



Canadian Association of Chiefs of Police

Safety and security for all Canadians through innovative police leadership

Policing with Indigenous Peoples (PWIP) Police Liaison Training Course – Course Training Standards

Note that this is a working document, created in 2019 and is current as of April 2023. The information contained there-in is an amalgamation of new and existing training materials from several police services in support of a training course for Liaison team members. The CACP is not responsible for the use of this material when it is deemed not current, or when utilized in training that has not been designated by the CACP - PWIP Police Liaison Training Commission. It is the responsibility of those making use of this document to verify the status of the material with the CACP – PWIP Police Liaison Training Commission. This document is intended to be used in conjunction with the CACP – PWIP National Framework for Police Preparedness for Demonstrations and Assemblies. The most recent version of these documents may be located at: <https://www.cacp.ca/policing-with-first-nations-metis-and-inuit-peoples-committee.html>.

To successfully complete this course, learners must attend all sessions and complete all scenarios.

APRIL 2023

Course Description

The purpose of this course is to provide police services with the skills and knowledge to champion and apply the principles of the PWIP *National Framework for Police Preparedness for Demonstrations and Assemblies*, including:

- Promote an operationally sound, informed and flexible approach to resolving conflict and managing crises in a consistent manner, to ensure lawful, peaceful and safe expression of rights and freedoms;
- Promote an approach that demonstrates accommodation and mutual respect of differences, positions and interests of all involved Indigenous and non-Indigenous communities and stakeholders;
- Promote an approach to demonstrations that seeks to understand and respect unique cultural elements, particularly with respect to issues impacting Indigenous peoples and communities; and,
- Promote and develop strategies that minimize the need for use of force by police.

Key Objectives

- Increase consistency when responding to demonstrations and assemblies, for a more unified response of police services nationally;
- Promote consistency in training and approach;
- Provide strategies to minimize use of force while preventing disorder and the occurrence of issue-based criminal offences;
- Enforce the law in a manner that respects the rights of all involved parties and maintains public safety for the lawful, peaceful and safe resolution of incidents;
- Provide a method to enhance service delivery while increasing efficiency of police resources;
- Promote understanding of the stages of conflict;
- Promote strategies to aid in relationship building;
- Promote education of police related to Indigenous culture and on issues that may have the potential to lead to conflict;
- Promote strategies to provide education highlighting the uniqueness of Indigenous demonstrations and/or occupations; and,
- Promote education of citizens involved in demonstrations and assemblies in relation to lawful, peaceful and safe demonstration activity.

Key Themes

- Measured approach
- Relationship building
- Facilitating lawful/peaceful/safe demonstrations
- Impartiality
- Stages of conflict
- Interoperability
- Education before enforcement

Partners

The PWIP Police Liaison course is an amalgamation of existing training developed by both the RCMP and OPP with contributions from other police services such as Winnipeg and Ottawa police services.

Legal Review

The RCMP and OPP course training standards, on which the current course is based, have both been approved by their respective organizations.

Certificate of Attendance

Certificates issued to participants are in recognition of completion and not certification of being proficient in the *National Framework*. Participants will however takeaway knowledge and skills required to champion and promote the philosophy's outlined in the *National Framework*.

Learning Objectives

See below for objectives and teaching points for learning sessions, case studies and scenarios. During the course learners will be assessed on their knowledge of theoretical material, as well as their ability to apply theoretical knowledge through practical exercises.

Training Materials

The following training materials are provided to candidates:

1. Welcome package containing:
 - Supplementary material provided by subject-matter experts
 - National Framework for Police Preparedness for Demonstrations and Assemblies
 - The Ipperwash Inquiry
 - The Measured Approach
 - Session/instructor evaluations for each session
2. Handouts include:
 - Exercises and reference materials
3. The following training material is provided to facilitator(s):
 - Session Lesson Plan(s)
 - Rubric

Participant Evaluation

Participants will be evaluated on their performance through scenarios and a written exam. Each learning session outlined elsewhere in this document has clear and measurable objectives. If a learner is not successful in a particular area, the Course Coordinator will arrange for the learner to be given an opportunity during the course to improve their performance.

Instructional Strategies are as follows:

- Lecture and Q&A
- Videos
- Case studies
- Scenarios
- Debriefs

Candidates need the confidence and the skills to interact with community members to build relationships and to settle disputes, therefore this course offers five scenarios whereby candidates can practice and master the skills covered. Scenario evaluations have been developed, along with a final exam to be held at the conclusion of the course.

Police Liaison Course Formative Evaluation

Course design and delivery is evaluated using formative (during the course) and summative (after the course) methods. Participants will be surveyed during and immediately following the course regarding how the course impacted them and how it may be improved for future sessions.

