

# ETHICS ROLL CALL

L I S T E N I N G T O T H E I N N E R V O I C E



Officer Michelle Guerette, Providence, RI, Police Department, is the 2009 Ethics Achievement Award recipient and is shown with Chief Jeffrey C. Harbin, Carnegie, PA, Police Department, who was given the first award in 1998.

Quality Employees.” We were fortunate and honored to have Officer Michelle Guerette from the Providence RI Police Department with us to receive the Ethical Courage Award from our very first Ethical Courage Award recipient, Chief Jeffrey Harbin of the Carnegie, PA Police Department in a very moving ceremony and talk by Chief Harbin.

Officer Guerette blew the whistle on a plan she discovered to illicitly share inside information concerning an upcoming promotional examination with a potential candidate for the promotion. She courageously reported her concerns to Internal Affairs even though she knew that move would cost her workplace friendships and flack from others in her professional sphere. She claimed that she knew what she had to do, and she hesitated for a few hours only because she knew “it was going to hurt like hell.” She said that her “integrity overcame her fear,” and claimed further that her father passed along that integrity to her and had always inspired her with high moral standards of his own. Officer Guerette was accompanied by Inspector Francisco Colon, the Internal Affairs officer from the Providence P.D. that helped her through the reporting and investigation process of the incident, and also by her father and mother who taught and inspired her.

The conference began with the passionate and eloquent keynote address by Dr. A De Wade Langley the Director of the of the Oklahoma State Bureau of Investigation. Chief Ronnie Basin of the Lexington Kentucky Division of Police followed Langley by presenting the completed and remarkable recruiting and marketing web site

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## Annual Contemporary Issues and Ethics Conference: The Perfect Police Officer

From March 25-27, 2009, the ILEA hosted the Annual Contemporary Issues and Ethics Conference titled “The Perfect Police Officer: Hiring, Retaining and Nurturing

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INSTITUTE FOR LAW  
ENFORCEMENT ADMINISTRATION  
(THE CENTER FOR AMERICAN  
AND INTERNATIONAL LAW)  
5201 DEMOCRACY DRIVE  
PLANO, TX 75024  
972.244.3430  
972.244.3431 FAX  
WWW.THEILEA.ORG

### CONTEMPORARY ISSUES AND ETHICS CONFERENCE continued from page 1

called "Discover Policing." That was followed by an exciting and informative set of presentations concerning navigating generational differences in the workplace: one presentation by Dr. Alex del Carmen, Chair and Professor of The Department of Criminal Justice and Criminology at the University of Texas at Arlington, and another related presentation by Sergeant Drew Sanders of the West Jordan, Utah, P.D. and Angela Stefaniak from the Center for Public Policy and Administration at the University of Utah.

The second day of the conference started with a detailed analysis of how to hire, retain and develop quality employees by creating an organization of quality in the presentation by Dr. Kathryn K. Eggleston, Executive Vice President and Chief Operating Officer of Richland College in Dallas. She was followed by Internal Affairs Officer Francisco Colon of the Providence R.I. Police Department who not only set a detailed context for Guerette's act of moral courage but also gave us all sound advice concerning how to keep a clean ethical climate in a police department. That presentation was followed by Dr. John Violanti, Social and Preventative Medicine at SUNY Buffalo, who provided a medical and psychological analyses and guidance concerning the stress that police officers endure and that has an impact on their physical and mental health.

The third day was begun by Chief David James from the Carrollton Police Department who provided a wonderful summary, wrap up, and interpretation of the conference events and presentations. That was followed by the graduation of the right honorable 45<sup>th</sup> Management College and the celebration activities of the graduates, their friends and families.

This conference and the associated graduation ceremony of the Management College lived up to the traditional reputation of high quality conferences and programs that the ILEA has had the opportunity to provide for the law enforcement profession in which it takes great pride.



