


☐ Community

History

Border Crossing

Community Map

Organizations

Links

KATIOHKWAIÉN:TON

Organizations in Kahnawá:ke

ORGANIZATIONS OF THE EXECUTIVE DIRECTORS COMMITTEE

NAME	TEL (450)
Kahnawake Education Center	632-8770
Kahnawake Fire Brigade	632-2010
Kahnawake Shakotii'a'akehnhas Community Services	632-6880
Kahnawake Youth Center	632-6601
Kanien'kehaka Onkwawén:na Raotitiohkwa	638-0880
Kateri Memorial Hospital Center	638-3930
Mohawk Council of Kahnawake	632-7500
Step-By-Step Child and Family Center	632-7603
Tewatohnni'saktha	638-4280

COMMUNITY ORGANIZATIONS

NAME	TEL (450)
Alcoholic Beverages Control Board	635-2002
Cancer Support Group of Kahnawá:ke	632-7202
Catholic Church	632-6030
CPR Bridge St Lawrence Seaway Authority	632-0635
Cultural Center Kanien'kehaka Onkwawénna Raotitiohkwa	638-0880
Diabetes Support Group	632-6015
Echoes of a Proud Nation Pow Wow Office	632-8667
Elders' Lodge Turtle Bay	632-5499
Golden Age Club	632-4317
Hydro Quebec Office	632-2616
Independent Living Center	632-7730
Kahnawá:ke Schools Diabetes Prevention Project	635-4374
Kahnawá:ke Learning Center	632-7878
Kahnawá:ke Marina	632-6061
Kahnawá:ke Tourism	635-2929
Kateri Memorial Foundation	633-0276
Knights of Columbus	632-6405
Library Skawenni:io Tsi Iewnnahnotáhkwa	633-1016
<u>Longhouse 207</u>	632-1899
<u>Mohawk Nation Office</u>	632-7639
<u>Mohawk Trail Longhouse</u>	632-7284
Moose Lodge 958	632-2611
Pentecostal Church	632-8546
Post Office	632-6728
Royal Canadian Legion Mohawk Branch 219	638-1061
Step By Step Child & Family Center	632-7603
Tota's Tickle Trunk	638-9849
Turtle Island Theatre Company	632-5300
United Church	632-7799

They are corporate
INDIANS! Not
onkwe'hon:weh!
They are
organizations
of the CROWN
corporate
band council

The big cheques
in these Handsome
Lake longhouses
are not governments
of the onkwe'hon:weh-
They are sanctioned
by the CROWN as
"religions".
So far, no complaints
from them.

"Iroquois Caucus" is a corporation, bankers are major shareholders.

Site Features



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Leave your question and
someone will call you back

TSI TKARISTÌ:SERON

Border Crossing

The Mohawk Council of Kahnawá:ke is part of the Iroquois Caucus, made up of different Elected governments throughout the Confederacy. One of the Iroquois Caucus' priorities is addressing the enactment of the recent Western Hemisphere Travel Initiative (WHTI) with the creation of a new Border Crossing Identification card for all Confederacy members. *

The first of two stages of the WHTI was implemented in participating countries (United States, Canada, Mexico, Bermuda and the Caribbean Region) in January of 2007. The premiere stage of the WHTI restricts air travelers from crossing the border without a valid passport from their country of origin. The second stage will see this initiative enacted for all land and sea port crossings.

The intent of this page is to keep you up-to-date on the progress of the issues surrounding border crossing. The other intent is to create a forum for those who have had trouble crossing the border.

Below is a submission form for those who wish to record their border crossing incident. On the menu to the right are recorded incidents of community members who have had trouble crossing the border. Please note: Your personal information will not be revealed. We ask that you provide your contact information for follow up purposes only.

DEPARTMENT OF HOMELAND SECURITY

Traveler Redress Inquiry Program

To better serve the traveling public in redress matters, the Department of Homeland Security (DHS) has created the Traveler Redress Inquiry Program (TRIP) to serve as a single point of contact for individuals who have inquiries or seek resolution regarding difficulties they experienced during their travel, which may be the result of information derived from other Government authorities.

Your constituents can file an inquiry directly with DHS TRIP. DHS TRIP may be contacted online at <http://www.dhs.gov/trip> or by mail at the following address:

DHS Traveler Redress Inquiry Program (TRIP)
601 South 12th Street, TSA-901
Arlington, VA 22202

This group will then conduct an inquiry with the port in question and reply with their findings. If you continue to have concerns during CBP processing, affected individual(s) should request to speak to a supervisor on-site. A supervisor is always available to address the concerns of travelers.

[Link to Additional Information](#)

Indian and Northern Affairs Canada

SUBMIT DETAILS OF YOUR COMPLAINT

Please fill out as many of the fields as possible for us to record your encounter.

1) Your name:

2) Your community: (ex. Kahnawá:ke, Akwesasne)

foreign
corporations set
up by the bankers.



* They don't
represent the
ontwe'hon:weh,
only their followers!

We true natural
people of the
land have
superior rights

Indian Affairs,
lawyers Concordia
Molson School of Bus.

FRAUD

MCK

Mohawks Council Inc. is with
Iroquois Caucus is falsely
representing Rotino's honni
Iroquois Confederacy.

MCK has an office in
Arlington VA.

3) Date of Crossing:

4) Time of Crossing:

5) Location of Crossing and Border Post Name:

6) Name and Badge Number of Agent: (Ex. John Smith, #44020-20)

7) Details of the Complaint:

8) Witness(es): (Name)

9) Your Contact Information: (Ex. 450-555-5555, Box 75, Kahnawá:ke, JOL 1B0) - Your Contact Information will **NOT** be posted

10) Please enter the number 9812 in the box to successfully submit the form

1

Submit Query

Last Updated: 24 Ohiari:ha, 2014
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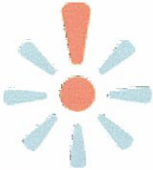
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*MCK Inc
Andrew Delisle Sr. founding
director, owns the Company, masking it
as the "USA" - immoral.*

*Every band councillor
is an asset and has
a handler.*

*Langley / Arlington are CIA/
Pentagon homelands -*

*The birds are starting
to fly - hawk! hawk!
The elites - like Alfred Hitchcock, they
will be under seize!*

*The Jesuit! This is a
private business!*

*Anyone who claims to be Mohawk
w/o mentioning clan & kaianere'kowa*

Mr. Andrew T. Delisle Sr.

[Wrong Andrew T. Delisle Sr.?](#)

*are not
onkwe'hon:weh.*

Elder

Mohawk Council of Kahnawake

Get Contact Info »

Access over 65 million profiles

Local Address: Kahnawake, Quebec, Canada

[The Mohawk Council of Kahnawake](#)

601 South 12th Street TSA-901

Arlington, Virginia 22202

United States

Company Description: The Mohawk Council of Kahnawake (MCK) is the organization that provides

*Head Office, The
Kahnawake Office
to administer POW,
corporation*

What is

See how
search to

governmental and administrative/operation services to the
community of Kahnawá:ke.... [more](#)

Background

Employment History

- Indian Act Chief

Kahnawake

- Chief

Mohawks of Kahnawake

*The police will soon
join the people!*

Board Memberships and Affiliations

- Elder Advisor

[The Mohawk Council of Kahnawá](#)

- Special Advisor

[The Mohawk Council of Kahnawá](#)

- Founding Member

National Indigenous Council of Elders

set up by Ottawa handlers.

- Founder

Mohawk Recreational Association

- Founding Member

National Indian Council

- Consultant and Advisor

Kahnawake

*They are all private entities
~~owned~~ privately owned.
all part of the history
rewrite, all orchestrated
by the "handlers".*

20 Total References

Web References

[Canada NewsWire](#)

www.newswire.ca, 10 June 2004 [[cached](#)]

We never heard of this event. Rewriting history!

KAHNAWAKE, June 9 /CNW Telbec/ - "Conflict is not the solution for the future but rather Peace and Prosperity between peoples", said Andrew Thanaokate Delisle, Honorary President of the event Peace and Prosperity that will bring together, in Montreal, hundreds of people interested in Aboriginal questions. ✓ ✓ ✓

It's all about Andrew Delisle.

Mr. Andrew Thanaokate Delisle received this year the Lifetime Achievement Award from the National Aboriginal Achievement Award. He is currently working as special advisor to the Mohawk Council of Kahnawake. In the 60s, 70s and 80s, he was Grand Chief of the Mohawk Council of Kahnawake. Mr. Delisle was awarded the Order of Canada in 1969. He wanted to make that announcement today, to give a different image of Aboriginal peoples, especially of the Mohawks, than that which is given in the news these days.

an obvious "asset" like all "Order of Canada" recipients!
sell-out

For further information: INTERVIEWS: Andrew Thanaokate Delisle is available for interviews in French and English; Source: Eric Cardinal, General Manager and Communication Director, (514) 258-2315

The Eastern Door Volume 13 Number 1 - *they are part of this!*

www.easterndoor.com, 23 Jan 2004 [cached]

Delisle Named to Receive Aboriginal Achievement Award

Andrew T. Delisle Sr. has been named to receive the Aboriginal Achievement Award for Lifetime Achievement for having dedicated the past 40 years of his life to Native Rights at home and abroad. From his humble beginnings chopping wood, selling barrels of water and working on road crews crushing stone with a sledgehammer, Delisle went on to be hailed as one of Turtle Island's most influential Native leaders. *

Hitler playbook: As Hitler said, 'make the lie big; keep repeating it. They will believe it.'

what about his treachery.

First elected to Council in the early 1960s, Delisle went on to serve as Kahnawake's Chief. For Delisle, the entry into the community's political life was within his bloodlines - his father, Joseph K. Delisle and grandfather, the first Andrew T. Delisle, preceded him. For Delisle, the entry into the community's political life was within his bloodlines - his father, Joseph K. Delisle and grandfather, the first Andrew T. Delisle, preceded him.

** he is a leader of no one except of his own corporations. Never*

Delisle also credits his wife Gladys for having provided him the support needed to allow him to pursue the demands of a life in politics. *Damage control!* *Talks of Great haw.*

During his tenure as Chief, Delisle fought hard to see Kahnawake strip control of its policing, social programs, education, administration and operations from the grip of the Department of Indian Affairs and its Indian Agents.

made up lies for an agenda.

Delisle can recall the days when the community's Councillors had to meet in secrecy in order to circumvent the interference of the Indian Agents attached to Kahnawake. Those were the days when the Indian Agent exerted a stranglehold on the decision-making power in Kahnawake. Long before there ever was a Mohawk Council of Kahnawake, Delisle played an instrumental part in forming the Mohawk Recreational Association. The MRA, as it became known, was a diversion which formed the genesis of what developed into the MCK that exists today. *Kahnawake was a POW camp* Delisle was a founding member of the National Indian Council in 1963, and participated in its transformation into the National Indian Brotherhood and later into the Assembly of First Nations. Delisle recalls those early days of national political mobilization of Canada's First Nations well.

In its infancy, the National Indian Council's founders struggled over what groups should be represented in the organization. "In the beginning we had people who were Metis and non-Status, Status and Treaty Indians. Then a squabble broke out when the first president, William Wutnee, was

Corporatism is a municipal to ie Toronto is a replica of the band council system. everyone is under police control like INDIANS.