- Each facilitator should complete a Content Review Form, following his or her session. The information collected on this form will be used to update and revise the course as necessary.
- Formative Evaluation / Daily Evaluation Process: Each participant will be supplied with evaluations to provide feedback on each session. These forms are used to assess the learners' reaction to classroom sessions and practical exercises.
- A summative evaluation will be completed by distributing an electronic survey to course participants after the course is completed. Analysis will be utilized to improve future courses.

Schedule

This is an in-class, eight-day course. The course includes a maximum of 32 candidates. The course is offered to police services on a national basis, ensuring representation from across the country. The course is delivered by multiple subject-matter experts. Facilitators are also available to support and assess candidates during the scenarios. An example syllabus is available in the CTS Appendix. The following topics are covered (not necessarily in the order listed). See below for further information on individual learning sessions.

1. Course introduction
2. Legacy of past events
3. Introduction to the National Framework for Police Preparedness for Demonstrations and Assemblies
4. Role of the Police Liaison Officer
5. Operationalizing the Measured Approach
6. Considerations for managing community disputes
7. Introduction to Indigenous Peoples
8. Current Issues and Trends
9. Communications – Active Listening
10. Legal considerations
11. Demonstrator/Industry Perspective
12. Respecting Diversity – Learning about communities
13. Data Collection – Role of Liaison Analyst
14. Role of Intelligence
15. Command Structure
16. Crowd Dynamics

17. Bringing the Framework to a police agency
 18. Strategic Communications & Strategic Messaging
 19. Stress Resiliency
 20. Interest-Based Negotiation
- Multiple case studies, scenarios, and debriefs

Course Admendments

This course was designed in 2019 and updated in 2023, with consideration to recent police experiences during issue-based conflict. This course is designed to meet Police Liaison Training needs. These needs are affected by continuous changes in police duties and responsibilities. When new training requirements are identified training will be adjusted accordingly.

Training Plan

The following pages outline the objectives and teaching points of the topics covered on the course.

Session 1	
Title	Course Introduction
Objective / Rationale	The purpose of this session is to provide the candidates a general overview of the sequence of the course and the learning requirements.
Teaching Points	<ul style="list-style-type: none"> • Welcome by Senior Command and Opening by Indigenous Elder • Outlining the purpose and objectives of the course and the syllabus • Articulating the key themes of the course • Explaining the assessment criteria • Outlining expectations such as completing session evaluations • Housekeeping • Introduction of candidates

Session 2	
Title	Legacy of past events
Objective / Rationale	The purpose of this session is to ensure the candidates are aware of how demonstrations and assemblies have evolved. The session examines several notable instances of issue-based conflict to provide an awareness of issues impacting demonstrations, occupations, and assemblies and how these impacts apply to policing.
Teaching Points	<ul style="list-style-type: none"> • Highlighting large issue based conflict and lessons learned in policing that led to the creation of the <i>National Framework</i> • Historical issues impacting current events • Evolution of demonstrations and role of policing • Identifying gaps in processes, policies and practices when police have been responsible for the outcome of demonstrations. • Provide a pattern of events that have led to formal policies • Provide the candidate with the knowledge to be consistent and aware that these are often out of the realm of police authority • Examining opportunities and barriers to successful outcomes in past events

Session 3	
Title	Introduction to the National Framework for Police Preparedness for Demonstrations and Assemblies
Objective / Rationale	<p>The purpose of this session is for Police Liaison Members to apply the principles of the <i>National Framework</i>. Following the Framework tenets will enable members to lay the foundation for dealing with incidents. Objectives include:</p> <ul style="list-style-type: none"> • Increase consistency when responding to demonstrations and assemblies, for a more unified response of police services nationally; • Promote consistency in training and approach; • Provide strategies to minimize use of force while preventing disorder and the occurrence of issue-based criminal offences; • Enforce the law in a manner that respects the rights of all involved parties and maintains public safety for the lawful, peaceful and safe resolution of incidents; • Provide a method to enhance service delivery while increasing efficiency of police resources; • Promote understanding of the stages of conflict; • Promote strategies to aid in relationship building; • Promote education of police related to Indigenous culture and on issues that may have the potential to lead to conflict; • Promote strategies to provide education highlighting the uniqueness of Indigenous demonstrations and/or occupations; and, • Promote education of citizens involved in demonstrations and assemblies in relation to lawful, peaceful and safe demonstration activity.
Teaching Points	<p>Foundational Principles:</p> <hr style="border: 0.5px solid #d4c04d;"/> <ol style="list-style-type: none"> 1) Measured Approach - The “Measured Approach” is the deliberate employment of proactive engagement, communication, mitigation, and facilitation measures by police to maintain the peace, or to facilitate resolution of public disorder and restoration of the peace. Preserving all options and employing those tactical responses deemed necessary to meet the situation while seeking to respect the lawful exercise of personal rights and freedoms. 2) Relationship Building - Building trust between police and citizens remains essential. Ongoing communication, police liaison engagement and relationship building should occur on a continual basis. Open and transparent interaction is paramount. Relationship building aids in the development of respect, rapport, reciprocity, trust and empathy. As outlined in detail below, a pre-event focus is essential in relationship building followed by consistent engagement throughout the conflict cycle. When carried out in a strategic manner, connections made with stakeholders can be leveraged to deescalate issue-based conflict.

