ARCHIVED - Archiving Content

Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

ARCHIVÉE - Contenu archivé

Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.





Canada's Leading Publisher of Police and Fire Fighter magazines

"...We're well known by the company we keep."

CAC Bulletin

Canadian Association of Chiefs of Police

FALL 2009





CONGRATULATIONS ISIS Team 2009!

he CACP congratulates the 2009 ISIS participants on the successful conclusion of their course of studies on "Deconstructing Modern Youth Violence and its Extremes: An International Comparative Perspective for Policy and Program Considerations in Canada". Thank you for the research you have conducted. Your conclusions and recommendations are timely and of great interest and value to Canadian police leaders.

Superintendent Cliff Falkenham, Halifax Regional Police Deputy Chief Darrell Scribner, St. John Police Service Capitaine Éric Martin, Sûreté du Québec Inspecteur Patrick Lalonde, Service de Police de la Ville de Montréal Inspecteur-chef Réjean Toutant, Service de la Ville de Montréal Staff Inspector Brian Fazackerley, Durham Regional Police Inspector Eva Reti, Durham Regional Police Inspector Brian Cantera, RCMP Superintendent Stephen Foster, RCMP Inspector Tony Hamori, RCMP Inspector Roland Wells, RCMP Superintendent Louis-Philippe Plourde, RCMP Superintendent Tom Pownall, RCMP Deputy Chief Eric Jolliffe, York Regional Police Superintendent Bob Devolin, Peel Regional Police Inspector Vince Wurfel, Owen Sound Police Inspector Greg Alcorn, Edmonton Police Service



The 2009 ISIS Team

The complete report on the 2009 ISIS study is available at http://www.cacpisis.ca

Youth Mental Health and the Justice System Conference

By Sandra Wright, Project Manager, Coalition on Community Safety, Health and Well-being

he CACP is holding a national conference at The Fairmont Winnipeg, 25-27 October 2009, that will offer participants an opportunity to learn about how the justice, health, education and other systems respond to youth with mental health issues. The conference is being hosted on behalf of the Coalition on Community Safety, Health and Well-being in association with the Canadian Nurses Association, the Canadian Teachers' Federation, the Child Welfare League of Canada, YOUCAN and the Mental Health Commission of Canada.

Louise Bradley, Chief Operating Officer of the Mental Health Commission of Canada, will give the keynote address on Sunday, October 25th. Over the following two days, there will be sessions on youth mental health that focus on the law, front-line interventions, corrections, remote communities and the education system as well as a presentation by youth delegates. Breakout sessions will provide a more detailed look at some promising practices in communities across Canada. Finally, conference delegates, through two small group discussion sessions, will be invited to make recommendations on how the various systems involved with youth with mental health issues might become more effective.

Police services, youth, health, mental health and substance abuse practitioners, teachers, governments at all levels, courts, national non-governmental organizations involved in social development and community representatives will be represented at the Showcase. The ample time allowed for discussion and information-sharing will help to forge new links among these sectors.

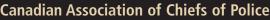
Registration costs \$395 and is limited. For further information about the program for "Youth Mental Health and the Justice System", please call Sandra Wright, Manager of the Coalition on Community Safety, Health and Well-being at (613) 526-3679 or check out the CACP website (www.cacp.ca). To register, please go to the CACP website or, if you do not have Internet access, call (613) 233-1106.

INDEX

- 2 PRESIDENT'S MESSAGE
- CALENDAR OF EVENTS
- **3 WELCOME TO NEW MEMBERS**
- 4 FRANCOPOL: AN INTERNATIONAL ASSOCIATION BRINGING TOGETHER THE FRENCH SPEAKING AND FRANCOPHILE POLICING COMMUNITY
- **5** SEEN MY SISTER?
- 6 CONSEQUENCES OF A COLLABORATION COLLECTIVE A SECTOR-WIDE WIN
- 8 PREVENTING AND INVESTIGATING FIREARMS CRIME
- 10 2009 ORDER OF MERIT OF THE POLICE FORCES

ON THE COVER...

CACP President Chief Bill Blair,
Toronto Police Service presents outgoing
CACP President, Deputy Director
General Steven Chabot, Sûreté du Québec,
with the CACP's President's ring at
the Gala Awards Dinner at the 104th
CACP Annual Conference in
Charlottetown, PEI.

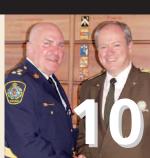


Fall 2009









Bulletin Staff

Editor: Ruth Montgomery

Supported by the CACP National Office:

Laurie Farrell • Melody Jewitt Magda Mitilineos • Peter Cuthbert

CACP Executive:

President:

Chief Bill Blair, Toronto Police Service

Vice Presidents:

Deputy Director Jean-Guy Gagnon, Montreal Police Service; Chief Frank Beazley, Halifax Regional Police Service; Chief Thomas J. Kaye, Owen Sound Police Service; Chief Michael Boyd, Edmonton Police Service; Deputy Commissioner Raf Souccar, Royal Canadian Mounted Police

Secretary Treasurer:

Ms Debra Frazer, Director General, Ottawa Police Service

Past President:

Deputy Director General Steven Chabot, Sûreté du Québec

Executive Director:

Peter Cuthbert, Canadian Association of Chiefs of Police

For a full list of CACP Board Members visit www.cacp.ca

The opinions and comments expressed in the CACP 2009 Fall Bulletin are made without prejudice. They are not necessarily the official position of the Canadian Association of Chiefs of Police or its Executive. Reproduction of articles and artwork is strictly prohibited without prior written permission of the CACP.

