomplish anything we set out to do. With proper guidance and encouragement even the little guy can succeed and when one of us, big or small, succeeds, we all succeed.

I feel I owe this Award to so many who took the time to help, some in this audience, some now also retired, and some who are departed, and I thank them all.

A good portion of the thanks must also go to my family, the missed opportunities to watch them grow, to nurture them, to comfort them, although they seem to have done exceedingly well in my absence.

Poor Sarah, at the stroke of midnight each August 17th, she would receive her father's phone call from some distant locale wishing her a Happy Birthday. Born just five minutes after midnight, the call would have to come at the beginning of her birthday which would inevitably fall during the week of the PAO Annual General Meeting.

And John. He just wanted to go fishing with Dad, if Dad could ever find the time.

And my staunchest ally, my loving wife Donna, who listened to me rant, listened to my thoughts, listened to my speeches, seldom if ever uttering a discouraging remark, and encouraging me to go on, sometimes with her added insights.

They make me proud.

In closing... To be nominated for this award by my association and to be given a position of oarsman in John Walker's ship, by the people in this room is an overwhelming honour.

Thank You.

PROTECTING AND

Theme of 2008 PAO Annual General Meeting Workshops

By Doug Allan – PAO Labour Relations Specialist



Doug Allan

During this year's Annual General Meeting hosted by the Peel Regional Police Association in August, four educational workshops were offered to the delegates. All 4 sessions were held once in the morning and repeated in the afternoon. This schedule provided member associations, with few exceptions, the opportunity to have representatives participate in each of the workshops. The sessions were geared to appeal to both new and veteran association executives and are part of the PAO's ongoing commitment to maximize training and education for police association leaders.

The Workshops

Mr. Joe Watkins the Area Manager - Police Programs from the Municipal Health and Safety Association presented a seminar on "Looking outside the Box" (outside the police station) to better understand how the Joint Health and Safety Committee, the Association and other workplace parties can exercise their rights and entitlements under the Occupational Health and Safety Act to protect workers in the field. The delegates reviewed the legislated roles/responsibilities and opportunities the Policing workplace parties have in creating a safer work environment whether in the office or in the outside world.

Jennifer Brown, Chief Pension Officer and Michael Robinson, Information Officer from OMERS conducted a seminar on the details of the supplementary plans that are available for our members through local contract negotiations.

Joanne Mulcahy, Solicitor with Harry G. Black Professional Corporation, conducted a workshop on the role of the Association representative when the Special Investigations Unit has been called in to do a criminal investigation surrounding a police incident. Joanne explained the mandate and functions of the SIU as well as discussed issues that could arise during the SIU's investigation.

Gary Hopkinson, Solicitor with the law firm of Green & Chercover, presented a workshop on the governance duties of an Association Board member. These duties include the responsibilities of a Board member in the constitutional and financial operation of the Association as well as the responsibility of the Board in providing fair representation of their local members.



Joanne Mulcahy has a follow-up discussion with Peterborough Lakefield delegates Ryan Donaldson, left, and John Townsend.

SERVING MEMBERS



Health and Safety - Protecting the Workplace

Joe Watkins



Joanne Mulcahy

SIU - Protecting Police Officers' Rights



Mike Robinson

OMERS - Protecting Your Future

Board Governance - Ensuring Effective Membership Service

Gary Hopkinson



Photos: Harry De Jong

How leaders trip over their own Achilles heel

JOHN IZZO
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Many years ago, when I worked as the vice-president of a consulting company, staffers were discussing how a client was so competitive that it got in the way of his success. I casually mentioned how hard it was for me to understand that behaviour, since I was not very competitive myself.

How wrong I was. After the meeting, one colleague had the guts to tell me he hoped I really didn't believe that about myself. I was, he said, "the most competitive person" he knew. Furthermore, everyone considered me a "know-it-all" who would argue a point just to prove how smart I was. "Other than that," he quipped, "everybody loves you."

Amazingly, until he took me aside, I had no clue others saw me that way. Not only did it make me less well liked, but getting ideas from others was being hampered by my need to always be right. It limited my ability to perform at my leadership best.

