

POLICING ENVIRONMENT - "change drivers"

POLICING ISSUE #1 - RECRUITMENT

... the Challenge and the DVD ...
"building the case for change"

Overview - why a recruitment DVD

- the Police Sector Council has been examining the trends in workforce challenges for the past 2 years - “the perfect storm”
 - **changing demographics (retirements and “youth dearth,”) demands for new skills, budgets and governance constraints**
- recruitment has emerged as one of the critical issues for sector-wide HR strategy, planning and a national response - why:
 - **an increasingly aging and retiring workforce**
 - 40-50% of senior officers will retire in the next five years
 - senior level succession issues - managing and valuing knowledge/ experience-
 - **a very competitive environment for qualified youth and specialized skills**
 - between police services and between sectors
 - **struggles to resource a diverse and community-reflective workforce**
 - can police be recognized as “employers of choice” by ethnic groups
 - **expectations for higher education and greater competencies**
 - community-building skills and capacities in policing
 - **changing demands from an older, and increasingly immigrant-based population**
 - **compensation demands outstripping public resources/capacity**
 - **at current recruitment levels, rates of constables will not be sufficient to:**
 - replenish the exit of mid/senior officers
 - meet the demands from more and more complex service environments
 - meet the demands of a changing society for community-based policing

Overview ...

- research also identified other issues - creating urgency for action
 - **HR planning and management capacity doesn't fully support operational activities and not aligned with strategic planning**
 - **extensive duplication and inefficiencies in HR across the sector**
 - **confusion re “good practices,” limited research and knowledge sharing**
 - **relatively low satisfaction across the sector in:**
 - **recruiting for diversity**
 - **HR performance measurement and management**
 - **learning and development**
 - **HR information management**
 - **innovative approaches sufficient to meet the demands**

- the DVD attached is intended to do 2 things
 - **raise awareness of the issue**
 - **build support for sector-wide response**

- the “case for change” has been made - we need to respond
 - **improve our ability to work together on complex and cross jurisdictional issues**
 - **encourage priority work on HR planning and “professionalization” of policing**

Context for the DVD - aging demographics

- all developed countries will face
 - a median age expected to rise from 39 to 44 over next 25 years
 - increasing numbers of workers retiring
 - continued rise in the average age of the remaining work force
 - shortages of qualified personnel - upward pressure on wages
- Canada is a microcosm of the world
 - rapidly increasing population diversity - racial, ethnic and religious
 - aging population - declining family size
 - aboriginal youth bulge
 - urbanization - concurrent growth in suburbs
 - changing values - importation of immigrant homeland issues/ideologies
- implications for policing
 - increased public demand for health care - limits public funding for policing
 - crime rates decreasing - violent crime growth
 - potential for increase in youth crime (aboriginal) and street gangs
 - pressure to adapt policing to meet changing citizen demands
 - reduced/changing policing role in rural Canada
 - shrinking immigrant labour pool available from developed countries

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DVD context - workforce in transition

- Canada's shifted to knowledge-based, services-based economy
 - **skill/knowledge shortages in many sectors**
 - **demands for higher education - more costly and less accessible**
 - **less youth opting for traditional post secondary educations**
 - **shortage in 'critical thinking' competencies**
 - **mid-career professional retooling/specialization**
 - **competition for specific skills - driving up labour costs**
 - **workforce demands for work and work-life balance**
- implications for policing
 - **anticipated labour/social unrest related to inequities**
 - **growing exploitation of marginalized individuals**
 - **higher public expectations for levels of knowledge/sophistication**
 - **rising costs of knowledge workers driving up costs of policing**
 - **positions and profiles of leaders with less experience**
 - **need new retention strategies**
 - **strategies for managing high rates of dependence on volunteers services**

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DVD context - snapshot of today's policing

- today recruits are older - average 28
 - **likely to be married with family - issues of work-life balance**
- today's officers have higher education
 - **more diverse experience at entry**
 - **retention challenge - mobile, competitive market**
 - **skills more transferable - sought after in other occupations/ professions**
- large portion of the workforce approaching traditional age of retirement
 - **the retirement wave is already well underway and will continue for years**
- there is a relatively high proportion of new officers - less than five years' experience
 - **services have been increasing recruitments in last five years**
- but, the youth entry cohort is shrinking
 - **applicant pool continues to decline**
 - **more competition among police (and other occupations) for candidates**
 - **female proportion of recent recruitment wave has stalled at 20%**
- have to attract and retain a diverse workforce - increased numbers of females, visible minorities and aboriginal peoples
 - **current recruitment efforts have limits in attracting non-traditional groups**

