

## Project #11 (2008-2009)



### ***Networks Support***

### ***End-of-Project Report***



## Table of Contents

<b>OVERVIEW .....</b>	<b>3</b>
<b>OVERALL PROJECT ASSESSMENT .....</b>	<b>4</b>
<b>RESULTS OF NETWORK SUPPORT .....</b>	<b>5</b>
<b>SUMMARY .....</b>	<b>11</b>



## Overview

The Police Sector Council has increasingly become the catalyst for open dialogue on innovative approaches to transformative HR planning and management. As with any organization, managers and employees at all levels benefit from opportunities to share knowledge/experiences on the issues and challenges, and from structured discussion on issue mitigation and solutions.

In brief that is what this project is all about. Recognizing that Police sector managers can only improve their activities by having a better understanding of the critical drivers of change, sharing “best” practices, and engaging in dialogue on solutions, the Council has created and provided support to six “networks” or communities of practice:

- **HR leads** - those managers in police services and governments that have direct responsibility for the full range of HR processes and practices in their jurisdiction
- **recruiters** - those managers who have direct responsibility for implementing the attraction, selection, and processing of candidates
- **strategic policy and planners** - those individuals in the larger police services, federal/provincial governments, the executives on police boards, and other stakeholders, who have a responsibility to be on the leading edge of change and preparing for new/different policing services/programs
- **researchers** - those individuals who are carrying out research either in-house or through private sector opportunities on all aspects of the HR planning and management
- **educators/trainers** - those individuals who plan, design and deliver the training and development to ensure a sustainable and high-performing workforce employees
- **strategic leadership group** - those leaders from all the key stakeholder groups in policing that were originally invited (June 2005) to be the Board of Directors of the newly formed Police Sector Council and continue to be engaged and focused on the success of council activities. These meetings are mostly funded through Council infrastructure funding

This project report details the activities and results of bringing these “communities of practice” together, at least once in the past year, to engage and to take ownership of the transformation agenda in policing HR.

The “network” approach addresses three important outcomes:

- representativeness - many stakeholders are involved and supportive of the work of the Council
- connectedness - stakeholders/partners work in a more integrated way across otherwise strict jurisdictional boundaries
- responsiveness - the networks address the issues and challenges of most importance to the stakeholders

This project was in direct support of Council’s three strategic priorities - to better “**inform**” the sector, to **network** for improved understanding and ownership, and to **integrate** to enable efficient and effective solutions

By way of an overview, the 2008/2009 fiscal year “network” project has been extremely well-received in the sector, and is considered a “great success,” enhancing the Council’s ability to build a strong foundation for integrated responses to the challenges of the future.

**Activities** - for each of the networks, we were able to

- support at least 1 full-day workshop - travel, accommodations and support - note: infrastructure funding mostly covered the “strategic leadership group” meeting
- facilitate working sessions and workshops



- communicate and follow-up on the issues/dialogue/results of these sessions through e-mails, reports and web-site access

**Outputs - for each “network”:**

- issues-focused dialogue - to build support/commitment to strategic and business activities of the Council
- session planning - a chair and “executive committee” of volunteers helped with the logistics
- reporting - minutes of the workshops, follow-up, and ideas for next steps
- follow-up - a plan of action for the workshop participants to continue to communicate on a regular basis and share ideas/knowledge/information
- effective budgeting and expenditures - the project allocation of \$92,250 was fully expended for meeting costs, facilitation, and translation of documents
  - meetings support - \$12,575.37
  - travel for participants - \$52,609.69
  - Professional support - \$25,000
  - GST - \$1,968.41
- efficiently managed - the project was on plan and on schedule with the exception of the researchers network meeting, which was delayed to mid-April 2009

**Total \$92,153.47**

**Outcomes - for each “network”:**

- increased support to integrated sector HR planning and management
- long term sustainability of policing through approved national solutions to common challenges

## Overall Project Assessment

Although it has been stated many times, it bears repeating - facilitating the assembly of sector stakeholders is an absolutely critical undertaking for a developing sector Council. The ability of any Council to identify sector participants, initiate interaction, build communities of practice, and leverage a critical mass of support to a more national view of the environment cannot be underestimated - and is immensely important in policing, a sector that has been traditionally siloed and unable to function collaboratively.

Without the opportunity of networking support there would be no sector Council identity or profile, and no significant interest in the policing community to work in a more integrated way.

Without functional “networks” the results/recommendations of project activities would not be implemented. The network approach creates a “pull” on policing senior management, to actively cross jurisdictional lines and recognize the value and benefits of adopting a collaborative approach to HR management and planning as a sector

The following are two brief examples of some of the issues and results from the 2008/2009 network meetings:

- **education/training:** the issues are many, and include lack of standards/benchmarks, certification, inter-provincial recognition, accreditation of teachers/trainers; and inefficient/ineffective learning in a career that demands continuous learning.

