

CACOLE Conference

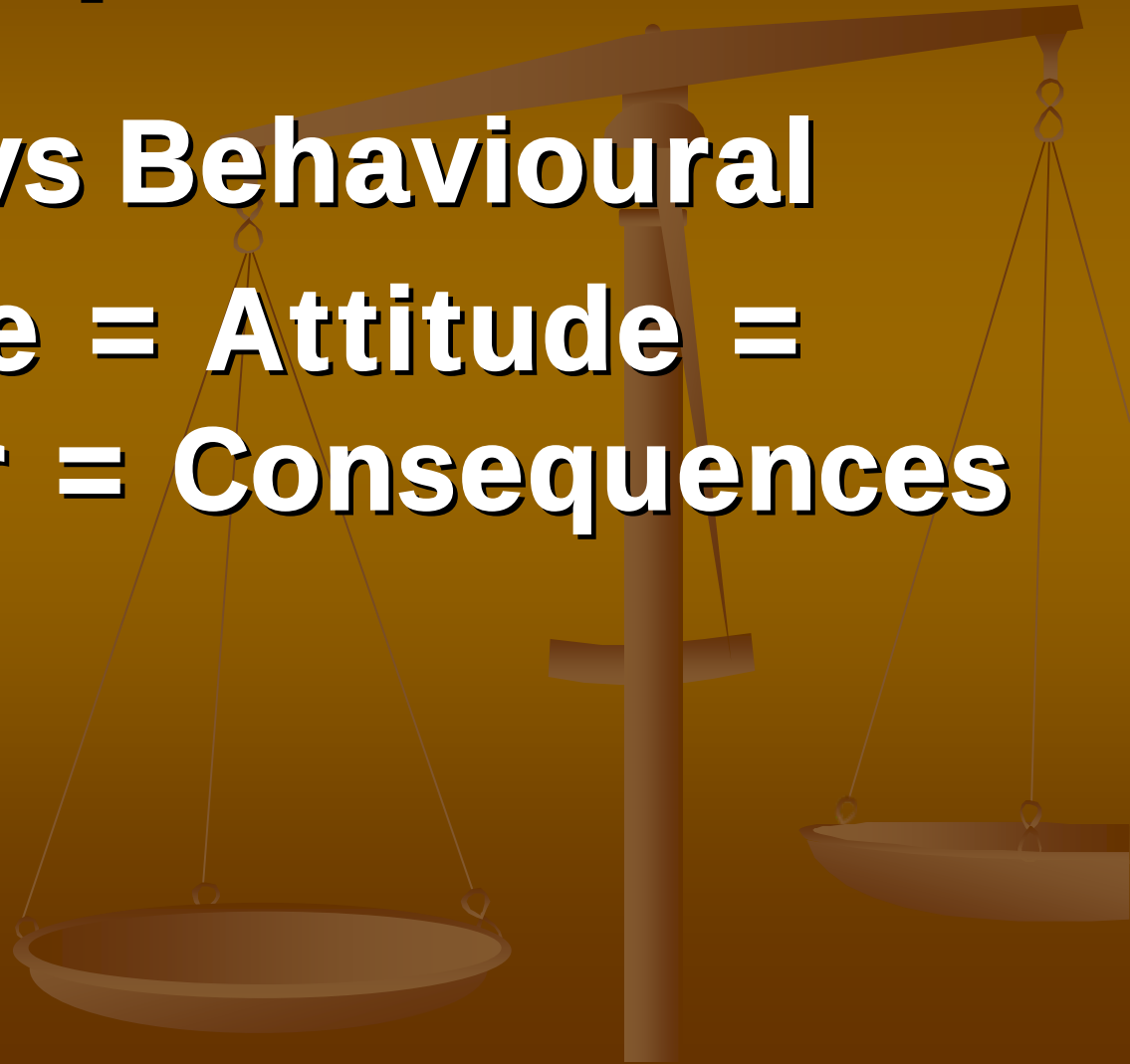


June 2008

Regina, Saskatchewan

Framework Comparison

- Legal vs Behavioural
- Culture = Attitude =
Behaviour = Consequences

