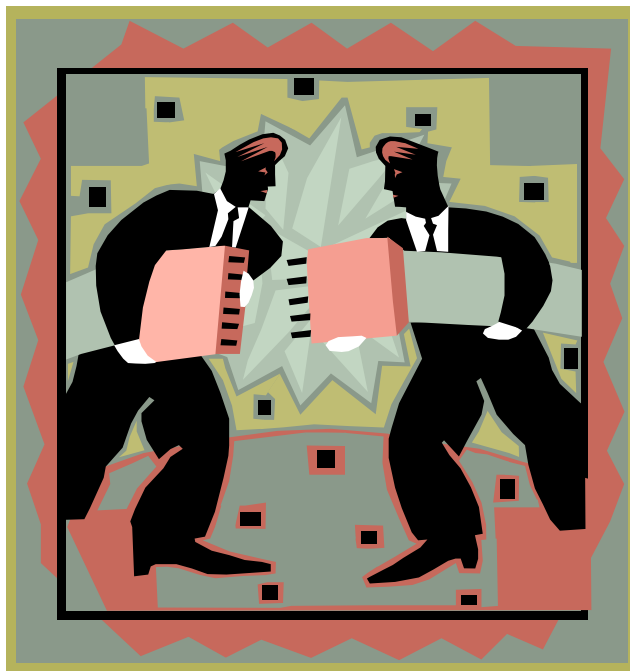




POLICE SECTOR COUNCIL Research Project #11 (2008-2009)



Networks Support



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Proposal Overview

The Council has increasingly become the catalyst for research and open dialogue on innovative approaches to transformative HR planning and management. As with any sector, managers and employees at all levels benefit from opportunities to share knowledge and experiences on the issues and challenges, and to engage in structured discussion on issue mitigation and solutions. Recognizing that all leaders in the sector can benefit from better understanding the critical drivers of change, accessing best practices, and engaging in dialogue, the Council has created six separate “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 that 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 etc, 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 to look at all aspects of the HR planning and management in policing
- **educators/trainers** - those individuals who plan, design and deliver the training and development to all employees
- **strategic leadership group** - those strategic leaders (30 plus) from all the key stakeholder groups in policing that were originally invited to be Board of Directors of the newly formed Police Sector Council (June 2005), and continue to be engaged and essential to the success of council activities.

This project submission is for the funding required to bring these networks together once each year to continue to dialogue, be engaged and to take ownership of the transformation agenda in policing HR.

This “network” approach ensures three important outcomes: representativeness - stakeholders are engaged and feel ownership for the work of the Council; connectedness - stakeholders and partners work in a more integrated way across otherwise strict jurisdictional boundaries; and responsive - the Council addresses the issues and challenges of most importance to the stakeholders. This approach ensures the Council is building a strong and far-reaching foundation of support for well-executed strategic solutions.

All components of this project are in direct support of PSC’s: **vision** - integrated HR planning and management, improved performance and productivity; **goal** - high performing and productive policing, and sustainability long term; and aligned with the Council RMAF and three strategic priorities - to better “**inform**” the sector, to **network** for improved understanding and ownership, and to **integrate** to enable efficient and effective solutions.

Activities

- facilitate - 5 full-day workshops - travel, accommodations and food - note: infrastructure funding covers the “strategic leadership group”
- contract - for a facilitator for the Strategic Leadership Group conference
- communicate - the issues/dialogue/ results of these sessions through an interactive web-site approach

Output

- annual workshop for each “network” to build support/ commitment to strategic/business activities
- minutes of the workshops, findings for follow-up, ideas for next steps in police networking
- a plan of actions for the workshop participants to communicate on a regular basis and share ideas/knowledge/information

Outcomes



- build integrated sector HR planning and management
- long term sustainability

Budget/Timeframes - in fiscal year 08/09 - **\$92,250** - for meeting costs, facilitation, and translation



Introducing the Police Sector Council (PSC/CPS)

- **Mandate** - incorporated in November 2004, to facilitate integrated and innovative human resources planning and management. The Council brings together leaders from the senior ranks of governments, police agencies, employee associations, governing bodies and training institutions.
- **Objective** - to understand and address the most critical challenges facing the management of policing; and to facilitate - through collaboration with partners and stakeholders - the development and implementation of long-term solutions. The Council's strategic goal is to improve human resources planning and management, improve police productivity and performance, and ensure the sustainability of the sector.