The network meetings provide a vision and direction, by bringing educators and trainers to a common forum:

- a positive opportunity to break down the siloed approach to training and development
- comparative review of what the police academies are teaching and how



- out-reach to the college/universities to align their curriculums with the needs of policing
  - process to develop and distribute “nationally relevant” just-in-time training in an e-learning environment - nationally developed (Can Police Knowledge Network) and “nationally” endorsed by the Can Assoc of Chiefs of Police
- **Human Resources management:** the issues are many - lack of standards across 222 police services, inefficiencies and duplication of effort, competencies management not used for the full range of HR processes, and small & medium services lacking HR tools.

The network meetings provide HR leaders a common forum to:

- share processes and practices benefiting all services, especially small and medium ones
- recognize many similarities and opportunities for standards and uniformity, supportive of a national competency benchmark for entry-level officers.
- support a sector funded social marketing campaign and an e-candidate portal for recruitment
- support psychologists examining national standards for psych assessments of new recruits
- gain wide acceptance of the sectoral approach as a benefit to HR planning and management
- drive HR changes from the bottom up, from network members who will be tomorrow’s leaders.

This year, the network meetings improved HR processes/practices and the Council achieved considerable progress and benefits:

- level and scope of participation increased
- level of engagement increased - many conflicts and dissenting opinions were discussed and solutions agreed upon
- participants expressed excellent satisfaction with the opportunity to learn and grow
- solution were developed and even implemented where feasible - e-learning nationally relevant training, psychologists setting screening standards, etc
- performance improved in specific areas based on better skills development of management processes - especially national e-learning offerings, and exchange of recruitment information

This following section documents the value of the “networking” project, both from the Council’s perspective, as well as addressing the expected results from the HRSDC- Sector Council Program project criteria. See Appendix A for details on network sessions.

## Results of Network Support

- **From the Council’s perspective - the objectives were fully met**
  - facilitated ongoing dialogue with over 160 key stakeholder “network” groups on the HR planning and management challenges facing policing
  - created a critical mass of support for solutions
  - enabled ongoing exchange of information in the key management groups and focus on performance and results sectorally
  - optimized opportunities for engagement and “ownership” of solutions
  - provided input to the Council strategic framework to focus HR planning and management activities
  - initiated unique actions within the network to share ideas/knowledge/information on a regular basis

At this stage of Council development, the “networking” approach, is critical to build the foundation for a more integrated and effective response and a more sectoral approach. This project enabled active and results-based “networking, in the context of demanding and changing policing environments, highly competitive labour markets, and the “urgency” for action highlighted by recent projects.” It facilitated the sharing of knowledge and experience between policing managers at all levels, and with many policing partners.



In the past year the Council was able to build on the success of 2007/2008 network meeting, which focused on the results of the 2007 HR Diagnostic and other projects, to create increased interest in the 5 HR-focused “networks.” We were able to use project funding to facilitate meetings, foster a more integrated way of looking at the sector, and to solidify a sectoral approach. The Council was able to maintain that momentum from the previous year, continue to build/refine the sectoral value proposition, and continue the progress on the sector concept and value, as highlighted in more detail below:

- concept of “network” and networking activities:
  - annual sessions - national in scope - invited police services managers, representing the various categories of police services, others from partner and stakeholder organizations
  - sector-wide participation - broad-based input and impact
  - follow-up activities - led by network sector “steering committees,” actions planned if appropriate
- success criteria:
  - improved awareness and understanding of change drivers
  - improved collaboration and national responses to issues
  - increased up-take on sectoral solutions - especially beneficial to small or medium sized services
  - cost-effective solutions and efficiency gains
- success measures - for each network we focused on building:
  1. awareness - generate understanding, establish momentum for change, and influence key decision-makers
    - indicators: increased volume of Web hits; volume and nature of email and telephone enquiries to PSC office; comparison of benchmark data with follow-up surveys of police community; feedback from PSC Directors; increased balanced media coverage referencing the PSC
  2. interest - generate interest in Council projects, facilitate the sharing of relevant findings - research, surveys, best practice models, committee work, recommendations for operational and public policy changes, etc.
    - indicators: increased volume of Web hits; volume of email and telephone requests for PSC materials
  3. sector concept - encourage a sector-wide approach to addressing urgent HR issues
    - indicators: feedback from Directors and Members; email and telephone enquiries about priority issues; projects attracting active participation from member organizations
  4. change - implement recommendations from sessions/projects
    - indicators: comparison of before and after pictures; volume of Web hits, email and telephone enquiries
- evaluation - we attempted to assess success based on both qualitative and quantitative measures:
  - did police service managers benefit from increased knowledge and awareness of change drivers
  - did they improve their HR planning and management
    - survey as to effectiveness of the networking concept
    - satisfaction survey of attendees at network session
    - collate requests for further information and/or participation
    - assess general feedback from primary audiences, senior police executives, and stakeholders
- outputs: five sector networks meetings with follow-up material driving integrated solutions:
  - HR leads; education/trainers; recruiters; strategic policy and planners; researchers
- result measures: for each meeting/network



- level and scope of participation was excellent
  - level of engagement
    - participant satisfaction
    - solution development
    - solution implementation
  - performance improvement results are described in more detail in the SCP section following this
- outputs: for each meeting
    - minutes/proceedings of workshop
    - integrated plan of action
    - communication plan
  - activities: for each meeting
    - review environmental scanning, PSC strategic priorities, vision and initiatives
    - discuss/develop solutions to key challenges
    - develop action plan for solutions
    - up-date strategic and business planning priorities/objectives
    - develop communication plan

In summary, in the longer term, the Sector should see significant improvement in management efficiencies and effectiveness and the achievement of the Council's strategic priorities as a direct result of the network support project.