Publications Mail Agreement No.40065059

Return undeliverable canadian addresses to:

Canadian Association of Chiefs of Police

582 Somerset Street West, Ottawa, Ontario K1R 5K2

Phone: (613) 233-1106
Fax: (613) 233-6960
Email: cacp@cacp.ca
Website: www.cacp.ca

TO MONOR COLOR

Designed and published by:



Art Director: Richard J. Robertson **e-mail:** rjr@cbupub.com

Layout/Design & Print Production: Ina Silva

NATIONAL OFFICE

420 O'Connor Street, Ottawa, ON K2P 1W4

Tel: (613) 230-0721 • Fax (613) 230-4964 • Toll Free: 1-800-267-1266

For advertising rates and specifications, please call 1-800-267-1266.

ABOUT THE PUBLISHER: The CACP Bulletin is published for the Canadian Association of Chiefs of Police by CBU Publications Ltd. Reproduction, by any means, is strictly prohibited without the prior written consent of the publisher. CBU Publications Ltd. assumes no responsibility for statements of fact or opinion made by any contributor. The publisher does not assume responsibility for the accuracy of advertisers' claims and cannot accept any liability for losses incurred by any person as a result of a default on the part of an advertiser.

PRESIDENT'S MESSAGE

Colleagues and friends:

I would like to begin by expressing my most sincere gratitude to all of the members of the Canadian Association of Chiefs of Police for the confidence that you have placed in me, and for the opportunity to serve as your President. It is an honour that I accept with humility, as I am deeply aware of the extraordinary legacy of service that I inherit from those that have served in this Association before me. It is legacy that we will build upon together.

The CACP is an important institution. Its members come from every region of the country and from Police Services of every size, and yet it is, and will always remain, an association of equals. Its membership is composed of men and women who are among the most trusted and respected leaders from every community in Canada. Our collective voice must be the most trusted and influential national voice for progressive police leadership and public safety. We have a responsibility to advocate for public policy, legislation and the resources that will keep our communities safe, and to protect the rights and freedoms of all Canadians. We have a responsibility to lead progressive change, to share best practice and to support each other.

I must acknowledge the contribution made by Deputy Director General Steven Chabot. His success in advancing the National Framework for Policing, establishing and expanding partnerships and networks with other policing, criminal justice and public safety associations, and in advancing the profile of the CACP nationally and internationally has positioned the Association well for our future. Steven is a man of great integrity. He sincerely cares about the members of our Association and I am very grateful for his mentorship, friendship, support and advice.

I also want to acknowledge the remarkable work of our Committees. They are truly the bench strength of our Association and their work represents the best of what we contribute to Canadian society. We must support that work with effective advocacy and a shared commitment to achieving measurable results.

As we move forward together, I am committed to ensuring that every region and every service has a strong and respected voice within our association. To meet the expectations of our members and the people we serve, we must be united in a shared vision, and we must respect one another. We must be accountable to our members and demonstrate honesty and integrity in all of our actions. Together we will build upon the legacy of the Canadian Association of the Chiefs of Police, and united, we will be the trusted and respected voice of police leadership in Canada.

Chief William Blair, O.O.M President

CACP CALENDAR OF UPCOMING EVENTS

Oct 25 - 28 Youth Mental Health & the Justice System Winnipeg, MB

Nov 15 - 18
The Third Canadian Voice Interoperability Workshop:
A CITIG National Forum
Hallifax, NS

WELCOME TO NEW CACP MEMBERS

The CACP welcomes the following new members and congratulates those who have achieved Life membership status. We look forward to working with you.

ACTIVE MEMBERS

Supt. Tim Armour - Ottawa Police Service

Ms. Sandra Arseneault — Executive Director — Ottawa Police Service

Lieutenant Colonel Sylvie Beaudry – Canadian Forces Deputy Provost Marshal

Insp. Steve K. Beckett — Waterloo Regional Police Service

Chief René Berger – West Grey Police Service

Dir. Adj. Ronald Boudreault — Inspecteur — Sûreté du Québec

A/Supt. James W. Carroll — Royal Newfoundland Constabulary

D/Chief John W. Collyer – Bridgewater Police Service

Lieutenant Colonel Robert Delaney — Canadian Forces Deputy Provost Marshal

Chief Conrad H.C. Delaronde — Treaty Three Police Service

Commander Jacques Ellyson – Canadian Forces Deputy Provost Marshal

Dir. Gen. Barbarah Fleury – RCMP

Supt. Wayne Gallant - RCMP

Insp. André Goulet – Sûreté du Québec

C/Supt. Brad Hartl — RCMP

Insp. Barbara Hayduk – RCMP

D/Chief Laurie L. Hayman — Strathroy Caradoc Police Service

A/Commr. Peter Henschel - RCMP

D/Chief Garry E. Hull — Port Hope Police Service

A/Deputy Chief Robin P. Jones — Nishawabe Aski Police Service

Mr. Thomas Larned – FBI

Insp-chef Stéphane Lemieux — Service de police de la Ville de Montréal

Mr. Stan MacLellan - Strategic Administrative Officer — Durham Regional Police Service

