

## FOREWORD TO THE HR DIAGNOSTIC REPORT

**To: all readers of this document**  
**From: the project Steering Committee**

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In 2006/07, the Police Sector Council engaged Hay Group Management to complete an important examination of the HR programs and practices in the sector. As the project Steering Committee - committed, knowledgeable, and experienced stakeholders - we have fully supported this research for the past year; and, we believe that this project has been a timely and important exercise and thank all participants for their efforts.

The Hay Group have brought their research and management expertise to identify the strengths and weaknesses, and to clarify the needs and gaps, in the recruitment, education/training, leadership development and competency-based management. Their report, a *National Diagnostic on Human Resources in Policing*, provides an interesting benchmark on the current situation in policing; and although we may not agree with every nuance of every finding or every recommendation, it is an important document that should be read by all leaders and HR practitioners in the policing sector.

This latest report not only brings new information, but more importantly, reiterates the findings of studies that have come before it - *Strategic Human Resources Analysis of Public Policing in Canada, Policing Environment 2005* - and, provides additional urgency to the pursuit of solutions to the issues and challenges raised.

All these research projects undertaken by the Sector Council, clearly inform us of the need to integrate HR planning and management efforts, to better navigate the troubling demographic, budgetary, and work environments of the sector, now and into the future.

The Steering Committee endorses the findings of this report, and given the challenges of a complex policing environment and its jurisdictional realities, encourages immediate action on the part of the senior sector leadership to address the issues.

As a final point, the committee believes we clearly have the research and rationale for change, what we need now is collective will and action. We trust the Board of the Police Sector Council and others will heed the "call to action," and will prioritize and operationalize the recommendations where appropriate.

Sincerely,



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William Gibson, Steering Committee Chair

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The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada