



## 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.

*Designed and Published by:*

 *Canadian Badge in Uniform  
Publications Ltd.*

*“... We’re well known by the company we keep.”*

# CACCP Bulletin

Canadian Association of Chiefs of Police

Spring 2011



*"...Leading progressive  
change in policing"*

# A Quality Conference

# LITERALLY!

*Submitted by Lise Saucier, RCMP*

From November 29 to December 1, 2010, a conference organized by the CACP Quality Assurance in Law Enforcement Committee (QALEC) was held in Québec City. The theme was "Quality Assurance Intended for the Citizen". The Sûreté du Québec hosted the event and Inspector Daniel Cauchy and Captain Guy Léger ensured its success.

Serving our communities is our business, our bread and butter and our passion, and we all want to deliver a quality service to our citizens — but do we all have, or even know of, the models and processes and tools available that can help us deliver a high quality service? Many of these have been developed over the years to enable us to systematically measure the activities we perform, and to pinpoint areas that need to be addressed. QALEC offers a network of these that can augment levels of service delivery. The conference brought together a number of these resources, both from the private and public sectors, to share models and tools that can be used "as is" or be tailored to meet specific needs.

Representatives from American, Belgian and Canadian police services and institutions took advantage of the opportunity and setting to discuss their interpretations of "quality" and how to achieve it. The Associate Dean of the Ted Rogers School of Management at Ryerson University, Dr. Wendy Cukier — one of the 25 Transformational Canadians for 2010 — presented her findings on the various quality assurance (QA) processes being used in a number of police services across Canada. She noted that despite the differences, most services are increasingly recognizing the value of having a solid QA program in place. Dr. Cukier also summarized her research study that will help to define a common language in the QA field, which will lead to communicating thoughts and ideas more succinctly and effectively.

Marie-Ève Demers of the Sûreté du Québec stressed the importance of reconciling security priorities with citizens' expectations. This includes addressing the differences between what police and citizens believe the definition and delivery of a high quality service is, and how the delivery is actually perceived by each. Johanne Maletto of the Mouvement québécois de la qualité expressed her firm belief that we are all responsible for delivering a high quality service — from the chief to the front-line officers to the employees who support them —irrespective of how large or small our organizations are, or of how many resources we have. Christian Chalin, also from the Mouvement québécois de la qualité, explained "Qualimètre" which is a valued quality assessment tool used by the Sûreté du Québec.

satisfaction and engagement to attain such a culture.

Jacques Philippaerts of the Belgian Federal Police pushed attendees to go beyond a "high" quality service to an "excellent" one. In his view, achieving excellence is the responsibility of management since no legislation is in place anywhere to force it. Lieutenant Dan Olson of the Phoenix Police Department reported on the increasing number of police services in the U.S. that are recognizing the value of audit and are encouraging their police officers to join that world. RCMP Inspector Millie Norry shared some of the challenges involved when conducting an audit within a police service, as well as how external and internal parties can impact such audits. She also agreed with

*Jacques Philippaerts of the Belgian Federal Police pushed attendees to go beyond a "high" quality service to an "excellent" one.*

In order to explain how the RCMP helps units self-evaluate their level of service delivery and how it encourages employees to become fully engaged in the process, Superintendent Luc Delorme walked attendees through a live demonstration of one of the QA tools used by the RCMP which showed how even in a very large organization, QA can filter down to the smallest unit. Pierre Bérard of Bombardier highlighted the benefits of implementing a true culture of quality, and Laurent Carlier of Deloitte stressed not only the importance of obtaining a high level of client satisfaction, but an equally high level of employee

Lt. Olson that although not always popular at first (in fact rarely), auditors are in fact being more and more recognized for the value for money they can provide to an organization. Gordon Stock of the Office of the Auditor General of Canada stressed the importance of communicating with the audited body throughout the entire course of the audit to build a level of confidence and trust, and to facilitate "realistic" changes.

Conference presenters and attendees committed to continuing to exchange information and ideas. If you are interested in augmenting the quality of your service delivery, contact QALEC via the CACP website at [www.cacp.ca](http://www.cacp.ca).