Insp. Gilles Maillet – RCMP

Supt. Ken Marchant — Calgary Police Service

D/Chief Joe Matthews — Niagara Regional Police Service

D/Chief Peter McIsaac — Cape Breton Regional Police Service

Chief Cory L. McMullan — Belleville Police Service

C/Supt. Steve McVarnock — RCMP

C/Supt. Russ Mirasty — RCMP

Mr. Jimmy Mui — Executive Director Corp. Support — Ottawa Police Service

D/Chief Mark Neelin - Barrie Police Service

Insp. Peter B. Payne — RCMP

Supt. Daniel Redmond — Ontario Provincial Police

D/Chief Fergie Reynolds — Toronto Transit Commission

Mr. Brian Roberts, Executive Director — Edmonton Police Service

Supt. Murray J. Roe — Regina Police Service

Insp. Daniel Rousseau — Service de police de la Ville de Montréal

Insp. chef Francois Roux — Sûreté du Québec

Chief Alf Rudd — Taber Police Service

Insp. Sean P. Ryan — Royal Newfoundland Constabulary

D/Chief Darrell Scribner — Saint John Police Force

A/Bureau Commander Mary Silverthorn — Ontario Provincial Police

Chief Joseph Tomei — Orangeville Police Service

Chief Supt. Thomas J. Trueman — RCMP

Supt. Earl Witty — Toronto Police Service

ASSOCIATE MEMBERS

Ms. Jennifer L. Bard, Program Manager — Police Services Division, Ministry of Public Safety & Solicitor General

A/Dir. Michel André Béland — Transport Canada

Mr. Luciano Cedrone, Director, Security and Life Safety — Cadillac Fairview

Mr. Gilles Duguay, Directord General - The Senate

Ms. Laureen Kinney, Director General — Transport Canada

Mr. Mark Landry, Director, Corporate Security – Emera Inc.

Mr. Roger A. Merrick, Director — Public Safety Investigations

Ms. Lynne M. McInally, Director — Police Services Division, Ministry of Public Safety & Solicitor General

Mr. Tom Rousseau, Associate Vice President, Corporate Secuirty — Canadian Tire Corperation

Mr. Sandy Sweet, President – Canadian Police Knowledge Network

Mr. Danny E. Tanner — Halifax International Airport Authority

Ms. Vanessa Walser, Manager, Security — Canadian Bankers Association

Mr. Sanaa Yacoub, Regional Director — Fintrac

LIFE MEMBERS

Chief Ian Davidson — Greater Sudbury Police Service Chief Constable Derek C. Egan —

Saanich Police Department

Mr. Thomas Haney -United States Security Coordinator

Chief Carl Herder — Chatham-Kent Police Service

D/Chief Ken Jackman - Peterborough Lakefield Community Police Service

Chief John Manoll — Brockville Police Service

Chief Gregory Pigeon — Essex Police Service

D/Chief Steven Rogers — Barrie Police Service

Chief Brian Rupert — Treaty Three Police Service

A/Deputy Chief Gordon B. Schumacher — Winnipeg Police Service

FRANCOPOL: AN INTERNATIONAL ASSOCIATION BRINGING

TOGETHER THE FRENCH SPEAKING AND FRANCOPHILE POLICING COMMUNITY

By Christiane Begin, Sûreté du Québec

FRANCOPOL: French-speaking global area network of police formation

"It is through the establishment of networks that modern police organizations can better adapt today to crime trends and thus better protect the public." Claude Levac, Secretary General of FRANCOPOL.

FRANCOPOL is the first international association of members of the French-speaking and Francophile police community. It is a vast network of police officers and researchers in which training material in French is made available to member organizations in order to take advantage of the contribution of French-speaking countries such as Canada, France, Belgium, Switzerland, Luxembourg and Monaco. The network seeks to broaden the ability of police forces to better serve citizens by relying on best practices. It is a non-profit organization intended for police forces and schools and research centres and educational institutions involved in police training.

Given its exclusively French-speaking nature, this forum allows its members to use approaches to public security that differ from those in traditionally English-speaking milieus. FRANCOPOL enables police organizations to interact with international experts in their language, draw inspiration from innovative methods developed in the Frenchspeaking countries and communities of the world collectively, and contribute to training French-speaking personnel through access to the necessary instructional material.