- 3) **Facilitating Lawful/Peaceful/Safe Demonstrations** - Police response to issue- related conflict must be based around the recognition of the importance of fundamental freedoms and all other protections in the Charter of Rights and Freedoms while functioning within the law.
- 4) **Impartiality** - Police work under the concept of impartiality, which means acting fairly within the law and ensuring engagement with all stakeholders. Impartiality does not mean neutrality, because police may need to take enforcement action to uphold the rule of law. Lessons learned indicate that it is important to be aware that Federal, Provincial, Indigenous governing bodies and local governments should be treated as any other stakeholder. Police are independent and should not take direction from any level of government in relation to response to demonstrations and assemblies. However, police should be aware of the legal, political and cultural issues in all conflicts, because those will factor into the risk assessment decisions of police commanders and their legal advisors.
- 5) **Stages of Conflict** - During demonstrations and disorder, maintenance of open, transparent lines of communication with all stakeholders is critical to the work of facilitating resolution of conflict. Work accomplished in the pre-event stage is critical. The work done post-event to rebuild relationships is essential in efforts to prevent the recurrence of conflict and sustain communication between all parties.
- 6) **Interoperability** - In a climate where multi-jurisdictional demonstrations are occurring at a higher frequency, the ability of policing partners to work together to coordinate efforts is increasingly imperative. The interest of demonstrators may overlap policing jurisdictions, thereby increasing the risk of multi-jurisdictional solidarity demonstrations. To increase consistency of response, police services may reach out to other policing partners for support and/or advice when dealing with demonstrations and assemblies.
- 7) **Education before Enforcement**
Police Education
 - a) **Culture Based** - Policies should be developed in conjunction with providing education on historical issues and Indigenous culture. Police services should work to ensure that police members have cultural awareness in keeping with the recommendations of multiple provincial and national inquiries.
 - b) **Framework Based** – Policies for police preparedness for demonstrations and assemblies should delineate relationship building activities and enforcement activities. Upper command must be educated and well-versed in any documents developed along with those responsible for utilizing them on a day-to-day basis such as police liaison team members, police supervisors, and when required, front-line members.
 - c) **Issue/Incident Based** – Ensure that police members possess an understanding of the issues and background in relation to specific demonstrations or assemblies.

	<p>Public Education</p> <p>a) Lawful, peaceful, and safe demonstration activity and the role of police - Efforts must be made to educate and share information with all stakeholders involved in demonstrations and assemblies such as: the intersection of injunctions and enforcement activities and messaging the difference and consequences of being arrested vs. being charged (for instance, the possibility of travel restrictions in the absence of an actual charge).</p> <p>b) The Conflict Cycle - Ensure members have an understanding of the Conflict Cycle:</p> <ul style="list-style-type: none"> • Pre-Event Stage <ul style="list-style-type: none"> ○ Pre-event characteristics ○ Pre-event - <i>What may be done</i> - outline potential options leading into potential conflict • Ongoing event stage <ul style="list-style-type: none"> ○ Ongoing event characteristics ○ Ongoing event - <i>What should be done/What may be done</i> – outline options • Post-event stage <ul style="list-style-type: none"> ○ Post-event characteristics - <i>What to look for</i> ○ Post-event - <i>What may be done</i>
--	---

Session 4	
Title	Role of the Police Liaison Officer
Objective / Rationale	<p>The purpose of this session is for Police Liaison officers to understand the importance of a consistent approach on a national basis. This session will provide the learner with an understanding of goals and objectives of the <i>National Framework</i>. At the end of this session learners will be able to:</p> <ul style="list-style-type: none"> • Explain all his/her roles to others when attending an event, as according to the <i>National Framework</i> • Determine the severity, potential for escalation and identify risks associated to behaviour or messaging • Develop relationships with key members of the community, to the extent that all key stakeholders are identified and engaged in dialogue