Front row (left to right): Mr. Dan Carlson, ILEA; General Samir Al Kahwagi, Lebanon ISF; General Anwar Yehya, Lebanon ISF; General Robert Jabbour, Lebanon ISF; Ms. Jill Muncy, Consultant. Second row (left to right): Mr. Andrew Burnett, US Department of State; Mr. Gregory Smith, ILEA; General Ahmed Honeini, Lebanon ISF; General Abdul El Soussi, Lebanon ISF; General Mohamad Kassem, Lebanon ISF; Dr. Dan Primozić, ILEA

## Lebanese Generals Train at ILEA

Beginning on February 9, 2009, ILEA hosted a two-week Executive Leadership Seminar for six Generals from the Lebanon Internal Security Force. Presented in conjunction with the US State Department, this program was designed to provide an overview of both classic and contemporary ideas about police management, organizational development and leadership. Over the course of the seminar, participants had an opportunity to hear and dialogue with a number of distinguished law enforcement, government and academic authorities.

## ETHICS CORNER

This is the first issue of the *Ethics Roll Call* that will be exclusively an online product. The ILEA will no longer produce a printed version of this publication due to many factors, not the least of which is the march of e-progress and the need to "go green." Hence, those of you who formerly received the publication in its printed form will still be able to read it on our website and also will be able to print your own copy from that platform should you wish it.

We will be sending word to the folks who have been receiving the printed version through the mails to inform you of this change. In the meantime, feel free to both read and print this edition from the website to your heart's content.

OH, WHAT A  
TANGLED WEB

WE WEAVE,  
WHEN FIRST  
WE PRACTICE  
TO DECEIVE.

SIR WALTER  
SCOTT  
MARMION

# Cheat Globally; Graduate Locally

by Dr. Dan Primozic

It should come as no surprise that cheating has gone global, because it likely always has been global. But, in a rather disturbing article in a recent *Chronicle of Higher Education*, it was noted that “essay mills” have now gone untraceably offshore as have many other enterprises of late. They are available online and are outsourced to cities as far away as Mumbai.<sup>1</sup>

It is nothing new that students cheat on papers and examinations. What is new is how professional, business-like and global the “paper mills” have become. The ante has also been raised a notch or two, for now seniors can pay for their senior papers and graduate students can hire out their dissertations. That last possibility might not matter all that much if a Ph.D. candidate in philosophy were to contract for such a service (though I bristle at the thought, having once legitimately labored hard on a dissertation of my own), but what if a Ph.D. candidate in aerospace engineering were to farm out this key piece of his/her graduate training?

*One customer, for example, identifies himself as a Ph.D. student in aerospace engineering at the Massachusetts Institute of Technology. He or she (there is no name on the order) is interested in purchasing a 200-page dissertation. The student writes that the dissertation must be ‘well-researched’ and includes format requirements and a general outline. Attached to the order is a*

*one-page description of Ph.D. requirements taken directly from MIT’s Web site. The student also suggests areas of emphasis like ‘static and dynamic stability of aircraft controls.’<sup>2</sup>*

The prospect of an aerospace engineer being hired to design aircraft controls on the basis of his/her Ph.D. dissertation actually written by someone else, perhaps offshore and not really well educated in the subject, is chilling indeed. I am much more appalled by that prospect than I am by the prospect of someone teaching philosophy who does not hold the qualification necessary to do so (though again, as a member of that professional field, I am appalled enough at that).

But I am equally chilled and appalled at the thought of a police officer gaining a promotion to a leadership position on the basis of a qualifying examination for which they received the answers in advance. I am glad, to be sure, that there are safeguarding, upright officers like Michelle Guerette (see related article about Officer Guerette elsewhere in this edition) who still have the moral courage to stop that particular form of cheating and, therefore, protect the public and the law enforcement profession from some very unfortunate and potentially hazardous promotional mistakes. I only wish there were more people like her in the academic sphere as well. I could stand more erect and with more pride in my own chosen profession.

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## NON SEQUITUR



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**HONESTY IS  
THE FIRST  
CHAPTER IN  
THE BOOK  
OF WISDOM.**

**THOMAS  
JEFFERSON**

## Duty of Care

By Dan Primožic

In an article in the *Cape May County Herald* (3/2/2009), it was noted that Governor Jon S. Corzine is addressing the serious problem of the high number of suicides of law enforcement professionals by having created a task force that recommended some measures to try to deal with that problem. Those measures can be found in the task force's full report entitled *New Jersey Police Suicide Task Force Report*.<sup>1</sup>

In that study, it was shown that although the suicide rate among law enforcement officers does not seem to be increasing, it is significantly higher than that of similarly aged males in New Jersey (30% higher), and the rate of suicide among corrections officers is considerably higher than that (approximately another 120% more than the law enforcement rate).

