



June 07



Executive Director
Annual General Meeting June/07

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Part 1 - April 01/06 to March 31/07 - year in review

This 1st full year of operations - we were in the “developmental” phase for the first half of fiscal 05/06 - has been a year of considerable progress for the Council. The following report provides an accounting of both the tangible progress - against our business plan and accountability frameworks - and the intangible progress, in terms of sensing the change in the engagement and perceived value of the Council.

BACKGROUND

This section highlights the strategic and business planning, and the funding processes in-place to enable the Council to undertake its activities.

- **the PSC Strategic Framework** - identifies in the 3 to 5 year horizon what we are trying to accomplish and what we have to do to be successful
 - **strategic goal** - a high performing police sector - productive, responsive and sustainable through efficient, effective service/program delivery
 - **strategic priorities:**
 - informed - sense and understand the dynamics of the environment
 - integrated - horizontal collaboration and focus on integrated HR planning/management
 - networked - extensive stakeholder involvement and strong partnerships
 - exemplary - administratively to ensure continued Federal government support and funding
- **our core businesses are:** research, communications, outreach
- **our long-term outcomes/results:** improved HR planning and management across the sector for sustainability of policing
- **Strategic/Business Planning** - the Board of Directors’ strategic/business planning process is an annual, consultative and iterative process. There are two Board meetings - a strategic outlook session in the Spring to provide vision and direction, and a business planning focus on new year activities/initiatives/projects in the Fall
 - at the November 01/06 meeting, the Board confirmed the strategic framework - goals, priorities and objectives - and set the context for the business planning process
 - the Board reviewed the PSC business plan - costs of key office functions, business activities and expected outputs/results for the April 01/06 to March 31/07 fiscal year
 - the business plan is the road map:
 - it directs the appropriate management and utilization of resources (people, dollars, and assets)
 - facilitates dialogue, engagement, consultation at the Board/Executive level
 - focuses and aligns activities to approved strategic priorities
 - overviews and costs activities planned for the year
 - sources the funding for these activities

BACKGROUND ...

▪ **06/07 Funding Picture - Infrastructure**

- the Sector Council Program (SPC - Federal government) is the sole source of infrastructure funding to the Council
- in 2006-2007, PSC received \$474,100 - the second year of a 2 year infrastructure contribution agreement
- the infrastructure agreement was amended twice in 2006:
 - in February 2006 - \$12,000 for simultaneous translation costs at Board meetings, and \$850 for communications
 - a second time in December of 2006 to provide an additional \$10,000 to translation budgets
- the revised total infrastructure funding **\$496,950** was allocated as follows
 - \$379K - administration - office, equipment, salaries, operations, Board and Executive meetings
 - \$118K - allocated to infrastructure activities - outreach, communications, research, scanning, web-site
 - in fiscal 06/07 the Council expended \$496,948 of infrastructure funding
- the SCP funding allows us to maintain three full time staff
 - executive director - G Gruson; office manager - M Shortall; Council officer - P Dewhirst
- the Council has also been the appreciative recipient of secondments from the sector - enhancing our HR expertise, sector knowledge and contacts, and strategic advice
 - the RCMP made S Monaghan available in the previous fiscal year; S Crawford has been made available from the OPP in the last 2 quarters

▪ **06/07 Funding Picture - Projects**

- the Sector Council Program is also the sole source of project funding
- in 2006-2007, PSC received project contribution approval for **\$572,000** as follows
 - HR Diagnostic - \$460,000 for the 06/07 portion of a \$621,000 total over 2 fiscal years
 - Recruitment DVD - \$60,000 for the 06/07
 - e-Learning pilot - \$52,000 for fiscal 06/07 portion of a \$68,000 total over 2 fiscal years
- in 2006/07 the Council expended **\$571,300** on all projects

▪ **06/07 Funding Picture - “in kind” support to projects and infrastructure**

- we acknowledge “in-kind” support from the sector through participation of policing resources on committees, networks, surveying, and the provision of non-financial resources (documents, video, pictures, etc)
 - infrastructure - additional “in-kind” support from the sector to a total of \$148,000
 - projects 2006/2007 - additional “in-kind” support from the sector to a total of \$176,600

BACKGROUND ...

GENERAL NOTES - on the Sector Council Program (HRSDC) as the primary funding source

The SCP program has a total budget of ~\$70M, to fund both infrastructure and projects for 32 Sector Councils, and to provide partial funding for 10-12 associated councils.