Initiated by the Sûreté du Québec, the Police nationale française and the École nationale de police du Québec, the network was established in September 2008 during the organization meeting that preceded the first international congress of FRANCOPOL held in Nicolet, Québec. Under the theme of discernment in police intervention, the international congress welcomed nearly 150 participants from 15 countries in the international French-speaking community. Delegations from various southern countries travelled to Nicolet with the support of the Organisation internationale de la Francophonie (OIF).

The member organizations of FRANCOPOL are participating actively in the organization of events, which enables the network to regularly offer local and national events, in addition to organizing a biennial international congress. Members of the network have access to an online collaboration platform devoted to document sharing, called Carrefour FRANCOPOL de l'information et du savoir (CFIS). The value of this collection centres, in particular, on the accessibility of internal documents of the member organizations for consultation, in a spirit of respect for the principles of intellectual property.

National conference

The Canadian Police College will host the FRANCOPOL Canada conference, under the theme "Reflections and discussion on police services in a multicultural society," to be held from October 13 to 15, 2009 in

Ottawa. This is the first such national event under the FRANCOPOL Canada banner aimed at bringing together the francophone police community in Canada in order to initiate a dialogue.

Experts from the field of policing and academia, as well as representatives from ethnocultural communities will share their perspective on key themes including diversity in Canada, the cultural communities and police, response from the field of policing, and the police workforce. Guest speakers include representatives of the RCMP, the SQ, the Montréal, Sherbrooke, Ottawa and Toronto police forces, the Kitigan Zibi Anishinabeg, France, Belgium, the Université de Montréal, the University of Ottawa, and other government departments and community services. Demographic trends in Canada, racial profiling, cultural skills and reconciliation strategies are among the topics that will spark timely, enriching dialogue.

The conference will be of interest to various stakeholders in the field of public security, including:

- police officers and managers who have an interest in the topic;
- institutions offering a training program to police officers and future police officers;
- research centres or institutions;
- police associations:
- government departments and other public organizations working closely with the police community.

Representatives of FRANCOPOL support the network's importance and are enthusiastic about the potential scope of Canadian initiatives. "The objective is to assemble the French-speaking police community to discuss in French different approaches and strategies in order to enhance our policing practices, whether in classroom teaching or operational practices in the field," explains Inspector Raymond Duquette of the Canadian Police College, Director of FRANCOPOL Canada.

"FRANCOPOL is contributing a new form of collaboration centred on training in French. When information, mainly in the realm of training, is shared, we often use manuals that have been translated. Even if the translation is well done, things sometimes get lost in translation," emphasizes Assistant RCMP Commissioner Pierre Ménard, Vice-President for the Americas of FRANCOPOL. "FRANCOPOL is creating opportunities to engage in exchanges that are aimed at enhancing the quantity and quality of training tools in French, in addition to paving the way for collaboration in the national and international Frenchspeaking police community."

"FRANCOPOL provides added value in that the conclusions of each activity, whether regional, national or international, are available to the entire police community through the CFIS," adds Inspector Duquette.

To obtain additional information on the forthcoming conference or to learn more about FRANCOPOL and become a member of the organization, please visit its Website www.francopol.org.



Native Women's Association of Canada



SEEN-MY SISTER?

An Appeal from the Native Women's Association of Canada (NWAC) and Sisters In Spirit (SIS)

By Jennifer Lord, Community Development Coordinator, Native Women's Association of Canada

n March 2004 the Native Women's Association of Canada (NWAC) launched the national Sisters In Spirit (SIS) Campaign to raise public awareness of the alarmingly high rates of violence against Aboriginal women in Canada. In November 2005, the campaign became a five year research, education and policy initiative funded through Status of Women Canada to address not only violence, but the crisis of missing and murdered Aboriginal women and girls in Canada. 2009 marks the fifth year of SIS and as the team continues to gather evidence regarding the state of violence, NWAC believes we remain in an urgent

state of affairs with regards to the safety of Aboriginal women and girls in Canada. Moreover, we strongly believe this is not just an Aboriginal women's issue, but a human rights issue that affects all Canadians.

As a research for change process, NWAC's Sisters In Spirit initiative is far more than "finding out" about missing and murdered Aboriginal women and girls. Our research reflects a visionary philosophy in which families of missing and murdered Aboriginal women and girls and other stakeholders, such as community members and service providers, are asked to share their vision for the future. SIS research activities are designed to uncover root causes, circumstances and trends in order to promote policy change that will increase the personal safety and security of all Aboriginal women and girls in Canada.

Through our research we have learned that British Columbia has a very high concentration of a form of violence which has led to the disappearance or death of Aboriginal women and girls. While the media has captured and sensationalized some of the higher profile cases such as the Highway of Tears and the Downtown East side of Vancouver, our work reveals that Aboriginal sisters are being lost in every province and territory. Many Aboriginal women come to the urban centres looking for employment, education or safe housing, but are often marginalized and discriminated against because of their race and gender. This can lead to an increase in vulnerability for many women and girls and expose them to brutal and deadly violence. While high profile stories often come from reserves or those in the urban core, smaller communities are certainly not exempt from these crimes.

