



"Recruiting with a Vision"



Volume 1, Issue 2, Spring 2006

POLICE SECTOR COUNCIL

The Council Blotter

THE COUNCIL BLOTTER

The PSC publishes "The Council Blotter" three to four times a year - a bilingual newsletter with an HR planning and management focus for the Canadian police community.

This is the second edition of the "Blotter". Since the first issue, in the fall of 2005, the Council has been making steady headway. We are now fully "operationalized" - we have secured core funding, begun our outreach and networking activities, and have one solid project under our belts.

There is a growing sense of enthusiasm about the opportunity for HR integration through the work of the Council.

THE HIGHLIGHTS

- **Policing Environment 2005** - last September, we launched a number of surveys to reach out to the entire community in an update of the 2000 "sector study":
 - how the operational and policy environments have changed in the past five years
 - the progress made in HR practices
 - our current IT infrastructure
 - we also collected employee demographics to build a national policing database to inform effective HR planning

The completed report points to a sector in need of more - more integrated and horizontal HR planning and management, and more of an accelerated response to the critical challenges in recruitment. It reinforces the potential of the Council to solidify a "sector" approach.

- **Board of Directors and governance** - November 03/05 in Toronto, the Board met to review the strategic framework and approve the business activities for the 06/07 fiscal year. They also reaffirmed the vision and direction forward, and focused diagnostic research on four areas: recruitment, competency frameworks, education and training, and leadership development.
- **Strategic/business plan** - for those of you who like management processes - we drafted and presented to the Sector Council Program management team (Human Resources and Social Development Canada's contributions section) a strategic framework and a business plan for the 06/07 fiscal year. The plan is on the website and there is an overview graphic later in the newsletter.
- **Infrastructure funding approved** - last November, the Sector Council Program, under the former Minister Belinda Stronach, announced 2 full years of funding for our new Council.

This "core" funding enables us to solidify our office and infrastructure activities through to March 31st, 2008.

- **website reno** - our "hub" for communications with the sector needed some new spokes. The infrastructure funding received from the government allowed us to redesign and refine the website. It now functions as a central repository of information, tools, research and news that you can access and contribute to. It features a new Hiring Centre and three other centres; Info, HR Practices and Research.
- **Board Retreat/AGM, June 28 and 29/06** - the Board met again in Toronto to examine the strategic 'drivers' of HR management and planning and to hold its first annual General Meeting.

So, those are the highlights, read on and get some of the details - and of course there is always more information on the website. The "Blotter" is our way of waving a sector banner and building awareness about the work and potential of your Council.

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Police Sector Council Board of Directors at work.



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THE SCAN - "IF WE DON'T KNOW WHERE WE'VE BEEN, WE'LL NEVER KNOW WHERE WE'RE GOING"

Six years ago, a document entitled "Strategic Human Resources Analysis of Public Policing in Canada" was published through the combined efforts of the Canadian Association of Chiefs of Police and the Canadian Police Association (now CPPA), with funding from the federal government.

The year 2000 "sector study" as it became known was a diagnostic of the human resource challenges facing public policing. It offered over 25 recommendations under 5 broad priority areas:

- attracting the next generation of talent
- increasing sector-wide efficiencies
- improving the sector's HR planning capacity
- improving labour-management relations, and
- increasing funding and resources

The most important finding of the 2000 report was that high quality, effective talent in policing will not just happen. It has to be planned and managed across the sector. Better planning and improved HR management practices are crucial in dealing with the myriad pressures in the policing environment.

The primary recommendation of the 2000 report was for the community to collaborate - pool efforts and resources for the benefit of all of public policing in Canada. That document was the catalyst for the creation of the Canadian Police Sector Council - finally operational 5 years later.



"Grad day" hug

One of the Council's first activities was update the priorities and recommendations from the 2000 study - to provide a year 2005 platform and to launch future activities and research.

A side benefit of the updated process was to:

- re-engage the police community in a "sector-wide" approach to HR planning and management
- enable communications about the value of a sector-wide view and sectoral cooperation on HR issues and challenges.