A summary of the risk factors for law enforcement officers compared to the overall population states that:

*In the overall population, the most common risk factor for suicide is a mental illness, particularly depression or bipolar disorder. Another important risk factor is access to lethal means, chiefly firearms. Relationship problems, mainly with intimate partners, are also significant, as are acute crises such as job, legal, or financial problems. Particularly among the elderly population, physical health problems, or the illness or the death of a spouse, can trigger suicidal behavior. Substance abuse is another risk factor. As compared with males, females are more likely to have longstanding mental health problems, and are less likely to commit suicide in response to an acute event such as incarceration or a break-up in a relationship.*<sup>2</sup>

Another very tragic and significant risk factor cited in the report was "When law enforcement firearm suicides are compared with firearm suicides among similarly aged males, there are fewer significant differences in circumstances, except that law enforcement officers are less likely than others to have sought mental health treatment, had a 'depressed mood' prior to death, and had previously disclosed an intention to commit suicide."<sup>3</sup> It is that tragic and significant "exception" that law enforcement

professionals exhibit that I wish to address in this article.

Dr. John Jones, a long-time friend and instructor for ILEA and noted Canadian ethicist, has put the case this way:

*At any level of the organization, the profession of policing can take its toll on individuals. We can all recall instances of individuals being hurt, if not irreparably damaged, by an experience they have encountered in their day-to-day difficult work. . . The literature [in leadership], almost without exception, addresses a police organization's Duty of Care as it relates to members of the public, especially victims of crime, prisoners and witnesses. There is almost no mention of Duty of Care as it relates to the responsibility members of the police community have for each other. I would suggest this is a glaringly sad and inappropriate omission. . . Now what has struck me over the last several years [in the training he does]. . . is that it is not unusual for supervisors to admit they have not always exercised their Duty of Care nor have they been the recipient of it. . . Participants have often admitted that they have not cared as much as they may have and that general staff members are not cared for as they might have.*<sup>4</sup>

I would offer the observation that the *New Jersey Task Force Report* and Dr. Jones' remarks above dovetail in a remarkable and more than sad manner. It seems that, too often, although a police officer (especially a male) will

*continued on back page*

**DUTY IS THE MOST SUBLIME WORD IN OUR LANGUAGE. DO YOUR DUTY IN ALL THINGS. YOU CANNOT DO MORE. YOU SHOULD NEVER WISH TO DO LESS.**

**GENERAL ROBERT E. LEE**



Group photograph of the Ethics Train-the-Trainer class conducted January 13-15, 2009, at Pace University in White Plains, New York.

# Let the Light Shine In

by Dan Carlson

There is an old joke about the fellow who, upon seeing his friend looking depressed and forlorn said to him: "Hey, cheer up, things could be worse." So, the friend cheered up and, sure enough, things got worse.

Lately, that modest stab at light-hearted humor draws nary a chuckle ... instead, it seems to describe the seemingly relentless downward spiral of the world economy. And as the media report gloomy stories of battered savings accounts, retirements delayed, homes in foreclosure and once-trusted public figures and institutions flayed openly, is there anyone among us who does not know the name Bernard Madoff? Or the initials AIG?

One interesting side effect of the current economic turmoil has been a heightened expectation of financial transparency, especially as it relates to individuals and organizations attempting to shield their money from the payment of legitimate taxes. The Swiss banking system, for example, historically has refused to release the identities of any of their depositors. That formerly solid wall of anonymity, though, is starting to crumble under the weight of litigation, and a number of clients are said to be concerned that their names will become known, and their accounts will be subject to scrutiny by tax officials. As a matter of fact, the IRS in March, 2009, announced an amnesty period during which tax evaders could come forward and pay the taxes (and interest) they owe and, in so doing, likely avoid criminal prosecution.

In the midst of the current financial maelstrom, one exceedingly wise financial advisor spoke about the advice he extends to clients. Pointing out that wealth is no longer as secret as it once was, he provides the following caution to anyone thinking about placing funds in offshore banks and shelters: "If you are OK with your identity and your financial choices being named in *The Wall Street Journal*, then go ahead with it."

