

Annual Report 05/06

POLICE SECTOR COUNCIL
Conseil sectoriel de la Police

connecting forces - securing futures



June/06



Executive Director
June/06

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Sector Council Program (SPC)

- Gov't of Canada think Sector Councils have an important role
 - many industries with small and medium sized firms
 - no capacity to address the “national” HR issues
 - Council’s a “mechanism” to collaborate
- key activities for private industry Sector Councils
 - in-depth industry studies
 - specific labour market information - understand labour supply
 - understanding HR challenges - to develop appropriate responses
 - national approach to skill requirements
 - skills upgrading necessary to maintain a trained workforce
 - occupational standards
 - engage stakeholders - revenues generation
 - training and professional development
 - integrated training, certification, etc
 - recruitment
- PSC - first “public sector” sector council
 - unique issues in funding model
 - unique issues in building commitment to the Council

Sector Council program ...

- Sector Council Program -
 - **total budget of about \$70M**
 - \$40M EI - \$30M CRF
- ~\$40M of \$70M is infrastructure -
 - **sector council program funded**
 - **32 Sector Councils funded - infrastructure / projects**
 - partially funding 10-12 associated councils
- projects ~\$30M
 - **separate process**
- the future of the program
 - **concerns about low funding**
 - **equal labour/union representation no longer needed**
 - **encouraging links to provincial sectoral activities**
 - **stricter funding reviews**
 - funding criteria include - labour force numbers, market coverage, GDP, workforce over 45, etc



PSC - look back

- infrastructure
 - **PSC received:**
 - ~ \$484K/year for 2.5 years (to Mar/08) - maximum \$500K/year/ council
 - rare for a new sector council - usually 3 yr start-up mode
- projects - for fiscal 06/07
 - ~\$30M available from SCP - really ~\$15M uncommitted for new projects
 - over \$117M requests for \$15M project funding available
 - approval process is bureaucratic - “7 flaming hoops of hell”
 - new federal environment is cautious - accountability, performance/ results focus
 - **PSC received project funding - rare for a start-up Council**
 - 05/06 - due to strength of our Board
 - \$185K for the IPSOS-REID project and the Sector Study Update
 - \$225K approval for a “recruitment” diagnostic - hijacked by the election and change of government
 - 06/07 - due to strength of our Board and strategic/business plan
 - “approval in principle” for 3 diagnostics - competencies, education/training, and leadership development
 - added the recruitment project
 - total of \$600,000 of work
- PSC is 1 of only 3 Councils that received full “approval-in-principle”



PSC - look back ...

- April 2004 - first interim sector council - CPPA, CACP, CAPB
- October 25/04 - incorporated as a non-for-profit
 - **November 24/04 - executive director hired**
- year in the “rear-view mirror”:

infrastructure - Jan/05 - Mar/06

- equipped office - hired office manager
- communicated - logo, “tag-line,” address/e-mail lists, meetings, conf, etc
- lassoed Board - voluntary, non-for-profit, “mission” driven enthusiasts
- initiated an Education and Training committee of the Board - 2 mtgs
- July 01/05 - inaugural Board meeting
- encouraged CACP HR to function as education/training cmt
- launched Council web-site - bilingual - updated content weekly
- Nov/05 - 2nd Board meeting - approved strategic/business plan
- presented strategic business plan to SCP (HRSDC)
- launched “council blotter” newsletter - print and e-distributed

projects - Mar/05 - Mar/06

- Mar/05 - \$35K Ipsos-Reid study
- Apr/05 - mini survey of police services
- Sept/05 - Sector Study Update - \$150K
- Sept/05 - \$225K proposal on “recruitment” diagnostic/ strategy
 - “approved” Oct 24th - Minister signature pending
- steering cmt selected for “recruitment” project
- Dec/05 - \$500K project proposals for 3 diagnostic projects
- Jan/06 - “approval in principle” for 3
- “recruitment” on hold pending new government change and new Minister
- Mar/06 - completed Sector Study Update - “Policing Environment 2005”
- Mar/06 - “recruitment” study deferred - rolled into 06/07 projects

PSC - look back ...

- year in the “rear-view mirror” (cont):

infrastructure - Nov/05 - Mar/06 (cont)

- hired an HR practitioner/project manager
- Nov/05 - progressed from “developmental” phase to “operational” phase
 - Minister’s announcement - 2.5 year infrastructure funding -\$1.2M
- monthly exec cmt teleconferences
- SCP monthly claim forms and expenditure tracking
- every communications opportunity pursued
- developed solid management reputation/liaison with government
- April/06 - audited - wrapped-up first year of operations
- still standing!!

projects - Nov/05 - Apr/06

- re-submitted “4-in1” diagnostic
- re-constituted steering cmt
- selection cmt reviewed proposal bids from contractors

- updated the year 2000 Sector Study (*Strategic HR Analysis*)
 - **March 2006 - report - "Policing Environment 2005"**
- findings re-affirm most of the recommendations in the 2000 study
 - **some progress has been made in the past five years**
 - HR practices have evolved only modestly
 - services continue to invest resources/effort, but work independently
 - pace and momentum needs to accelerate
- "Policing Environment 2005" provides impetus - an urgency to act
 - **workforce situation in policing has worsened**
 - **demographic change is relentless**
 - **technological advancements have accelerated**
 - **demands placed on public policing - have not abated, are growing more complex**
- "bottom line" - policing is vulnerable unless the sector functions as a "sector"
 - **horizontal and integrated strategies/activities to improve HR planning and management**
 - **alarm was sounded five years ago - the response was limited**
- committed and focussed action is required immediately

PSC Look forward ...

- “year in the windshield” - projected activities

infrastructure - Apr/06 - Mar/07

- **optimize communications - newsletters, e-blasts, confs/mtgs, etc**
- **network/network/network**
 - HR practitioners
 - policing researchers
 - provincial/federal strategic planning/policy types
 - education/trainers
- **integrate - build synergies**
- **optimize funding options**
- **June 28/29 1st Annual General Meeting**
- **sector-wide survey to build new “employee database”**
- **initiate generic recruitment web-site**
- **revise strategic business plan**
 - based on diagnostics strategies
- **Nov 8th - Board meeting**
- **Nov 24 - present strategic/business plan to SCP**
- **manage expectations!!!**
- **projected outcomes - standardized approach, understanding investment requirements, improved performance**

projects - Apr/06 - Mar/07

- **kick-off “4-in1” diagnostic - might have to carry-over 2 years**
 - diagnostic on plans and processes currently in-place for recruitment/competencies/ education & training/ leadership development
 - data on labour market - trends, issues, availability - 3 levels
 - strategies / recommendations - “national” recruitment - social marketing
 - strategies / recommendations - “national” standards / approach for recruitment/ education & training/ leadership development
- **submit proposals to other funding sources**
- **integrated environmental scanning activities - to build one sector-wide scan**
- **follow-up projects to each “diagnostic” as resourcing permits**
 - sector-wide competency framework
 - recruitment campaign
 - “standardized” training/education
 - “standardized” leadership development
 - network conferences
 - sector scan, etc