*This is the cornerstone of the new World Order...
imposed corporatism & municipalization.*

identified as being a non-Status Indian. Even Kahnawake was discriminated against because they (the Treaty Indians) said we had no treaty. So that's how it happened that all of these organizations broke down into Metis and non-Status and Treaty and Status Indian organizations," Delisle shared.

When the National Indian Council gave way to the development of the National Indian Brotherhood, the transformation was marked by the development of provincial Native organizations. The executives of those organizations chose the leadership of the new organization and set its policy, often to the exclusion of the chiefs at the community level. *MNN editor kicked off NIB for asking questions.*

It was Delisle who suggested the use of a confederacy approach in the evolution of the National Indian Brotherhood into the Assembly of First Nations. With that change, Delisle said, "the chiefs had more direct influence and power to shape national policy." That power now extends to the selection of the National Chief and the Regional Chiefs. "Now, with AFN, it's one chief, one vote."

Delisle was the first Native person appointed to the Order of Canada in 1969 for his work in bringing about the creation of Expo 67's Native Pavilion. For that work, his appointment was not simply to the position as a member of the Order but to that of Officer.

It was Delisle who was the driving force in ensuring an Aboriginal presence at Expo 67. "There were problems getting the pavilion because it was considered too controversial at the time. The governments felt we were too aggressive in telling the history of Native people from our perspective," Delisle recalled.

Delisle smilingly recounted how he parlayed a friendship with then-Mayor Jean Drapeau into hard political currency: "While everyone else was opposing us, Drapeau made it clear that if there was to be an Expo, it would have to have a Native Pavilion the way we wanted it."

Using the experience gained through Expo 67, Delisle would ensure the Aboriginal presence at the 1976 Summer Olympics held in Montreal.

In the '70s, Delisle was also active in the negotiations that led to the development of the James Bay Agreement and, as its president, was instrumental in the siting of the Indians of Quebec *lie!* Association's offices in Kahnawake. Delisle was also a key negotiator during the Oka Crisis of 1990. Reflecting on his accomplishments, Delisle cites the community's taking jurisdiction over its own affairs and governance as high on his list. "Seeing the first woman - Mary Cross - elected to Council would be another. It was a big battle to convince people that a woman should be allowed to run for office in those days," Delisle noted.

Among those women to follow were Mary Scott Jacobs, Ida Goodleaf, Annie Montour, Myrtle Bush, Tessie Diabo Goodleaf and Doris White, along with today's Peggy Mayo and Arlene Jacobs, Delisle recounted.

...

I believe that the structure should have been put in place and then the people would follow - then they would learn the principles," Delisle said.

Delisle counts himself lucky to have been involved in such a pivotal span of time in the history of Native politics in Canada. "It was a transitional period because, you know, we went from a period where we didn't even have phones - we had to do all of our communication on foot - to the time of telephones and typewriters, and now with Internet and computers. I am fortunate to have been involved in this history. I will always do this work because it is what I love," Delisle recalled fondly. His political philosophy remains shaped by the struggle to end the power of the Indian Agents and the Indian Act over his people. "I will always be a nationalist. People will say, 'What does he mean by that?' I put it this way: render unto Caesar that which is his but render unto the Mohawks that which is theirs," he explained.

Throughout his involvement in the dismantling of the Indian Act, Delisle maintains his philosophy has always been "to ignore the white man's law in favour of developing our own."

all citizens are slaves in fraud, crime in system. Pope getting out of it.

Orwellian double speak

ownership - "not share" of our resources

That approach has at times drawn criticism to Delisle, particularly by some of the Treaty chiefs who saw the Indian Act and their Treaty rights as the penultimate priority, rather than the pre-existing Aboriginal right.

Delisle cautions that the need for strong communities and a common front must be maintained to ensure that Native rights are respected. There remains, he notes, much work to be done to ensure Native peoples get their rightful share of the country's natural resources.

Delisle continues to contribute to the political life of Kahnawake as a consultant and advisor to the Mohawk Council of Kahnawake.

Have a question or comment E-Mail us ateasterndoor@axess.com

[Sullied Sulpiciens Rescued by "Praying Mohawk"](#)

www.caledoniawakeupcall.com, 5 July 2006 [\[cached\]](#)

Though none of our letters were published, Andrew Delisle Sr., a former colonial band council chief of Kahnawake, got his condoning article published by the Gazette.

Delisle starts out good by saying, "No Mohawks will applaud the Sulpician, Oblate or Jesuit history". They were in fact realtors of our land "and became rich on the backs of native people". He wants us to look at the theft and destruction of our lands, our way of life and culture and our almost extinction as facts of history not to be contested by us but archived. He seems to want us to forget it because he made out like a bandit. He calls us a "powerless" people at their mercy so we can have "the pleasure of their company". Mr. Delisle, do you have the nerve to this to our faces, not through the white media.

...

Delisle concentrates on the Jesuits and their theft of what is now called the "Seigneurie of Sault St. Louis" which is Kahnawake.

Some of Mr. Delisle's comments need clarification. "The Jesuits during their tenure at Kahnawake (1667-1782) until their expulsion from

...

Mr. Delisle knew about this when he was Indian Act chief at Kahnawake. Why didn't he tell us about it and go after that money? Maybe he didn't want it for the whole community but just for certain individuals and families who have been fraudulently passing themselves off as the illegitimate "7 Nation of Canada" beneficiaries. Did he have access to the archives? Is he feeling guilty now? What did he know? When did he know it?

Delisle states that, "The money was subsequently returned but not to Mohawks of Kahnawake and disappeared following a protracted court fight".. How did he know this? What was the end result of the "protracted court fight"? The Sulpicians and their co-conspirators must have taken the money. Did the lawyers get paid off too? We need some answers here.

Delisle says, "We won't find any balanced ledgers". *How does he know that!*

...

✓ Delisle says, "If the books are in the black, then they can ... consider all their marvelous works and achievements". What marvelous achievements? Genocide, theft and destruction of the environment! Andrew, stop pumping them up!

...

Delisle goes on, "We love our lands and we welcome our neighbors to visit us". Andrew Delisle, are we supposed to be perennial tourist attractions selling beadwork in front of the Catholic church for as long as we exist? You appear to erroneously accept that they own our land when in fact they are squatters.

Delisle says, "In recent times, some of our best friends have been Jesuits, and they recognized those very traits I have described". Andrew, you've been praying too long! The rest of us are no longer Catholicized.

He is Jesuit Trained!

...

Delisle says, "They were not politicians or real estate agents"!!! Are you blind? They "brokered" our land and got commissions. Otherwise, how would they have gotten those huge stock portfolios? Delisle says, "They recognized the injury their order had rendered to us and kept their vision on what the future could bring to rectify the wrongs". Hey! If they recognize their greed, we are owed big time. And they'd leave!

Delisle finishes, "What we would do if we had all the resources that are now with the clergy and their business partners". Andrew Delisle, don't try to calm us down by telling us it is in the past and we can't do anything about it. We are still here.

Readers, MNN has a photo of Andrew Delisle with the Pope. Write and it will be sent. ✓

[Ontario Birchbark - The Aboriginal Newspaper of Ontario - 2004.](#)

[www.ammsa.com](#), 1 April 2004 [\[cached\]](#)

Lifetime achiever Andrew Delisle, former chief of the Mohawks of Kahnawake, came before the audience with a wampum belt draped across his arm. Flanked by current Kahnawake Grand Chief Joe Norton and national Chief of the Assembly of First Nations Phil Fontaine, Delisle explained that the two rows of the wampum belt spoke about two nations travelling separately but in the same direction, and respect for that teaching would bring peace and prosperity to Canada and Native nations.

→ [Kahnawake | Mohawk Nation News](#)

[mohawknationnews.com](#) [\[cached\]](#)

In 1975 Chief Andrew Delisle tried to secretly remove our rights to our land through a Band Council Resolution he submitted to Indian Affairs. *He attempted to enfranchise us secretly.*

...

Posted in AFN band/tribal councils, Canada, Courts.Police, Great Turtle Island, Kahnawake, Warriors, Women Title Holders | Tagged Falling oil prices, Governor General David Johnson, Kahnawake seigneurie issue, MCK Chief Andrew Delisle, Steppenwolf: "Born to be wild", US Indian Termination Policy of 1945 to 1965. | Leave a reply

...

One day in 1975 while I was sitting at my desk in Indian Affairs, Harry Chapman, the Registrar, showed me a secret Band Council Resolution BCR initiated by Chief Andrew Delisle and the Mohawk Council of Kahnawake Inc.

...

Delisle is still around.

[Other People with this Name \(2,458\)](#)

Other People with the name "Delisle":

[Steve Delisle](#)

Abakas LLC

[Grey DeLisle](#)

Wikia Inc

[Cathy Delisle](#)

Spicers Paper Inc

[Marc deLisle](#)

PSAV Inc

[Robin Delisle](#)

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The Mohawk Council of Kahnawà

is a CROWN corporation

Company Profile Information

Company Description

The Mohawk Council of Kahnawá:ke (MCK) is the organization that provides governmental and administrative/operation services to the community of Kahnawá:ke. Poli

[More](#)

\$50 mil. - \$100 mil.in Revenue

250 - 500Employees

[Contact people at this company](#)

601 South 12Th Street TSA-901ArlingtonVirginia22202United States

*Address in Arlington
VA*
↓

[view map](#)

www.kahnawake.com

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Jean Pommmainville

[Wrong Jean Pommmainville?](#)

General Counsel

Mohawk Council of Kahnawake

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Local Address: *Montreal , Quebec , Canada*

[The Mohawk Council of Kahnawà](#)

601 South 12Th Street TSA-901

Arlington , Virginia 22202

United States

Company Description: The Mohawk Council of Kahnawá:ke (MCK) is the organization that provides governmental and

What is

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administrative/operation services to the community of
Kahnawá:ke.... [more](#)

Background

Employment History

- Commission Member

[The Mohawk Council of Kahnawà](#)

- Commission Member

[Kahnawake Gaming Commission](#)

Web References

[MCK / Court of Kahnawá:ke](#)

www.kahnawake.com, 26 Nov 2010 [\[cached\]](#)

Jean Pommainville

[Legal Services](#)

www.kahnawake.com, 15 Dec 1999 [\[cached\]](#)

Jean Pommainville, General Counsel/Interim Coordinator

[Jean Pommainville ...](#)

www.kahnawake.com, 14 Dec 2007 [\[cached\]](#)

Jean Pommainville

[The Mohawk Council of ...](#)

www.kahnawake.com, 28 Oct 2015 [\[cached\]](#)

The Mohawk Council of Kahnawà:ke (MCK) wishes to inform the community that Grand Chief Joseph Tokwirot Norton, Intergovernmental Portfolio Chief Rhonda Kirby, Chief of Staff Mike O'Brien, Project Leader Winona Polson-Lahache and Legal Services' Jean Pommainville are in Quebec City today for a Central Table meeting with representatives of the Quebec government.

[Other People with this Name \(29\)](#)

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Hôpital Montfort

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Rockwell Automation, Inc.