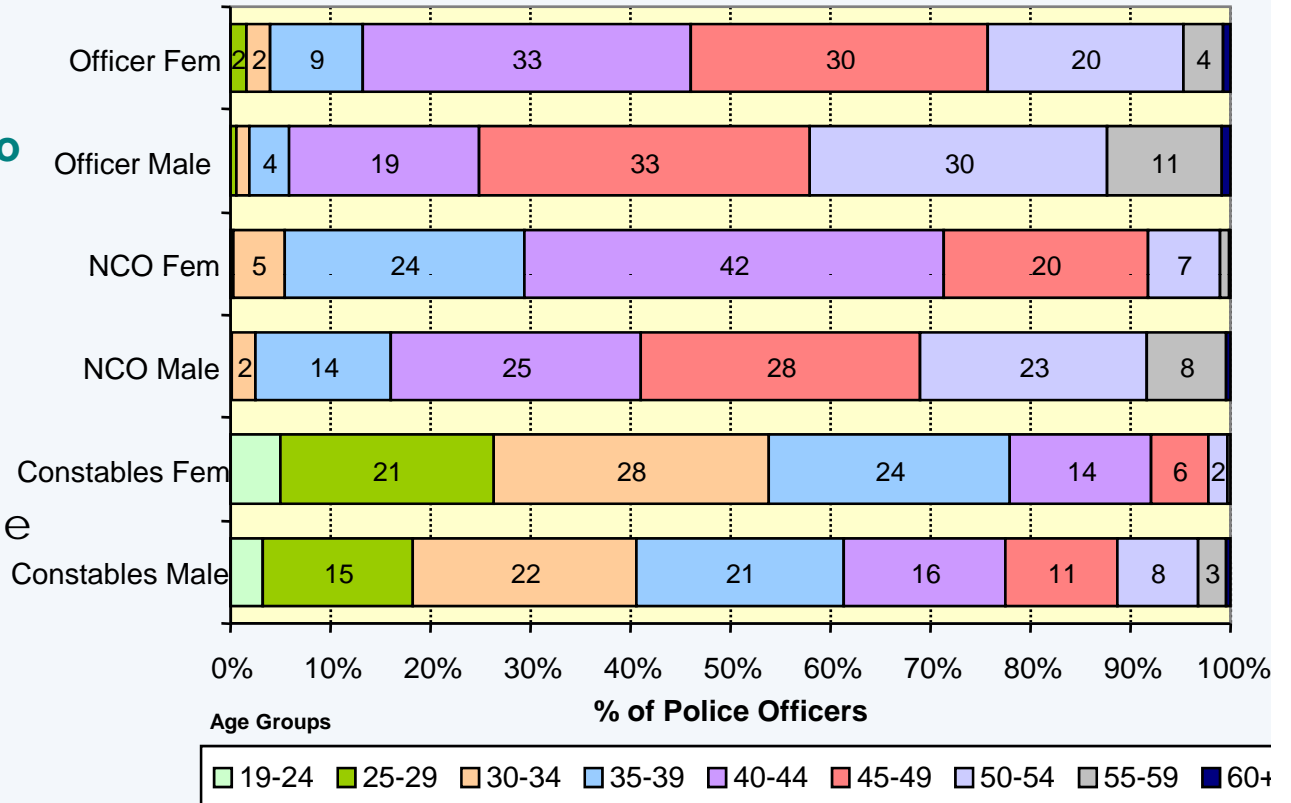
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Senior officer cohort is older - stays longer

- male officers and NCOs are nearly all over 40
 - retire later than constables
 - up to 50% likely to retire next five years
- succession planning needed
- females' age in upper ranks younger than male counterparts

Age Distribution: Officers by Rank and Sex



Source: Sector Employee Database, 2005

DVD context - snapshot ...

- today's youth have different expectations and experiences
 - **want many alternative “jobs”, quick progression**
- but older recruits result in older average age of police officers
 - **later retirement (60s) leads to higher health costs**
 - **more sick days, increased disability, safety concerns**