As the new administration in Washington, DC, begins to put its stamp on government, one of the busiest White House offices has proven to be that of ethics advisor. Described variously

as "Dr. No" and "The Fun Sponge," Norm Eisen regularly finds himself responding to staff meetings and individual offices to provide rulings on a variety of ethics-related conundrums. With more than 1,000 pages of government ethics rules and regulations at his fingertips, many questions can be answered with relative ease. Sometimes, though, Eisen's advice comes down to: "Use your common sense ... ask yourself how this would look on the front page of *The Washington Post*."

Remaining mindful of the way decisions might look to others should they appear in newspaper headlines is always good advice, and it doesn't matter whether it is *The Wall Street Journal*, *The Washington Post* ... or the *Saint Louis Post-Dispatch*.

In late 2008, taxpayers were outraged to learn that the St. Louis, MO, Police Department had spent nearly \$10,000 on badges for the chief and his seven top assistants. At a press conference called to respond to public concerns about this extravagance, the chief called the expenditure "outrageous," pointing out that the decision for the purchase was made before his appointment. He also noted that the city had paid \$5,900 apiece for two solid-gold badges used (one of which, according to tradition, was then carried into retirement) by his predecessor. Incidentally, the cost for badges worn by rank and file members of the St. Louis Police department is \$19.75.

Putting aside, for a moment, questions about appropriate and ethical use of government resources, the expenditure of indefensible amounts of public money on mere ornamentation causes obvious management problems as well. It stands to reason that in tight economic times, difficult budgetary decisions become more palatable when everyone in the agency believes they are equally affected. But when a department decides, say, to discontinue an educational reimbursement program, or to drive patrol vehicles for 25,000 additional miles before replacement ... it is hard to convince employees that "we are all in this together" when that message is delivered by someone whose chest is adorned with an ostentatious and unjustifiably expensive decoration.

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IT IS BETTER  
TO FAIL IN  
ORIGINALITY  
THAN TO  
SUCCEED IN  
IMITATION.

HERMAN  
MELVILLE

REDUCE THE  
FICTION AND  
YOU'LL REDUCE  
THE FRICTION.  
SCOTT SORRELL



To purchase the official Ethics Center coffee mugs for \$8.00 each, please contact the ILEA office at 972.244.3430 or 800.409.1090.

#### CHEAT GLOBALLY; GRADUATE LOCALLY continued from page 3

But as it stands for now, candidates who want to move up the academic ladder seem all-too-willing to avoid the hard but necessary work and training to make their degree *real*. For example, consider the case of a Mr. Kollie, who blogs about his "Ph.D. Journey" toward a doctorate from Walden University. Evidently he contracted the literature review for his dissertation from Essay Writers (a successful, international essay mill). When he was interviewed about that "order" he denied it was part of his dissertation but insisted that it was merely "part of a separate research project he's conducting into online writing services" (as if that made it alright and ethical to claim as his own later).<sup>3</sup>

Not only are there very willing, satisfied and happy buyers for such illegitimate services. There are also very willing and cynical providers of them at the other end of the deals. One such provider is an unfortunate crossover from policing to the world of academic cheating. There is a man named Charles Parmenter, former police officer and lawyer, who worked for Essay Writers and another such "provider" for about a year before giving it up. He is quoted as saying that "If anybody wants to say this is unethical – yeah, OK, but I'm not losing any sleep over it."<sup>4</sup>

Call me old fashioned, but that kind of dismissive, arrogant attitude toward something like this from someone who does and should know better and can and should do better is frightening at best and dismaying at the very least. I must hope that he deeply embarrasses at least three professions in what he did and what he says

here: policing, law, and academe. If you count writing as professional activity, as I do, then maybe he has embarrassed four. But we can take some consolation from the fact that he was worried about what his wife might think of this if she found out about it. Not to worry because "as it happens, she didn't mind."<sup>5</sup>

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1. Thomas Bartlett, "Cheating Goes Global as Essay Mills Multiply," *Chronicle of Higher Education*, March 20, 2009.