In any one year there is less than \$30M available for projects - much less as projects straddle multiple fiscal years

- **The SCP approval process is an extensive multi-levelled administrative review - “7 flaming hoops of hell”**
 - the federal government environment is cautious - fiscal accountability, performance/results focus in the short term
- **The SCP approves project proposals only in the following key areas:**
 - in-depth industry studies - specific labour market information, understanding labour supply, understanding HR challenges
 - national approaches to skill requirements - skills upgrading necessary to maintain a trained workforce
 - national occupational standards
 - national training and professional development - integrated training, certification, etc
 - national recruitment
 - stakeholders engagement - to better generate revenues from the sector
 - we received commitment of almost \$750,000 in project funding - rare for a start-up Council - mostly due to strength and scope of our Board stakeholders and our strategic/business planning process
- **The SCP contribution process does not prohibited the Council from pursuing other revenue generation strategies. Current project funding is not, and should not be expected to be sufficient to fully meet the needs of PSC.**
 - the work/progress of the Council is limited by the funding available through the SCP and the constraints of the proposal and approval processes
 - to achieve our strategic goals and priorities, a new funding model will be required in the near future - pursuit of government program funding alternatives, sponsorships, shared cost partnerships, etc

Part 2 - Look back on 2006/2007 - results

“LOOK BACK” -

This section reviews the goals, objects and success criteria, highlights progress against each business line, and concludes with general observations on “where we are”

- **schedule A of the infrastructure agreement with the SCP outlines 5 criteria to assess sector council success:**
 - representative - increase sector awareness, understanding and collective action by participation in the Council
 - responsive - leadership, information and tools to the sector by developing and implementing projects and activities in response to identified issues
 - connective - widest possible collaborations/partnerships to improve HR planning, policies, practices, and regulations
 - results-based - all activities contribute to the mission and short/long term objectives - a results-based management accountability regime
 - administratively sound - sound business management practices
- **Council strategic priorities mirror these criteria - defining the 3 key areas of alignment for all our activities - we want a Sector that is:**
 - informed - the entire sector understands and is ready for the environmental factors influencing the future of policing
 - networked - the key players and stakeholders in the policing community have opportunities to dialogue and share perspectives on the issues and opportunities in policing
 - integrated - to the extent possible, the sector should function as an sector with a national scope and national initiatives to improve the HR planning and management for policing in every part of the country

As noted in the 06/07 business plan, the success of the Council will depend on our capacity to show “value” to the policing community; assist the community to collaboratively address common issues/challenges, provide effective tools, and offer HR planning and management solutions.

- **we need to facilitate horizontal dialogue and facilitate solutions**
- **we need to be seen as results-focused, with outcomes clearly stated and understood, activities aligned and measured**

The highlights of our progress in 06/07, captured by each of our 4 business lines:

1. **research - into the critical issues in HR planning and management, environmental scanning and issues analysis**
 - completed Policing Environment 2005 - developed a presentation focusing on the “perfect storm” implications
 - building and managing a database of information widely available to researchers and policy professionals

1. research (cont)

- becoming the focal point for a “network” of researchers across the country
- documenting relevant data to support the transformational dialogue and strategies/recommendations at the Board, network, and committee levels
- initiated the HR Diagnostic in November of /06
 - the results should provide baseline data and identify gaps in sector processes, practices and tools
 - the Diagnostic actively engaged over 13,000 people across the sector
- initiated a “awareness/readiness” DVD tool on recruitment to engage chiefs and HR leads
- initiated an e-learning pilot with Can. Police Knowledge Network to assess the impact of fully accessible training

2. communications - build awareness of issues and value of the Council as an information hub and catalyst for change

- actively maintained the web-site including an “in the news” section
- distributed a quarterly e-newsletter “the e-Watch”
- periodically distributed a hard copy newsletter the “Council Blotter”
- circulated all presentation materials, director’s information kits, etc and made them available on the web-site
- implemented and evaluated a communication strategy/plan for very project undertaken
- actively pursued co-communications with stakeholder groups - CACP, CPA, CAPB, etc
- populated the web-site with richer/more robust HR data to inform on key policy issues and best practices

3. outreach - optimize the Council’s interaction with partners and stakeholders, enable the broadest focus on horizontal solutions to the challenges in HR planning and management

- met monthly with our SCP analysts, and as required, to discuss project proposals or council initiatives
- taken every opportunity to meet with stakeholder groups and individuals to discuss the environmental drivers (“perfect storm”) and the potential solutions for improved HR planning and management
- focussed outreach on the value and building credibility of the sector council concept for the policing community
- attended meetings, conferences and met extensively - as travel budget permits - with government agencies, education and training organizations, and other non-for-profit groups
- built strong alliances with Law Enforcement Aboriginal and Diversity, the Can Police Knowledge Network, Can Police Research Centre and launched an “affinity group” with the Association of Canadian Community Colleges

outreach ...