#### ■ **HRSDC / Sector Council Program perspective**

In providing funding for the "networks support" project, SCP defines a contribution agreement, which includes a "schedule A" that outlines expectations for the project, including objectives and outcomes.

Schedule A defined the following: expectation, activities and results:

- expectation #1 - consultations with other sector councils about similar activity
- activities and results
  - Sept/08 - survey sent to all Sector Councils requesting input about network support projects
  - Oct /08 - discussed networks and communities of practice concept with Child Care Sector Council
  - Mar /08 - reviewed survey feedback
  - the primary learning is that few sector Councils, except as part of specific project implementation, actually use the network or communities of practice approach that we are advocating, where specific groups meet and address solutions to challenges
  - results of the survey:
    - Trucking - under the "GAP" project - hired facilitators to manage 11 project workshops - individual participants were called and received an email invitation and told that their input would be part of a report presented at a national meeting - provincial associations provided follow-up and the travel costs for delegates was covered
    - Plastics - held one community of practice for education/training specialists from both industry and the post-secondary system - facilitator hired - previous project team members follow-up with new participants to ensure engagement, and to assess interest in ongoing work, such as standards development and certification. New contacts were added to a newsletters database - currently experiencing difficulty in getting participation - looking at the capability for online video conferencing for saving money, and getting more people involved
    - ICTC - project focus - hired facilitators for small projects and specific deliverables and provide "free" information. Participants are interested in what can be delivered to them and personal calls improves the attendance - personal data captured on distribution or newsletters, etc.



- Voluntary HR Council - has hosted a number of forums, training sessions and information sessions, with facilitation style very much dependent upon the audience and the objective of the event - usually hire an external facilitator, partner and involve local host organizations - make a point to follow up with participants providing a report on the event, sending them information about their website and tool kit, etc.
  - Contact Centre - Executive Director travelling across the country holding working sessions - received excellent reception, people are excited, engaged and passionate. A formatted report is used for information collection
  - Construction - uses regional committees with regional industry person chairing meetings and setting agendas - bringing participants to address workforce issues and let them play a role in the design of the agenda to take ownership of the process, and the final product - treat them as shareholders, as contributors and users of the outcome
  - CIFIC - no networks
  - Aircraft Maintenance - no networks
- expectation #2 - workshop/meetings for each “network”
  - activity and results
    - to build support/commitment to strategic/business activities of the Council each of these meeting was issue-based and created considerable excitement about a more sectoral approach to the challenges in policing - specifics:
      1. **Strategic policy/planners** - met (with SLAGs) June 26, and again October 22, to provide input into the portal project - this network has been heavily involved in assessing the utility of the web portal approach
      2. **Recruiters** - met October 22 to assess the feasibility of the portal concept and to provide the recruiters perspective on the requirements
      3. **Education & trainers** - met October 8/9 in Stanhope PEI to review and set the national e-learning curriculum; and then again on April 2/3 2009 to complete a review of academies curriculum to assess national benchmarking; some also met with the ACC Colleges affinity group on March 09/09 to examine opportunities to better align college police foundations programs to academies
      4. **HR leads** - met twice in March/09 - once to focus on the national standardization of psychological testing; and then again with the education/training people and ACCC on the alignment of colleges and police academies
      5. **Researchers** - met once on April 24/09 to discuss the development of a national research agenda and framework; in November 2008, the chair met with the International Association of Chiefs of Police research group in Nashville and with the CACP to discuss the contribution of Canadian researchers to critical training issues
  - expectation #3 - reports/notes on feedback/follow-up to network workshops (more in Appendix A):
    1. **Strategic policy/planners and**
    2. **recruiters**
      - attending over 20 participants from police services, governments and stakeholder groups attended a 1 day portal workshop facilitated by IBM
      - outcomes - clear understanding that the web-portal process was a high potential solution to the recruitment issues in policing and that the technology was relatively inexpensive and accessible. The issues raised were more focused on the cultural inertia to adopting an integrated approach as a result of the policing silos, and on the long term cost implications. This led to the submission of a proposal to HRSDC to fund a detailed user requirements definition and implementation strategy project
      - survey results - there was no formal survey used at this session - a workshop summary document was distributed after the session and a series of meeting with government officials undertaken to assess funding opportunities.