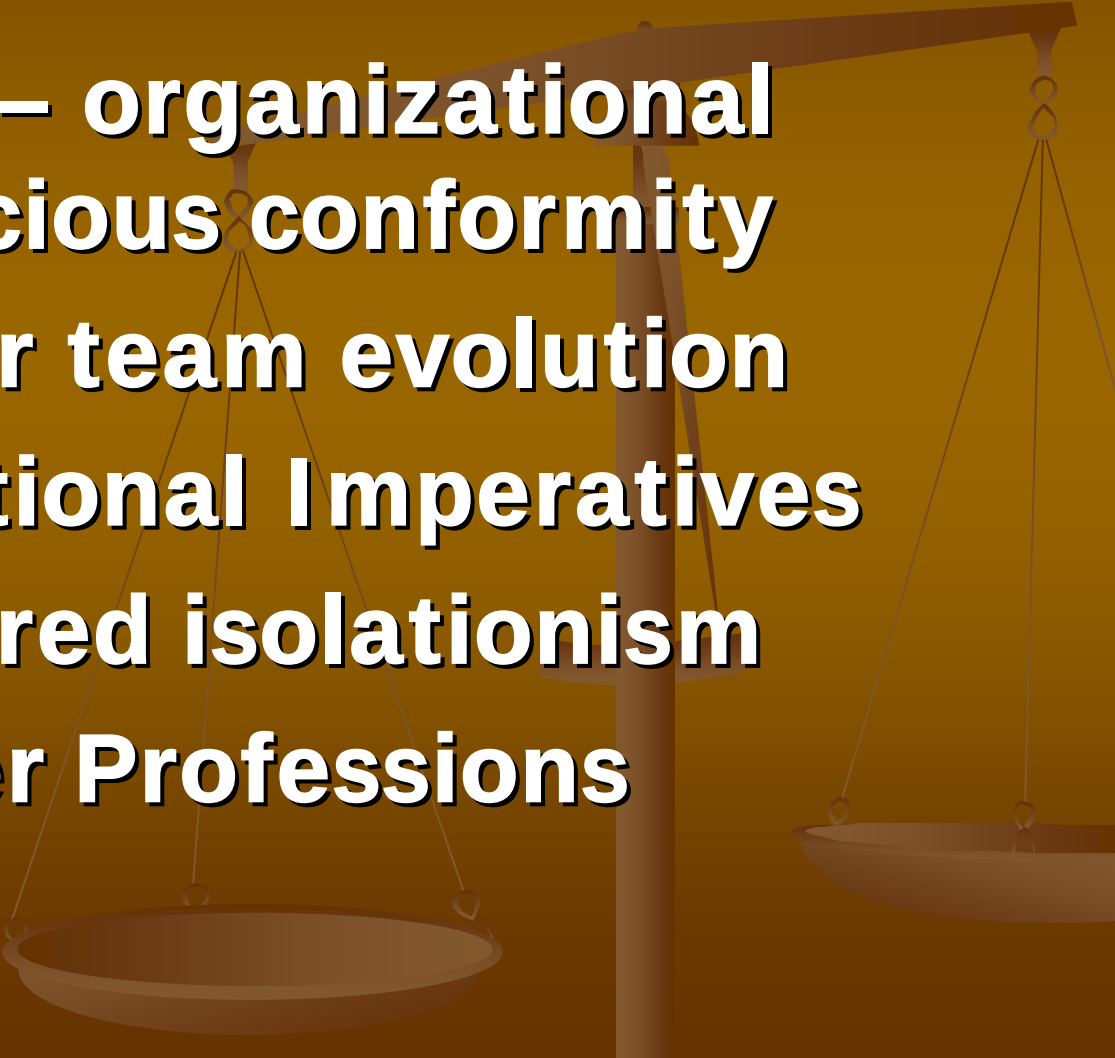


Organizational Behaviour Modification



The Code of Silence

Reality or Fiction

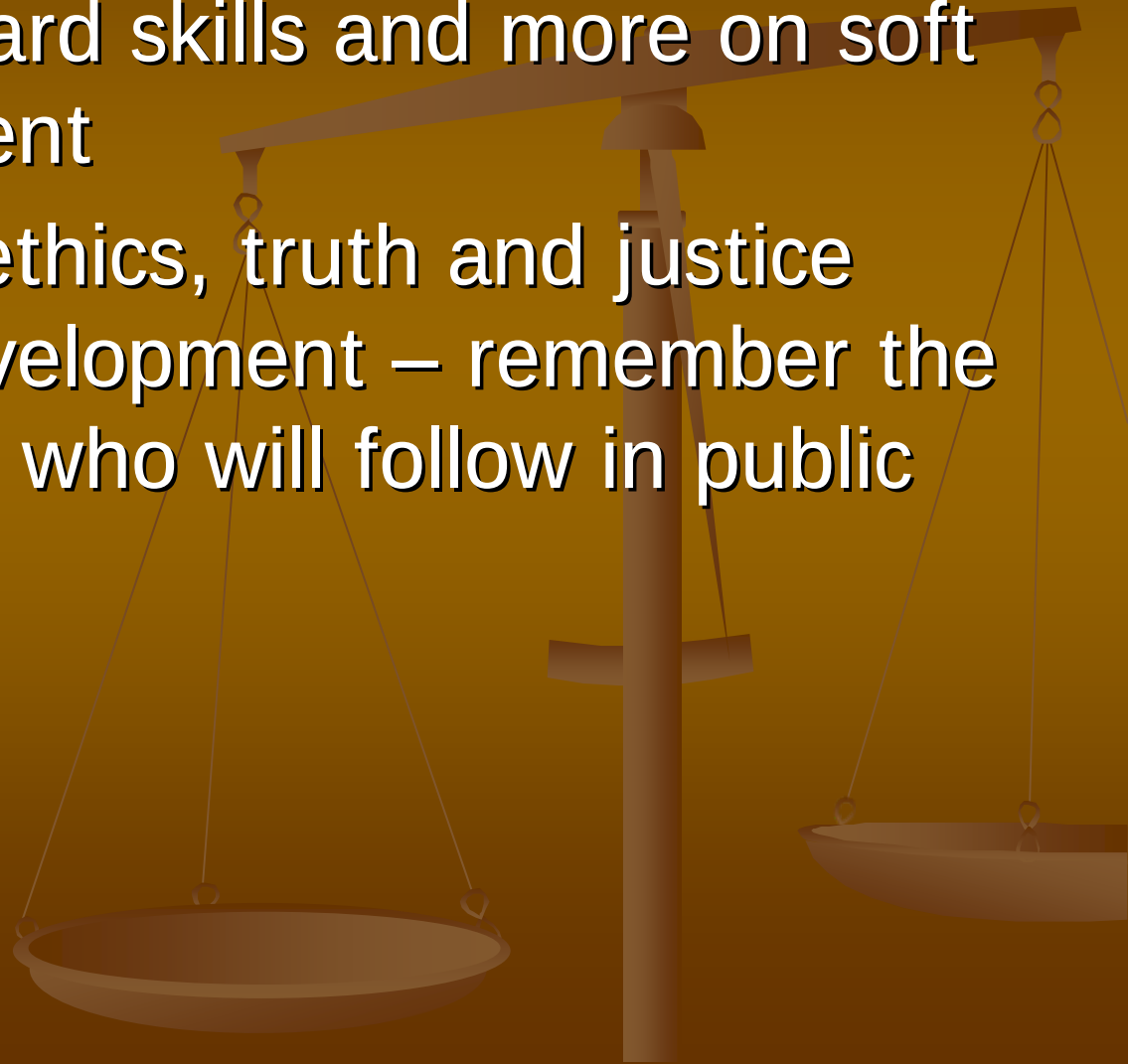
- **Reality – organizational unconscious conformity**
 - **Group or team evolution**
 - **Organizational Imperatives**
 - **Structured isolationism**
 - **Other Professions**
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Hypothesis