Project Background

- **Project objective**
 - facilitate ongoing dialogue with key stakeholder "network" groups on the HR planning and management challenges facing policing - create a critical mass of support for solutions
 - initiate actions within the network to share ideas/knowledge/information on a regular basis

The Canadian policing sector is subject to the same human resource challenges facing other sectors - an ageing workforce, high attrition rates, a disinterested and diminishing youth cohort, and complex policy and operational environments - all evolving at a dramatic pace.

The changing workplace means new requirements for programs/services delivery in response to new technology, and new and complex workload (multi-national organized crime). These demands drive the requirements for a dynamic "learning" workforce, and enhanced skills/knowledge. Through an "under-the-jurisdictional-radar" sectoral approach, policing can be more effective and realize efficiencies in the planning and management of the HR functions.

The decade ahead is pivotal. Into the future, a continuous learning culture will cost more, be more time/resource consuming, and more complex. Rigorous, focussed and integrated transformation of the management of the HR function is required to respond to the changing workforce and workplace environments. Police services will have to adopt many of the human resources planning/management practices, and re-assess how to deliver essential skills and competencies for effective policing.

Previous studies have highlighted the issues and encouraged taking on more integrated responses and solutions across the sector. In the past few years the Council has initiated, through sector research and sector-wide activities, a process for all stakeholders to come to the table and look at policing through a sectoral lens.

The 2001 Sector Study - *Strategic Human Resources Analysis of Public Policing* - provided an excellent overview of the environment, demographics, and the human resource challenges of the late 1990s. It made recommendations for immediate action at a sector level for improving sector HR management capacity and efficiencies:

- provide direction for the development of a human resource strategy for the Policing Sector
- develop a sector-wide strategy to attract public police and support personnel
- develop new strategies to retain talent in the policing sector
- develop a national media strategy to highlight the positive aspects of policing to attract qualified recruits
- increase collaboration across police services for the design and delivery of training for skills and knowledge that are common to policing across jurisdictions
- develop strategies for succession planning and executive development for police services



That Sector Study was up-dated (Mar/06) - Policing Environment 2005 - and reinforced previous findings/recommendations and heightened the urgency of addressing the challenges:

- the “bottom line”- unless the sector begins to function as a “sector” with horizontal and integrated strategies/activities to improve HR planning and management - the workforce, programs and service delivery will be increasingly vulnerable
- the alarm was sounded five years ago, but the response was limited - committed and focussed and integrated action is required immediately”
- PSC has the potential to be the focal point for improved HR planning and management, and to function as a knowledge network. It can compile and make available information and best practices for police services, but needs to do more; and that requires sustained Board-level leadership and commitment

Adding more urgency, in the past year with the completion of the “HR Diagnostic 2007”, the key recommendations point to a lack of knowledge exchange and increased integrated approach

- our key finding is that the human resource planning and management functions in the police sector in Canada have, for the most part, not kept pace with the evolution of the human resource functions in modern organizations
- most important observation is that the sector has not responded to challenges that were identified in the 2001 Sector Study, Strategic Human Resources Analysis of Public Policing in Canada, and confirmed in the 2005 Sector Study update, Policing Environment 2005
- leadership within the sector is focused on today’s operational challenges, and is not giving enough consideration to the trends indicated in these studies and the looming challenge to the long-term sustainability of policing in Canada
- Services in the sector have made some efforts to “network” on issues and challenges, and to share best practices, but these have been limited. Overall, there is much duplication of effort with different services working in “silos” to develop human resource policies and tools

▪ **Rationale**

Given this context of demanding and changing policing environments, highly competitive labour markets, and the “urgency” highlighted by recent projects, this project focuses on active and results-based “networking” - facilitating the sharing of knowledge and experience between policing managers at all levels, and with all appropriate partners (see annex A for draft agenda). This approach is critical at this stage of Council development to build the foundation for a more integrated and effective response, enable a more sectoral approach, and better focus management of the policing resources sectorally.

To this point in time the Council has been in its “formative years” and building credibility and recognized value across the sector. It is now time to better define the sector strategic framework and clarify results and strategic outcomes and start managing performance to ensure success.

Ideally this “networking” will occur within the context of a sector strategic framework and all activities Council takes on or facilitates will drive alignment with that strategic framework and success on the strategic priorities.