- Note to participants after the session  
We had a very good meeting with a good cross section of the folks from the sector - Board, Chiefs, Steve Chabot, HR types, recruiters, provincial/federal governments etc. Unfortunately no-one from down East. The portal demo was good and all in attendance certainly recognized both the need and that the solution is now possible in a short term. I also sensed a need to move ahead with some urgency. With Brian Skeet and Murray Sawatsky in agreement, I think we have build good momentum to move this forward - I will try to schedule a Board telecon in the next 2 weeks to get the Board's official "go." In the meantime I am preparing an "ask" to the provinces and the federal government - at this point these numbers are ballpark only - if the total cost of the social marketing is \$4M /year and the total cost of the portal is in the \$1M/year range - I would suggest we can go after contributions from the key stakeholders

**3. Education/trainers - Oct 8/9 - Stanhope meeting: survey results:**

- attending - 70 total - 65 representatives from some of the country's major police training facilities including the Ontario Police College, the Atlantic Police Academy, the Canadian Police College, the Justice Institute of BC attended, as well as individuals from various provincial departments of Public Safety and provincial/municipal police services were present
- outcomes - met every expectation - came to the realization that in order to advance police training in Canada, common roadblocks and challenges in training had to be identified and overcome. There were several common issues identified among the police organizations represented:
  - uninterrupted time to do e-learning
  - changing cultural mindset
  - technology - software, standards, computer literacy
  - distinguishing between e-reading and training
  - collective agreements prohibiting training away from office

Focusing on the need to reduce duplication of resources, this conference facilitated discussions and had presentations prepared by Canadian Police Knowledge Network - on how sharing training content can reduce duplications and costs. There are differences in how policing is done across Canada, however there are many similarities. The similarities are where we will concentrate training effort and clearly PSC/CPKN can help.

This recognition that there is a need for collaborative action to deflect or reduce the identified challenges facing the sector, is the overall story success of this conference, and was due to the willingness of delegates to have open and frank discussions. The "national inventory on e-learning" is a clear example of that action, with all representatives agreeing to inventory and share learning

We feel that there is now a better sense among participants of what the PSC/CPKN partnership is, the value it offers, the quality of its products, and the stake that all police services have in contributing their knowledge and expertise to benefit the police community as a whole.

- Survey results - 41 surveys completed - 64%
  - met or exceeded results - 98%
  - satisfied or very satisfied with dialogue - 93%
  - satisfied or very satisfied with level of interactivity - 89%
  - satisfied or very satisfied with organization and facilities - 95%
  - satisfied or very satisfied with materials/information - 79%
  - satisfied or very satisfied with overall value - 98%
  - as a result will change practices - 93%



- satisfied or very satisfied with social activities - 96%

**Education/trainers/HR leads/ACCC - March 20/2009 - survey results (summary e-mail in Appendix A)**

- attending - 21 participants from colleges, academies and police services across the country and ACCC representatives
  - outcomes - this meeting focused on the potential alignment of the colleges police foundations courses to the police academies - this has been a perennially difficult issue in that academies do not credit graduates from police foundations programs as policing recruits
  - survey results - 10 responses - 50%
    - quality - 90% high/very high
    - logistics- 90% high/very high
    - value - 70% high/very high
    - information presented- 90% high/very high
    - interactivity - 100% high/very high
    - network time - 60% enough; 40% wanted more
    - improvements to logistics - circulate participants list and presentations before meetings
    - improvement to scope - more dialogue, more concrete issues, need 2 days, need higher level participants from ACC
    - gained - better understanding of sector, collaborative partnerships, understood need for sharing solutions, sense we can impact the evolving model, networking essential, consensus building for change
- 4. HR Leads - met March 23, 2009, as the Psychologists Working Group - and again on April 2/2009 as the police academy's working group - booth times around the issue of benchmarking training or screening standards**
- attending
    - March 23/2009 - 16 psychologists from policing services and private sector contractors met various perspectives on the selection process in an effort to break down some of the barriers between organizations on suitability assessments; and to encourage them to function in a more integrated manner, and more effectively as a working group
    - April 02/2009 - 22 police academy managers met to review the results of a detailed comparative and gap analysis study of the academy curriculum across Canada
  - outcomes - both of these meetings were "firsts" - the first time these communities of practice had gotten together to discuss the opportunities to pursue common approaches and common standards nationally
  - survey results - these meetings were considered introductory and surveys were done informally through end-of-session roundtable discussions
- 5. Researchers - April 24/2009 - survey results (summary e-mail in Appendix A)**
- attending - 22 researchers from colleges/universities/police services/governments
  - outcomes - this meeting focused on the development of a national strategic research agenda and framework to better focus the existing research activity and more efficiently and effectively access/spend research funding - most considered this an excellent venue and significant achievement in policing
  - survey results
    - quality - 88% high/very high
    - logistics- 95% high/very high
    - value - 90% high/very high
    - information presented - 79% high/very high
    - interactivity - 100% high/very high
    - network time - 83% enough; 17% wanted more