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Company Description: The Mohawk Council of Kahnawá:ke (MCK) is the organization that provides governmental and administrative/operation services to the community of Kahnawá:ke.... [more](#)

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Web References

[News & Events - Washington Indian Gaming Association](#)

www.washingtonindiangaming.org, 5 Oct 2013 [\[cached\]](#)

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www.washingtonindiangaming.org, 27 May 2005 [\[cached\]](#)

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MOHAWK COUNCIL OF KAHNAWÁ:KE

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New Border Crossing Information
(December 13, 2007)

Brandon Nolan Denied

TSI TKARISTÌ:SERON

Border Crossing

The Mohawk Council of Kahnawá:ke is part of the Iroquois Caucus, made up of different Elected governments throughout the Confederacy. One of the Iroquois Caucus' priorities is addressing the enactment of the recent Western Hemisphere Travel Initiative (WHTI) with the creation of a new Border Crossing Identification card for all Confederacy members.



The first of two stages of the WHTI was implemented in participating countries (United States, Canada, Mexico, Bermuda and the Caribbean Region) in January of 2007. The premiere stage of the WHTI restricts air travelers from crossing the border without a valid passport from their country of origin. The second stage will see this initiative enacted for all land and sea port crossings.

The intent of this page is to keep you up-to-date on the progress of the issues surrounding border crossing. The other intent is to create a forum for those who have had trouble crossing the border.

Below is a submission form for those who wish to record their border crossing incident. On the menu to the right are recorded incidents of community members who have had trouble crossing the border. Please note: Your personal information will not be revealed. We ask that you provide your contact information for follow up purposes only.

DEPARTMENT OF HOMELAND SECURITY

Traveler Redress Inquiry Program

To better serve the traveling public in redress matters, the Department of Homeland Security (DHS) has created the Traveler Redress Inquiry Program (TRIP) to serve as a single point of contact for individuals who have inquiries or seek resolution regarding difficulties they experienced during their travel, which may be the result of information derived from other Government authorities.

Your constituents can file an inquiry directly with DHS TRIP. DHS TRIP may be contacted online at <http://www.dhs.gov/trip> or by mail at the following address:

DHS Traveler Redress Inquiry Program (TRIP)
601 South 12th Street, TSA-901
Arlington, VA 22202

This group will then conduct an inquiry with the port in question and reply with their findings. If you continue to have concerns during CBP processing, affected individual(s) should request to speak to a supervisor on-site. A supervisor is always available to address the concerns of travelers.

[Link to Additional Information](#)

[Indian and Northern Affairs Canada](#)

SUBMIT DETAILS OF YOUR COMPLAINT

Please fill out as many of the fields as possible for us to record your encounter.

1) Your name:

2) Your community: (ex. Kahnawá:ke, Akwesasne)

3) Date of Crossing:

4) Time of Crossing:

5) Location of Crossing and Border Post Name:

6) Name and Badge Number of Agent: (Ex. John Smith, #44020-20)

7) Details of the Complaint:

8) Witness(es): (Name)

9) Your Contact Information: (Ex. 450-555-5555, Box 75, Kahnawá:ke, J0L 1B0) - Your Contact Information will **NOT** be posted

10) Please enter the number 9812 in the box to successfully submit the form

Submit Query

Last Updated: 24 Ohiari:ha, 2014
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Air Travel Civil Rights Problems Where to File Complaints

This Informational Sheet provides contact information to help members of the public who feel they have been the subject of discriminatory action or treatment at airports file complaints with the appropriate agency in the Federal government. Since the horrific attacks that occurred on September 11, 2001, much effort has been expended by various agencies within the Federal government to prevent intentional harm to our critical air transportation system. In securing that system, we have also taken steps to ensure that all persons are provided equal protection of the laws and that no person is subject to unlawful discrimination when traveling in the Nation.

While we expect security personnel and law enforcement officials at airports to be in full compliance with the civil rights laws, we realize that, on occasion, individuals may believe they have been subjected to unlawful discrimination. We also realize that with various security and law enforcement agencies at the airports, there is increased confusion regarding the appropriate place to file discrimination complaints. The Department of Transportation's Aviation Enforcement Office has prepared this information sheet to assist consumers in determining with whom to file a discrimination complaint and how to do so.

1. Complaints alleging discriminatory treatment by air carrier personnel (e.g., pilots, flight attendants, gate agents or check-in counter personnel) should be directed to the Department of Transportation's Aviation Consumer Protection Division. This office provides complaint forms for consumers to download and print on its website at <http://airconsumer.ost.dot.gov/problems.htm>. The Aviation Consumer Protection Division accepts complaints on its web site at the above address or via mail to:

Aviation Consumer Protection Division, C-75
Suite # W96-432 (West Building)
U.S. Department of Transportation
Office of the General Counsel
1200 New Jersey Avenue, S.E.
Washington, DC 20590

2. Complaints alleging discriminatory treatment by **Federal security screeners** (e.g., personnel screening and searching passengers and carry-on baggage at airport security checkpoints) should be directed to the Department of Homeland Security's Office for Civil Rights and Civil Liberties and/or the Transportation Security Administration's Office of Civil Rights and Liberties External Compliance Division. These offices accept complaints by mail to the following addresses:

Department of Homeland Security (DHS)
Office for Civil Rights and Civil Liberties
Mail Stop #0800
245 Murray Lane, S.W.
Building 41
Washington, D.C. 20598

Transportation Security Administration (TSA)
Director, Office of Civil Rights and Liberties
601 South 12th Street – West Tower, TSA-6

Arlington, Virginia 22202
Attn: External Programs Division

These offices also accept complaints by email and telephone. Members of the traveling public who believe that they have been unlawfully discriminated against by federal security screeners may send an e-mail to the Department of Homeland Security Office for Civil Rights and Civil Liberties at civil.liberties@dhs.gov, or to the Transportation Security Administration's Office for Civil Rights and Liberties External Compliance Division at compliance@dhs.gov or Center@dhs.gov. They can also call DHS's Office of Civil Rights and Liberties toll free at (877) EEO-4-TSA (877-336-4872) or (800) 877-8339 (TTY) [1**](#).

3. Complaints alleging discriminatory treatment by **Immigration and Customs Enforcement, U.S. Border Patrol, or Customs and Border Protection of the Department of Homeland Security** should be directed to the Department of Homeland Security's Office of the Inspector General and/or the Office for Civil Rights and Civil Liberties. The Office of the Inspector General accepts complaints by mail to the following address:

Department of Homeland Security
Office of the Inspector General
P.O. Box 16666
Washington, D.C. 20041-6666

The Department of Homeland Security's Office for Civil Rights and Civil Liberties accepts complaints via e-mail to civil.liberties@dhs.gov. That office also accepts complaints by mail to the following address:

Department of Homeland Security
Office for Civil Rights and Civil Liberties
Mail Stop #0800
245 Murray Lane, S.W.
Building 41
Washington, D.C. 20598

4. Complaints alleging discriminatory treatment by **airport personnel** (e.g., airport police) should be directed to the Federal Aviation Administration's Office of Civil Rights. That office accepts complaints via mail to the following address:

Federal Aviation Administration
Office of Civil Rights
800 Independence Ave., S.W., Room 1030
Washington, DC 20591

5. Complaints alleging discriminatory treatment by members of the **National Guard** should be directed to the National Guard Bureau's Office of Equal Opportunity and Civil Rights. That office accepts complaints via mail to the following address:

Mr. Felton Page, Director
Office of Equal Opportunity and Civil Rights

National Guard Bureau - EO
1411 Jefferson Davis Highway
Arlington, VA. 22204

6. Complaints alleging discriminatory treatment by **Federal Bureau of Investigation (FBI)** personnel should be directed to the Department of Justice's Office of the Inspector General (OIG). That office accepts complaints via e-mail to inspector.general@usdoj.gov or via mail to the following address:

Civil Rights and Civil Liberties Complaints
Office of the Inspector General
U.S. Department of Justice
950 Pennsylvania Ave., N.W., Suite 4706
Washington, D.C. 20530

Issued on 03/27/2002 and amended on 04/08/2002, 07/26/2002 and 09/20/2007, by the Office of the Assistant General Counsel for Aviation Enforcement and Proceedings and its Aviation Consumer Protection Division.

^{1**} DHS, through its Travel Redress Inquiry Program (DHS TRIP), also handles complaints regarding "watch list" misidentifications. Such complaints may be sent to Traveler Redress Inquiry Program (TRIP), using its DHS TRIP redress form, that can be obtained online at <http://tsa.gov/travelers/redress/index.shtm>. The form should be mailed to 601 South 12th Street, TSA-901 Arlington, VA 22202-4220, or faxed to (866) 672-8640 or (571) 227-1925. DHS TRIP may also be contacted by e-mail at TRIP@DHS.gov

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601 12th St S

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www.dhs.gov



COMPANY OVERVIEW

DEPARTMENT OF HOMELAND SECURITY is in the National Security industry in Arlington, VA. This company currently has approximately 200,000 to 250,000 employees and annual sales of Over \$1,000,000,000.

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Ownership: Private

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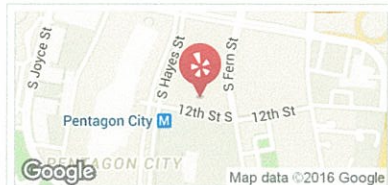
Transportation Security Administration

★ ★ ★ ★ ★ 36 reviews

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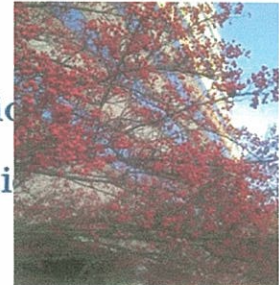
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Transportation Security Administration -
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Randall C.
Marina del Rey, CA

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Elite '16

★ ★ ★ ★ ★ 10/16/2015

Updated Review:

Since my last review of the TSA, I've come to accept what happened because if I add up the number of negative experiences I've had with TSA, with the number of times I've traveled over the years, it still adds up to 1.

I understand the intent behind my negative experience and it's a little price to pay for knowing I'm secure in a metal tube flying the friendly skies. I would have liked to be reimbursed for damages however, it is what it is and it gave me an excuse to finally go out and buy a new carry on piece of luggage.

Anyway - Global Entry allows me to bypass the long security lines when flying and though the agents aren't always the friendliest bunch, it's not like I'm there trying to make friends. They're doing their job and their job is to keep passengers and flight crews safe. Too bad they can't stop people from being assholes which is probably why some of the TSA agents aren't as friendly as they can be.

Sure, there's a lot of negativity surrounding this agency and their agents. Easy targets considering how much contact

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MissMaryAnn D.
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From the business

TSA was created in the wake of 9/11 to ensure the freedom of movement for people and commerce.

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The changing of the guards is a very solemn and moving ceremony.

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they have with the public. Can't make everyone happy but at least I know I am. For the most part.



Timothy B.
Austin, TX

28 friends
17 reviews

★ ★ ★ ★ ★ 8/22/2015

Horrendous. Physical altercation. Verbal abuse. Profiling. Racism. Terrible customer service. An absolute sham of real security. Wasted tax dollars. Honestly--completely wasted humanity.

PLEASE SOMEONE MAKE A MOCKUMENTARY OR SPOOF OF THESE CLOWNS.

Name: Meachem (at least as best I could read it with him attempting to conceal.)

American Airlines Flight 67 departing JFK at 5p, August 17th. Incident occurred about noon time.