# INDEX

# ACP

## 2 PRESIDENT'S MESSAGE

## 2 CALENDAR OF EVENTS

## 3 BOOKS BY CANADIAN POLICE CHIEFS

*DUTY: THE LIFE OF A COP*

*BEHIND THE BADGE: A HISTORY OF POLICING IN CARLETON COUNTY FROM 1909 TO 1983*

*POLICE STORIES – TALES FROM A SMALL TOWN COP*

*BOOKS BY WARD CLAPHAM*

## 6 LIVING THE DREAM IN TRINIDAD AND TOBAGO

## 8 HR SOLUTIONS MADE EASY – PSC HAS THE INTEGRATED APPROACH

## 9 NEWFOUNDLAND AND LABRADOR RCMP'S SENIOR MANAGEMENT TEAM IS AWARDED THE FRENCH NATIONAL DEFENSE MEDAL

## 10 WORKING COLLABORATIVELY TO MAINTAIN PEACE AND SECURITY IN MONTREAL

## ON THE COVER...

CACP President, Chief Bill Blair, Toronto Police Service and CACP partner agency presidents, Chief Mike Nolan, Emergency Medical Services Chiefs of Canada and Chief Robert Simonds, Canadian Association of Fire Chiefs with Minister of Public Safety, the Honourable Vic Toews.

Canadian Association of Chiefs of Police

Spring 2011



### Bulletin Staff

Editor: Ruth Montgomery

Supported by the CACP National Office:  
Laurie Farrell • Magda Mitiúneos • Peter Cuthbert

### CACP Executive:

#### President:

Chief Bill Blair, Toronto Police Service

#### Vice Presidents:

Deputy Director Jean-Guy Gagnon, Montreal Police Service;  
Chief Rick Hanson, Calgary Police Service;  
Chief Barry MacKnight, Fredericton Police Force;  
D/Commr. Robert Paulson, RCMP;  
A/Commr. Peter German, RCMP

#### 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](http://www.cacp.ca)

The opinions and comments expressed in the CACP 2011 Spring 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](mailto:cacp@cacp.ca)

Website: [www.cacp.ca](http://www.cacp.ca)



Designed and published by:

**CBP** Canadian Badge in Uniform  
Publications Ltd.

Art Director: Richard J. Robertson  
e-mail: [rjr@cbupub.com](mailto: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.

# PRESIDENT'S MESSAGE



2011 is proving to be a busy and exciting year for the CACP. At the President's Council on Strategic Direction, convened in January, we had the opportunity to hear about the interesting work of our Committees and confirmed the priorities of the CACP for the upcoming year. On January 26th the Federal, Provincial and Territorial Ministers responsible for emergency management met and approved important tools to strengthen emergency management in Canada. They thanked the CACP, the Canadian Association of Fire Chiefs, and the Emergency Medical Service Chiefs of Canada for their significant contributions, especially in the areas of CBRNE resilience and communications interoperability. In February we followed up with a call for action to advocate and support the allocation of a 700 MHz broadband for mission critical public safety data, and in collaboration with the CAFC and EMSCC responded to Industry Canada's consultation on a police and technical framework for the 700 MHz band related to the commercial mobile spectrum.

2011 ISIS participants came together for their first face to face meeting in February. 16 senior officers and managers from the RCMP, the Ontario Provincial Police, the Canadian Provost Marshal, RCMP, Halifax, Gatineau, Durham Region, York Region, Peel Region, Waterloo Regional Police Services and Vancouver Police Department will focus international research efforts on "Public Safety Leadership: The X Factor in Canada's Emergency Readiness". We and our emergency services partners are already looking forward to seeing the outcomes of that research.

We are working with the Police Sector Council and the CPC to deliver a series of regional workshops this fall, focused on building a sustainable future for policing in Canada. We will be examining how the economics of policing are driving the need for change, and will be exploring strategies that can be employed to ensure police can continue to provide the high quality services expected by Canadians. We are looking forward to the insights and learning we will all derive from coming together to collectively address this important issue.

We have already hosted a number of important conferences, including *A Dialogue on Family Violence in Culturally Diverse Communities: Practical Approaches to Prevention and Response*, *Moving Forward Together: An Integrated Approach to Human Trafficking*, and *Emergency Services Management in Canada - The Way Forward - Governance and Integration*. We trust you found these learning opportunities relevant and useful and hope that you will continue to join us at the many upcoming events planned. Go to [www.cacp.ca](http://www.cacp.ca) for details.