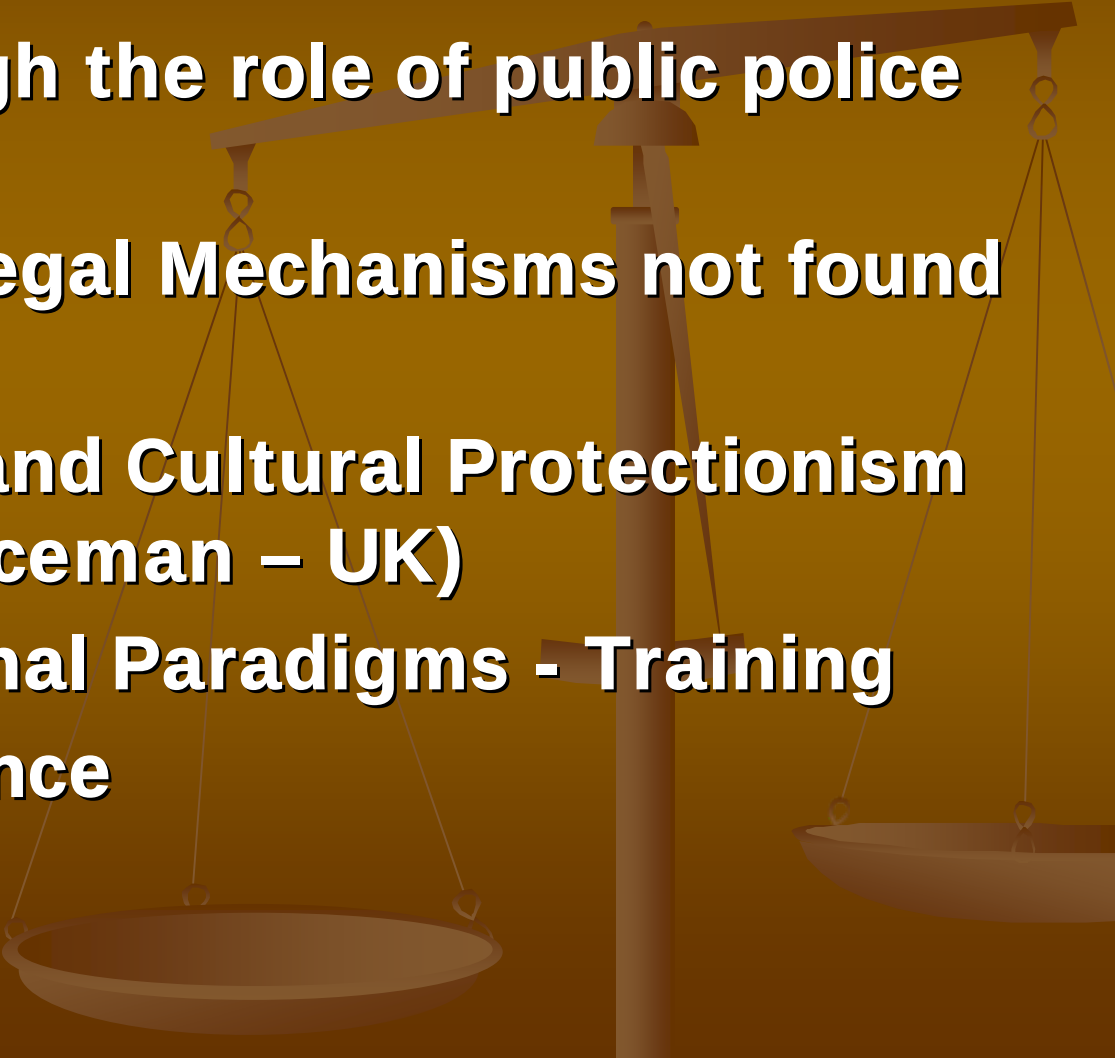
- *Does 'homogeneity' as a human influence, contribute to replicative behaviours such as: fraternalistic conduct, solidarity of views, restrictive perspectives and conscious withdrawal behaviours?*
- *If YES – Do such behaviours collectively contribute to a 'code of silence?' reaction to behavioural review? YES*
- *Can a 'Code of Silence' phenomenon be eliminated, or at least reduced in its impact on behaviour? YES*

Do It Now!

- Focus less on hard skills and more on soft skills development
- Focus on 'real' ethics, truth and justice training and development – remember the culture of those who will follow in public policing