TSA has been pretty questionable and inconsistent and JFK has been the worst of any airport in my travels But let me focus on the most recent farce. Returning from an overseas trip--an experienced traveler--I have one small carry on, my bag is checked, everything is perfect; no alarms will go off, shoes off. I know my gear. We wait for 45 minutes around noon with relatively few people to check. Absurd. There are literally dozens of agents, some of them dancing and chewing gum, as lines stand still.

I note interestingly that I literally do not see one white person. This is neither here nor there but notable. As I wait a female African American is motioning only other African Americans through the metal detector rather than the xray. When I step towards her she literally "shoo" me away.

OK. Maybe all 25 of them were in the same family... Awaiting my turn for the ever laughable scan, another African American male motions in my direction in some vague way with his blue gloves without looking at me. Note that I have my passport in my hand, having already been told by other TSA agents to put it in the bin, which I refuse, as it is against not only the law but TSA policy... This is a long standing error they make.

I step into the XRAY, do the little dance, again the blue glove vaguely motioning as this male TSA agent is chewing gum, not looking at me, talking with another female.

I step through and walk slowly passed.

He stops me with two fingers and pushes me back. I look at him and move my hand to move his and he starts stating "You need to wait right here. Hands up." I mention that if he actually made eye contact and gave clear verbal instructions, it would be more helpful. He responds, "Do we want a private screening?" and "People be hav'n attitude."

He pats me down, also inappropriately. I wait. He says nothing, indicates nothing. Another passenger has finished the xray and is literally on my ass. I look back and ask, "Can I go or what?" His answer: "You go when I tell you to go." Ludicrous.

I ask for his badge number. He refuses, walks away, but obviously is less cocky now.

I walk off to speak to a supervisor and to inquire about the process of badge number requests. 3 different agents just kept delaying while also stating that "you do not need a badge number," and return to texting on their private phones... I keep waiting, all the while watching this agent literally dancing, rapping with his fellow TSA agents--until he saw me and got nervous and pretended to act more "professionally."

Because I had a layover I was able to stick around. It took me 30 minutes to speak with a supervisor! He said he would make a mark in a file and speak to the agent. He handed me a complaint form which I mailed in.

I have had some good experiences with TSA agents. But by and large the entire process and most personnel are....interesting...to put it kindly.

People found Transportation Security Administration by searching for...

Tsa Arlington



Raymond H.
Jersey City, NJ
0 friends
1 review



My one-star is for the Detroit Metro Airport. I am a professional photographer and travel with some very basic photo gear. Well, the TSA in Detroit called in their explosives expert.

I try to have patience with the process because I realize they have an important job to do in keeping us safe. But being made to feel like a criminal was highly unprofessional of the Detroit TSA. One agent told me that the object in my suitcase, "looks like something that'll go boom." [direct quote!] Another goon began bullying me, demanding I look at his X-ray computer screen and tell him what all the contents were. I couldn't make out anything on that screen! Was that proper protocol? I doubt it.

Then the explosives expert comes and determines my bag is OK. But when I told him other airports I've traveled through (New York, Europe, Canada) have never stopped me, he had the audacity to say that the Detroit TSA is better at their jobs than the guys in New York. Outrageous! And when I suggested the standards be the same at each airport he said, "Actually, having different standards is what keeps the terrorists on their toes." [Actual quote!]

These guys (and gals there too) are total bozos. I'd leave less than one star if possible.



Spencer L.
Ann Arbor, MI
0 friends
2 reviews



I don't know if administration is in charge of logistics, or if it is left in the hands of the individuals who work on-site at the airports. However, whoever it is, they must be informed of how poorly they are executing their job.

To me, it is quite a simple concept: when the line starts getting long/begins to back up, OPEN another line to decrease the amount of back up.

Now, obviously someone for TSA might counter that it's a numbers thing or that they don't have enough employees staffed sometimes, but that just angers me more when Employment has been such an issue the past 3 years. Essentially, there's a win-win opportunity here: people will have to wait less in lines, and more jobs will be created.

Sadly, this concept has not been grasped by TSA. In fact, it seems as though most airports have taken the opposite approach - the more congested security is the better, and the fewer lines that should be open.

I don't know how efficient this review will be in bringing about a systematic change in how TSA conducts there operations, but if someone from TSA reads this, please just consider the idea of establishing some policy or process that would require their on-site locations to open up as many lines as possible when needed.

P.S. If such a policy or instructions already exist, you should look into hiring more qualified managers at each on-site location because they do not take it seriously.



Wil B.
Boca Raton, FL
11 friends
39 reviews



Theatrical Security Approach. See the postings of security guru Bruce Schneier like:
schneier.com/blog/archiv...



Sai S.
Lindenwold, NJ
14 friends
6 reviews

★ ★ ★ ★ ★ 1/16/2016

TSA has repeatedly abused me and violated the law. I sued them and won repeatedly. I encourage others to do so also, since it's the only thing that makes them change. See s.ai/tsa/legal for an overview of my litigation.

A few examples:

a) BOS, 2013: I went through a checkpoint while mute due to a neurological disorder. TSA used that and my satirical shirt as a reason to "select" me for additional screening, then detained me for an hour while searching through my meds, notes, checkbook, etc. And to top it off, in direct retaliation for my writing an objection to their illegal search, they assaulted me, took away my paper, literally depriving me of freedom of speech.

s.ai/tsa/legal/bos

b) SFO, 2013: I went through a checkpoint with medical liquids (namely juice), as I am clearly allowed to do by law. They were screened and found to NOT be dangerous in any way. Nevertheless, TSA refused to let me take them with me. They then refused to respond to my formal complaint, for three "years".

After I won in court -- which said it was "hard to imagine a rule of reason" that would allow them to refuse to respond to me like they did -- their best response was that I should have repacked my 2 50.7 oz bottles of juice, which TSA illegally stopped from going through, into 30 3.4 oz bottles. The DHS' chief "civil rights" lawyer, Megan Mack, seriously sent that to me, claiming they did nothing wrong except maybe be unclear in their public communications, because my plain reading of the rule was, she claimed, not "objectively reasonable".

That's some pretty bold language from someone claiming that repacking medical liquids into 3oz bottles would somehow improve security.

s.ai/tsa/legal/rehab_act & s.ai/tsa/legal/sfo

c) SEA, 2015: I went through the TSA checkpoint in a wheelchair... and got told, by a supervisor, that I could not opt out of the electronic strip search (AIT) machines. As it happened, I already had a lawsuit against them for this exact thing, and they had told the court that I shouldn't be allowed to sue because I couldn't prove I'd be targeted.

s.ai/tsa/legal/46110

d) Apparently, they're also censoring comments here on Yelp. See e.g. Carly Fiorina's comment:
yelp.com/not_recommended...

... or Lisa Simeone's:
tsanewsblog.com/16435/ne...

In short: TSA does not give a damn about obeying the law. I tried playing nice for years and got nothing. I sued and got them to comply.

So I strongly encourage everyone who's been wronged to just sue them.



Eli B.
South San Francisco, CA
267 friends
46 reviews

★ ★ ★ ★ ★ 8/20/2015

So, How many agents does it take to run lane through a security checkpoint in SFO?
1 for the xray machine, 1 or 2 for the body scanner, 1 to incoherently tell you to remove your shoes and 5-6 supervisors.

No lie that is my experience every time I travel from SFO.



Waldo T.
Dallas, TX
0 friends
4 reviews

★☆☆☆☆ 8/19/2015

Theatre Security Admin!

went through the security checkpoint in Dallas the other day. i went for the "opt out" to avoid any more RF in my life. while waiting for the screener, the Rape-I-Scan line was getting too long, so they directed a bunch of folks through the old metal detector. all 5 people i watched zinged right through with all of the RED lights flashing. not a green light in view.

but hey! Thank God they caught that one guy trying to smuggle a jar of Nutella in his carry-on!



B.R.
Washington, DC
0 friends
1 review

★☆☆☆☆ 10/14/2015

On Monday at the Tampa airport I was subjected to an grossly inappropriate TSA "pat down" in a private room witnessed only by another TSA agent. I am a grandmother in my 60s. I have a hip replacement, so I have been subjected to many public TSA pat downs over the years without incident. I never understood what people were complaining about.

This time, however, my hands were swiped and I was told I tested positive and was ushered into a small room.

The female TSA agent proceeded do a search with such force as I have never experienced, jamming her hand up into my crotch. I had done nothing remotely hostile - in fact I remained silent the entire time, both when she reprimanded me for starting to put my boarding pass and drivers license that I had been holding into my blazer pocket and after the search was completed, when I was simply trying to hold back my tears.

The thought of going through airport security now frightens me. I will have to get over it. But I will never, ever let myself be taken into a private area to be searched by TSA personnel.



Jean-Olivier R.
Issaquah, WA
1 friend
10 reviews

★☆☆☆☆ 8/20/2015

They act like rudeness and arrogance can compensate for incompetence. Hint: it doesn't.



Lisa G.
Long Beach, CA
10 friends
10 reviews

★☆☆☆☆ 8/20/2015

If I could give you 0 stars, I would. You have a success rate of 0 (as in you've NEVER caught a terrorist, not even one!) and you hire the rudest people who can't even find FAKE bombs. Please stop using the excuse of "security" as a reason to grope me.



Brian Jr O.
Salt Lake City, UT
3 friends
15 reviews

★☆☆☆☆ 8/20/2015

A security farce costing billions of dollars. 90% test failure rates, something a private security company could never

get away with but what do you expect from a bloated government agency.



Mii T.
South San Francisco, CA
1 friend
13 reviews

★★★★★ 8/20/2015

I have to deal with airport security in many airports since I drag along a cpap machine, 2 laptops and other tools everywhere I go. Whether in the US, Hong Kong, or Germany, I inevitably get stopped and my equipment swabbed at least once each trip. The difference is the attitude. While in most countries the security staff seems a bit more polite but firm. On the other hand, the TSA staff are quite dismissive and really don't see the passengers as paying customers, only as cattle being herded. Perhaps they are dismissive because of the low wages and fast-food like job prospects, but that doesn't appear to be the case in other countries. This is a top down problem, the management need to step up, spend more money on people and training rather than on dodgy equipment. A better attitude makes people both more cooperative, and leaves a better impression.



Daniel B.
Anthem, AZ
0 friends
2 reviews

★★★★★ 8/20/2015

The TSA has the worst service. Not only are their massages short and completely NOT satisfying, but it really seems like they are trying to cop a feel EVERY. SINGLE. TIME!

Also, instead of giving me water at the end of the groping session...they take my water and put it in the "potential bomb disposal unit" (trash can) which is mere feet away from all of the patrons. If they thought they were bombs, you would think they would have a better method of disposal. Methinks this is just a ploy to force me to buy airport water.

By the way, don't ever say, "I wish the TSA massages were like Massage Envy...that place is BOMB!" They basically rush you and beat the holy hell out of you. Then they take you to a room where they forcefully grope you some more, and a very ugly man sexually assaults you with a rubber glove. They REALLY don't like being compared to Massage Envy, I guess.