Thank you for your commitment and support. I look forward to continuing to work with you all to address the important policing and public safety issues facing us in Canada.

Chief William Blair, O.O.M.  
President

## CALENDAR OF EVENTS

The 17th Annual IACP Training Conference  
on Drugs, Alcohol and Impaired Driving  
July 19-21, 2011  
Fairmont Queen Elizabeth, Montreal, QC

CACP 106th Annual Conference  
August 21-24, 2011  
Caesars, Windsor, ON

At the Breaking Point: Psychological  
Injuries in the Police Workplace:  
Why "Suck it up" doesn't cut it  
September 25-27, 2011  
Ottawa Marriott, Ottawa, ON

COMGIC Educational Workshop, Combating  
the Evolution of Outlaw Motorcycle Gangs  
November 13-16, 2011  
Fairmont Château Laurier, Ottawa, ON

The Fifth Canadian Public Safety  
Interoperability Workshop:  
A CITIG National Forum  
December 4-7, 2011  
Fairmont Château Laurier, Ottawa, ON

Informatics Conference,  
February 5 - 7, 2012  
Fairmont Queen Elizabeth Hotel,  
Montreal, QC

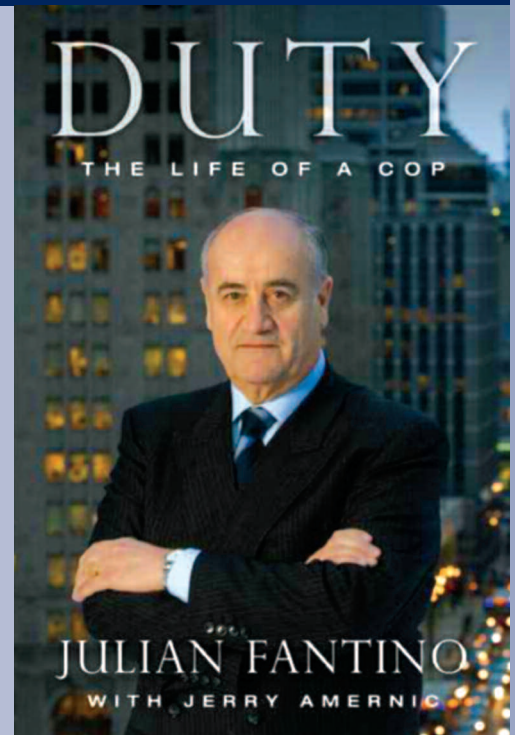
# Books by Canadian Police Chiefs

## DUTY: THE LIFE OF A COP JULIAN FANTINO WITH JERRY AMERNIC

### BOOK SUMMARY:

Julian Fantino was Toronto's chief of police from 2000 to 2005—a force that numbered 5,200 officers and more than 2,000 civilian employees. In his tenure he presided over a city of more than 2.5 million people—one of the most socially, culturally, and ethnically diverse cities in North America. Not surprisingly, the challenges he faced as police commissioner were many, including issues of ethnic sensitivity in an increasingly "mosaic" city, rising crime rates and street violence, endless battles with city hall over budgets and appropriations, the threat of terrorism, reports of corruption among the rank and file, political vendettas, an often hostile media, spats with a succession of mayors and city councillors, his controversial and contentious dismissal, and much more. A lot has changed for this poor kid from Italy. But as Julian Fantino describes in this brutally candid and hard-hitting as-told-to biography of his life from a street cop to top cop, one thing never changed: his steadfast commitment to the principles of integrity, honesty and accountability in policing. From his humble beginnings in Italy to his relocation to Canada and his rise through the police ranks, from street beat to Toronto's top cop—Fantino recounts with humour, passion, and honesty, the details of a life devoted to public service.

The book was published in 2007. It is available online and at most bookstores.



The Honourable  
Julian Fantino,  
Minister of State  
(Seniors)

### ABOUT THE AUTHOR:

Julian Fantino was first elected to the House of Commons in November 2010. He was appointed Minister of State (Seniors) on January 4th 2011. He served almost 40 years in law enforcement. He was chief of the York Regional Police and of the Toronto Police Service. He served as Ontario's commissioner of emergency preparedness and as commissioner of the Ontario Provincial Police. Mr. Fantino is also the past president of the Ontario Association of Chiefs of Police and the past vice-president at large of the International Association of Chiefs of Police. Mr. Fantino is active in local and international victim rights groups, including as an honorary member of Canadian Crime Victim Foundation. He is involved in community organizations, including programs to make organized sports accessible to disadvantaged children; supports the Hospice Vaughan; and participates on the board of Vaughan's Villa Leonardo Gambin long-term care facility.