- improvements to logistics - circulate participants list, better structured agenda, distribute material prior to meeting, circulate participants list
  - improvement to scope - excellent foundational work, clear direction for participants, more time on all subjects, more dialogue, more input into agenda
  - gained - better understanding of strategic issues in the sector, collaborative partnerships, need for integrated activities, better perspectives on research issues in policing, better understanding of the role of PSC, hope for a structured research network; understood need for sharing research, networking critical, consensus building, new contacts
- expectation #4 - evaluation report of overall project is to be prepared within one month of the project end date
    - this criteria has been met with the completion of this report.
  - expectation #5 - an integrated plan of actions to engage workshop participants to keep networking and regularly exchange information
    - each of these networks will continue to function as facilitated through the infrastructure support of the Council office - either through periodic telecons, exchange of information, interaction through the web-site, etc
    - each of these networks will meet at least once more in fiscal year 2009/2010 on a specific issue/challenge facing the police community and with the objective of arriving at a national solution
    - the longer term issue is the sustainability of these networks as we lose funding support - the sense we have is that if the Council doesn't pay to bring them together the networking will not happen in any sort of concerted way

## Summary

There has been a great deal of concern about the value of this project, because it does not align well with the required outputs/outcomes and results framework of the SCP project funding. Objectively though, this project has been a huge success for the following reason:

- over 150 senior level managers from all stakeholder groups across this country have been able to meet, discuss common issues and have begun to look outside of their individual silos for solutions
- the concept of a “sector” in policing has gained traction - people are beginning to see very real benefits of knowledge sharing and collaboration
- the role of the sector council has been given extensive profile and has greater acceptance through the policing community

To be blunt, given the current situation of the policing model in Canada, there is probably no better use of tax-payers funding than bringing key individuals in the various communities of practice within policing together, to dialogue about shared issues and challenges; and to realize their responsibility and accountability to the public to develop common solutions, and to jointly optimize the efficiency and effectiveness of the limited resources available to manage this sector.



## Appendix A

### Network Meeting follow-up - post session notes/documentation to participants

#### 1. EDUCATION/TRAINERS MEETING - OCTOBER 8 AND 9, 2008, Stanhope, PEI

This event, entitled Advancing Police Training in Canada, brought together more than fifty participants from police services, police training institutions, and related government departments from across Canada to analyze the challenges of implementing e-learning, share current practices and challenges in online police training and discuss the evolution and next steps to advance police training in Canada.

##### **Participants - over 70 individuals (list attached)**

Originally planned to bring together members of CPKN's e-Learning Advisory Network in October of 2007, this conference has evolved to bring together a much wider audience of 70 key individuals who coordinate, develop, and direct police training and policies in Canada. Representatives from some of the country's major police training facilities including the Ontario Police College, the Atlantic Police Academy, the Canadian Police College and the Justice Institute of BC attended. Individuals from the Canadian Police Sector Council, and various provincial departments of Public Safety were also present. A complete list of participants is attached as appendix A

##### **Topics of Discussion**

Opening remarks from Julian Fantino, the Commissioner of the Ontario Provincial Police set the tone for this very engaged group of delegates. Commissioner Fantino was followed by Geoff Gruson the Executive Director of the Canadian Police Sector Council who gave a brief overview of the Council and the changing demographic of the Canadian policing community.

Keeping with the theme of the conference the delegates engaged in a group discussion around current practices and challenges in on-line police training. During the discussion the group came to the realization that in order to advance police training in Canada roadblocks and challenges in training had to be identified and overcome. During the discussion there were several common issues identified among the police organizations represented. The challenges identified were: Uninterrupted time at the office to do e-learning, changing cultural mindset, technology, software, standards, computer literacy, distinguishing between e-reading and training and collective agreements. There was great dialogue between the delegates on how some individual police services have overcome these challenges.

Day two of the conference focused on Inter-Service Sharing of Training Content and an update on on-line training curriculum inventory. In an effort to reduce duplication of resources this conference facilitated a discussion and had presentations by individual police organizations on how sharing training content can reduce these duplications. There is an understanding that there are differences on how policing is done across Canada, however there are many similarities. The similarities are where CPKN can help. By providing on-line courseware with a national scope, we are broadening our market to include more law enforcement personnel.

##### **Outcomes**

Recognizing the need for action to deflect or reduce the identified challenges facing the sector, the overall success of this conference was due to the willingness of delegates to have open and frank discussions during this 2 day event. In partnership with the Canadian Police Sector Council (PSC), CPKN took the opportunity to brainstorm with this group to develop a training topics priority list. This list will then be used by CPKN to submit a formal proposal to the PSC for funding for the development of 4 new on-line courses. The top 4 priorities identified were Firearms Safety for Public Agents, Radar/Lidar Recertification, Officer Wellness and Frontline Supervisor Training. Results from a Satisfaction Survey, indicated there was agreement that the conference met or exceeded participants' expectations.

This year's conference built on the great success of last year's conference. From the perspective of CPKN, organizers feel that there is a better sense among participants of what CPKN is, the value it



offers, the quality of its products, and the stake that all police services have in contributing their knowledge and expertise to benefit the police community as a whole. From a CPKN perspective we are now, more than ever aware of the value we can provide to the Canadian Policing in the area of learning options.