J.K. P.
Compton, CA
0 friends
5 reviews

★★★★★ 8/20/2015

The freebies are great. Nothing better than being "searched" by some high school drop-out/part-time drug dealer extensively trained on how to button a blue shirt and empowered by the government to violate me before I get on a plane. I am a little upset though because no matter how much I insist that I am transgender, I can't get an agent of the correct sex to feel -- I mean check me for weapons. Also, I do have to point out that as an Arab man, it's impossible to get them to check me all over in the way that I like, no matter how much I joke about bombs in my bag. I have had to resort to dressing like a 90 year old white grandmother or a girl scout just to get them to grope me.

I do get upset by the illiterate people at podiums who stare at boarding passes for fifteen minutes pretending they are doing something important, that just really isn't great foreplay. How about we have them check identifying characteristics on genitalia? Also, I don't think it's fair to make 15 overpaid government "workers" stand around talking to each other while one other agent pretends to be looking at a computer screen for an eternity, especially when I have only a few minutes to get to my gate. Wouldn't

it be less stressful for the agents if we let them pretend to be working in a back room somewhere, like we do with all other government employees?



Edward T.
Corona Del Mar, CA
0 friends
54 reviews

★★★★★ 8/21/2015

In sixth grade you are supposed to learn STATISTICS and PROBABILITY.

Given that, my chance dying in a car crash driving to the airport is higher than "terrorism" both before and after 911.

I don't understand why the government steals 7.9 BILLION of your taxpayer dollars on a 96% failure rate.

Can I please take my "chances" and avoid this mess by "risking" it on a non-tsa flight?

Why must the government steal 35% of my airplane ticket to pay for this?

More people die from FALLING VENDING machines than "terrorists" in the USA before and after 911. Why don't we steal BILLIONS from the tax payer to fight the war against falling vending machines?

This is illogical nonsense that was somehow legitimized by Americans that could not perform elementary calculations and based their decision making on emotional sensationalism rather than fact.

Forbes analysis:

"The TSA has an annual budget of \$7.9 billion and employs 62,000 people. Its principal function is to operate the passenger screening function at more than 450 commercial airports. Keeping dangerous people off airplanes is unquestionably important, but is it wise to entrust this to a federal bureaucracy? There is solid evidence that the TSA is not very good at this job, but spends a lot of money uselessly..."

forbes.com/sites/georgel...



Wayne n.
Santa Barbara, CA
0 friends
6 reviews

★★★★★ 8/20/2015

I used to work in counterterrorism. I attended a meeting with the FAA's Transportation Security Labs in Atlantic City one day, then flew to LA, got a few hours of sleep, and then had to fly out of LA again the next morning.

Note: You can't even go to the bathroom at the FAA/TSL without getting explosive residue on you. They test potential terrorist bombs for security reasons... good job, guys.

When I got to LAX the next morning, the screener reported traces RDX on my paper notebook. Duh... wonder how it got there? I explained it to him, he laughed, I laughed... we're in the same business! I showed him my bona fides from the meeting, He still went thru swabbing every single page of my notebook, and we shared a great few minutes chatting while he did so. GOOD FOR HIM.

A few years ago, a business partner and I were flying out of Texas, when we were taken aside into a room and questioned. If you want, you can call it racial profiling... we were the only two over-50 Anglo males on the flight. Turns out, it was the anniversary of Waco, and they had some unverified intel that somebody might do something muy estúpido. Turned out to be a false lead, but if it were real, we'd have looked a lot like the perp(s). No problemo... We made the flight. GOOD FOR THEM.

All security systems walk a tightrope between effectiveness and usability. I've crossed swords with TSA more than a few times inside private venues, but all in all, they're doing OK, given the mission and the costs of failure.



Frank W.
Los Angeles, CA
1 friend
21 reviews

★★★★★ 6/16/2015

Recently I flew through Ontario California, and TSA checked my bags. I forgot that only limited amounts of fluids are allowed on flights. I had a shampoo bottle taken by TSA agents.
This was no problem for me, I should have been the one to know the flight rules. A minor inconvenience for the security of the flight is sometimes necessary to make all passengers safe.
The two TSA officers were firm but polite. They appeared to take their jobs very seriously.
We as Americans respect our military, as well as fire fighters and police, and so we should. Kudos to TSA agents who make us all safer when traveling.
My several experiences with TSA were always positive and reflected the government in a good light. I really appreciate what TSA officers do, to protect our airports and flights. I hope that travelers will respect the job these individuals do to enhance security in our airports.



Walt R.
San Francisco, CA
0 friends
3 reviews

★★★★★ 8/19/2015

On a recent flight, my wife's \$7K diamond tennis bracelet was stolen by a TSA representative while searching our carry-ons. I thought I saw him put something in his pocket during the search but couldn't believe what I actually saw! When we arrived at our destination, the bracelet was indeed missing! Bunch of crooks. Makes me feel real secure.



Tanya S.
Washington D.C., DC
0 friends
6 reviews

★★★★★ 8/19/2015

Been sexually assaulted a couple times by the TSA. One TSA employee asked me to spread my legs further so she could fondle my crotch. I declined by referencing a real but not relevant knee injury and she let me go with a breast grab instead. And it's all pointless. Study after study shows the TSA is grossly incompetent and staffed by criminals (keep a close eye on your stuff while they paw through your underwear and molest you). They do absolutely nothing to enhance safety, and in fact do quite a bit to make air travel less safe. The biggest waste of tax-payer money in the country.

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Andrew Delisle

~~fable~~ fable
written by his handler

Andrew T. Delisle, Sr. has dedicated the past 40 years of his life to Native rights at home and abroad. From humble beginnings chopping wood, selling barrels of water and crushing rocks with a sledgehammer, he emerged as one of Canada's great Aboriginal leaders. He served as Chief of the Mohawks of Kahnawake, where he was instrumental in organizing his community to take control of policing, social programs, education, administration and operations. He was a founding member of the National Indian Council and participated in its transformation to the National Indian Brotherhood and later to the Assembly of First Nations. He was the first Aboriginal person appointed to the Order of Canada in 1969. Mr. Delisle ensured an Aboriginal presence at Montreal's Expo 67 and at the Summer Olympics in 1976. He was a negotiator during the Oka Crisis of 1990 and was active in the development of the James Bay Agreement. Mr. Delisle currently works as a consultant and advisor and still finds time for hockey and baseball.



(<http://www.indspire.ca/>)

(<http://www.indspire.ca/>)

Kenneth Atsenhaienton Deer

For the last 20 years, Kenneth Atsenhaienton Deer has worked as a political activist and newspaper publisher and editor of the weekly newspaper The Eastern Door. Giving the community a balanced platform of information they could depend on. Kenneth was on the Board of Directors for the Quebec Community Newspapers Association. Using his own community based located in Kahnawake, he has engaged and educated business people and international communities on Indigenous Peoples' Human Rights.

Mr. Deer's involvement in the Indigenous people's international movement led him to the United Nations in Geneva. In December of 2000, he served as the Chairman/Rapporteur of the UN Workshop on Indigenous Media in New York. Mr. Deer was one of the first Indigenous people to ever hold this role in the UN. He was an active participant at the meetings of the UN Working Group on Indigenous Populations since 1987; and the UN Working Group on the Draft Declaration on the Rights of Indigenous Peoples since 1995.

Having spent over 16 years in the educational sector, he has been a school counsellor, high school principal as well as co-chair of the National Indian Education Council in Canada.

*Community of Kahnawake
Assets Trained in 'Open Systems' Theory
at Loyola University Chicago, UMASS etc.*

Our Portfolio

Testimonials

AMERIN Associates

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AMERIN Associates

Each member of the AMERIN team has completed extensive training in Open Systems Theory and has widespread experience in applying OST tools and concepts in many different organisations and communities.

Also, all team members have been actively involved in OST action research, producing published and unpublished papers, and teaching leaders to be able to apply OST processes to develop sustainable futures for their own organisations and communities.

Mr. Peter Aughton



Peter is Managing Director of Amerin Pty Ltd and a founding member and director of DNAsoc Pty Ltd, which was established to deliver systems-based Organizational Development (OD) and OST products and services via the Internet.

Since 1993 Peter has been a systems-based OD practitioner specialising in the application of the **Search Conference (SC)** for large group participative strategic planning and the **Participative Design Workshop (PDW)** for transforming slow moving costly bureaucracies into highly productive enterprises. Both methodologies have been translated from **Open Systems Theory (OST)**.

Peter has worked with local and overseas corporations, SMEs and all levels of government. Some of his projects have involved working with large complex businesses such as Telstra, Westpac and Cisco, through to smaller enterprises like Sydney-based J Robins & Sons Pty Ltd (the only remaining large footwear manufacturer in Australia). He has conducted SCs for the Victorian, New South Wales, Queensland, Tasmanian and Western Australian State Governments to produce their respective IT and Education strategies. He has also conducted SCs and developed unique OST processes to help communities become more vibrant and healthy.

Along with his colleague, Professor Merrelyn Emery, Peter initiated the Sustainable Future Planning (SFP) program to help organizations and communities mitigate and adapt to climate change. Further details about this program can be found here: www.adaptivecommunities.com

Peter's other professional experience includes research and management positions with the Exxon and Mars Corporations. Peter holds a Bachelor of Applied Science (Chemistry) and Post Graduate qualifications in Education and Business Science (Operations Research) from the RMIT, Melbourne and Victoria Universities.

Bohdan Durnota

Bohdan Durnota is also a founding member and director of DNAsoc Pty Ltd. Before establishing DNASOC, Bohdan was the Managing Director for Decisioneering Pty Ltd, which specializes in analytics, IT and complex systems modelling.

Bohdan recently returned from Shanghai China where he was the Technical Director of DeciSci Co. Ltd. for the last 7 years. DeciSci was associated with Decisioneering. DeciSci specialized in delivering software related projects using leading edge modelling, analytics and business intelligence and often working as part of interdisciplinary teams. The application areas for the projects ranged from supply chains to urban infrastructure to crime to environmental management, and clients included WestPac and the World Bank. A specialty of DeciSci/Decisioneering is the fusion of multiple perspectives/domains, including the human element, to produce integrated models. Such models/solutions would be delivered to clients in different ways, including via the cloud.

Bohdan has also worked as an academic at Monash University in the Computing faculty, and is still doing collaborative work with a number of academics at the University of Melbourne in the areas of cloud computing and modelling. He currently also acts as a consultant in project management and modelling for commercial projects undertaken by the SMART Infrastructure Facility at the University of Wollongong.

His previous experience has included general management in a technical startup, systems architecture, and analytics/operations research.

Professor Merrelyn Emery - *Concordia*

Merrelyn is currently an Adjunct Professor at the Faculty of Applied Human Services, Concordia University, Montreal, Canada where she led the development and analysis phases of a large Canadian project focusing on identifying and measuring the factors that cause mental health problems in the workplace.

Merrelyn obtained her first class honours degree in psychology from the University of New England in 1964 and her PhD in marketing from the University of New South Wales in 1986. Merrelyn has worked in Psychology, Education Research and Continuing Education, mainly at the Australian National University. Since 1970 she has worked specifically to develop open systems theory as a practical conceptual framework.

brainwashing + pacification

This work has involved working collaboratively with innumerable organizations and communities around the world. This ensures that open systems methods work reliably in every culture and that basic concepts are easily understood by ordinary people who are working toward their desirable and adaptable futures.