# BEHIND THE BADGE: A HISTORY OF POLICING IN CARLETON COUNTY FROM 1909 TO 1983

By Ewart "Gus" Wersch, Chief (Rtd)

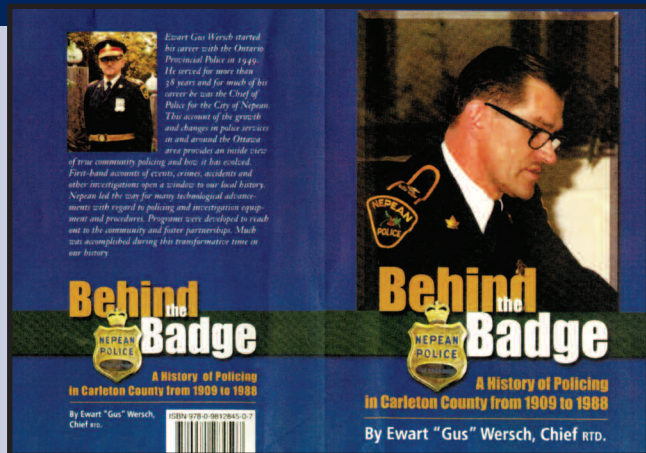
Gus Wersch, Chief of the Nepean Township Police Service, later renamed the Nepean Police Service from 1966 to 1988 worried that when Ottawa amalgamated with Carleton County in 1994 the history of policing in Carleton County would be lost. He describes the growth and changes in police service in and around the Ottawa area and provides an inside view of true community policing and how it evolved. His first-hand accounts of events, crimes, accidents, and other investigations open a window into local history. Gus invites readers to "come along on my journey...walk a mile, or two, or three in my shoes...and enjoy some hands-on police history.

The book was published in 2009 and is available from [www.behindthebadge.ca](http://www.behindthebadge.ca) or by contacting Gus Wersch at ph: 613-226-3417



## ABOUT THE AUTHOR:

Gus Wersch served with the Ontario Provincial Police (OPP) at the Ottawa detachment from 1949 to 1964. He left the OPP to join the New Nepean Township Police Service, where he served until his retirement in 1988. When Chief John Rankin of the Nepean Police passed away in 1966, Gus Wersch was appointed Chief of the Nepean Police Service, a post he held for 22 years.



# POLICE STORIES – TALES FROM A SMALL TOWN COP

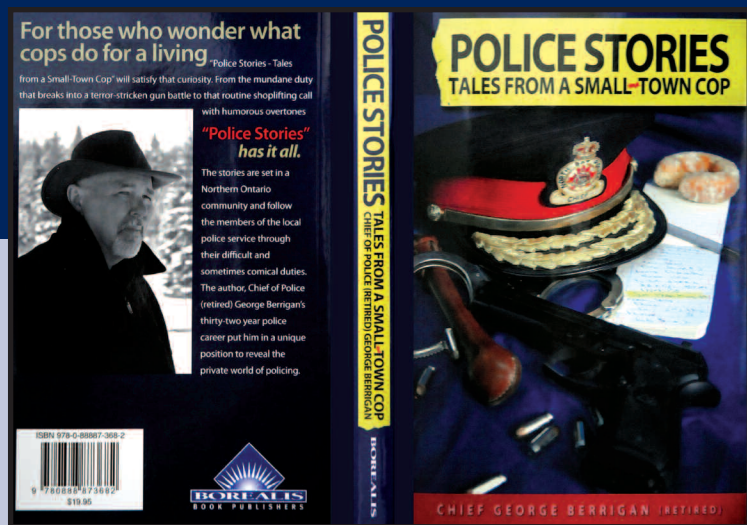
By George Berrigan

'Police Stories - Tales from a Small Town Cop' contains 39 short stories depicting police life in a Northern Ontario city. The story topics range from the humorous to the horrifyingly tragic. Follow the investigation into the murder of a 17 year old university student as she walked from the local mall. Follow the footsteps of officers as they are shot at and then discover a colleague lying mortally wounded. Follow officers as they pull survivors from a blazing natural inferno. "Police Stories" gives one a pretty good impression of what it is like to be a police officer.