Call it my Achilles heel: a behavioural weakness so powerful that, despite many other strengths, it could impede career success.

Everyone suffers from at least one such fatal flaw, a quality so annoying that, even as people seem to score success, it can sabotage possibilities of further promotion or stand in the way of forming the networks that help a career grow.

Anyone who wants to be a leader or aspires to that role needs to discover his or her Achilles heel, and take steps to overcome it.

The flaw can take many forms: an inability to listen effectively, a lack of showing appreciation, dismissing other people's opinions, being overly critical, having to be right all the time, tending to micromanage, blaming excessively or resorting to sarcasm.

Ironically, people often remain blissfully unaware of their Achilles heel even while all those around them are painfully aware of it. It may even be a regular topic of conversation among colleagues and subordinates, yet nobody will tell the one person who needs to know it.

How can otherwise smart and successful people be so unaware of such critical flaws?

One major reason is that we rarely see ourselves the way others see us. And the higher up we go, the less likely anyone is to point out our flaws. Employees and peers may feel it's too risky to confront a manager. They may also feel someone would not be open to such feedback, especially when the flaw is perceived to be so much a part of a person's identity.

What's more, many leaders never ask.

So how can you discover your Achilles heel? Simple: Don't delude yourself. Assume you have such a flaw, since

most of us do. Then ask, and enlist the help of others in changing it.

To create an environment that will invite such feedback, tell people that you want it. State your awareness there are ways leaders behave that hamper their effectiveness – and say you want to be a more effective leader.

Here's a tip: It has been my experience that people are more likely to offer up constructive feedback if they are asked to provide both positive and negative comment.

So it's best to ask both what is working well, and what one thing you do that you could change to make the biggest difference.

Another tip: Be receptive to the reply. Don't debate or defend it. How you react to hearing about your Achilles heel can either shut down conversation or encourage it.

So rather than get defensive, be open. For example, if an employee tells you that you would be more effective if you were more consistent, don't respond with something like "I may appear inconsistent, but let me explain." Rather, ask for clarity: "Can you give me some examples of what you mean by inconsistent or can you help me with a recent example of when I acted this way?" Then ask for specifics about how you could act differently.

Here's a third tip: Humour helps. If people won't give you the goods directly, they'll often hint at it or give veiled feedback in the guise of jocularly.

One client, the chief executive officer of a health care company, learned about his Achilles heel through a jab at an office party. A peer offered up a toast to "the manager most able to cut you to greatness with his tongue."

The room burst into laughter. But the CEO caught the seriousness of the comment behind the humour and took the time later to ask about it. He learned that, while employees liked his high expectations and the way he coached, they felt his critical comments often left them feeling inadequate and unappreciated. That was his Achilles heel.

So what do you do once you've identified yours? It's time to try to change it.

Changing behaviour, especially habits built up over a lifetime, is never easy. But there are things you can do to help ease such a transition.

The first step is to let those around you know you are aware of your flaw, and want to make change.

Recently, I was working with a senior vice-president of branch banking for a large financial institution. Through formal feedback, he learned his tendency to micromanage was

a real impediment. He then let his team know he was aware of the flaw, and wanted to learn how to micromanage less and trust more. He asked for help in better understanding his behaviour and requested they point out instances when he was overmanaging versus being helpful.

You can also reinforce for yourself your efforts to change. For instance, write down the change you want to make on a card and carry it with you. Jot it down on sticky notes that you place on your desk. Your messages might say something simple like: "Let people do their job" or "Don't argue just to prove you are right."

Then be conscientious about your efforts. The micromanager, for instance, decided that, every time he was tempted to ask someone about the status of a project, he would hold off for a few hours; every time, he was tempted to correct someone's work, he would ask himself first if what he was about to say was truly helpful. This made him catch his micromanaging behaviour before he acted on it.

It can also help to track and rate your progress. The micromanager committed himself to 30 days of trying to change. Every day during that month, he gave himself a grade on how well he had performed.

He found that both of these moves made a big difference in his daily behaviour. And the month-long commitment began to create a new habit.

It's also a good idea to make it fun for others. The micromanager invited his team to levy a fine of a dollar every time he slipped up, with the money going toward a team dinner. Even when he didn't agree, he went along.