Merrelyn has published numerous articles together with a host of institutional research reports and 15 books, the latest of which is 'FROM TUNISIA TO OCCUPY AND BEYOND: THE NEW WAVE OF SOCIAL CHANGE, PAST, PRESENT AND FUTURE'. She is currently working on two research projects, the first of which will result in practical strategies for organizations and communities to more effectively address the causes and effects of climate change. The second will result in a book documenting the need for science in general to move from closed systems and reductionism to the reality of phenomena as open systems.

Dr John Barton



John Barton is Melbourne-based strategy consultant and educator and an Adjunct Reader in the School of Integrative Systems at the University of Queensland. His work emphasises the role of systemic thinking and system dynamics simulation modelling in business.

John Barton is a Melbourne-based consultant and educator. His work emphasises the role of systemic thinking and system dynamics modelling in business. He has previously held senior management positions in industry and in education.

John's current and recent consulting assignments include:

- The development of an audit instrument for measuring knowledge management capabilities and the identification and modelling of relationship capital as a driver of business performance for a large Australian utility;
- As a Director of AssetEconomics, a New York-based think-tank, John has developed new tools and techniques for measuring intangible asset drivers of business performance for Accenture's Centre for High Performance Business;
- The modelling of industry dynamics and knowledge structures relating to the development of a 25 year outlook for the Australian grains industry;
- Undertaking supply chain mapping and a balanced scorecard rollout for an international car manufacturer; and
- Producing and implementing an executive development program for a number of South East Asian organisations.

John's recent teaching engagements involve graduate programs in systems thinking and Knowledge Management at the University of Palermo, Sicily; the Norwegian School of Management (in conjunction with the AIM); The Australian National University (ANU); and Monash University.

John's academic background is in mathematics, economics, econometrics, and management. He has also undertaken executive development in Corporate Strategy at the Sloan School of Management, MIT. He is a Visiting Fellow at the National Graduate School of Management at the ANU and is a visiting Professor at the University of Palermo.

Aurelia Roman

Aurelia Roman is a Montreal-based research consultant and educator and a North American Colleague of the Sustainable Future Planning (SFP) development program.

Since 1998, when she obtained her law degree, Aurelia expanded her education in human relations, intervention in human systems and collaborated on multidisciplinary research and consulting projects.

Grounding her work in the socio-ecological body of knowledge known as Open Systems Theory, she currently teaches in the Applied Human Sciences at Concordia University and conducts research on social innovation, participatory governance and civic engagement.

Rod Sarah

Rod Sarah is an OD professional with an extensive background in strategic and operational management in the public sector, which he has successfully combined with a teaching and consulting role. Based in Melbourne, he currently lectures in systems thinking and theory as it relates to strategic foresight, organization and business dynamics, knowledge management and sustainability at both undergraduate and postgraduate levels. He also delivers corporate and public education programs in this field.

With qualifications in Economics, Business Management and Organizational Systems, Rod is due to complete his PhD later in the next few months. His research draws on open systems theory and explores leveraging systems thinking and action research principles for organizational development as a part of a corporate strategic renewal program.

His passion is in helping people improve their own practice whether in organizational or community settings by increasing self-awareness and becoming more self-reflective practitioners. His recent work includes working with disadvantaged and unemployed teenagers and young adults to help them re-engage with the formal educational system.

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AMERIN Pty Ltd - 306/770D Toorak Road, Glen Iris, VIC 3146 | www.amerin.com.au | www.dnasoc.com



Peter Aughton

Director at DNASOC Pty Ltd

Melbourne, Australia | Management Consulting

Current DNASOC Pty Ltd, AMERIN Pty Ltd
Previous Mars Petcare, ExxonMobil
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Sheryl Boulos

Clinical Nurse Specialist at Westmead Hospital



Michelle Rogers

Join LinkedIn and access Peter's full profile. It's free!

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Summary

Peter Aughton is a founding member of the 'Organizational Health and Innovation' program, which was initiated in response to the rapid increase in mental health issues in the workplace. He is a co-director of DNASOC Pty Ltd, which manages and oversees the day to day operation of the OHI program.

Peter has also been a director of AMERIN Pty Ltd since its inception in 1993. AMERIN is an action research consultancy specialising in the application of the Search Conference (SC) for large group strategic planning and the Participative Design Workshop (PDW) for transforming slow moving bureaucracies into highly productive enterprises. Both methodologies have been translated from Open Systems Theory (OST) and are designed to produce exceptional organizational performance in turbulent and unpredictable environments.

Peter has worked with local and overseas corporations, SMEs and all levels of government. Some of his projects have involved working with large complex businesses such as Telstra, Westpac and Cisco, through to smaller enterprises like Sydney-based J Robins & Sons Pty Ltd (the only remaining large footwear manufacturer in Australia). He has also conducted SCs for the Victorian, New South Wales, Queensland, Tasmanian and Western Australian State Governments to produce their respective IT and Education strategies.

Along with his colleague, Professor Merrelyn Emery, Peter initiated the 'Sustainable Future Planning & design' program to help organizations and communities mitigate and adapt to climate change. Further details about this program can be found here: www.sustainablefutureplanning.com.au

Peter's other professional experience includes research and management positions with the Exxon and Mars Corporations. Peter holds a Bachelor of Applied Science (Chemistry) and Post Graduate qualifications in Education and Business Science (Operations Research) from the RMIT, Melbourne and Victoria Universities.

Experience

Director

DNASOC Pty Ltd

March 2012 – Present (4 years) | Melbourne, Australia

Business development, organizational health diagnostics, customized interventions for high performance workplaces, training DNASOC partners, action research projects to further improve employee wellbeing & engagement and organizational performance

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Director

AMERIN Pty Ltd

August 1993 – Present (22 years 7 months) | Melbourne, Australia

Service offerings:

- Organizational health & innovation diagnostics
- Customized OD&D interventions for high performance workplaces
- Sustainable future planning
- Ecological strategy development
- Whole-of-business modelling
- Supply chain & carbon footprint modelling
- Design & implementation of empowered teams
- Competency analysis & management
- Competency-based career paths & remuneration
- Continuous improvement tools

Associate Relations Manager

Mars Petcare

1986 – 1992 (6 years)



Exxon Chemicals Manager

ExxonMobil

1980 – 1986 (6 years)



Projects

High Performance Workplaces ▸

1998 – 2000

One high performance project that has generated ongoing media attention involved the transformation of Sydney-based footwear manufacturer, J Robins & Sons Pty Ltd, which has been designing, manufacturing, and distributing women's footwear in Australia for over 100 years.

Tariff reductions and global competition were threatening J Robin's viability with 500+ jobs at stake. Lean manufacturing concepts reduced shoe manufacturing times from 8 to 3 weeks then levelled off. This improvement was still not good enough to compete with India and China.

A comprehensive strategic review resulted in J Robins management repositioning the business to focus on high fashion women's shoes. This was followed by an organizational redesign of its Sydney operations from a slow moving bureaucracy to a highly adaptive empowered team-based structure.

Within months the business delivered outstanding results in a highly competitive market. In an interview after the project J Robins Managing Director, Phil Butt said to Peter:

"Under the old way of working I'd spend most of my time trying to make the plant more efficient. Now the teams are helping to do this, which frees up my time to generate new business.

Before teams we applied many process improvement techniques including TQM, JIT, and VAM. They produced some good results, but we still could not make a shoe and get it onto the customer's shelf in less than 3 weeks. Now the teams can make a shoe in less than 12 hours, which means we can now take a customer order size of one!

In the last few years our share of Australian production has gone from 12% to over 60%, while many other Australian footwear manufacturers have closed their doors and sent their manufacturing offshore."

Team members: Peter Aughton, Professor Merrelyn Emery, Bohdan Durnota

AHRI Organisational Development & Design Group members 2011 - 2013 ▸

Starting January 2011

The current OD&D committee members work to achieve the following objectives:

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-To promote the value of Organisational Design & Development within AHRI and the wider business community

-To raise awareness of Organisational Design & Development challenges and their respective interventions and solutions

-To expand the professional capacity and delivery effectiveness of Organisational Design & Development Network members

-To provide development opportunities for all AHRI members that model leading edge approaches to Organisational Design & Development, and add value to AHRI member's organisations.

Team members:

Peter Aughton, Matthew Barry, Mary McGeoch PhD, FAHRI, MIAM, Sue Hurly, Erin Taplin, Chris Pascuzzi, Helena Andrews, Margot Stevenson, Draga Jevtic, Rebecca Wigg

Adaptive Communities ▸

Starting January 2013

The program is a bottom-up action planning methodology that motivates citizens from all sectors of society who want to make a positive and constructive difference to their communities. It enables them create a future this is environmentally, economically, and socially sustainable without compromising the hopes and desires of generations to come.

Team members: Peter Aughton, Aurelia Roman, Bohdan Durnota

Skills

Change Management Leadership Development Culture Change

Management Consulting Employee Engagement Management Development

Strategy Organizational health diagnostics Employee wellbeing

Organizational design & development Large group participative strategic planning

Skills-based career path development

Business planning and design in highly turbulent and unpredictable environments

Business Strategy Management [See 6+](#)

Education

University of Melbourne

Post Graduate, Chemistry, Education, Operations Research

1975 – 1984



Interests

horse racing professional networking AFL football gardening

and the development of my children cycling organizational health & innovation analysis

music mental health in the workplace sustainable house design

organizational design & development cooking travel

large group participative strategic planning

Groups

systems thinking net... Socio-Technical Syst... Organisation Develo... Australian Human Re...

Change Management... AHRI Organisational... Harvard Business Re... [See 1 more](#)

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- See who you know in common
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Dekamawida always knew you would never find the truth until you figure it out yourself.

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BREAKING NEWS

Moments After Scalia's Death Is Confirmed, GOP Senate Staffer Pledges To Block Any Obama Replacement

CLIMATE

The Debunking Handbook Part 1: The First Myth About Debunking

BY CLIMATE GUEST CONTRIBUTOR DEC 26, 2011 12:00 PM

for those who don't think but learn thru repetition - present day schooling

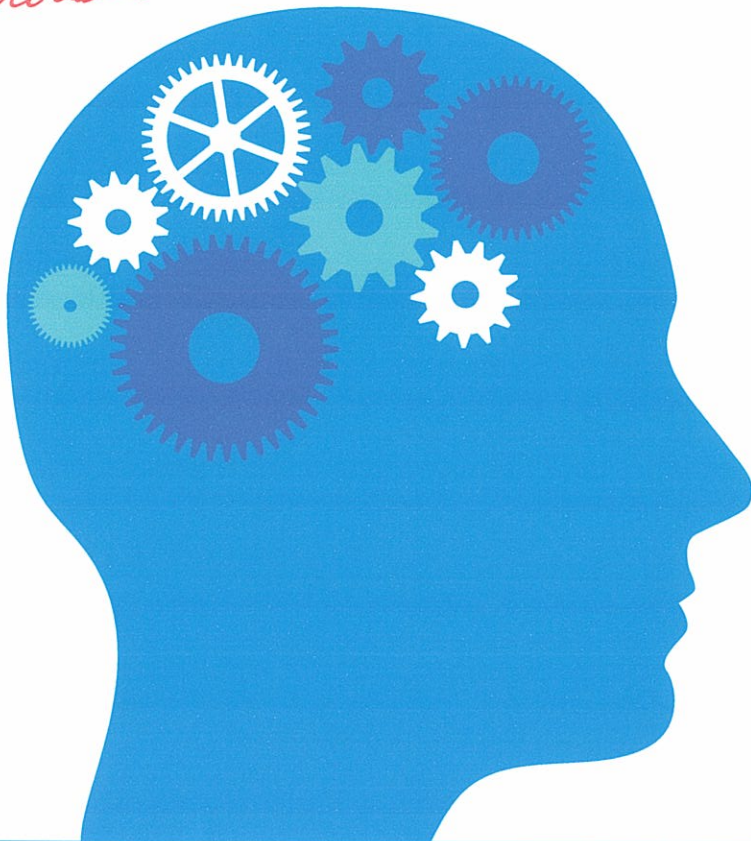


the

DEBUNKING

handbook

*run of of Concorchia
school of business
based on the Chicago
model.*



*run by
debunking handler
who brainwashes
the assets .*

John Cook
Stephan Lewandowsky

Written by:

John Cook, Global Change Institute, University of Queensland

Stephan Lewandowsky, School of Psychology, University of Western Australia



First published in November 2011.