2. *Ibid.*

3. *Ibid.*

4. *Ibid.*

5. *Ibid.*

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#### LET THE LIGHT SHINE IN continued from page 5

For more than sixteen years, the Center for Law Enforcement Ethics has recommended a simple ethical decision-making model known as the "Bell, Book and Candle." Put forth by Michael Josephson, this system suggests that when confronting an ethical dilemma each of us should consider, first, whether any internal alerts are sounding (the "bell"); second, if any rules or laws are likely to be violated (the "book"); and, third, how likely our decision might be to withstand public scrutiny (the "candle"). Though frequently overlooked, this last step ... the "candle" ... is the one that often brings people to their knees, resulting in tortured press conferences featuring anguished souls trying to justify an action that everyone - including the speaker - knows to be unjustifiable.

## The Best of Times – the Worst of Times

by Dan Primozić

To torture the phrase coined by Dickens in the title of this article, “the best of times” for the profession of policing are those that are spent honoring officers like Michelle Guerrete with the Ethical Courage Award. She represents the best, brightest, and most honorable.

However, there is the contrary extreme, the “worst of times” for the profession that can be seen in the coverage that Officer Robert Powell of the Dallas Police Department got from the local and national media concerning his conduct during a recent traffic stop at a hospital in Dallas. The editorial page of the *Dallas Morning News* correctly attacked Powell’s actions regarding a motorist named Ryan Moats who ran a red light as he rushed to the hospital where his mother-in-law was in the process of dying. The editorial reported that:

*Moats stood outside the emergency room pleading with the officer to let him go so he could say goodbye to his mother-in-law. The officer was unmoved. “I can screw you over,” he told Moats, as he took his time writing a ticket for running that red light. “I’d rather not do that.” By the time Powell finished, about 15 minutes after the stop, Jonetta Collinsworth was dead. Moats didn’t get there in time.*<sup>1</sup>

This incident is unfortunate and tragic in many ways: it is a tragedy for Moats, for his wife, for the deceased, for the community of Dallas, for the Dallas P.D., for Powell’s colleagues in the department, and for the profession of law enforcement as well. And, to be all-inclusive, it is tragic for Powell himself insofar as he has resigned his position and will need to remedy his obvious problems with social interaction which are also reflected in the “apology” he issued which made no specific reference to personal responsibility. It is an accurately cold appraisal offered at the end of the editorial: “No appeals judge can take away the penalty of self-knowledge Powell has to live with forever: that in a matter of life and death, he screwed over a fellow human being. Just because he could.”<sup>2</sup>

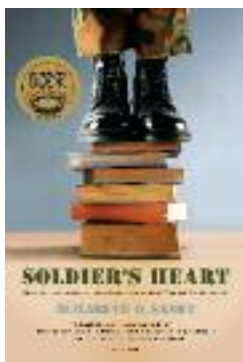
Agreed. And it also is a tragic irony that both Guerrete and Powell can appear on the pages of the same publication. They are at such opposite ends of the spectrum of the thinking and behavior that comprises the integrity and nobility of serving the public as a police officer.

<sup>1</sup> “Editorial: Dallas Cop Doesn’t Deserve His Badge,” *The Dallas Morning News*, March 26, 2009.

<sup>2</sup> *Ibid.*

YOU CAN FOOL  
TOO MANY OF  
THE PEOPLE  
TOO MUCH OF  
THE TIME.

JAMES THURBER



### THE LEADERSHIP SYMPOSIUM VALUES-CENTERED LEADERSHIP: *The Heart of Policing* May 20-22, 2009

This intensive three-day gathering is designed as a “think tank” for progressive law enforcement executives. Extensive discussion and debate will characterize the sessions, giving participants the opportunity to examine and reflect upon a range of complex issues confronting leaders in the law enforcement profession.

The 2009 Leadership Symposium will invite dialogue about a range of foundational issues in law enforcement including personal and organizational values, honor, and the contradictions that sometimes emerge between private and professional environments.

Providing the keynote address is Elizabeth D. Samet, Ph.D., an English Professor at West Point. In her book *Soldier’s Heart: Reading Literature Through Peace and War at West Point*, she discusses the transformation at West Point in the days after September 11, 2001, and the impact on her students and the institution itself.