▪ **Objectives**

This project will:

- enable ongoing exchange of information and focus on performance and results sectorally from the key management groups - HR leads, educators and trainers, strategic policy and planners, researchers and recruiters
- optimize opportunities for engagement and “ownership” of solutions
- provide input to the Council strategic framework to focus HR planning and management activities



▪ **Scope:**

In the past year (2007-2008) the Council was able to leverage HR Diagnostic and other project funding to enable the 5 key “networks” to meet and build a sectoral identity and begin to work in a more integrated way. To maintain that momentum and continue to build/refine the sectoral value proposition, this project will allow the Council to plan, facilitate and endure continued progress of the sector concept and value.

The Council will manage the initiative with a small “executive” or steering committee of progressive individuals from all 5 “networks” and other policing partners and stakeholders as appropriate.

The concept of “network” and networking activities:

- annual sessions - national in scope - invited police services managers, representing the various categories of police services, and others from partner and stakeholder organizations
- sector-wide participation - broad-based input and impact
- follow-up activities- lead by network sector “steering committees” actions as 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

Project Budget

▪ **Project - April 2008 - March 2009**

Timeline	Who	Activity	Cost
Pre-project activities - April 2008	Council	<ul style="list-style-type: none"> - identify “steering committee” or “executive” of key individuals from each “network” - consult with other sector councils re similar work - develop a general project work plan and budget 	- in-kind
Project Network meetings May 2008 to March 15 2009	1. Council	<ul style="list-style-type: none"> - meet/teleconference with steering cmt. re methodology, agendas, pre-reading materials, validate approach, and communication plan/process - develop statement of work and performance criteria 	- in-kind resources of ~ \$400,000
	2. Steering cmt	<ul style="list-style-type: none"> - plan network meetings - provide analytical material and support facilitation - build awareness of the network and create interest 	- \$10K per meeting x 5 meeting = \$50K - accommodation, some travel, meals
	3. Council	<ul style="list-style-type: none"> - support meeting planning - establish evaluation plan - monitor progress 	- facilitator as required = \$25K

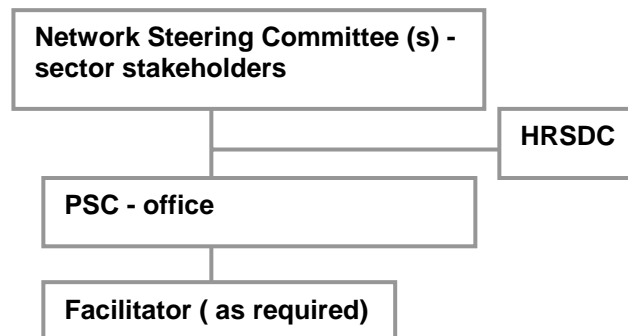


		<ul style="list-style-type: none"> - evaluate effectiveness - facilitate follow-up and provide secretariat function to ensure success 	
Phase 2 Evaluation October/ November Board meeting	1. Steering cmt 2. Council	<ul style="list-style-type: none"> - complete evaluation report - refine approach/process - translation and distribution of proceedings, action plans, communication material, etc - present to Board of Directors - refine implement process for annual meetings 	<ul style="list-style-type: none"> - in kind - \$15K
GST			\$2,250
Total Cost			\$92,250

* in-kind expenditures - 40 person (by 5) network steering committee - 5 days of effort at \$400/day for each network = **\$400,000**

Project Team

The following chart illustrates the proposed project organizational structure.



Council office - facilitate project management and secretariat support as required; lead ongoing communications through the web-site, identify appropriate follow up activities.

Steering Committee - ensuring buy-in and broaden participation, the steering committee for each network will be drawn from the full membership of each network, and will include key “champions” and strategic “influencers” or agents of change. The committee can be augmented with some additional participants from the other partners as required.

Steering Cmt. (or sub-cmt) will

- review and approve the specific objectives and approach to the sessions
- build agenda and approve activity plan for the meetings
- hold regular meetings (or conference calls) on progress/status
- participate as required in contracting process and proposal evaluation
- resolve issues/procedural questions



- act as resources to support buy-in and up-take
- provide data and support analysis
- review/input to status and final reports
- review and implement communications plans
- recommend appropriate follow-up action(s) to the project

Executive Director (ED) - will provide day-to-day support, and will facilitate the Board Liaison activity, develop the contract agreement - between the Council and the contractor, review the work plans, input and approve interim and final reports, monitor milestones, and evaluate success.