In August 2005, IBM Business Consulting Services, who had also consulted on the year 2000 study, began the work on the 2005 update.

Over the fall and early winter, we conducted three surveys that were sent to 184 police services across Canada.

- one that collected employee data, and
- two web-based surveys that collected data on HR practices, and the technology infrastructure readiness for e-learning

The data collection process was a success. Through the participation of the sector, the first "employee database" was created - a valuable tool for understanding, analyzing, and planning the impacts of current and future HR practices.

The surveys, combined with a literature search and interviews with key stakeholders, have resulted in a 100 page report - "Policing Environment 2005" - now on the website. The report incorporates a message to the Board from the consultants, and consists of three sections:

1. an up-date on three operational/policy dimensions of the environment - socio-economic, threat, and accountability/governance
2. a detailed overview of the "face of policing" 2005
3. up-to-date information on HR practices and technology in the sector.

The findings re-affirm most of the recommendations in the 2000 study, and the report provides a revised roadmap guiding future Council activities. Clearly some progress has been made in the past 5 years - HR practices have evolved only modestly. Individual services continue investing effort, but working independently. The pace and momentum have to be accelerated on most milestones.

More importantly the 2005 update provides impetus - an urgency to act. The workforce situation in policing is vulnerable, demographic change is relentless and technological advancements accelerated. The demands placed on public policing - for crime prevention in the community, for prompt and effective investigation and socially-responsive enforcement - have not abated, but have grown more complex.

The bottom line - unless the sector begins to function as a "sector" with horizontal and integrated strategies and activities to improve HR planning and management - the workforce, programs and service delivery are increasingly vulnerable.

The alarm was sounded five years ago but not much has improved. Committed and focused action is required immediately.



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THE PLAN - WE HAVE A STRATEGY AND DIRECTION

On a cold and snow threatening day in November the Board of Directors of the Council - chiefs of police, provincial government executives, union executives, heads of education and training institutes, with representatives from the police boards and the Federation of Canadian Municipalities - met in Toronto and talked about the direction and work of the Council.

The results of those discussions led to the creation of a strategic business planning document (available at www.policouncil.ca) - laying-out some short and longer-term expectations and objectives for the Council:

- high performing/productive sustainable policing
- **informed** - understanding the environmental dynamics affecting policing - better understanding leads to better planning/management
- **integrated** - HR planning/management integrated in the policing HR community
- **networked** outreach to all stakeholders - strengthened partnerships
- **"exemplary"** - as a Council status - sound/rigorous stewardship of funding, administration

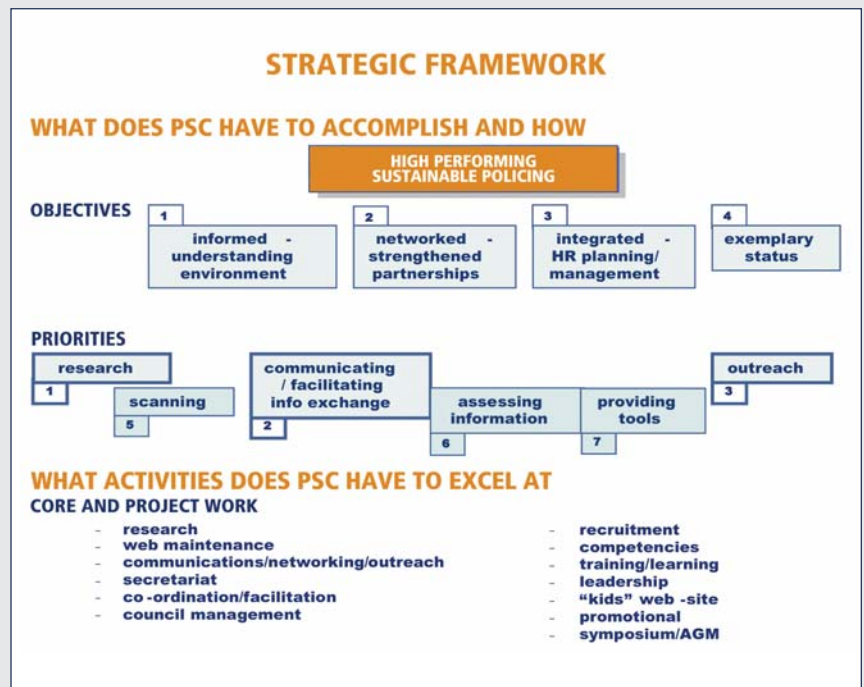
The graphic to the right depicts the blueprint for the Council as detailed in the plan.