<p>Teaching Points</p>	<ul style="list-style-type: none"> • Through the structure of the <i>National Framework</i> achieve the fundamentals of policing; keeping the peace and upholding the law • Develop stronger relationships with key parties • Police Liaison mandate • Police Liaison team members (roles of primary and secondary) • Attributes of a good Police Liaison officer • When to use Police Liaisons (or not) • Major/Critical Incidents (Pre-During-Post Event) • Benefits of utilizing Police Liaison officers • Challenges of a Police Liaison • Maintain and build upon existing relationships between the police and communities as well as stakeholders that may be involved in critical incidents and major events • Utilize proactive and impartial communication/mediation techniques. Promote public safety, prevent injury or harm to all parties and avoid any potential conflict between parties • If possible, assist in facilitating a safe environment for lawful, peaceful and safe demonstration • Document efforts made by the police to resolve the incident • Research history and issues, identify and participate in strategic relationship building opportunities • Ensure officers at all levels (Command, Supervisors, and front-line uniform members) are given support, advice and guidance in identifying and dealing with potential conflicts and cultural considerations • Work in partnership with other law enforcement agencies that may require/request assistance • Work with and provide advice and guidance, when requested, to local Federal, Provincial, Indigenous and Municipal stakeholders in dealing with potential conflicts
-------------------------------	--

Session 5

Title	Operationalizing the Measured Approach
Objective / Rationale	<p>This session focusses on various approaches and strategies candidates can use when working with the community pre, during and post event. Senior members involved in Police Liaison work will share experiences and provide practical information in relation to past contentious events and the applicability of the <i>Framework Approach</i>. The session focusses on sharing experiences from the field.</p> <ul style="list-style-type: none"> • Define “measured approach” and explain how events and research contributed to its implementation. Articulate how liaison work falls within the measured approach • Expand on Education and messaging as foundational principles and how police services and Police Liaison members may use it strategically to assist with response to demonstrations and assemblies • Explain how to integrate the measured approach into a dispute and use it to prevent a critical incident or event • Consider your exit strategy and whether you are leaving on good terms • Identify the actions you should not be taking when engaging with demonstrators
Teaching Points	<ul style="list-style-type: none"> • Defining the measured approach • Integrating the measured approach into a dispute • Preventing a critical incident or event • Evolution of the modern demonstration • Connectivity between demonstrator groups • Social media (impact) • Events and research • <i>National Framework</i> continuation • Exit strategy/leaving on good terms • Arrest script • Working with demonstrators • For the Nonce – Ipperwash Inquiry – Southwest Nova

Session 6

Title	Considerations for managing community disputes
Objective / Rationale	<p>The purpose of this session is to outline the importance of having an operational plan which sets out pre-event, event and post-event strategies. Also discussed are principles for different stakeholder groups that Police Liaison officers must be aware of to build relationships.</p> <ul style="list-style-type: none"> • Importance of building partnerships to determine the engagement strategy • Role of stakeholders • Parties to the conflict, dynamics/characteristics of the conflict and differing strategies of the disputants • Identify the systems and structures that need to be considered when managing a conflict • Explain the strategic considerations when managing community disputes • Describe various processes that could be utilized in managing conflict • List considerations for all three demonstration stages <p>At the conclusion of the scenario, learners should be able to:</p> <ul style="list-style-type: none"> • Articulate the questions that need to be asked in the planning and analysis process • Identify the benefits of getting to know the group(s) (history, current conflicts, issues) before an event and the importance of building trust • List some of the questions to ask in order to understand others
Teaching Points	<ul style="list-style-type: none"> • Demonstrator groups and examples • Strategic considerations for managing community disputes • Importance of planning • Civil disobedience • Types of crowds • Perceptions of police • Demonstrator strategies • Analysis • Partners • Dialogue and engagement • Interpreting messages • Know yourself/bias tendencies (triggers, interests, strengths, weaknesses) • Be above reproach • Public trust

Session 7	
Title	Introduction to Indigenous Peoples
Objective / Rationale	<p>The purpose of this session is to provide course participants with an insight into the experiences of Indigenous peoples and communities through the discussion of historical and current events. A background to the terminology, issues and relations between European settlers/governments and Indigenous Peoples will be discussed. It is important that the facilitator stress the effects that legislation has had and continues to have on Indigenous peoples and communities. A brief overview of recent national inquiries with an emphasis on local context is provided. Connections between historical and current factors impacting Indigenous peoples is connected to impacts to Police Liaison work.</p> <p>Methods such as the KAIROS blanket exercise may be used. Flexibility in teaching style is encouraged, with emphasis on interactive or transformational/experiential learning that has been informed by Indigenous community.</p> <p>[Disclaimer: This session is intended to provide a brief overview with recognition that Indigenous awareness training cannot be effectively taught in a half-day session]</p>
Teaching Points	<ul style="list-style-type: none"> • Introduction to the Indian Act • Elected/Hereditary leadership • Health • Income • Housing • How did we get here? • Treaties • Royal Proclamation 1763 • Reserve system • Residential schools • 60's scoop • Child welfare • Charter of Rights and Freedoms (Sec 25 & 35) • Inquiries and Reports – Specific recommendations <ul style="list-style-type: none"> ○ Truth and Reconciliation Commission ○ Missing and Murdered Indigenous Women and Girls ○ United Nations Declaration of the Rights of Indigenous Peoples