The goal of SIS is to educate individuals, raise awareness in communities and develop evidence-informed policy to improve the life outcomes of Aboriginal women and girls. Over the last four years NWAC has conducted community awareness workshops nationwide. These workshops are designed to educate participants on the SIS initiative and strategize with those involved around a common theme found in our research. Justice was the theme in 2008 and we discussed ways to improve the system's approach to violence against Aboriginal women. We travelled to ten cities (Kamloops, Prince George, Victoria, Edmonton, Whitehorse, Halifax, Thunder Bay, Saskatoon, Regina and Winnipeg) and as we travelled, more and more RCMP, Provincial and Municipal police officers as well as justice officials came

forward. They came to learn and they came to listen. It was a signal that momentum is building. NWAC has since partnered with many community service providers and communities such as the Canadian Police College in Chilliwack, BC. We are amazed and encouraged by all the SIS supporters in law enforcement and are ready to have many more come forward and ask "What can I do? How can I help?"

We recommend that the first area of focus for law enforcement be the Missing Persons Process. Many of the families working with NWAC reported frustrations when trying to get help from police services. They told us about

problems they encountered when trying to file a missing persons report, and about feeling left out or uninformed about the course of the investigation and what was being done to find their loved one.

NWAC has taken these concerns to the National Aboriginal Policing Services department of the Royal Canadian Mounted Police (RCMP). With their assistance, NWAC staff 'walked through' the process of filing a missing persons report. We compared this process with what we learned from families and created the Navigating the Missing Persons Process Tool Kit. This straightforward document illustrates the realities and exposes the myths associated with the process of reporting a missing person to police. Families can use this tool kit to learn about their rights and to

track police response and action throughout the process. We are particularly proud that this document has been endorsed by the RCMP and has become an education tool for policing services on the RCMP's InfoWeb—a large internal website, which is the main source of operational and other information for RCMP employees. The toolkit is currently available on the Alberta Missing Persons and Unidentified Human Remains Website (www.albertamissingpersons.ca), Anishinabek Police Service Website (www.apscops.org), First Nations Chiefs of Police Association Website (www.fncpa.ca), Am Missing & Highway of Tears Website (www.iammissing.ca), North American Missing Persons Network (www.nampn.org), Project KARE (www.kare.ca), Safe Canada (www.safecanada.ca), as well as several local police jurisdictions.

As we continue to raise awareness and conduct research, we want law enforcement officers at large to know that NWAC is always looking for new partnerships and new alliances. We are calling on concerned citizens, progressive educators and committed leaders to stand with us. We need community members to come forward and work with us to educate students and the public of the crimes that continue to be committed against Aboriginal women and girls.

Jennifer Lord is a Community Development Coordinator with the Native Women's Association of Canada and the Sisters In Spirit initiative and can be reached at jlord@nwac-hq.org. She attended the 104th CACP Annual Conference Tradeshow on Tuesday, August 12th.



Delegates at the Sisters In Spirit Community Awareness Workshop, Kamloops, BC

CONSEQUENCES OF A COLLABORATION COLLECTIVE – A SECTOR-WIDE WIN

POLICING COMPETENCY FRAMEWORK, GUIDE AND TOOLKIT LAUNCHED

By Portia Dewhirst, Director of Programs, Police Sector Council

Following years of extensive consultation and research with policing executives, and catalyzed by recommendations from the October 2007 "National Diagnostic on Human Resources in Policing," the Police Sector Council (PSC) has just completed a 15 month facilitated collaboration with over 50 police services and sector stakeholders, and over 400 individual subject matter experts. This far-reaching partnership has resulted in the first Canadian policing collective Competency-based Management (CBM) framework and support tools:

- Canadian Policing CBM Framework
- Detailed CMB guide for police services and HR professionals
- CBM Toolkit to clarify and simplify implementation of competency-based management

everaging funding made available from the Federal government's Sector Council Program, and the knowledge and experience of the Human Resources System Group based in Ottawa, a sector steering committee has, over the past year, guided the development and documentation of a sector benchmark for HR planning and management.

This collaborative effort has resulted in a far-reaching and foundational product of significant collective value for the entire Canadian policing industry, including HR and its training and learning infrastructure.

With the completion of this project, all the critical functions of HR planning and management can be supported by the shared "policing-developed and policing-tested" reference material, validated by policing experts, and easily accessible in the form of a competency-based management framework and tools specifically for the policing sector.

Although Canada's police services vary in terms of their size and location, their mandates and delivery systems are largely consistent - ensuring the safety and security of the communities they serve, and delivering policing services at the community level. But

the execution is never easy. As the public service sector financial environment becomes more demanding and budgets and resources are stretched and limited, the policing sector is forced to work "smarter" - share best practices, collaborate for administration and management efficiencies, and be more proactive and responsive to changing policing demands. With operational demands growing daily, management needs greater support and greater flexibility to implement modern management practices and to function more effectively.

This is the mandate of the Police Sector Council, a national centre for HR planning/management excellence; and the PSC works for all police services to facilitate optimal efficiency of HR resources and their management, to support effective and high performing operations. The CBM framework and toolkit is a critical cornerstone in the foundation of improved and sustainable policing for the future, as envisioned by the Board of the PSC.

