

**Environmental Scanning –  
Labour Market Information Project**

**Project Work Plan  
DRAFT VERSION 4.0**

**Prepared for:**  
Police Sector Council

**Prepared by:**  
R.A. Malatest & Associates Ltd.

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400 – 294 Albert Street  
Ottawa ON K1P 6E6  
Phone: (613) 688-1847  
Fax: (613) 288-1278

1206 – 415 Yonge Street  
Toronto ON M5B 2E7  
Phone: (416) 644-0161  
Fax: (416) 644-0164

858 Pandora Avenue  
Victoria BC V8W 1P4  
Phone: (250) 384-2770  
Fax: (250) 384-2774

300 – 10621 100<sup>th</sup> Avenue  
Edmonton AB T5J 0B3  
Phone: (780) 448-9042  
Fax: (780) 448-9047

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## SECTION 1 PROJECT BACKGROUND AND OBJECTIVES

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The Police Sector Council wishes to liaise with policing organizations across the country to determine the level of interest and support the Sector Council might receive in developing a regular environmental scan of the industry. In addition, this project includes preparation of an environmental scan that reflects the needs/preferences of key stakeholders. The following section outlines the activities to be completed for the *Environmental Scanning – Labour Market Information Project*.

### 1.1 Key Questions and Issues

In previous years, the Royal Canadian Mounted Police (RCMP) undertook a 7-dimension Environmental Scan which assessed global and national macro-level trends affecting policing in Canada. The last full scan was produced by the RCMP in 2004, leaving a gap in terms of the publication of a national-level report.

The Police Sector Council's intent in conducting the *Environmental Scanning – Labour Market Information Project* is to build a sustainable environmental scanning process which would result in the production of an environmental scan that would build and expand upon the RCMP scan. In order to achieve this goal, several questions have to be examined.

First, the research will determine what is currently being done across Canada at a federal or provincial government level as well as across the major police forces in terms of environmental scanning activities. This initial survey will be undertaken by the PSC with input and under the project management scope of R.A. Malatest & Associates Ltd.

Second, the project will uncover the level of support for the production of a national/pan-Canadian scan by the Police Sector Council. Specifically, it will be determined whether key government stakeholders and police forces:

- Agree upon the usefulness of such a tool and would use it;
- Would share any reports of a similar nature which they have produced (if applicable);
- Would help produce portions of a national report (i.e. assist with research and writing activities); and/or
- Would provide financial support for the production of an environmental scan by the Police Sector Council.

While some police forces currently compile their own environmental scans (e.g. Toronto Police Service, Vancouver Police Department), the aim is to engage the community into thinking more broadly (i.e. nationally/sectorally) about policing.

Third, the Consultant will produce a draft scan based on input/assistance provided by participating organizations and/or internal research. The scan will be similar to previous RCMP scans, but will likely include different sections/modules based on the desires/needs of engaged stakeholders.

Finally, key stakeholders will be invited to participate in a workshop session in order to discuss the process that can be utilized to build engagement and commitment to future scans.

## SECTION 2 SCOPE OF WORK

The *Environmental Scanning – Labour Market Information Project* will consist of several activities, some of which will be managed primarily through the Police Sector Council, and some of which will be managed by R.A. Malatest & Associates Ltd. Highlighted below are the major tasks and responsibilities for completion.

Task	Responsibility (Primary/Secondary)
Review of Existing Sources / Environmental Scans (Secondary Research) <ul style="list-style-type: none"> <li>» online review of what scans exist in the public domain</li> <li>» activity will provide insight as to whether or not scans are being produced at the national/provincial/municipal level</li> </ul>	RAM / PSC RAM / PSC
Design & Administration of an Online Survey <ul style="list-style-type: none"> <li>» design a survey that reflects scan needs/preferences</li> <li>» work with PSC to develop effective online survey (can utilize Malatest online survey vehicle)</li> <li>» administer short field test, modifications as necessary</li> <li>» full online survey administration</li> <li>» follow-up to encourage survey participation</li> </ul>	RAM / PSC RAM / PSC PSC / RAM PSC / RAM PSC
Data Analysis / Development of a Draft Scan <ul style="list-style-type: none"> <li>» analyze responses to the survey; preparation of a short report detailing feedback</li> <li>» identify recommended template/content</li> <li>» work with the Steering Committee to develop a draft scan</li> <li>» produce draft scan (maximum 3 drafts)</li> </ul>	RAM RAM RAM / PSC RAM
Coordinate Distribution of Draft Scan / Feedback on Scan / Stakeholder Engagement <ul style="list-style-type: none"> <li>» distribute draft scan and feedback survey to stakeholders</li> <li>» analyze the results of the feedback survey to develop a “go forward” strategy for future scans (potential workshop)</li> </ul>	PSC / RAM PSC / RAM

## SECTION 3 DELIVERABLES AND TIMELINES

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Detailed below are the key deliverables to be completed by the Consultant for this project. All project activities, including the preparation of the draft scan, will be completed on or about December 15, 2008. Highlighted below are the key project deliverables for this project.