## 2. HR LEADS AND RECRUITERS MEETING - OCTOBER 22/09, TORONTO

### Attending - 22

Supt. Steve Schnitzer - Vancouver;	Steve Waldie - Ontario
Mia Norrie - Edmonton;	Inspector Peter Lennox - Toronto
Michael Stephens - Winnipeg;	Steve Chabot - Surete de Quebec
Christine Guenette - PS;	Murray Sawatsky - Saskatchewan
Richard Burchill - RCMP;	C/Supt. Daniel Dubeau - RCMP
Ian Wilms - CAPB	Brian Skeet - Alberta
Edgar MacLeod - Holland College	Jane Naydiuk - BC
Sandy Sweet - CPKN	Vern White - Ottawa
Stuart Goodall - York PS	S/Sgt Edward Bickett
Brassard, Pierre - Quebec	Stephanie Sanford - NB
Jim Letwin - JanKelley Marketing	

### Discussion

Welcome, Introductions, Objective, and Agenda setting the stage

- concept overview
- concept framework
- realm of the possible
- portal demonstration and discussion
- e-recruiting trends
- recruiting solution demonstration and discussion
- the way forward - a group discussion
- concept checkpoint
- roadmap to implementation
- expectations and next steps

This was a great workshop facilitated by IBM for providing valued and timely input on the concept and the project. As you know, the recruitment environment continues to bring challenges and, as we agreed, only by working more efficiently and effectively together will we be able to find solutions. Following our meeting we are better prepared to vigorously pursue the social marketing and e-recruiting options.

Your involvement probably doesn't stop with the workshop - there will be options to get involved on project steering committees, working committees on marketing and portal functionality and of course, with governance and funding.

We've attached a summary deck that captures most of the key points from the workshop, please feel free to provide further comments and input on what you heard or see; and thanks again, and stay tuned for more news and up-dates on progress. Workshop deck attached

## 3. E/T MEETING - QUEBEC CITY, MARCH 20 2009

The session was well attended and involved some very interesting dialogue on the issues facing police education and training

**Attending - 22** - Wayne Jacobsen (Alberta); Nathalie Gravel (Que); Nicholas Jones (Edmonton); Norm Bruce (Ottawa); Gina Antonacci (Toronto); John Harrison (Ottawa); Karen Hargreaves (Alberta); Sonia



Medagh(ACCC); Mitchell Clarke (Montreal); Mike Trump (BC); Gary Morin (Regina); Douglas Boot (DND); Patricia Joyce (Regina); Bonnie St. George (Toronto); Ray Pritchard (London); Leo Dejourdans (Sudbury); Edgar Macleod (PEI) Dave Abel (Regina); Curtis Clarke (Edmointo); Pierre Brassard (Quebec); Paul Toupin (ACCC)

**Discussion summary:**

- current policing environment & issues: training challenges, recruitment concerns, lack of coordination, effectiveness of current models
- the role and function of the PSEN committee

**Outcomes:**

- suggestion to rename the group to Public Safety Education Network
- identify a broad mandate to include all aspects of public safety and security but focus on policing and Police Foundation programming for the time being
- co-chairs: John Harrison (Algonquin College), Wayne Jacobsen (Assiniboine College)
- re-examine and edit the "terms of reference" - attached for your review and input
  - then circulate to group for approval
- ACCC to continue to lead the PSEN, with PSC input
- co-chairs of PSEN invited to represent the PSEN on the Canadian Association of Police Educators (CAPE) board of directors

**Next Steps**

- ACCC to coordinate date for next meeting/teleconference
- all to review and provide input to the committee terms of reference
- J Harrison and W Jacobsen to report on activities with CAPE

**4. HR Leads - Psychologists Working Group - March 23, 2009**

**Attending -19**

CHAIR Dr. Carol Vipari, Toronto Police Service;  
Dr. Jeff Morley, RCMP;  
Dr. Lisa Trépanier, Mobile Industrial Health Services;  
Dr. John Tivendell, Université de Moncton;  
Sunjeev Prakash, RCMP;  
Mark Kolodziej, Calgary Police Service;  
Dr. Vic Catano, St. Mary's University;  
Dr. David Hoath  
Dennis Lapalme, OPP

Dr. Dorothy Cotton, Correctional Service.  
Susan Moreas, Halton Regional PS  
Dr. Cynthia Fekken, Queen's University;  
Dr. Robin Hargadon, RCMP  
Terry Coleman, Saskatchewan  
Dr Lynette Montiero, Ottawa Police  
Dr. Randy Mackoff, Vancouver  
Dr. Bruce Connell, U of Western Dr.

**Results** - Chair's follow-up e-mail remarks

It was great to meet old friends and make connections with new colleagues. As always, I am impressed with the commitment of psychologists to the provision of the best and most responsible level of care to our clients, both corporate and individual. Although a more comprehensive summary of our deliberations will follow, I think that it is important that we keep in sight some of the progress made in last week's meeting.