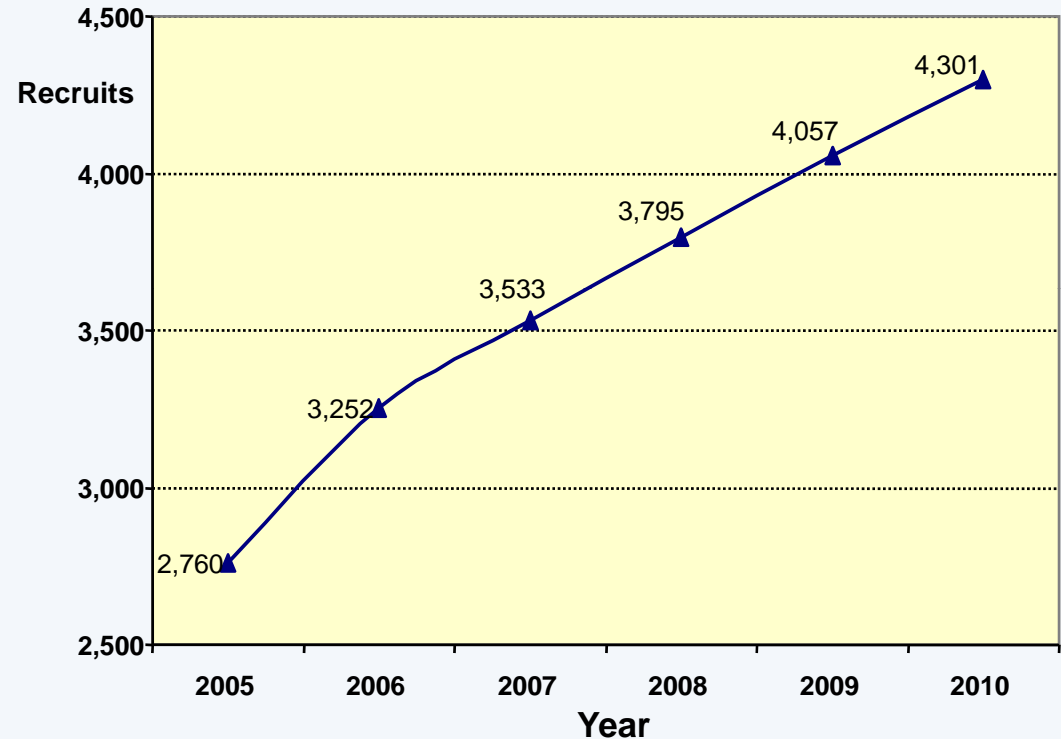
a different approach is now necessary

take a look at the DVD ...

Options? - higher recruitment levels needed

- increased recruitment to maintain current officer strength
 - last five years averaged **2,760**
 - peaked **3,560** in 2000
 - **4000** new officers need to be recruited in 2009
- any growth puts additional strain on recruitment
 - **1% growth in officer strength requires additional 600 recruits per year**

Recruits needed to maintain total officer strength



Options? - recruitment more immigrants

- yes, immigrant population growing 2 times natural growth
 - **concentrated in urban areas**
 - **cultural diversity rising - more than 100 languages**
- but, complex issue - attracting, hiring retaining the most qualified
 - **reflect diversity of communities or risk "us versus them"**
 - **sensitivity to community cultures and lifestyles**
 - **traditional recruitment less successful in diverse societies**
- all don't perceive policing as "honorable" profession
 - **not seen as "employers of choice" or progressive**
 - **import perceptions of authority from home country**
 - **encourage immigrant youth to other professions and sectors**
- new strategies required
 - **fully understand/ train for cultural sensitivity/ diversity**
 - **outreach to build candidate pool**

Options? - recruitment aboriginals

- birth rates 4x rest of the population
 - **large youth cohort in Saskatchewan and Manitoba - 15-20%**
 - **urban aboriginals nearly equal to living on reserve**
- unique issues
 - **legacy of made-in-Canada history and policy - sovereignty**
 - **communities interested in self-policing**
 - **aboriginal policing not just “on-reserve”**
- aboriginal policing traditionally difficult
 - **benefits are not as lucrative as mainstream police**
 - **retirement package is not as good**
 - **officers tend to work independently**
 - **training is limited**
 - **limited career progression**
- unique aboriginal situation requires a unique aboriginal approach

Options? - new intake strategies

- traditional recruitment less successful in diverse society
 - **update recruitment strategies to reflect diversity**
 - **sensitivity to community cultures and lifestyles**
- workplace practices need to change to meet the needs of four distinct generations
 - **veterans, baby-boomers, generation X, generation Y - with varying needs, expectations and wants out of careers**
- pension and benefits structures geared to keeping officers within the same service
 - **limiting mobility and possibly the attractiveness of a policing career**
- shift in recruit training models needed - define/design foundational pre-employment training - a national police foundations program
 - **ensure candidates have aptitudes and basic skill set for success in post-employment recruit training**
 - **in concert with other safety/security professions and private security**
 - **certain institutions could focus on more specific learning requirements**
- education prerequisites can make it more difficult to cultivate interest of hard-to-hire groups

“Need to sell the reality of policing vs. the ideal of policing - not everyone can have a specialized role.”

Conclusion - recruitment need collaboration

- this isn't new - a 2000 study recommended collaborative action
 - **a sector-wide strategy to attract officers, support personnel, specialists**
 - requirements for diversity
 - employment arrangements full/part-time, temporary, or fee for service contracts
 - **measures to increase recruit mobility and recognition of training**
 - remove barriers to entering policing – financing of initial training
 - equivalency of qualifications across various jurisdictions
 - national standards for physical and other entry requirements
 - **a national advertising strategy to highlight the positive aspects**
 - need to avoid services competing with each other
- further research into recruitment/retention challenges in terms of
 - **attraction - national awareness in target markets - create “pull”**
 - **selection - review assessment process - very time and labour intensive**
 - opportunity costs in the loss of potential recruits
 - **hiring/training/retention - review process to prepare new recruits**
- onus will be on individual services to turn strategies into action