### 3.1 Project Deliverables

#### Needs Assessment Survey

1. Survey – the Consultant will assist the PSC in the design of an appropriate survey to obtain information as to the following issues:
  - does the organization currently produce/utilize an environmental scan?
  - did the organization previously utilize the environmental scan produced by the RCMP?
  - would the organization be interested in participating in the development of a similar document?
2. Report on Existing Scans / Scan Preferences – the Consultant will provide a short (10-15 page) document that summarizes the findings of the literature review/survey of organization (Scan Requirement Document).
3. Draft Environmental Scan – the Consultant will prepare a draft environmental scan of between 40 to 50 pages in length that reflects the needs/requirements of different stakeholders, as well as incorporate existing scan information (as appropriate) provided by engaged stakeholders.
4. Follow-Up Survey (Workshop) – the Consultant will prepare a follow-up survey that will be distributed with the draft scan to identify stakeholder reaction to the draft scan as well as identify processes to engage stakeholders in future scan activities. The Consultant will also attend a workshop to discuss scan issues.
5. Engagement Strategy / Future Scan Activities – the consultant will analyze the data from the follow-up survey and prepare a brief (5-10 page) report as to how the PSC can effectively engage stakeholders in future scan activities.

### 3.2 Project Timelines

A timeline for the completion of the project is presented in Table 3-1. While not noted in the table, the Consultant will also perform regular progress reporting (verbal or written). These bi-weekly project status reports will be provided to the Client to ensure that the project adheres to timelines and informs the Client of any issues that arise during the research. These status reports also provide the opportunity for the Client to provide input.

**Table 3-1  
Proposed Project Timelines**

<b>Activity</b>	<b>Completion Date</b>
Initial client meeting	July 17, 2008
Development of project work plan	August 5, 2008
Meeting with Steering Committee	August 6-12, 2008
Review of existing sources	August 13-29, 2008
Assistance in Preliminary Survey	August 29- September 6, 2008
PSC Survey Administration	September 6-20, 2008
Data analysis / Identification of scan requirements	September 21-30, 2008
Scan development	October 1-31, 2008
Delivery of draft scan	November 7, 2008
Distribution of scan / survey	November 9-25, 2008
Data analysis workshop (future process discussion)	November 25- December 3, 2008
Final Report	December 4-15, 2008

## **SECTION 4 POLICE SECTOR COUNCIL SUPPORT**

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It is expected that the Police Sector Council will provide the following support:

- list of contact information for police/government contacts to be approached for this study;
- example reports/documentation;
- reimbursement of travel costs for the Consultant to attend Steering Committee meetings (subject to approval of the Police Sector Council) and/or workshop session;
- meeting costs (venue, refreshments, etc.) associated with the workshop to be convened with interested stakeholders (TBD); and
- translation (if necessary) will be the responsibility of the Police Sector Council.

**SECTION 5 LEVEL OF EFFORT BY KEY ACTIVITY**

Detailed below is the level of effort (in number of person-days) by key activity for this project. It should be noted that based on discussions with the client, person-days can be reallocated across key activities, but will not exceed the estimated maximum number of days. The Consultant will submit on a monthly basis the number of days expended on the project.

Task (in total of 7.5 hours days)	Project Advisor	Project Managers	Research Analyst/ Assistant	Support Staff
Initial Project Orientation/Client liaison	1.0	1.0	0.5	--
Project work plan	1.0	1.0	1.5	--
Assistance in initial survey design*	0.5	1.0	1.0	--
Inventory of existing research	0.5	1.0	3.0	3.0
Analysis of initial survey/development of proposed plan for environmental scan » content issues » contribution/involvement of stakeholders » proposed Table of Contents	1.0	2.0	6.0	2.0
Draft environmental scan (40-50 pages)	3.0	3.0	18.0	4.0
Development of follow-up survey	0.5	1.0	1.0	--
Analysis of follow-up survey/workshop	1.0	2.0	2.0	1.0
Final report	0.5	1.0	1.0	--
<b>Total</b>	<b>9.0</b>	<b>14.0</b>	<b>34.0</b>	<b>10.0</b>

\* anticipated level of effort from the PSC is 3 days for survey and follow-up

**4.1 Personnel Costs**

Project Advisor – 9.0 days @ \$900.00/day .....	\$8,100.00
Project Managers – 14.0 days @ \$650.00/day .....	\$9,100.00
Research Analyst/Assistant – 34.0 days @ \$450.00/day .....	\$15,300.00
Support Staff – 10.0 days @ \$250.00/day .....	\$2,500.00
<b>Total .....</b>	<b>\$35,000.00</b>

Note: Total project cost does not include GST

**4.2 Proposed Payment Schedule**

The following payment schedule is proposed:

Upon acceptance of project work plan (20%) .....	\$7,000.00
Upon completion of the draft scan (50%) .....	\$17,500.00
Upon project completion (30%) .....	\$10,500.00