Version 2 published on 23 January 2012.

For more information, visit <http://sks.to/debunk>

Cite as:

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By passing kaia 'nere: kowa.

Debunking myths is problematic. Unless great care is taken, any effort to debunk misinformation can inadvertently reinforce the very myths one seeks to correct. To avoid these “backfire effects”, an effective debunking requires three major elements. First, the refutation must focus on core facts rather than the myth to avoid the misinformation becoming more familiar. Second, any mention of a myth should be preceded by explicit warnings to notify the reader that the upcoming information is false. Finally, the refutation should include an alternative explanation that accounts for important qualities in the original misinformation.

How to inject false information to make wrong decisions.

Debunking the first myth about debunking

It's self-evident that democratic societies should base their decisions on accurate information. On many issues, however, misinformation can become entrenched in parts of the community, particularly when vested interests are involved.^{1,2} Reducing the influence of misinformation is a difficult and complex challenge.

A common misconception about myths is the notion that removing its influence is as simple as packing more information into people's heads. This approach assumes that public misperceptions are due to a lack of knowledge and that the solution is more information - in science communication, it's known as the “information deficit model”. But that model is wrong: people don't process information as simply as a hard drive downloading data.

Refuting misinformation involves dealing with complex cognitive processes. To successfully impart knowledge, communicators need to understand how people process information, how they modify their existing knowledge and how worldviews affect their ability to think rationally. It's not just what people think that matters, but how they think.

First, let's be clear about what we mean by the label “misinformation” - we use it to refer to any information that people have acquired that turns out to be incorrect, irrespective of why and how that information was acquired in the first place. We are concerned with the cognitive processes that govern how people process corrections to information they have already acquired - if you find out that something you believe is wrong, how do you update your knowledge and memory?

Once people receive misinformation, it's quite difficult to remove its influence. This was demonstrated in a 1994 experiment where people were exposed to misinformation about a fictitious warehouse fire, then given a correction clarifying the parts of the story that were incorrect.³ Despite remembering and accepting the correction, people still showed a lingering effect, referring to the misinformation when answering questions about the story.

Is it possible to completely eliminate the influence of misinformation? The evidence indicates that no matter how vigorously and repeatedly we correct the misinformation, for example by repeating the correction over and over again, the influence remains detectable.⁴ The old saying got it right - mud sticks.

There is also an added complication. Not only is misinformation difficult to remove, debunking a myth can actually strengthen it in people's minds. Several different “backfire effects” have been observed, arising from making myths more familiar,^{5,6} from providing too many arguments,⁷ or from providing evidence that threatens one's worldview.⁸

The last thing you want to do when debunking misinformation is blunder in and make matters worse. So this handbook has a specific focus - providing practical tips to effectively debunk misinformation and avoid the various backfire effects. To achieve this, an understanding of the relevant cognitive processes is necessary. We explain some of the interesting psychological research in this area and finish with an example of an effective rebuttal of a common myth.

It's not just
what people
think that
matters, but
how they
think.

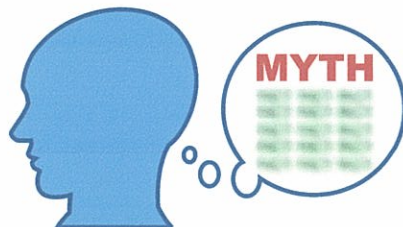
The Familiarity Backfire Effect

how to brainwash!
with madeup facts -

To debunk a myth, you often have to mention it - otherwise, how will people know what you're talking about? However, this makes people more familiar with the myth and hence more likely to accept it as true. Does this mean debunking a myth might actually reinforce it in people's minds?

To test for this backfire effect, people were shown a flyer that debunked common myths about flu vaccines.⁵ Afterwards, they were asked to separate the myths from the facts. When asked immediately after reading the flyer, people successfully identified the myths. However, when queried 30 minutes after reading the flyer, some people actually scored worse after reading the flyer. The debunking reinforced the myths.

Hence the backfire effect is real. The driving force is the fact that familiarity increases the chances of accepting information as true. Immediately after reading the flyer, people remembered the details that debunked the myth and successfully identified the myths. As time passed, however, the memory of the details faded and all people remembered was the myth without the "tag" that identified it as false. This effect is particularly strong in older adults because their memories are more vulnerable to forgetting of details.



How does one avoid causing the Familiarity Backfire Effect? Ideally, avoid mentioning the myth altogether while correcting it. When seeking to counter misinformation, the best approach is to focus on the facts you wish to communicate.

Not mentioning the myth is sometimes not a practical option. In this case, the emphasis of the debunking should be on the facts. The often-seen technique of headlining your debunking with the myth in big, bold letters is the last thing you want to do. Instead, communicate your core fact in the headline. Your debunking should begin with emphasis on the facts, not the myth. Your goal is to increase people's familiarity with the facts.

The best approach is to focus on the facts you wish to communicate

Example of debunking a climate myth

Sun and climate are going in opposite directions

Over the last few decades of global warming, the sun has shown a slight cooling trend. Sun and climate are going in opposite directions. This has led a number of scientists to independently conclude that the sun cannot be the cause of recent global warming.

One of the most common and persistent climate myths is that the sun is the cause of global warming.

This myth cherry picks the data - showing past periods when sun and climate move together but ignoring the last few decades when the two diverge.

Core fact emphasised in headline

Core facts reinforced in initial text

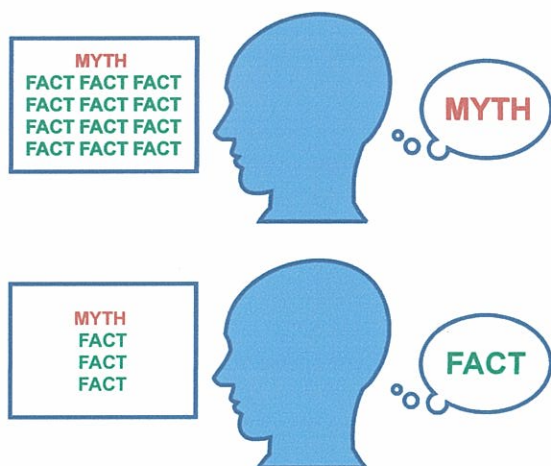
Myth

Explaining how the myth misleads (alternative explanation, see Page 5)

The Overkill Backfire Effect

One principle that science communicators often fail to follow is making their content easy to process. That means easy to read, easy to understand and succinct. Information that is easy to process is more likely to be accepted as true.⁷ Merely enhancing the colour contrast of a printed font so it is easier to read, for example, can increase people's acceptance of the truth of a statement.⁹

Common wisdom is that the more counter-arguments you provide, the more successful you'll be in debunking a myth. It turns out that the opposite can be true. When it comes to refuting misinformation, less can be more. Generating three arguments, for example, can be more successful in reducing misperceptions than generating twelve arguments, which can end up reinforcing the initial misperception.⁷



The Overkill Backfire Effect occurs because processing many arguments takes more effort than just considering a few. A simple myth is more cognitively attractive than an over-complicated correction.

The solution is to keep your content lean, mean and easy to read. Making your content easy to process means using every tool available. Use simple language, short sentences, subheadings and paragraphs. Avoid dramatic language and derogatory comments that alienate people. Stick to the facts.

End on a strong and simple message that people will remember and tweet to their friends, such as "97 out of 100 climate scientists agree that humans are causing global warning"; or "Study shows that MMR vaccines are safe." Use graphics wherever possible to illustrate your points.

Scientists have long followed the principles of the Information Deficit Model, which suggests that people hold erroneous views because they don't have all the information. But too much information can backfire. Adhere instead to the KISS principle: Keep It Simple, Stupid!

Mother earth is going to wack wack them + their B.S. soon!

A simple myth is more cognitively attractive than an over-complicated correction

Having your cake and eating it too

Writing at a simple level runs the risk of sacrificing the complexities and nuances of the concepts you wish to communicate. At Skeptical Science, we gain the best of both worlds by publishing rebuttals at several levels. Basic versions are written using short,

plain English text and simplified graphics. More technical Intermediate and Advanced versions are also available with more technical language and detailed explanations. The icons used on ski runs are used as visual cues to denote the technical level of each rebuttal.

Select a level...

● Basic

■ Intermediate

◆ Advanced

Over the last few decades of global warming, sun and climate have been going in opposite directions

The Worldview Backfire Effect

The third and arguably most potent backfire effect occurs with topics that tie in with people's worldviews and sense of cultural identity. Several cognitive processes can cause people to unconsciously process information in a biased way. For those who are strongly fixed in their views, being confronted with counter-arguments can cause their views to be strengthened.

One cognitive process that contributes to this effect is Confirmation Bias, where people selectively seek out information that bolsters their view. In one experiment, people were offered information on hot-button issues like gun control or affirmative action. Each parcel of information was labelled by its source, clearly indicating whether the information would be pro or con (e.g., the National Rifle Association vs. Citizens Against Handguns). Although instructed to be even-handed, people opted for sources that matched their pre-existing views. The study found that even when people are presented with a balanced set of facts, they reinforce their pre-existing views by gravitating towards information they already agree with. The polarisation was greatest among those with strongly held views.¹⁰

What happens when you remove that element of choice and present someone with arguments that run counter to their worldview? In this case, the cognitive process that comes to the fore is Disconfirmation Bias, the flipside of Confirmation Bias. This is where people spend significantly more time and thought actively arguing against opposing arguments.⁸

This was demonstrated when Republicans who believed Saddam Hussein was linked to the 9/11 terrorist attacks were provided with evidence that there was no link between the two, including a direct quote from President George Bush.¹¹ Only 2% of participants changed their mind (although interestingly, 14% denied that they believed the link in the first place). The vast majority clung to the link between Iraq and 9/11, employing a range of arguments to brush aside the evidence. The most common response was attitude bolstering -

For those who are strongly fixed in their views, encountering counter-arguments can cause them to strengthen their views.

bringing supporting facts to mind while ignoring any contrary facts. The process of bringing to the fore supporting facts resulted in strengthening people's erroneous belief.