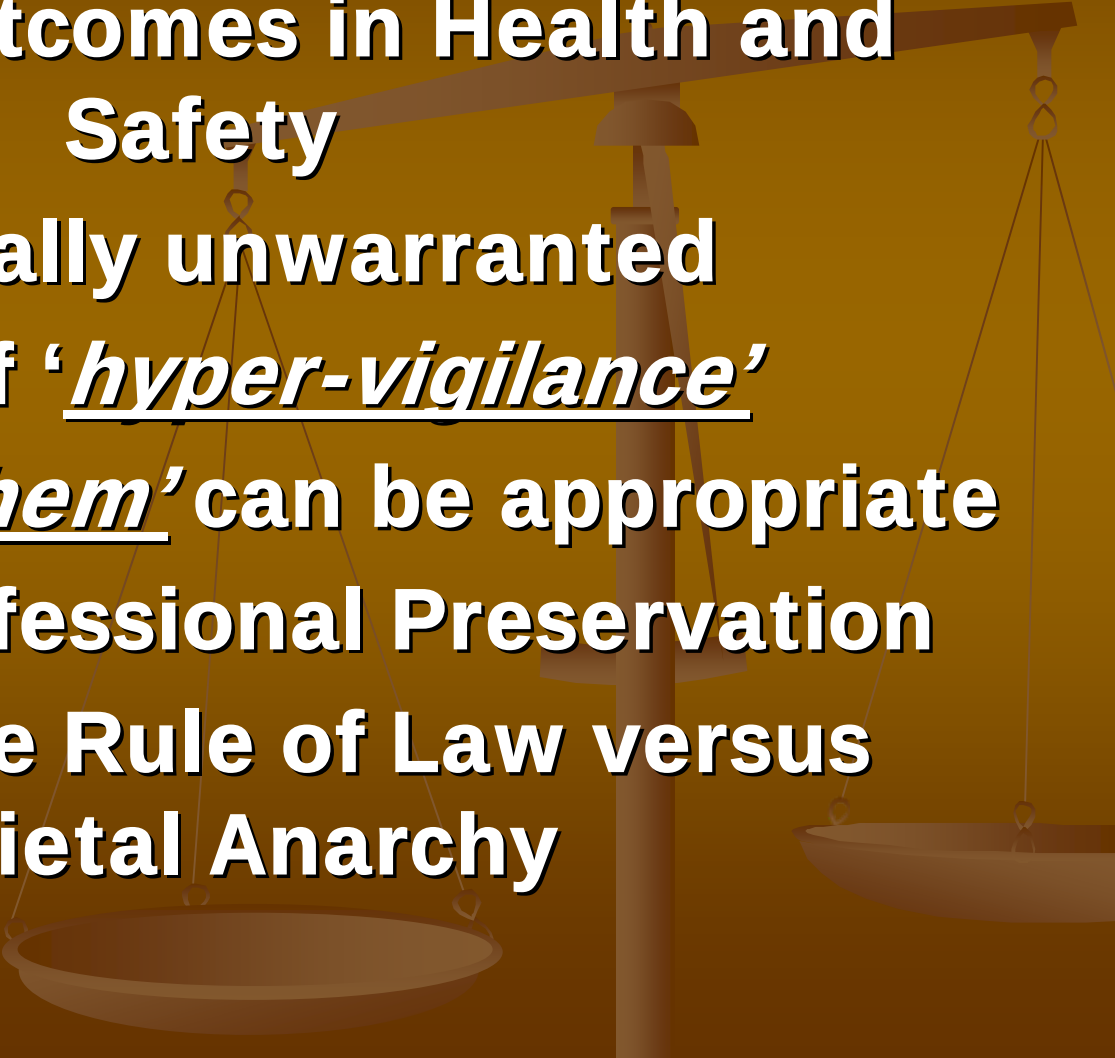


How Does It Evolve Reality of Environment

- Naturally through the role of public police in society
 - Application of Legal Mechanisms not found in society