Perhaps most importantly, we were able to present our various perspectives on the selection process in a manner that will help break down some of the barriers between us and allow us to function more effectively as a working group. We were able to re-examine our terms of reference and commit to a common goal: the creation of a set of guidelines to be used by psychologists when conducting evaluations regarding the overall suitability of new constable candidate. We were able to identify a number of key decision points and issues that must be addressed in the final set of guidelines, including some possible directions for future research; and we were able to agree regarding some the critical first steps in an action plan.



In the next little while, you will receive a summary of the flip chart deliberations from last meeting. In addition, we will look perhaps at drafting a re-survey of police services re the usefulness of psychological suitability assessments. These drafts will be brought to the committee for your input and comment at next meeting.

## **Results of Group Exercise**

### **Psychological Issues**

- Screen in vs screen out
- Measuring disorder vs health (or both in balance)
- Normative databases and validity issues
- Definition of relevant variables related to BF job requirements – start with service competencies for rank, is it enough, do we need to add to it – not worried of duplication of evaluation – what about cognitive issues like ADHD- defensible?
- Identify list of possible defensible assessment instruments + validity data for police application when available
- Content and structure of interview
- Need to seek expert opinion regarding issues like ETOH/Substance use/pornography use
- What to do with pre-existing conditions that are well managed? Use of relaps probability data?
- Responsibility to seek collateral info regarding pre-existing conditions
- Identify research gaps and support further study
- Disclaimer regarding no validity outside of larger context of selection process

### **Ethical/Practice Issues**

- Confidentiality – who gets access to what info
- Clearly define client as police organization
- Informed consent – define the parameters including limits of confidentiality
- Feedback to applicant
- Who owns psych file
- What should a report contain and not contain knowing that it will have wide distribution
- Issue of dual roles – pre-employment screen and special duty assignment
- Do we need separate files-selection and (healthcare issues, psych support issues) Issue of subpoena
- Clear establishment of time limits for validity of evaluation – is it clearly marked on the report? Also other limitations of assessment
- Sharing of evaluations across police services – should it be a centralized process within regions? Provinces?
- Independence / co-independence of background / evaluation process

### **Legal issues / may need expert legal opinions**

- Is it a medical evaluation? That should be done only after conditional offer
- What is the duty to accommodate concerns at the pre-employment stage?
- Compliance with HR legislation
- Where do we stand with respect to federal/provincial/municipal privacy legislation?

## **Group 2**

### **Psychological Issues**

- Define what we are looking for
- needs of police services – self presentation – minimum requirements – COGNITIVE CAPACITY – ‘g’ – load
- Stale dates – life expectancy of test – time limit of interview
- Process – where is the decision point – model – collaborative – system driven
- Limitations – reliance on US norms – diversity issues – nepotism- database – BUILD ONE



- Professional responsibilities – who is the client – inter service exchange of results
- Ethical / legal issues
- Privacy act – federal , provincial municipal
  - Health Act vs Information Acts – consent – inform- feedback-release (to whom, why and how)

#### 4(b) - HR LEADS - ACADEMY LEADS MEETING - APRIL 23 - OTTAWA

This was a very successful session - bring the heads of the policeacademies together to examine research on the commonalities and gaps in recruit training

##### Attending - 19

Marni Allison - Calgary; Carol Bradley - Depot; Dwayne Bauer; Dr. Curtis Clarke - CAPE President; Eric Fiander - Atlantic; Bob Hassel - Edmonton; Junior Small - RNC Don Walden - JIBC; Doug Roxburgh and Randy Benoit - Winnipeg; Dallas Lockhart - Brandon; Lindsay Hernden - Halifax; Pierre Brassard -Nicolet; Gary Morin - Sask; Chantal Bureau and Joanne Rigon RCMP

##### Discussion/Results

The recruit training review meeting (The Gatineau Summit) was a great success. All of the participants saw great value in this exercise and the summative analysis of recruit training. It was voiced by many that this exercise was overdue and requires ongoing support. The next task is to complete a more detailed analysis of EVOC training as a starting point or pilot. This step will enable us to create a matrix from which to more accurately assess specific subject themes/differences/ definitions/learning objectives and alignment to core competencies.

I want to thank the PSC for assisting in this project. Without your work we would not have been able to pursue this project. The networking process, willingness to share practices and the desire to continue this important work are all residual outcomes of your support. This project has also helped to frame the work of CAPE within a more strategic outlook, one which clearly supports ongoing research and the development of a robust community of practice.

#### 5. RESEARCH NETWORK MEETING - APRIL 24, 2009 - TORONTO

This was a very successful session. Representatives from sector stakeholders and sector researchers (in bold) gathered to discuss the merits of providing a vehicle and mechanism for the sharing of policing related research.