If facts cannot dissuade a person from their pre-existing beliefs - and can sometimes make things worse - how can we possibly reduce the effect of misinformation? There are two sources of hope.

First, the Worldview Backfire Effect is strongest among those already fixed in their views. You therefore stand a greater chance of correcting misinformation among those not as firmly decided about hot-button issues. This suggests that outreaches should be directed towards the undecided majority rather than the unswayable minority.

Second, messages can be presented in ways that reduce the usual psychological resistance. For example, when worldview-threatening messages are coupled with so-called self-affirmation, people become more balanced in considering pro and con information.^{12,13}

Self-affirmation can be achieved by asking people to write a few sentences about a time when they felt good about themselves because they acted on a value that was important to them. People then become more receptive to messages that otherwise might threaten their worldviews, compared to people who received no self-affirmation. Interestingly, the "self-affirmation effect" is strongest among those whose ideology was central to their sense of self-worth.

Another way in which information can be made more acceptable is by "framing" it in a way that is less threatening to a person's worldview. For example, Republicans are far more likely to accept an otherwise identical charge as a "carbon offset" than as a "tax", whereas the wording has little effect on Democrats or Independents—because their values are not challenged by the word "tax".¹⁴

Self-affirmation and framing aren't about manipulating people. They give the facts a fighting chance.

*The elites
in their underground bunkers
all over the world they
have all their guns, ammo
ready to go. Will start
with
new
lies.
But Mother*

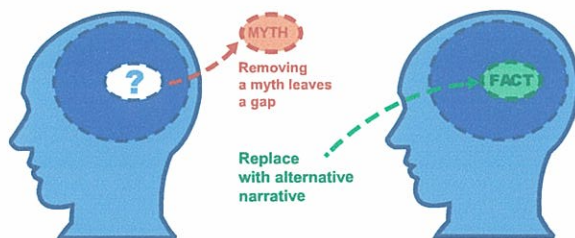
Filling the gap with an alternative explanation

Assuming you successfully negotiate the various backfire effects, what is the most effective way to debunk a myth? The challenge is that once misinformation gets into a person's mind, it's very difficult to remove. This is the case even when people remember and accept a correction.

This was demonstrated in an experiment in which people read a fictitious account of a warehouse fire.^{15,16,3} Mention was made of paint and gas cans along with explosions. Later in the story, it was clarified that paint and cans were not present at the fire. Even when people remembered and accepted this correction, they still cited the paint or cans when asked questions about the fire. When asked, "Why do you think there was so much smoke?", people routinely invoked the oil paint despite having just acknowledged it as not being present.

When people hear misinformation, they build a mental model, with the myth providing an explanation. When the myth is debunked, a gap is left in their mental model. To deal with this dilemma, people prefer an incorrect model over an incomplete model. In the absence of a better explanation, they opt for the wrong explanation.¹⁷

In the warehouse fire experiment, when an alternative explanation involving lighter fluid and accelerant was provided, people were less likely to cite the paint and gas cans when queried about the fire. The most effective way to reduce the effect of misinformation is to provide an alternative explanation for the events covered by the misinformation.



This strategy is illustrated particularly clearly in fictional murder trials. Accusing an alternative suspect greatly reduced the number of guilty verdicts from participants who acted as jurors,

compared to defences that merely explained why the defendant wasn't guilty.¹⁸

For the alternative to be accepted, it must be plausible and explain all observed features of the event.^{19,15} When you debunk a myth, you create a gap in the person's mind. To be effective, your debunking must fill that gap.

One gap that may require filling is explaining why the myth is wrong. This can be achieved by exposing the rhetorical techniques used to misinform. A handy reference of techniques common to many movements that deny a scientific consensus is found in Denialism: what is it and how should scientists respond?²⁰ The techniques include cherry picking, conspiracy theories and fake experts.

Another alternative narrative might be to explain why the misinformer promoted the myth. Arousing suspicion of the source of misinformation has been shown to further reduce the influence of misinformation.^{21,22}

Another key element to effective rebuttal is using an explicit warning ("watch out, you might be misled") before mentioning the myth. Experimentation with different rebuttal structures found the most effective combination included an alternative explanation and an explicit warning.¹⁷

Graphics are also an important part of the debunker's toolbox and are significantly more effective than text in reducing misconceptions. When people read a refutation that conflicts with their beliefs, they seize on ambiguities to construct an alternative interpretation. Graphics provide more clarity and less opportunity for misinterpretation. When self-identified Republicans were surveyed about their global warming beliefs, a significantly greater number accepted global warming when shown a graph of temperature trends compared to those who were given a written description.¹³

Another survey found that when shown data points representing surface temperature, people correctly judged a warming trend irrespective of their views towards global warming.²³ If your content can be expressed visually, always opt for a graphic in your debunking.

Anatomy of an effective debunking

Bringing all the different threads together, an effective debunking requires:

- **Core facts**—a refutation should emphasise the facts, not the myth. Present only key facts to avoid an Overkill Backfire Effect;
- **Explicit warnings**—before any mention of a myth, text or visual cues should warn that the upcoming information is false;
- **Alternative explanation**—any gaps left by the debunking need to be filled. This may be

achieved by providing an alternative causal explanation for why the myth is wrong and, optionally, why the misinformers promoted the myth in the first place;

- **Graphics** – core facts should be displayed graphically if possible.

The following example debunks the myth that there is no scientific consensus about man-made global warming, because 31,000 scientists signed a petition stating there is no evidence that human activity can disrupt climate.

97 out of 100 climate experts agree humans are causing global warming.

Several independent surveys find 97% of climate scientists who are actively publishing peer-reviewed climate research agree that humans are causing global warming.



On top of this overwhelming consensus, National Academies of Science from all over the world also endorse the consensus view of human caused global warming, as expressed by the Intergovernmental Panel on Climate Change (IPCC).

However, movements that deny a scientific consensus have always sought to cast doubt on the fact that a consensus exists. One technique is the use of fake experts, citing scientists who have little to no expertise in the particular field of science.

For example, the OISM Petition Project claims 31,000 scientists disagree with the scientific consensus on global warming.

However, around 99.9% of the scientists listed in the Petition Project are not climate scientists. The petition is open to anyone with a Bachelor of Science or higher and includes medical doctors, mechanical engineers and computer scientists.

Core fact communicated in headline

Core fact reinforced in opening paragraph, fleshed out with additional details.

Core fact reinforced with infographic

Explicit warning cueing reader that misinformation is coming and indicating the nature of the misinformation.

The myth

The gap created by this debunking is how can there be a consensus if 31,000 scientists dissent? This gap is filled by explaining that almost all the 31,000 scientists are not climate scientists.

61.90 MANAGEMENT

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Jean Pommainville
MCK

J. Makon
Faculty

EMERY Advocate

For the complete list of faculty members, please consult the Department website.

Location	Sir George Williams Campus MB Building, Room: 013-115 514-848-2424, ext. 2924	
Department Objectives	The 21st century requires citizens and organizational leaders who can motivate and work with people, manage the complexities of organizations and their environments, and create wealth in a socially and ecologically sustainable manner. To prepare students for the challenges set by these diverse forces, the Management Department provides a curriculum that reflects the multidisciplinary nature of management and the interdependence among people, organizations, and society. Specific areas of study include organizational behaviour, business strategy, human resource management, entrepreneurship, and business law. The Department employs an applied pedagogy, focusing on experiential learning, case analysis, and oral and written reflections.	
Programs	24 Major in Management 6 MANA 341, 420 18 Additional 300- or 400-level credits offered by the Department; IBUS 492	12 Minor in Management 6 MANA 341, 420 6 Additional 300- or 400-level credits offered by the Department

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Some reasons you might want to contact Nowlan Resources on behalf of your group, work unit, organization or community . . .

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- . . . Your unit needs to become more strategic, more adaptive to change, rather than reactive.
- . . . Your organization is in transition -- perhaps dealing with some unknowns -- and you are not certain of the best way to proceed.
- . . . You would like to reduce silos and create more cross-functional ownership and collegiality.
- . . . You would like to create an environment based on shared accountability for the whole.
- . . . You suspect that your organization structure isn't working well; you wish to learn about - and consider implementing -- effective and participatory approaches to work redesign.
- . . . Your work group or team would like to be more effective and collaborative.
- . . . You want to improve relationships with your customers and/or your community.
- . . . You are interested in developing leadership skills to better navigate in an uncertain world.
- . . . Your neighborhood/community wishes to bring people together to address local issues.

You do not have to be clear or certain about what you need or how to proceed to have a conversation!

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Last

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Welcome to Nowlan Resources



JANIS NOWLAN, Principal

As consultant to organizations, groups and communities, **Janis Nowlan** provides services with a focus on participative strategic planning, managing uncertainty and change, creating productive environments, workplace redesign and increasing adaptability and accountability.

Her work is about stewardship, shared responsibility, and the creation of community. Janis has implemented change interventions and led organization effectiveness activities at all levels and with multiple functions and has worked with management to redefine leadership roles. With knowledge and understanding of diverse professions, Janis brings more than twenty-five years of experience affecting organizational and community outcomes.

Nowlan Resources includes a network of skilled and thoughtful practitioners with shared values and belief in transformation.

Contact Janis (<mailto:janis@nowlanresources.com>) click name to email or phone 303-321-1109

provide some insights at the briefing.)

The reality is that traditional and familiar organizational models, methods and approaches are no longer viable in today's environment. Many organizational leaders and members are aware of this in one way or another, but they may not know why and do not know of alternatives. As a result, there is a lot of *tinkering* but no real significant change.

What to expect in our brief time together . . .

- You will learn about the two "genotypical" *design principles* and the basic modules of structure that flow from each. We refer to them as genotypical because, like DNA, they determine the most fundamental aspects of organizational shape and characteristics. (Organizational DNA? Who knew?)
- Within this framework, we will then consider the elements of each *design principle* and implications for organization structure and work design.
- You will hear about "Open Systems Theory" and the research behind *design principles*, active adaptation, participative strategic planning and work redesign.

Please RSVP by _____ -- space is limited! There is no cost.

You will then receive information on parking and other details.

Can you make it? *

- ☐ Yes
☐ No
☐ Maybe

of additional guests

Name *

First

Last

Email *

Phone Number *

 - -

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Contact Janis (<mailto:janis@nowlanresources.com>) click name to email or phone 303-321-1109

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Nowlan Resources'

consulting model
is based on

Collaboration
Mutual learning
Authenticity
Transparency



Process design and facilitation
is based in theory

~ Open Systems theory and practice

- Contextualism
- Active Adaptation
- Puzzle Learning
- Human Ideals

~ Creation of Community



Changing the conversation
and the space in which it occurs

Nowlan Resources' approach is informed and inspired
by the values and contribution of others. Among them . . .



Dr. Merrelyn Emery, educator,
author, consultant and leader in Open
Systems theory and practice writes
about Janis and her work.



[CLICK TO READ MERRELYN'S COMMENTS](#)

(/UPLOADS/3/4/5/0/34508583/EMERY_STATEMENT.PDF)

Peter Block, consultant, author and partner in Designed
Learning, writes about Janis and her approach with
people in systems and community.



[CLICK TO READ PETER'S COMMENTS](#)

(/UPLOADS/3/4/5/0/34508583/PB_STATEMENT_JN.PDF)



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