 - Organizational and Cultural Protectionism (The Secret Policeman – UK)
 - Common Fraternal Paradigms - Training
 - Willing Compliance
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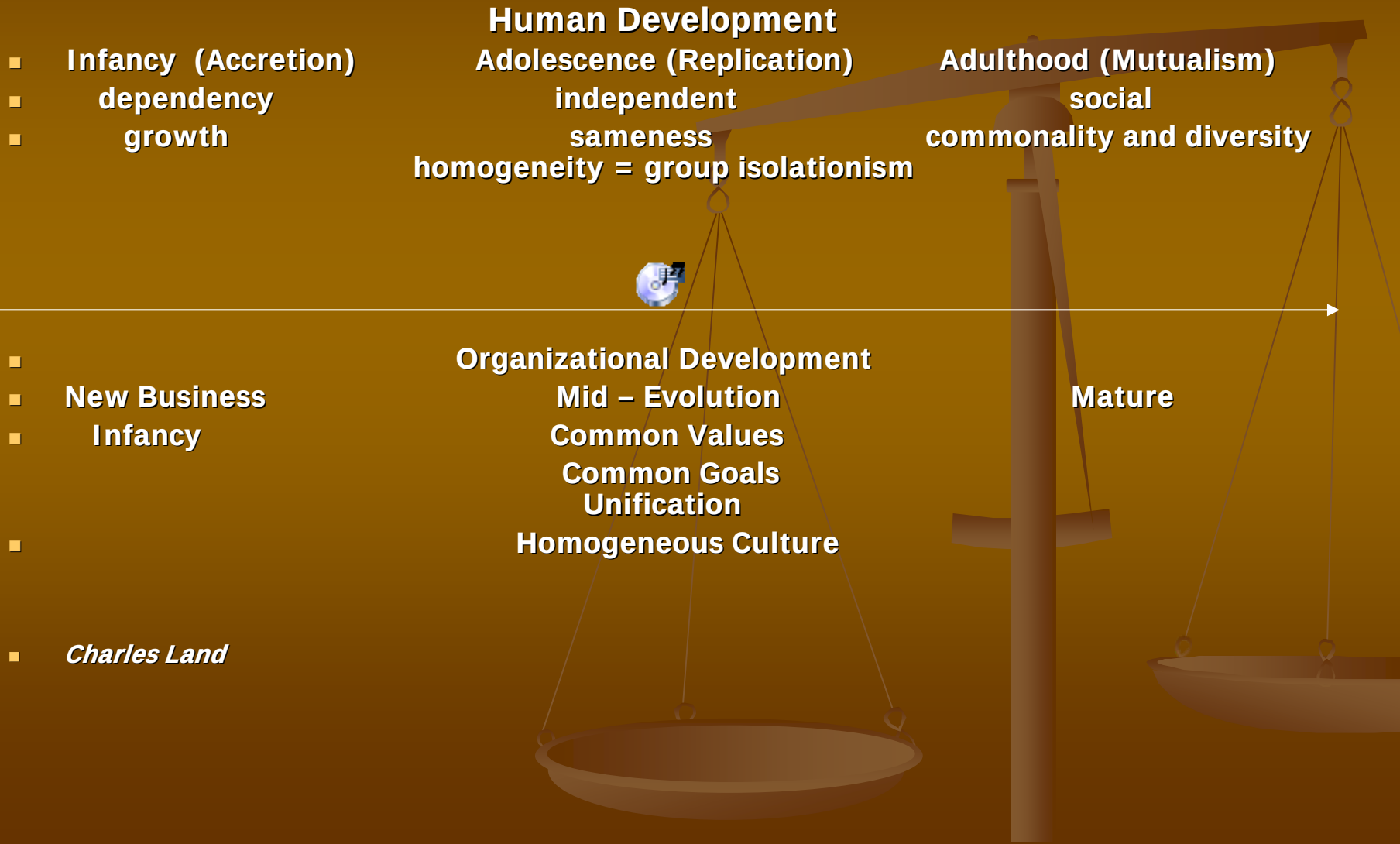
Code of Silence