Session 8	
Title	Current issues and trends
Objective / Rationale	<p>This session provides participants an understanding of how wider global trends affect Canadian national, provincial, and local policing. Global trends and civil unrest will be discussed, to gain an appreciation of global trends on the local context.</p> <p>This session also ensures that course participants are aware of current National trends impacting policing in the realm of demonstrations, occupations and assemblies. At the conclusion of the session, learners should be able to identify potential issues in their own policing areas with applicability to the Framework.</p>
Teaching Points	<p>Brief overview of timely trends impacting Police Liaison work, such as:</p> <ul style="list-style-type: none"> • Solidarity actions • Land claim disputes • Injunctions and related perceptions from community/industry groups • Self-determination and Aboriginal/Indigenous or Treaty rights which may relate to education, hunting, fishing and natural resources • To assist with awareness of issues impacting Indigenous peoples during issue-based conflict • Animal rights demonstrations • Environmental demonstrations • Resource extraction demonstrations • Political demonstrations (e.g. general political discourse as well as ideologically motivated extremism) • Large public gatherings, international meetings, contentious community meetings and dignitary visits • Major events, such as international conferences, summits and visits of internationally protected people where police operations may impact local communities • Detachment resources for issues and major events related to Indigenous peoples/communities, i.e. missing persons, sudden deaths, domestic violence, barricaded persons; support funeral command, emergency management incidents, labour disputes, etc. • Other situations, where the expertise of liaison officers would be beneficial

Session 9	
Title	Communications – Active listening
Objective / Rationale	<p>Building relationships is a major function of a Police Liaison member. For success members require excellent communication skills. This session will review the fundamentals of good communication skills including body language, listening and verbal skills. At the conclusion of the session participants should be able to:</p> <ul style="list-style-type: none"> • Apply active listening skills to the extent that the course participant resists from doing all the talking • Interpret body language, confirm understanding, and utilize suitable language for the other person • Participate in discussions, to the extent that they solicit feedback, confirm understanding, and obtain commitment to further dialogue
Teaching Points	<ul style="list-style-type: none"> • How to avoid making assumptions • Fundamental principles • Fundamentals of active listening • Obstructions to effective communication • Fostering good communication with stakeholders • Ways to manage perceived conflict • Corporate messages • Don't rush to problem solve – allow the process to unfold • Probing • "I" messages • Reframing • How we communicate • Tone/tempo/volume • Pacing • Body language • Communication skills • Humor • What's not being said • Build bridges • Enhance credibility • Earn trust • Maintain a continuum of transparency

Session 10

Title	Legal considerations
Objective / Rationale	<p>Using cases and examples, this session outlines legal authority to assist in planning and responding to different events. This presentation will change depending on the lawyer delivering the presentation, divisional needs and recent court decisions. At the conclusion of the session, participants should be able to:</p> <ul style="list-style-type: none"> • Recognize the benefit of getting legal advice pre-event • Identify the relevant laws that pertain to demonstrations and civil disobedience • Explain the role of police discretion in law enforcement • Identify misconceptions associated with Indigenous rights during demonstrations • Describe steps to be taken when enforcing court injunctions during demonstrations • Define what is meant by the rule of law • Identify limits of demonstrating/civil disobedience as being lawful, peaceful and safe
Teaching Points	<ul style="list-style-type: none"> • Relevant laws that pertain to civil disobedience • Articulation • Police enforcement actions • Injunctions • Five Basic Principles – Working together for complex social problems • Civil Disobedience – Police Discretion and Operational Responses • Police priorities • Freedoms of Expression, the Press, Peaceful Assembly and Association • Role of police legal counsel – in court/advisory role • Contempt of court – Injunctions and consequences • Criminal Code charges – Statutory Charges in Civil Disobedience • Trespass to Property Act R.S.O. 1990, c. T.21 • Standard Injunction Language – Police Operational Discretion • Exclusion zones • Radicalized people and groups • Relevant Case Law • Disclosure

Session 11

Title	Demonstrator/Industry perspective
Objective / Rationale	<p>Police Liaison members relate to how different types of stakeholders approach their positions and issues. These sessions enhance the participants' awareness of the importance of considering multiple perspectives when managing a demonstration or assembly. The objectives apply when working with demonstrators and/or industry. The time allocated for these sessions may be split into two different timeframes on the syllabus. At the conclusion participants should be able to:</p> <ul style="list-style-type: none">• Know what a Police Liaison member must be personally aware of when interacting with demonstrators/industry, in addition to their own bias• Explain the importance of knowing the Charter of Rights and Freedoms and the rights you are protecting• Identify situational awareness, and crowd monitoring to identify potential threats during an event which may pose a risk to the public, the demonstrators, and the police• Articulate the difference between public safety and public order• Remain impartial to an emotionally driven event• Describe new trends in activism and the role of affinity groups• Appreciate difference in perspectives and varying motivations
Teaching Points	<ul style="list-style-type: none">• Values and expectations• Public Safety vs. Public Order• Getting to know the stakeholders• Pre-Event outreach and information gathering• How mindset affects a conflict• Experiences before, during and post conflict• Tactics• Impact of PLT• Impact of court orders and injunctions