The Policing Competency Framework Project was an initiative designed to examine, assess and leverage existing materials, practices and expertise in order to build a meaningful HR management baseline for all sector stakeholders. The products developed will support HR managers and ease the burden of modern HR processes and practices - operationalizing the old cliché of "doing more with less."

Let's look at the outputs of this project

The Policing CBM Framework: defines the way to manage human resources using "competencies" — the observable and measurable skills, knowledge, or other attributes — that contribute to successful performance in jobs. CBM is about clearly understanding and defining jobs and the behaviours that produce success at work. The Policing CBM Framework presents a shared structure, definitions and terminology for discussing roles in policing. It includes a Policing Competency Dictionary and rank specific tools that underpin all aspects of HR management for the roles of Constable, Sergeant, Staff Sergeant, and Inspector.

These roles are fully defined based on a comprehensive analysis of the activities and tasks expected of each rank. The most critical competencies for successful performance have also been defined. This work was guided

by a dedicated project steering committee of HR and training executives from across the country. The initiative also involved extensive input and consultation with representatives of police services from across Canada and internationally to ensure relevance and validity of all materials.

The Policing CBM Guide: the guide was developed to support HR management in any service. It provides an explanation of competency-based management and explores the benefits of its implementation. It describes the framework and the developed tools in the CBM Toolkit and advises how to apply CBM to recruitment, selection and promotion, performance management, learning and development and succession management.

The guide includes information, theory, practical tips, and lessons learned from those in the industry. It also presents a selected bibliography of books and articles relevant to competency-based management, human resources and project management. The guide supports first-time implementation of a competency approach to HR management and also provides additional ideas

and information for those services expanding an existing CBM program.

The Policing CBM Toolkit: the collection of 32 competency-based tools and templates are organized in the Policing CBM Toolkit and have been developed to help police services introduce and fully explore CBM for their HR functions. Foundational tools are included in the Toolkit - the Competency Dictionary, Rank Task Lists and Rank Competency Profiles. They provide detailed information about the work performed by the targeted ranks, as well as the competencies required to carry out the work. These foundational tools underpin and standardize the application of CBM to all HR functions, and are the base from which all other competency-based tools are derived. The other tools in the Toolkit are also tailored for each rank and support the different HR functional areas: recruitment, selection and promotion; performance management; learning and development; and, succession management.

Competency Based Management is a best practice for human resource management in private and public sector organizations in Canada and internationally. This work will be of considerable value and benefit to all services, governments, academies and other stakeholders within the Canadian policing industry. Through this collaborative effort, with leveraged existing expertise and practices, a nationally relevant CBM benchmark has been created. This CBM Framework and Toolkit can be easily accessed by all and will be updated and maintained over time.

The PSC will soon engage the policing industry to freely collaborate once again on a CBM Leadership Framework to address the critical issue of how to best identify, develop and prepare the next generation of leaders for the future of policing.

The Policing CBM Framework, Policing CBM Guide and the Policing CBM Toolkit are all available through the PSC website: www.policecouncil.ca.

For more information, please contact:
Portia Dewhirst, MA, Director of
Programs, Police Sector Council
pdewhirst@policecouncil.ca or
at 613-729-5959.



Police Sector Council offers resources and tools to support Police Services across Canada

- 1. Competency Framework guide and support tools
- 2. Youth Attitudes Surveys trends
- 3. E-learning Courses priority training needs

Your Sector Council products:

- 4. Environmental Scanning national view and implications
- 5. Research latest findings for policing
- 6. Communities of Practice Networks discussions and practice exchanges
- 7. Social Marketing/e-Candidate user requirements

Now into its fifth year of operation, the Council continues to build on three strategic priorities:

Informing the sector — ensuring solid understanding of the current issues and strategic drivers of change, and identifying opportunities for integrated sector-wide solutions.

Networking the sector — bringing the various communities of practice together to dialogue, and to build support and buy-in for "national" solutions in HR planning and management.

Unifying the sector – leveraging common resources and best practices to reduce duplication and inefficiencies, and to promote effective shared solutions.

PREVENTING AND INVESTIGATING FIREARMS CRIME

By Lyn Doran, Canadian Firearms Program

n 2008, the RCMP amalgamated several organizations dealing with firearms to form the NEW Canadian Firearms Program (CFP) — a comprehensive single source for both regulatory and investigative firearms-related assistance, guidance and information — for police and for the public.

Public safety is the main focus of Canadian policing. So when there are organizations or new initiatives that can help police maintain or improve public safety in Canada, particularly at no additional cost to the individual police services, they should know about it. Here's what all police groups in Canada should know about the RCMP Canadian Firearms Program in order to take full advantage of it.

INVESTIGATIVE SUPPORT

All Canadian police groups can rely on the CFP for frontline support and assistance with firearms-related issues. Whether they need help tracing the origins of a found firearm, preparing search or seizure warrants, determining charges, organizing exhibits or writing court documents, there are experts within the CFP who can capably guide them.