##### Invited/Attending (in bold) - 23

##### **Dr. Ron Melchers - Ottawa**

Darryl Plecas, U College of the Fraser Valley

##### **Ron Stansfield - Guelph/Humber**

##### **Michael Kempa - University of Ottawa**

Jeffrey Pfeifer - U of Regina

##### **Craig Bennell - Carleton U**

##### **Dr. James Sheptycki - York University/ISIS**

Joan Coulter - Justice Statistics, Statistics Canada

Rachel Melnychuk - Alberta Solicitor General

Terry Lister Partner - IBM Global Business Services

Dorothy Ahlgren - FCM/CACP

Wendy Watkins - Carleton University

Darrell Madill - RCMP

Dr. Garry Bell - RCMP

Fraser MacAulay - Correctional Services Canada

##### **Doug Henderson - CPRC, Defence R& D Canada**

##### **Chris Butler - Calgary Police Service**

##### **Julie Grimaldi - OPP, PFI**

Andrew Graham - Queen's University

##### **Frank Trovato - Guelph-Humber**

Janice Foley - U of Regina

##### **Christopher Murphy - Dalhousie University**

George Rigakos - Carleton U

##### **Rick Linden - U of Manitoba**

**Matthew Light**/Scot Wortley - U of T

Mia Dauvergne - CCJS Statistics Canada

##### **Melissa Kittmer- Ontario Ministry**

Lorraine McKay - HR Systems Group

##### **P-Y Bourduas - ISIS**

Dr. Eli Sopow - RCMP

##### **Don Loree - RCMP**

Catherine Lavergne - Canadian Police College No

Steven Palmer - CPRC

##### **Sharon Trenholm - RNC/Memorial U**

Norm Taylor - ISIS program

##### **Ruth Montgomery - CACP**



**Bob Downie - Saanich PD**

**Melissa Cole - RCMP**

Dr. Angela Eke

Roger Kelly - OPP

Jennifer Lanzon - CAPB

**Peter Cuthbert - CACP**

Ron Bain - OACP

**Alok Mukherjee - Toronto Police Services Board**

**Susan Dean - Toronto Police Service**

Vern White - Ottawa

Hazel O'Brien

Jane Naydiuk - BC Justice Ministry

**Joshua Bates - FCM**

Mark Potter - PS

Dale Kinnear - CPA

**Setting a Policing Research Agenda**

1. *Welcome and Introductions*
2. *PSC overview*
3. *Current Research Situation*
  - *Stakeholders and Participants*
  - *Themes in Policing Research*
  - *Needs of Sector - Gaps*
4. *Setting a Policing Research Agenda*
  - *Exploring the Benefits*
  - *Defining the Process - Research Advisory Committee*
5. *Next Steps*

**NOTES**

**Exploring the research needs of the policing community**

- meta analyses of current research to synthesize information (e.g., environmental scans)
  - identify best practices
  - would improve quality and efficiency of research
- validation of police actions
  - evidence based accountability
- is police culture ready to welcome academics/research
- need mechanism to coordinate efforts
  - coordinate police, policy, research communities
  - drive an agenda
- distinguish between good research and bad research
  - sound methodology, results, conclusions
  - peer review
- identification of best practices in a central location
  - infrastructure
  - research to inform policy, distilled for police community (implications)
  - supported by meetings of various professionals in community
- be mindful of civilians and role in service of providing policing
- be mindful of role of police officers
  - research needs to support hr
- audit effectiveness of service provided by police
- public perceptions and encounter experiences
- access to research
  - police
  - researchers
  - public
- impacts perceptions
- supported by communications – be proactive
- implementing evidence based policing
  - liaise with university researchers to consult, evaluate implementation (coach practitioners)
- holes exist in terms of types of research conducted – quality/quantity of police mgmt vs rank and file perspectives
- police culture/values research
  - consideration of personal values vs. organizational values
  - current values of organization vs. desired values of organization



- public's desired values of organization
- convincing chiefs about the importance of research
- police boards need to demand that policy is evidence based, also informs roi evaluations required

**What is the value of research?**

- delivery of police services requires a broad understanding of issues, context
- explores global implications
- hallmark of professionalism to reference research and build evidence-based policy
- cost focused advocacy
  - federal off-loading
- national police framework
  - shared areas of responsibility – i.e., a police agenda for canada
  - what are good models of policing – the costs and who does what
- need to overcome inertia/culture to ensure research is valued
- research explores models of policing
  - options – role clarity
- cost of mis-management is high
  - research explores the “why” of failures
- section 7: public safety – you can reduce crime if you do it properly/better
  - “reasonable grounds” – all police officers need to be clear and knowledgeable about reasonable grounds

**What tools would be useful to support research in the policing sector?**

- information guide to police executives
- contracts with universities (templates)
- toolkits on research (proposals, ethics submissions, etc.)
- central “clearing house”
  - on-line journal
  - virtual network – national/international
- course on research for police executives
- link for researchers into police services
- associations funding research
- bi-annual research digest
  - magazine summary of new research
  - implications for policing
  - grad student – minimal funding required
- researchers conference at CACP/CAPB conference
- annual conference – “metropolis” model
- connect academics with police training centres
- address concerns regarding access to sensitive data
- better links to universities
  - academies partnerships
- clarify role of academics in policing
- better links with in-service research community
- themed seminars
- federal infrastructure funding

**Are we ready to establish a research agenda?**

- not yet ready for agenda
- first need to establish the collaborative network and executive advisory committee of that network
- need the mechanism for research inventory and information exchange
- need inventory of funders, funds (rank funding)