- we have participated actively with the Alliance of Sector Councils (TASC)
 - work on their by laws and governance committee, and working groups, and work on the Education/Sector Council partnerships project, and participate on Ministers and government officials briefing team
- activated networks and sector engagement
 - identified 5 networks - researchers, strategic policy/planners, HR practitioners, recruiters, educators/trainers
 - met with committees of the strategic network (2 “bluesky” sessions), HR practitioners (including CACP HR), and educators/trainers (through CAPE)
- we have not had the funding to initiate meetings with researchers or recruiters
- we have had little success in outreach to the security community

4. management - ensure sound stewardship of the public funding, modern management principles and practices, strive for administrative excellence, and provide the best possible support to the Council and its committees

- reported to both the SCP and our Executive committee on infrastructure/project expenditures monthly
 - reported monthly on progress and results against budgets and expectations identified in Schedule A of each contribution agreement
- were fully compliant with all administrative requirements - considered well-organized and fully on target with fiscal forecasting and financial reporting
- submitted proposals and reports of good quality, on time and target
- developed a solid management reputation with relevant government agencies at all levels
- facilitated and support the Board of Directors, Executive/audit committee, and other committees and “networks”
- independently audited as per the Canada Corporations Act

GENERAL OBSERVATIONS - and lessons learned in the past year

- **the Council is still very much in the formative stages**
 - although we have increased credibility across the policing community, we still have yet to prove our “value” and benefit
- **the Board has not yet coalesced around a “strategic leadership” role**
 - its capacity to influence transformational change in HR planning and management nationally, and to better manage these issues as a “sector”

GENERAL OBSERVATIONS ...

- **clarifying our “value proposition” can only be accomplished through increased networking and project-based results**
 - successes will create momentum to influence the management of policing as an integrated Canadian labour “sector”
- **first nations policing are not fully a part on the board at this time**
 - representatives have attended committees/networks
- **more outreach to private security should be considered and discussed by the board**
- **we can build on a solid working relationship with DND and the military police**
 - to better connect with other government “policing/security” agencies - Canada Border Services Agency, Citizenship & Immigration Canada, Correctional Service Canada, CSIS, etc
- **New Brunswick and Alberta “provincial sector councils”**
 - sector stakeholders at the provincial level met to discuss the future of policing and examine the environmental issues/scenarios affecting their future
 - this should be considered a “best-practice” and should be encouraged in other provinces
- **the Council is only as good as its capacity to engage and leverage sector resources**
 - we have been lucky to have a hard working, highly committed and dedicated staff, and energetic volunteers in critical committees taking on the work of the Council
- **working with the SCP and federal funding is administratively demanding of time and resources**
 - other funding alternatives should be examined

... despite considerable progress, we still have unique issues - siloed policing jurisdictions and delegated authorities, challenges in building commitment to the Board’s role in managing as a “sector”; lack of capacity to leverage additional funding from the sector; and lack of direct authority to implement change ...

Part 3 - Look forward on 2007/2008

2007/2008 should be a year of “stabilization” for the Council - solidifying the financial base and model, and further engaging the contribution and participation of the many stakeholder associations and organizations that make-up the Sector.

We may also have to “manage expectations” of what the Council can and cannot accomplish given its staffing and financial basis for activities and operations.

- **infrastructure re-basing**

- in October, the Council will have go back to the SCP to renew its infrastructure agreement for another 2 or 3 year period.
 - there is strong competition for sector council funding from the other sectors and other program demands
 - we are going to have to be well-positioned, re “prove” the value of the council to rationalize continued funding
- we will continue to optimize infrastructure funding for communications, web-site innovation/maintenance, and networking

- **projects proposals**

- with the completion of the HR Diagnostic project we will be well positioned to discuss sector-wide strategies and real transformational initiatives
- with Board approval, we will put forward a number of projects for SCP funding
 - facilitate ongoing environmental scanning sector-wide, including innovative scenarios to identify potential futures and HR needs
 - focus on competency-based frameworks nationally for recruitment, education and training, leadership development and succession planning
 - address immigrant competency assessment for suitability to policing
 - continued e-learning opportunities nationally at minimal cost to policing
 - networking meetings/conferences to continue to integrate and build synergies across the sector
 - a national employee database to enable modeling and predictor analysis
 - youth career awareness re policing careers - web-site, co-op programs, high school curriculum

- **the Board will also need to address the issue of national recruiting and national social marketing projects which the SCP will not fund - other sources of support will need to be identified and pursued**

We will also continue to outreach to peripheral parts of the sector to strengthen our scope and reach as a sector council.