The CFP's Firearms Investigative and Enforcement Services Directorate (FIESD) is comprised of a number of specialized groups that offer firearms expertise to police across Canada. Director of this group, C/Supt. Geoff Francis, encourages police officers to contact FIESD more often. He points out that, although Canadian police officers are capable and well-trained, they don't necessarily have "the time or specialized training to do a proper firearms investigation". For that, they can rely on the services of FIESD:

National Weapons Enforcement Support Team (NWEST)

- helps frontline police in all aspects of firearms investigations
- provides guidance in firearms tracing
- assists in firearms classification and identification
- guides police in crime gun analysis
- assists with warrant development and execution
- provides advice and expert witness services in firearms prosecutions
- offers firearms-related training for law enforcement agencies

Firearms Operations and Enforcement Support (FOES)

 collects and provides actionable information to frontline police for firearms investigations

- prepares regional or national tactical/operational overviews to assist police in their investigations and prosecutions involving the illicit movement of firearms
- collects, analyses and disseminates firearms crime statistics and other firearms-related information for law enforcement audiences

Canadian National Firearms Tracing Centre (CNFTC)

- responded to more than 1500 tracing requests in 2008
- provides tracing services to ALL Canadian police groups
- works directly with and exchanges tracing information with BATFE
- member of INTERPOL and Integrated Weapons and Explosives Tracking System

Specialized Firearms Support Services (SFSS)

• includes the Firearms Reference Table (FRT) which stores over 130,000 written and photographic records established to accurately and systematically standardize the identification and classification of firearms

FRT group provides police with firearms technical advice

- also includes the Mobile Service Delivery Vehicle (MSDV)
 program, which will see CFP firearms personnel travelling
 across Canada in specially outfitted vehicles, collecting
 and providing firearms-related information and materials to
 police groups
- the MSDV will be equipped to dispose of unwanted quantities of seized or found ammunition for which police have no other means of disposal

REGULATORY FUNCTIONS

Licensing firearms owners and users and registering firearms helps to create an environment of accountability. Thorough security screening of licence applicants reduces the likelihood that individuals who may pose a threat to public safety will be given a firearms licence. Continuous eligibility screening further ensures that licence holders who have done something which could call into question their continued use and ownership of firearms are brought to the attention of the CFP.

Police know this and rely on the timely, relevant and perhaps life-saving information that they receive via CPIC from the Canadian Firearms Registry Online (CFRO). CPIC queries result in almost 10,000

checks to the CFRO daily, alerting police to the presence of firearms before they attend locations or interact with individuals. The safety benefits of being forewarned about when or where firearms might be encountered are difficult to measure because they are mostly preventive, but many police value the assurance that this service provides. CFRO information also supports many criminal investigations where firearms are involved.

Chief Firearms Officers (CFO) also play a vital role in the CFP's contribution to public safety. There is a CFO for each province and territory in Canada, and many of them or their Firearms Officers (some of whom are seconded police officers) have established mutually beneficial working relationships with their local police services. This group bridges the regulatory and investigative functions of the Program.

A Firearms Officer can offer guidance in interpreting the Firearms Act, verify licensing and registration data, assist with affidavits to support police investigations and provide general safety information regarding firearms ownership, use, storage and transportation. When a CPIC check results in a Firearms Interest Police (FIP) hit, indicating that a licensed individual may pose a safety threat to themselves or the public, the relevant CFO is notified and required to investigate and determine if the incident needs to be acted upon. CFOs will often liaise with police regarding these incidents, in the interest of public safety.

The Public Agents Firearms Regulations, which took full effect in 2008, provide another kind of firearms reporting information that is useful to police. Having a centralized database record of all agency and protected firearms contributes to public safety because it serves as a valuable investigative and intelligence tool. It helps to combat firearms trafficking because it aids investigators in monitoring the locations, movement and distribution of illicit firearms in Canada.

CFP IN ACTION

A concerned citizen provided the police with information about a web page where young men were posing with numerous firearms (handguns and long guns) while drinking and socializing. From comments made on the site, the location of the residence was determined.

Local police were able to identify one of the men on the page as well as his residence. The Canadian Firearms Program was then able to confirm that another man living at that residence, believed to be the father, had a collection of 20 restricted, prohibited and non-restricted firearms. A check of these firearms, provided by the CFP, confirmed they were the same type shown in the photos on the web page.

The detailed list of registered firearms associated to that residence helped to confirm they were the same firearms in the photos. Police were subsequently able to obtain and successfully execute a Public Safety Search Warrant and seize all firearms. Criminal Code charges were laid in relation to the use and storage of the firearms, and police applied to have the guns forfeited and destroyed so they would no longer pose a danger to the public.