Six months and \$210 later, his team let him know that he was, as one employee said at the fine-funded dinner, "officially kicked out of the micro-man club."

The CEO with the biting tongue also made an effort to change. Over a year, he worked to balance positive feedback with constructive coaching, and was careful about the way he worded his criticisms.

A focus on this one behaviour paid off. Said one employee: "We used to dread hearing his feedback because he could tear you to pieces. Now, we all agree that fixing this one thing about his style turned him from being perceived as an ogre to being seen as a mentor."

One of the interesting things about your Achilles heel is that, once it's pointed out, it becomes painfully obvious. Over the few weeks after I was told about being a know-it-all, I started to notice how often I argued, how many times I would hardly listen to others' ideas because I was so eager to share my own, and how often I was talking just to prove how smart I was. I began to aggravate even myself.

So I went to those I worked with, let them know it was behaviour I wanted to change, and asked for help. I worked hard at not arguing a point just to prove I was right, on listening to the ideas of others, and on commenting on the value of their ideas.

I was able to change. And I realized that while being right might feel good at the moment, it wasn't serving my long-term interests. As a leader, I was much better off removing the poisoned arrow that had struck my heel.



Going toe to toe

Some people don't discover their Achilles heel until someone has the guts to tell them. Afraid to confront a boss or colleague about his or her flaws? Here are some tips:

Ask for permission. Try: "I have a lot of respect for you and have noticed some things I believe would make you more effective. Are you interested in hearing them?"

Balance negative with positive. Offer up at least three things you appreciate about the person before moving on to the flaw.

Frame feedback around future success. Few of us want to know our faults, but many want to know how to be more successful. So instead of telling someone he or she isn't a good listener, say, for example: "I think you would be more successful if you listened more to the ideas of others instead of debating."

Be sincere. Only offer up feedback if you honestly want to help. If that comes across, it's likely to get a better reception.

Be supportive. Say: "I believe you have good intentions and have great potential but I have noticed that your tendency to be critical often discourages others."

Give helpful examples and suggest alternatives. For example, say: "Sometimes people feel you don't trust them because you keep checking up with people. Perhaps you could set up regular meetings for updates and ask people to contact you in between if they need your help."

John Izzo, PhD, is a consultant, speaker and author in Vancouver. His latest book is *The Five Secrets You Must Discover Before You Die*.

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REPRESENTATIVE EXCELLENCE PROGRAM – 2008 AGM

The PAO Representative Excellence Program (REP), coordinated by PAO Labour Relations Specialist Doug Allan, is designed to provide association executives with the knowledge and tools to keep ahead of the curve in the constantly changing world of police labour relations.

Association representatives who complete the Introductory Members Workshop (4 credits) and designated seminars/workshops to reach a total of 8 credits offered through the PAO Education Program receive a Level I certificate.

Presidents, Board Chairs, Vice Chairs and those aspiring to other leadership roles, are encouraged to attain a Level II Certificate. This is achieved by attaining the Level I Certificate and then completing the Grievance Workshop, Mediation/Arbitration Course as well as other qualifying workshop/courses totaling 16 credits overall.

Qualifying sessions include designated workshops and courses offered through the PAO Education Program. Recipients of the Level I & II Credential receive their certificate at the PAO Annual General Meeting held in August of each year.

Anyone wishing more information on the PAO Representative Excellence Program please contact Doug Allan at the PAO office (905) 670-9770.



Level I Recipients from left: Georges Levere, Greg MacDonald, Mike Hesson



Level II Recipients from left: Paul Spencer, Steven Schmelzle, Patty Willis, Brenda Lawson, Joe Fiume, Dave Robinson, Mike Glennie, Darryl Rice, Larry Molyneux



Level II Recipients from left: Marc Toutant, Walt Bucci, Michael Primeau, Robin Paige, Stu Feldman, Ed Parent, Aaron Northrup



2008 Kids Cops and Canadian Tire Fishing Days, Peel Regional Police Association

Photos: Rose Harris





**Mike Duffy, Editor of
CTV NewsNet, during
his AGM presentation –
*Inside Canadian Politics.***