Project Coordinator - working with the contractor, will lead all communications with the steering committee on an ongoing basis, provide support and secretariat services on an as needed basis.

Government of Canada Sector Council Program - will provide funding for the project and will take an observer role with the steering committees, as appropriate.

Communications

The primary target audience for this project is the sector at large, and the primary target audience for the resulting approach and process are the HR managers across the sector. Policing is managed jurisdictionally and within traditional legislative silos. The approach to more integrated and horizontal management will “fly under the radar” of the traditional governance structures.

The Council is using its web-site as a knowledge/information hub to network key individuals in the community, distribute Council “approved” HR products and tools, and enable generic marketing to “attract” and support recruitment.

The communication strategy focuses on a variety of products and activities, to achieve the following **objectives** - (note a specific communications strategy will be developed by each network):

- 1. awareness** - to generate understanding, establish credibility, and influence key decision-makers.
Indicators: changes in membership levels; increased volume of Web hits; volume and nature of email and telephone enquiries to PSC office; comparison of benchmark data with follow-up survey of police community constituents; feedback from PSC Directors; increased volume of balanced media coverage referencing the PSC.
- 2. interest** - to generate interest in Council projects and to 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; volume of balanced media coverage generated by PSC reports/activities.
- 3. sector concept** - to encourage a sector-wide approach to addressing urgent HR issues.
Indicators: anecdotal feedback from Directors and Members; volume and nature of email and telephone enquiries about priority issues and PSC activities; number of PSC projects attracting active participation from member organizations.
- 4. implementation** - to champion sector activities that implement recommendations from projects
Indicators: feedback from Directors, Members and officials at HRSDC; comparison of benchmark data with follow-up survey of police community constituents; volume of Web hits, email and telephone enquiries; membership levels.



The Council will, as appropriate, use :

- **web site**
 - principal communications channel
 - news, research data and executive summaries, best practices, member queries, links, contact information, media products, Board member bios, etc.
 - updated daily (media summaries)
 - search function to identify relevant reports, articles, etc.
- **web alert - “e-watch”**
 - brief email message to advise of important new additions to the Web site (e.g. site now on-line, research results, best practice, new tools or templates, etc.)
 - recipients would have the option to remove themselves from the distribution list
- **periodic e-mail alerts**
 - 1-2 sentence summaries of media articles and source information via email to Members
 - message text to include hyperlink to Research section of PSC Web site
 - recipients would have the option to remove themselves from the distribution list
- **newsletter: the Council Blotter**
 - periodically - 4 pages (2 pgs English, 2 pgs French)
 - news, photos, research results, best practices, HR tools/templates, profiles of leaders
 - consistent with Web site look and feel
 - hard copy and electronic distribution (based on member preferences)
 - abridged version (300-500 words), distributed to PSC Directors for printing/posting in other sector vehicles - association newsletters, Web sites
- **backgrounder/brochure**
 - brief, generic PSC description - mandate, leadership, value proposition for members, etc.
 - for widespread hard copy and electronic distribution - Web site, conferences, speaking opportunities, response to enquiries from public, media, police constituents
- **media products**
 - to draw attention to significant results of major research projects
 - news release, backgrounders - widespread, proactive distribution to primary/secondary audiences

Evaluation

The results of this project are critical to a sector-wide understanding of the issues/challenges in the sector and opportunities to improve HR planning and management. This will also improve the value proposition the Board/Council offers the sector.

An evaluation assesses success based on both qualitative and quantitative measures:

- **objective** - police service managers will benefit from increased knowledge and awareness of sector change drivers and will improve their HR planning and management
 - manager will be asked to complete a survey as to effectiveness of the networking concept
 - survey results will be tabulated and reported
- **quantitative**
 - satisfaction survey of attendees at network session
 - requests for further information and/or participation
- **qualitative**
 - general feedback from primary audiences as well as senior police executives, and other stakeholders

In the longer term, the Sector should see significant improvement in management efficiencies and effectiveness and the achievement of the Council's:

- **vision** - integrated HR planning and management, improved performance and productivity
- **strategic goal** - high performing, and productive policing, sustainability long term

- **strategic priorities** - an integrated, informed and networked sector
- **logic model**