Session 12	
Title	Respecting Diversity – Learning about communities
Objective / Rationale	<p>The purpose of this session is to describe situations where Police Liaison members or others may be confronted with attitudes, beliefs or actions that will challenge and aggravate events they may be participating in.</p> <ul style="list-style-type: none"> • Participants will examine their own biases and perspectives. Participants will be able to recognize the importance of impartiality in respect to the cause or underlying issues leading to a demonstration, and the need to follow the <i>National Framework</i> approach despite agreeing or disagreeing. • Participants will be introduced to the importance of gaining an understanding of the communities they police or community members they will interact with. They will be provided various methods which may be utilized to learn about the unique aspects and dynamics of communities.
Teaching Points	<p>Respecting diversity</p> <hr/> <ul style="list-style-type: none"> • Globalization • Diversity and inclusion • Technological change • Climate change • Social transformation • Being sensitive to the diverse, multiracial and multicultural character of Canadian society. • Lead by example at events/situations • Global inequity • Uphold human rights - legislation and policy • Charter - pertinent and relevant sections • WDHP policy • Constitutional rights • Provincial / federal legislation • Recognize personal perspective • Team/group role and influence on self <p>Learning about communities</p> <hr/> <ul style="list-style-type: none"> • Community defined • Knowing communities • Complex communities • Virtual community • Information sources: How to learn about the community • Educating the community • The Police liaison role as per the <i>National Framework</i>

Session 13	
Title	Data Collection – Role of Liaison Analyst
Objective / Rationale	<p>This session outlines the importance of data collection and performance measurable in relation to Police Liaison Teams within an organization. Also familiarizes participants with the role of the Liaison Analyst, working within the premise of openness and transparency in alignment with the <i>National Framework</i>. At the conclusion of the session participants should be able to:</p> <ul style="list-style-type: none"> • Recognize the importance of data and various roles of the Liaison Analyst, such as identifying issues and monitoring wherever possible to ensure team and group success.
Teaching Points	<p>Data Collection</p> <ul style="list-style-type: none"> • How Police Liaison statistics can be utilized • Importance of Police Liaison statistics and tracking • Examples of performance measures of Framework support (Outreach/Demonstration/Support) • Ways to break down type of assistance provided, occurrence characteristics, and requests from external agencies • Types of data not to capture as a Police Liaison member • Language matters <p>Role of Liaison Analyst</p> <ul style="list-style-type: none"> • Open source and social media • Privacy and Internet • Pre-During-Post event

Session 14

Title	Role of Intelligence
Objective / Rationale	<p>The purpose of this session is to highlight techniques used by Intelligence. It provides an overview of the role of Intelligence and outlines the products that can be developed to support the resolution of an incident, situation, or event. At the conclusion of the session participants should be able to:</p> <ul style="list-style-type: none"> • Articulate the purpose of criminal intelligence in public order policing • Indicate when information becomes intelligence
Teaching Points	<ul style="list-style-type: none"> • The role of Intelligence • Process during Pre-Event (strategic analysis), Event (tactical analysis), Post-Event (administrative analysis) • Analytical products available pre-event, event, and post-event • Importance of language used • Intelligence-led policing (ILP) • Information vs. intelligence • Intelligence cycle <ul style="list-style-type: none"> • Planning and direction • Collection and evaluation • Collation • Analysis • Reporting and dissemination • Human Sources • Confidential Informant • Definition of an Agent • Agent or Informer • Informers have privilege • Who can waive the privilege? • Intelligence restriction levels • Intelligence – best practices • Ipperwash Inquiry – recommendations regarding Intelligence • Difference between Intelligence and Liaison work • Extremism • Types of civil disobedience • Organized crime/street gangs

Session 15

Title	Command Structure
Objective / Rationale	<p>The purpose of this session is for candidates to understand where they fit in within the command structure. This session will also reinforce the need for good leadership within a Police Liaison Team and elaborate on the need for Police Liaison Members to demonstrate the leadership qualities required to influence and promote peaceful resolutions. At the conclusion of this session, participants should be able to:</p> <ul style="list-style-type: none">• Describe different command structures and strategies that go with each• Describe how the Police Liaison Team may be situated in the command structure• Describe the role of the Police Liaison Team/Member in a critical incident• Describe the qualities of good leadership
Teaching Points	<ul style="list-style-type: none">• Command Structure<ul style="list-style-type: none">• Roles, responsibilities and accountability command• Role of Police Liaison Team/Members in a critical incident• Leadership<ul style="list-style-type: none">• Poor leadership• Good leadership• Common mistakes• Decision making• Respond with decision• Evaluate the decision