**For additional information, visit [www.theLEA.org](http://www.theLEA.org)**

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Editor.....Daniel T. Primozić  
Staff Assistant....Tracy B. Harris

## Ethics Center Memberships

In September, 2003, the Institute for Law Enforcement Administration began accepting applications for individual and organizational membership in the Center for Law Enforcement Ethics. Forty agencies and fifty-one individuals now belong to the Ethics Center.

For a full listing of organizational members, visit our web site at:

[www.theILEA.org](http://www.theILEA.org)

Memberships bring with them a range of benefits, foremost being the knowledge that members will be helping support the continued examination and discussion of ethics across the law enforcement community. Membership information may be obtained at our website or by calling the ILEA at 972.244.3430 or 800.409.1090.

## UPCOMING PROGRAMS

### 2009

Basic Police Supervision (UTA/FW Center)	Apr 27-May 1
Managing the Media (UTA/FW Center)	May 5
Ethics Train-the-Trainer	May 11-15
Leadership Symposium	May 20-22
School of Police Supervision	June 1-26
Crime Analysis in the Information Age	June 15-17
Police and Family Conference	July 11-12
Ethics Train-the-Trainer	Sept 16-18
Teaching Diversity	Sept 21-25
School of Police Supervision Administration & Management of Training	Oct 12-16
Internal Affairs, Professional Standards and Ethics	Nov 2-6
Police Resource Allocation and Deployment	Nov 9-12
Police-Media Relations	Nov 17-19
Police Supervisor's Update	Dec 2-4
Basic Police Supervision	Dec 7-11

### 2010

School of Police Supervision (UTA/FW Center)	Jan 4-29
Racial Profiling	Jan 11-12
Crime Analysis in the Information Age	Jan 19-21
Management College	Feb 1-Mar 26
Corrections Ethics Train-the-Trainer	Feb 9-11
Advanced Ethics Train-the-Trainer	Feb 16-18
Mediation Skills in Law Enforcement	Mar 1-5
FLSA	Mar 11-12
Contemporary Issues and Ethics Conference	Mar 24-26
Internal Affairs, Professional Standards and Ethics	Apr 19-23

ALL PROGRAMS WILL BE HELD AT ILEA HEADQUARTERS UNLESS SHOWN OTHERWISE

## DUTY OF CARE

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somehow herald a desperate need for suicide intervention, they themselves will not seek the intervention in formal mental health counseling, nor will their leaders or peers, often enough, exercise their Duty of Care by calling for a preventative intervention of a professional mental health professional. For reasons that we can but will not speculate about, police culture does not do well enough in this arena and needs to do much better.

The job of a police or corrections officer is a trying one, to say the least, and can be a psychologically lethal one, to say the worst. In an article from *CNN.com*, the savagery that police may witness is terribly manifest:

*By the time the police officer kicked the door in, it was too late. Kerby Revelus was holding his 5-year old sister, Bianca, and while the officer watched, he dragged a kitchen knife across her throat with such a fury that he decapitated her. . . 'It's hard to imagine that kind of horror,' said Milton, Massachusetts, Police Chief Richard Wells Jr. . . He added that the horror of the day rippled through the force. 'You can bet that our officers went home after this and they hugged their wives and their children that much tighter. I hope that for this family and for my officers, there can be a way to get through. We are*

*going to try to make them whole as soon as possible, even though the events of this past weekend will stay with them forever.'*<sup>5</sup>

After myself participating in some of Dr. Jones' Duty of Care sessions, I know that the after-effects of neglecting, or forgetting, or ignoring, or not knowing one's duty of care for one's fellow officers become painful regrets for those who could have and should have stepped in to do something for the hurting and damaged people at their side. Therefore, these words are offered not as a criticism of those who have neglected, forgotten, ignored, or who have not fully realized that duty of care, but as itself a caring reminder of that duty to those who serve in a job that is as tough as they get.

1. *New Jersey Police Suicide Task Force Report*, January 30, 2009.

2. *Ibid.*, p. 7.

3. *Ibid.*, Italics mine.

4. John Jones, "A Duty of Care," *Canadian Police Chief Magazine*, Spring/Summer, 2006, p. 40. Brackets mine.

5. Ashley Fantz, "Man Decapitates 5-Year Old Sister in Front of Officer," *CNN.com*, April 1, 2009.