Late November, the Council presented its strategy and plan to the holders of the "purse strings" in the government's Sector Council Program and received a full and appreciative hearing. We were rewarded by "approval in principle" for four research diagnostics - recruitment, competencies, training/education and leadership development - which we have cobbled together into one project to be completed in the 06/07 fiscal year.

The statement of work for the project called "the HR planning and management diagnostic", or the "4-in1" for short, is on the website. Rudy Gheysen of the Ontario Police College is chairing a steering committee of sector-wide advisors:

- Rick Parent - Research JIBC
- Dale Kinnear - CPPA
- Ken Legge - RCMP
- Les Chipperfield - Atlantic Police Academy
- Terry Coleman - MooseJaw Police
- Bill Gibson - Toronto Police
- Stephanie Crawford - OPP
- Syd Gravel - Ottawa Police Service
- Glen Siegersma - RCMP
- Alexander Butler - HRSDC
- Michel Beaudoin - Quebec Police Academy
- Paul Trivett - Deputy Chief NAPS
- Murray Stooke - Calgary Police Service
- Jim Drennan - Georgian College
- Alana MacMullan - Nova Scotia Department of Justice
- Jennifer Lanzon - Canadian Association of Police Boards
- Curtis Clarke - Athabasca University
- Scott McDougall - Canadian Police College
- Helen Hopfauf - Public Safety Canada

This project will produce extensive assessment of the current state of the sector in the noted areas and recommendations for sector-wide strategies to the Board of Directors. Work on this project should be underway in June for a report this time next year.





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THE LAN - WEBSITE UNDER RE-CONSTRUCTION

We have just completed a structural and content renovation of the website - same look and feel, but a better focus on the content and easier "clicking" to get at information.

We've structured and interlinked the site to create a dynamic and progressive "campus" where you'll find valuable resources on the HR issues that matter most.

The site will be updated regularly with the information you need, and information you want to share:

- about the policing environment
- research and latest news/trends
- HR information and tools that you can use in your organization
- your challenges - recruitment/retention, competencies, training, skills development or leadership information and development
- networking opportunities

Your concerns or questions or suggestions on how to improve this service are always welcome. Please contact Geoff Gruson at (613) 729-2789 (telephone), or (613) 729-9691 (facsimile), or at ggruson@policecouncil.ca (email).

Canada

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PSC "CAMPUS OF CENTRES"



The changes start as soon as you land on the site - an "orientation" page and directions to 4 centers of information and knowledge:

- **info centre** - facts, news, trends and environmental scanning
- **hiring centre** - generic information about careers and the recruitment process
- **research center** - project documents and other research in our inventory
- **HR practices centre** - an inventory of the practices, approaches, tools and methods, directed at planners across 6 dimensions ("rooms") directed at planners, policy-makers and practitioners

GETTING INVOLVED

Over the coming months, we, through our "e-watch" alerts will be actively encouraging everyone in the sector to visit the website (www.policecouncil.ca) and to register to receive information and up-dates.

With the Board of Directors committed and engaged, the Council is ready to take advantage of what Commissioner Boniface called "an unprecedented opportunity to influence the future of policing in Canada." Let us know if you want to be part of the solution, we're building four networks of folks interested in the sector activities.

1. **researchers**
2. **policy/planners**
3. **HR practitioners**
4. **education/trainers**

Register online or contact us. Your input - comments/questions and material - is always welcome - we're on duty 24/7 at 303-1545 Carling Ave., Ottawa, Ontario, K1Z 8P9.