Session 16	
Title	Crowd Dynamics
Objective / Rationale	The purpose of this session is to prepare the Police Liaison Member to be able to work with crowds and communicate the rules of engagement. Police Liaison Teams form a part of the integrated response and often work with public order units.
Teaching Points	<ul style="list-style-type: none"> • Structure of Crowd Management Unit - Squads • Uniforms and protective equipment • Crowd management principles • Basic crowd theory • Purpose of a Public Order/Crowd Management Unit • General crowd characteristics • Characteristics of orderly/lawful crowds • Types of orderly/lawful crowds • Reasons why people join disorderly/unlawful crowds • Types of disorderly/unlawful behaviour • Formula for public disorder • Police responsibilities when managing crowds • Gradual application of force /measured response • Advantages • Show of Force Theory (S.O.F.T) • Advantages/disadvantages • Principles when dealing with disorder • Evacuate/Disperse • Extraction • Public order units

Session 17	
Title	Bringing the Framework to a Police Agency
Objective / Rationale	This session outlines experiences in building a Police Liaison Team program and selling it within your own organization.
Teaching Points	<ul style="list-style-type: none"> • Interactive lecture • Discussion of influences and experiences • Shared perspective on local example of need for framework

Session 18

Title	Strategic Communications and Strategic Messaging
Objective / Rationale	<p>The purpose of this session is to outline the role of media relations and describes the types of media strategies used to support operational planning during an event, demonstration, or conflict to enhance public trust and confidence. Police Liaisons to learn to differentiate between corporate key messaging with media/public and strategic messaging to ensure public safety for participants during a major event. At the conclusion of the session participants should be able to:</p> <ul style="list-style-type: none">• Describe the role of communications and how they are able to assist during an incident, situation or event• Explain how social media can both help and hinder the resolution of a demonstration• Identify potential contentious issues surrounding messaging to stakeholders• Identify all the issues that fall within their mandate• Differentiate between corporate messaging and critical messaging• Prepare strategic messages to include in their operational plan
Teaching Points	<ul style="list-style-type: none">• Overview of the role and structure of communications• Communications planning – themes & messaging• Social media & demonstrations• Correcting misinformation & managing the narrative• Possible publicity of Police Liaison conversations during contentious issues• Impact, influence, image• Perception vs. Truth• Media tactics• Corporate messaging• Strategic messaging• Critical messaging: Specific event for a purpose/objective• Lessons learned/Case studies• Police Roles• High visibility demonstrations and polarizing opinions• Media relations and Police Liaison Teams• One message – many audiences• Crisis communications• Fail to Plan – Plan to Fail (importance of strong communications strategy)• Themes and messaging• Internal and external messaging• Media at demonstrations and exclusion zones

Session 19	
Title	Stress Resiliency
Objective / Rationale	<p>The purpose of this session is to cover strategies on how to manage work stress, anger and aggression and how to achieve and maintain a sense of well-being. At the conclusion of the session, participants should be able to:</p> <ul style="list-style-type: none"> • Articulate cognitive factors that contribute to stress • List some strategies to manage stress and anger • Explain the difference between personalization and professionalism
Teaching Points	<ul style="list-style-type: none"> • Moral injury • Stress management • The stress gas tank • Managing anger & frustration • Handling trauma and preventing PTSD

Session 20	
Title	Interest Based Negotiation
Objective / Rationale	<p>The purpose of this session is to introduce participants to the basics of Interest-Based Negotiation (IBN) theory. At the conclusion of the session, participants should be able to:</p> <ul style="list-style-type: none"> • Compare position-based and IBN theory • Identify the seven elements of IBN • Demonstrate the four stages of the IBN model • List the elements needed to be a successful interest-based negotiator pre-event, event and post-event • Identify different forms of power (personal, knowledge) and how it can be used to influence feelings, thoughts and outcomes • Link IBN theory to the objectives of the Police Liaison course
Teaching Points	<ul style="list-style-type: none"> • Demonstration of negotiation breakdown • Difference between position-based and interest-based negotiation • 7 Elements of interest-based negotiation • Characteristics of an effective interest-based negotiator • Concept of power in negotiation • IBN model - Stages • Modelling of IBN using an authentic scenario

Scenarios, Case Studies, Debriefs:

Scenarios 1-6	
Description	During days four through seven, time is allocated for scenarios in which candidates will apply new knowledge and skills through role playing. After each scenario, candidates who play the team lead and support roles are assessed using a rubric and provided with feedback and remediation. On the final day, candidates participate in a large mock scenario and are assessed by facilitators.
Objectives	Course objectives
Method of Assessment	Participants assessed by facilitators

Final Scenario	
Session Title	Pre-Event Stage
<ul style="list-style-type: none"> Description 	<ul style="list-style-type: none"> By this point, each participant has had the opportunity to role-play both the Team Lead and Support during earlier course scenarios. Both strong candidates and those needing extra assistance are identified prior to this final scenario. The purpose of this final scenario is to provide candidates who need to be re-evaluated an opportunity to play the Team Lead and to be paired with a strong candidate as a support This is the final scenario of the Police Liaison course. This scenario consists of a classroom portion followed by an outdoor simulation of a demonstration. This scenario is designed to be fluid and dynamic, yet it is imperative that the actors adhere to their respective character profile and dialogue.

	<ul style="list-style-type: none"> • Each candidate will be called upon to participate as the Team Lead or Support at some point during the classroom portion and outdoor scenario. It is important that the candidates pay close attention to what is taking place at all times, so they are able to assume a role when called upon. Candidates may take notes if they wish. • Information will be supplied as the scenario develops during the classroom portion. The candidates will need to recognize the significance of the information and process it in the same manner as a real developing conflict situation. The candidates must consider all the tools and resources available to them and work as a team.
Objectives	<ul style="list-style-type: none"> • The candidates will be assessed on their ability to utilize the skills learned throughout the week in a Police Liaison Team Lead or Support role.
List of Lessons	<ul style="list-style-type: none"> • Introduction to the scenario and a description of each stakeholder • Facilitator asks questions about their comprehension of the issues, interests and concerns of stakeholders • Based on an assessment, the Team Lead and Support decide on the sequence of interviews
Session Title	Event Stage
Description	In the Event Stage, candidates talk to stakeholders, listen to their concerns and try to achieve consensus while working in a dynamic team environment
Objectives	<ul style="list-style-type: none"> • Demonstrate their ability to apply interest-based negotiations and the measured approach • Demonstrate effective decision-making • Demonstrate an understanding of their roles and responsibilities during a real event • Demonstrate the ability to work in a dynamic team environment
List of Lessons	<ul style="list-style-type: none"> • The session begins with the Team Lead and Support in discussion with key stakeholders at the site of the event. The scenario however is fluid and may move in any direction.
Session Title	Post Event Stage
Description	As a final class discussion, candidates are asked how they would follow up with stakeholders to prevent a public order or conflict recurrence and to maintain relationships.
Objectives	<ul style="list-style-type: none"> • List the ways in which they could follow up with stakeholders • List the practices they could use to continuously build stronger relationships with stakeholders
List of Lessons	Questions regarding follow-up

Method of Assessment	Participants assessed by facilitators
-----------------------------	---------------------------------------

Final Scenario De-brief	
Description	The purpose of this session is for course facilitators to lead a class discussion on the scenario asking questions about the decisions that were made, alternative courses of action, and will analyze with the class how Team Leads expressed themselves.
Objectives	Reflect on the scenario and lessons learned
List of Lessons	Q&A
Method of Assessment	N/A

Case Studies	
Objectives	<p>Three to seven case studies are presented to provide a detailed account of specific community disputes from various police services. The PWIP Liaison Officer Course Training Commission has developed a repository of case studies which may be used interchangeably for flexibility. At the conclusion of a case study, participants should gain an understanding of or be able to:</p> <ul style="list-style-type: none"> • Outline the importance of identifying key players and building relationships • Describe demonstrator activities • Cite lessons learned from the cases presented

APPENDIX

Example Police Liaison Team Course Syllabus

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6	DAY 7	DAY 8
	Review	Review	Review	Review	Review	Review	Exam
Opening	Introduction to Indigenous Peoples	Legal Considerations	Command Structure	Crowd Dynamics	Case Study	Strategic Communications	Stress Resiliency
Welcome by Senior Command				Case Study			
Introductions & Expectations			Case Study	Scenario 4	Case Study		
Legacy of Past Events			Demonstrator Perspective			Scenario 2	
Introduction to National Framework		Demonstrators Perspective	Case Study	Course Review	Course Debrief / Closing		
LUNCH BREAK							
Operationalizing the Measured Approach	Current Issues and Trends	Respecting Diversity & Learning About Communities	Interest-Based Negotiation	Case Study	Scenario 5	Large Scenario	Travel
Considerations for Managing Community Disputes	Communications - Active Listening	Role of Liaison Analyst, Statistics and Data Collection		Scenario 3			
Role of Liaison Officer		Role of Intelligence	Scenario 1	Corporate Perspective	Bringing the Framework to a Police Agency		
	Pre-Event Exercise						