

POLICE SECTOR COUNCIL



Recruitment DVD



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OVERVIEW

A major diagnostic project examining four areas of HR planning/management: 1) recruitment; 2) training and education diagnostic; 3) leadership development; and, 4) competency applications, is presently underway in the policing sector for completion in the summer of 2007. Although the results of this project will not be documented until late summer at the earliest, there is considerable demand for information and available research results in the more immediate term. One of those areas of immediate need is **recruitment**.

Partnership with Chiefs of Police

This project is a partnership venture with the Human Resources Sub-Committee of the Canadian Association of Chiefs of Police. The CACP is a not-for-profit organization with a membership that includes police chiefs, commissioners and directors of police services, representative of policing communities across Canada.

Two-part Approach

This DVD project is the first part of a two-part approach to improved recruitment across the sector. The second part, to be developed in the fall of 2007, will define a national strategy and action plan based on the results of the current HR diagnostic project on recruitment.

Part 1 of this project is to produce a high-impact DVD which focuses on both the context and a short-term message to increase recruitment efforts across all police services. The DVD will be developed for use and application nationally - police services, government departments at all levels, and education/training institutions.

Strategic alignment

All components of this project are in direct support of the Police Sector Council's:

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

Introduction

The Police Sector Council (PSC/CPS, the Council) was incorporated in November 2004 to facilitate more integrated and innovative human resources planning and management. The Council brings together leaders from the senior ranks of government, police agencies, employee associations, governing bodies and training institutions. Its mandate is to understand and address the most critical issues facing policing for the future sustainability of the sector.

The primary goal of the PSC/CSP is to facilitate the development and implementation of long-term solutions to the issues and challenges faced by all policing organizations - through ongoing collaboration with partners and stakeholders. The Council's strategic goal is to integrate and improve human resources planning and management, improve policing productivity and performance, and ensure the sustainability of the sector.

This project will focus on building awareness of recruitment issues in policing and framing the context for change in recruitment practices. It directly supports the PSC's strategic priorities - an "informed, networked and integrated" police sector. It also addresses the lack of a common, sector-wide approach to recruitment and the inefficient management of recruitment budgets. The results of this project will encourage sector horizontality and improve HR planning and management.

Project Background - labour market and skills issues

The Canadian policing sector is subject to the same human resource challenges facing other industry sectors - an ageing workforce, high attrition rates, a disinterested and diminishing youth cohort, complex work environments, requirements for new and advanced skill sets, labour/management tensions, and both policy and operational environments that are evolving at a dramatic pace.

The decade ahead will require intensive activities to replace a retiring cohort, and to meet the requirements for new skills and competencies. The changing demands in the workplace - new technology, new programs/services and delivery, and new and complex criminality - drive changing requirements for police personnel. Budget issues, and unprecedented media and public scrutiny, heighten the demands for a skilled, capable workforce as the labour pool shrinks.

Canadians are demanding greater transparency and fiscal accountability in management, greater safety and security in their communities, and a proactive approach to meeting the needs of ethnically diverse and Aboriginal communities.

Into the foreseeable future, effective policing is going to continue to cost more, be more time and resource intensive, more complex, require expanding skills and knowledge, along with a continuous learning culture.

Until recently, in responding to these challenges, policing organizations had no compelling reason to think or function as a "sector", or to manage policing more horizontally. As the cost of administering police services has risen dramatically, the demands for systemic change are emerging, and there is widespread recognition of the need for more national-level scope and perspective, along with sustainable solutions to pan-Canadian issues. The next five years will be pivotal - rigorous, focussed and integrated management of the HR function must respond to both the realities of changing demographics and the operational and policy environments.

In dealing with these challenges, the sector has a solid research baseline. In 2001, a study was published on the policing sector - *Strategic Human Resources Analysis of Public Policing*. It provided an excellent overview of the environment, demographics, and the human resource challenges - reflective of the environment of the late 1990s and the statistical data available at that time.

The study made recommendations for immediate action in five priority areas:

- improving sector efficiencies
- improving human resources planning capacity

- improving labour-management relations
- increasing funding and resources, and
- **attracting the next generation of talent**
 - a sector-wide strategy to attract police and support personnel
 - new strategies to retain talent
 - removing barriers to entering policing
 - increased recruit mobility
 - a national media strategy to attract qualified recruits

The 2001 Sector Study was updated in March 2006 with the publication of *Policing Environment 2005*. That report underscored the urgency of the same five priorities and identified recruitment as one of the critical factors in the “perfect storm” facing policing.

The 2001 Sector Study, coupled with the 2005 update, provided a detailed overview on the “face of today’s policing”:

- **demographic change is relentless**
 - the police workforce has aged and is retiring
 - the face of the next generation of police personnel must be as diverse as Canada’s
 - police are lagging other sectors in the targeted recruitment and retention of the next generation of talent
 - police services invest large amounts of resources to identify qualified candidates
- **the sector will no longer be able to assume an adequate applicant pool**
 - HR planning to date has incorrectly assumed a constant future supply of skilled applicants
 - competing in the labour market requires a proactive approach
 - an open and flexible work culture is needed to attract/retain a diverse range of candidates
 - HR planning must better assess the types of applicants/skills to be needed in the future
- **the recruitment challenge must be a critical focus for a sector-wide HR strategy, and a national response to:**
 - an increasingly aging and retiring workforce, and a very competitive environment for qualified youth and specialized skills - between services and between sectors
 - resourcing a diverse and community-reflective workforce - police must be recognized as “employers of choice” by ethnic groups
 - changing service demands of an older and increasingly immigrant-based population
 - expectations for higher education and community-building capacities in policing
 - senior level succession - managing and valuing knowledge/experience - 40-50% of senior officers will retire in the next five years
 - current levels/rates of recruitment (2500 to 3000/year) insufficient to replenish exit of mid/senior officers - need to raise from 5% to 9% of workforce
 - compensation demands outstripping public resources/capacity - competition tight