CFP/FIESD Contact Information

CFP Police Information Line 1-800-731-4000 (ext. 2064)
Police Investigative (Emergency) Support Line: 1-866-920-0553

NWEST Regional Contact Information

Eastern Region: (902)444-3349 Quebec Region: (514)280-2140 Head Office (Mississauga): (905)795-5235 Western Region: (604)341-0199



2009 Order of Merit of the Police Forces

n Friday, June 5, 2009 Her Excellency, the Right Honourable Michaëlle Jean, Governor General of Canada and the Chancellor of the Order of Merit of the Police Forces, invested 34 Canadian police officers into the Order. She welcomed everyone warmly and noted that the freedoms and security we take for granted in Canada, and which are impossible in other areas of the world, are due, in large part to the high ethical standards of our police forces, to the professionalism and commitment of our police officers, and to their willingness to work for the greater good. She highlighted that the increasing complexity and sophistication of crime require police to think and act in new and different ways, all the while remaining perceptive, diligent, fair and creative. She also noted that police officers are often called on to play additional roles — community worker, psychologist, teacher, mediator, emergency first responder, and others. She closed by thanking officers being recognized for performing all of these duties in an exemplary fashion, and for displaying such exceptional merit.

RCMP Commissioner William Elliott, Principal Commander of the Order of Merit of the Police Forces, commended those being recognized for showing exceptional dedication throughout their careers, and for their commitment to keeping Canadians and their communities safe. He congratulated them on their achievement and encouraged them to continue to uphold their commitment to tackling crime and keeping Canadians safe.

Officers of the Order of Merit of the Police Forces (0.0.M.)

Assistant Commissioner Stephen Graham, RCMP (this is a promotion within the Order)
Chief Inspector Jocelyn Latulippe, Sûreté du Québec
Assistant Commissioner Gary (Bud) Mercer, RCMP
Superintendent Lloyde Plante, RCMP
Superintendent Michael Jay Sekela, RCMP

Members of the Order of Merit of the Police Forces (M.O.M.)

Chief Paul Cook, North Bay Police Service Staff Superintendent Anthony Corrie, Toronto Police Service Chief Brent Crowhurst, Bridgewater Police Service Inspector Frederic Leigh DeRoches, RCMP

Constable Richard Ellins, Ontario Provincial Police

Detective Superintendent Ronald Gentle, Ontario Provincial Police

Staff Sergeant Roy Hill, RCMP

Inspector John House, Royal Newfoundland Constabulary

Deputy Chief Kenneth Jackman, Peterborough Lakefield Community Police Service

Chief Inspector Luc Lafleur, Sûreté du Québec

Sergeant Jean Lamothe, Ottawa Police Service

Mr. Charles Lawrence, Toronto Police Service

Staff Sergeant Gary Le Gresley, RCMP

Deputy Chief Kenneth Leendertse, Hamilton Police Service

Acting Sergeant Kathy Macdonald, Calgary Police Service

Staff Sergeant George Noseworthy, RCMP

Constable Jerry Novack, Ontario Provincial Police

Inspector Adam Palmer, Vancouver Police Department

Chief Daniel Colin Parkinson, Cornwall Community Police Service

Assistant Director Pierre-Paul Pichette, Service de police de la Ville de Montréal

Deputy Chief Constable Bob Rolls, Vancouver Police Department

Staff Sergeant Ian Sanderson, RCMP

Staff Superintendent Peter Sloly, Toronto Police Service

Assistant Commissioner William Smith, RCMP

Staff Sergeant Major William Sparkes, RCMP

Constable Linda Stewart, Vancouver Police Department

Superintendent Ronald Taverner, Toronto Police Service

Corporal Spurgeon Walker, RCMP

Chief Superintendent Mike Woods, RCMP



Commissioner William Elliott, KCMP and Principal Commander of the Order of Merit of the Police Forces with Deputy Director General Steven Chabot, Süreté du Ouébec and President. CACP

Deputy Director General Steven Chabot, Sûreté du Québec and President, CACP with Cst. Jerry Novack, Ontario Provincial Police



Sûreté du Québec and President, CACP with Chief Dan Parkinson, Cornwall Community Police Service



C/Supt. Mike Woods, RCMP with his wife Suzie daughter Kristen, and son Ryan



2009 **Order**



S/Supt. Peter Sloly, Toronto Police Service and his father Michael Sloly

RCMP Members, C/Supt. Doug Lang, A/Commr Steve Graham and Insp. Ray Bernoties



A/Director Pierre-Paul Pichette, Service de la ville de Montréal, with his wife Lucie and sons Frederic and Marc-Andre



Constable Jerry Novack, OPP with his wife Tammy, daughter Bryanna, and his father John Novack

of Merit of the **Police**

Forces



D/Chief Cst. Bob Rolls, Vancouver Police Department with his wife Donna, and daughters Shanna and Erin



A/Sgt Kathy Macdonald, Calgary Police Service with her husband Wade Mills, daughter Presley, and sister Debra McHugh



C/Insp. Luc Lafleur, Sûreté du Québec, with his wife Rose Goulet, mother Giselle St. Onge, and son Charles



Police escort at the Sisters In Spirit Memorial Walk, a main feature of the 2nd Annual National Aboriginal Women's Summit in Yellowknife, NT – July 2008.



Canada's Leading Publisher of Police and Fire Fighter magazines

"...We're well known by the company we keep."