Human and Cultural Existence

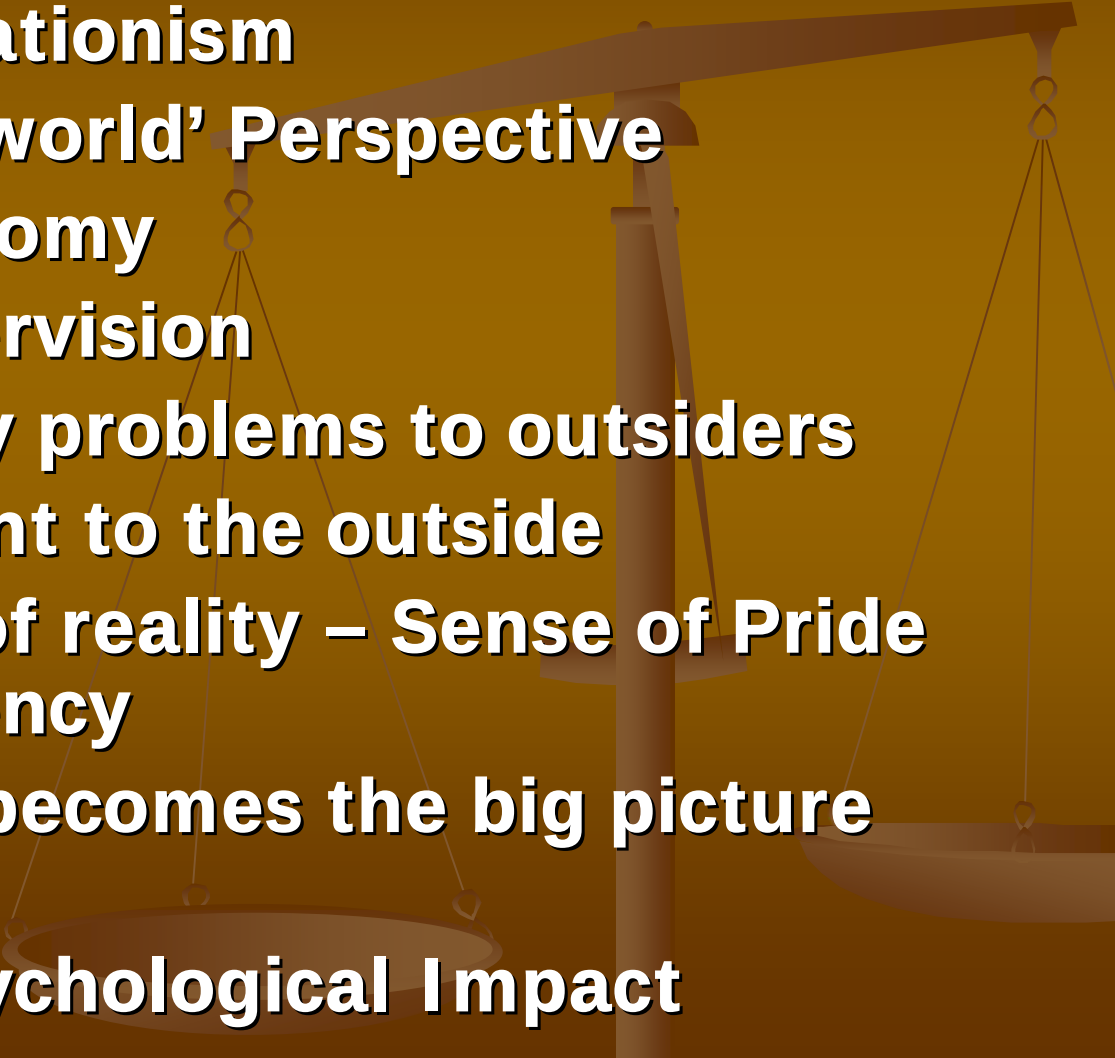
- Positive Outcomes in Health and Safety
 - Not totally unwarranted
 - Sense of 'hyper-vigilance'
 - 'Us Against Them' can be appropriate
 - Self and Professional Preservation
 - Support the Rule of Law versus Societal Anarchy
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‘Code of Silence Continuum’

A Natural Relationship in Human and Organizational Development



The Nut Island Effect

- **Harvard Business Review – Paul Levy**
 - **Leadership Breakdown**
 - **Creation of Isolationism**
 - **‘Us against the world’ Perspective**
 - **Complete Autonomy**
 - **Little to no supervision**
 - **Disguise or deny problems to outsiders**
 - **Rare engagement to the outside**
 - **Distorted view of reality – Sense of Pride and Self-sufficiency**
 - **The direct task becomes the big picture reality**
 - **Physical and Psychological Impact**
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Avoiding Nut Island Effect

- Isolationism reduced
- Integration with outsiders
- Protectionism eliminated
- Constant comparison of mission to integration
- Recognize that this is not unique to public policing or police organizations (Pilots, Doctors, Dentists, Clergy, Scientists)
- The '*No one understands our challenges!* OR *we're different!*' must be addressed
- Identify common characteristics: homogeneity, isolationism, protectionism, fraternalism

Other Examples Not Well Known

- Omerta Code within the law profession (Silent Association – Daniels v. Alander)
- Correctional Services (Dennehy & Nantel)
- The Teachers Code of Silenced (Glenn Sacks)
- Breaking the Silence – Mental Health Professionals (Stephen Hinshaw)
- Judge Influence, Tyranny of Tolerance, by Judge Robert Deirker LLB Harvard
- The Mary Rose Diefenderfer Story of the FAA's Code of Silence

In law, aeronautics, corrections, education, politics, health care and more – there is a 'Code of Silence'

So What Can Be Done Now?

- **Integrate Police Training & Learning Systems – UK's Skills for Justice Model**
 - **Generate Community Advisory Councils (not to duplicate Policing Boards)**
 - **Support always the 'Do What is Right and Not Who is Right' Thinking – Ipperwash**
 - **Support and Model more integration with community at all levels of community**
 - **Admit it exists and then develop a strategic approach to dealing with it at all levels of the organization**
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