Key **recommendations** from the studies include:

- **develop a sector-wide strategy to attract public police, support personnel, and specialized skills**

- reflect requirements for diversity
- offer a variety of employment arrangements full/part-time, temporary, or fee for service contracts
- identify measures to increase recruit mobility and recognition of prior training
- remove barriers to entering policing – financing of initial training
- ensure equivalency of qualifications across various jurisdictions
- develop a national advertising strategy to highlight the positive aspects of policing
- avoid services competing with each other
- harmonize activities to create awareness in target markets - create “pull”
- review candidate assessment process - currently very time consuming and labour intensive
- understand the opportunity costs in the loss of potential recruits - review process to prepare new recruits

As a sector, only siloed and sporadic work has been undertaken to address these observations and recommendations. Without a substantial shift in recruitment practices, services will be less and less successful in attracting and retaining diverse young talent - women, visible minorities and aboriginal youth in particular will require targeted activities.

An *HR Diagnostic study* - to be completed by July 2007 - will provide up-to-date information on existing or planned recruitment practices underway in the sector:

- building an inventory and analyzing sector activities in these areas
- analysing cost/benefit - value for money assessment
- examining approaches used in both the public and private sectors

In summary, the sector has recognized the need to improve recruitment processes and methods. A sector-wide strategy is considered a foundational priority to effective long-term HR management. Over the short-term, awareness building is critical.

Corporate Communications Strategy

The Council communication strategy focuses on a variety of communications products and activities, to achieve the following objectives:

- 1. awareness** - to generate awareness, establish credibility, and solidify influence with 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 the results of PSC 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: 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. **activities** - to champion sector activities that enable recommendations from the 2001 Sector Study and 2006 Sector Study Update
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.

Project Overview

▪ Rationale

This project is driven by a necessity to increase awareness of the imminent challenges in recruitment and to build support for a national approach. The broader context includes a changing law enforcement environment and an increasingly precarious labour market. Of note:

- survey information indicates a consensus of opinion across policing services that recruitment already is, or soon will be, the #1 human resource issue
- the *Policing Environment 2005* report identified the need to increase intake by almost 100% over the next 5 years to ensure adequate replenishment of an aging and retiring workforce
- recent media reports focussed on the American policing and security environments observe extensive competition between policing agencies - and externally with other sectors, especially defense - for a diminishing pool of talent.

This project will be undertaken in partnership with the HR committee of the Canadian Association of Chiefs of Police - this partnership ensures visibility and credibility for the work of the Council within the policing sector.

▪ Objectives

This project is, in effect, phase 1 of a two-phased approach to ensure a sustainable workforce to meet the needs of Canadian policing. Its main objectives include:

- building awareness of the “burning platform”
- generating short-term interest in a critical long-term issue
- leveraging the credibility and visibility of the Chiefs of Police to provide high-impact messaging
- encouraging adjustments in recruitment planning activities within policing services
- building momentum and support towards a more national and integrated effort in recruiting

▪ Target Audiences

- senior executives and HR managers in all Canadian police services
- senior decision-makers in relevant departments/ministries at all levels of government
- training academies, learning institutes and heads of relevant college/university programs



- **Scope**

The PSC will manage the initiative, working with a steering committee of the Canadian Association of Chiefs of Police (CACCP).

For the successful bidder, the project scope includes:

- production of a 5-7 minute DVD
- separate English and French versions, burned on one DVD
- 500 copies delivered to the Police Sector Council office by Friday, April 20, 2007
- original footage (expert interviews, front-line policing, training) with the possibility of limited broadcast-quality footage provided by larger police agencies (facilitated by PSC)
- delivered in the journalistic style of an “investigative report” in order to communicate the facts in a hard-hitting, straightforward, and credible way
- project oversight from a CACCP-based steering committee
- an evaluation of the DVD’s effectiveness

- **Success criteria:**

- significant nationwide pick-up
- positive direct and indirect feedback about its utility and credibility
- inspires new activities in recruiting
- lays the groundwork for a national recruitment strategy

Core Elements of Candidate Submissions

Responses to this RFP must include:

1. A demonstrated understanding of the context, rationale and expected outcomes of the DVD project;
2. Corporate overview (i.e. number of years in business, areas of expertise, client list, academic achievements, professional certifications, awards, etc.);
3. Description of the overall project approach, including a critical path, based on a start date of February 1, 2007 and a completion date of April 20, 2007;
4. A budget breakdown;
5. Tangible evidence of relevant project experience, including sample productions;
6. Biographies of all proposed project personnel; and,
7. Three references from clients involved in similar projects over the last three years;

Submissions must be no more than 10 pages in length. Three copies of your submission must be received in hard copy no later than 5:00 p.m. Eastern Time on Monday, January 29th at:

Police Sector Council

1545 Carling Avenue - 303
Ottawa, Ontario, K1Z 8P9

Submissions received electronically, or after the deadline, will not be accepted.

Requests for clarification should be directed in writing to: Geoff Gruson, PSC Executive Director at: ggruson@policecouncil.ca.



Budget

Total project budget is \$50,000, including travel and DVD replication.

Project Timeframes

This project is expected to start at the beginning of February 2007, with final delivery of 500 DVDs by Friday, April 20, 2007.

Evaluation

The results of this project are critical to delivering on the Council's value proposition and to building awareness towards a national focus on recruitment.

The successful bidder will be expected to propose both qualitative and quantitative means of evaluating the project's effectiveness, and participating in a post-project assessment to identify lessons and practicability of the medium for future communications.