## ABOUT THE AUTHOR:

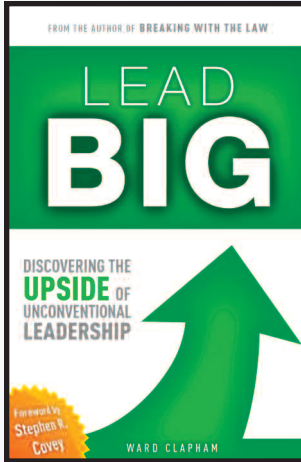
George Berrigan is the past Chief of Police of the North Bay Police Service where he enjoyed a 32 year police career, retiring in 2004. He is currently a Board Member with the Province Of Ontario's Criminal Injuries Compensation Board. Post retirement he served briefly as Chief of the West Nipissing Police Service and served as Chair on a Board of Inquiry called by Correctional Services Canada and the then National Parole Board. George is proud of his son, Ryan, who is a police officer with Peel Regional Police.

The book was published in 2008 and can be purchased at Chapters or Borders outlets or from the publisher Borealis Publishing [www.borealispress.com](http://www.borealispress.com)





# BOOKS BY WARD CLAPHAM



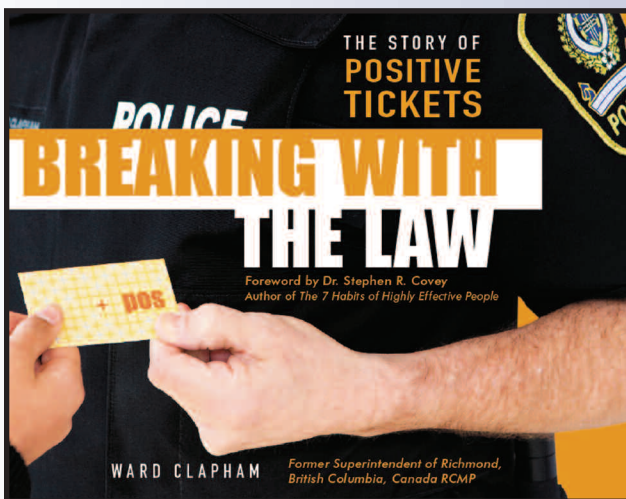
## LEAD BIG: DISCOVERING THE UPSIDE OF UNCONVENTIONAL LEADERSHIP

Lead Big: Discovering the Upside of Unconventional Leadership defines and describes the paradigm shift needed to move away from the command and control style of managing people toward a more proactive, unleashing of talent. Ward's own inspiring stories and results coupled with scientific research, anecdotes, quotes, and historical accounts lead to powerful break-with

insights in each chapter applicable for leaders in all areas of the public and private sectors. This book will inspire leaders to think again about the effectiveness of their current methods and established rules of engagement. Explore how Ward and his team adjusted to keep the organization proactive, flexible, and innovative within a constantly changing landscape.

Lead Big: Discovering the Upside of Unconventional Leadership can be obtained at [www.LeadBig.net](http://www.LeadBig.net)

## BREAKING WITH THE LAW: THE STORY OF POSITIVE TICKETS



In Breaking With the Law: The Story of Positive Tickets, Ward Clapham shares his journey in launching and establishing the Positive Tickets program in his community. Positive Tickets is a community program where you catch kids doing good things and reward them with a voucher or coupon to some fun, free activity. The principles of this innovative approach have been proven to significantly reduce juvenile problems in a community, boost self-esteem and morale, improve community relations with youth, and lower juvenile crime costs.

Breaking With the Law: The Story of Positive Tickets can be obtained at [www.PositiveTickets.com](http://www.PositiveTickets.com)



## THE REVISED 2ND EDITION

Every Officer is a Leader: Coaching Leadership, Learning and Performance in Justice, Public Safety and Security Organizations

Co-authors: Terry Anderson, Kenneth Gisborne, Patrick Holliday with contributing authors Ward Clapham, Irwin Cohen, Ray Corrado, Ted Herbert, John Ledoux, Gene Stephens, Paul Tinsley and John Welter

This book responds to the need for a reappraisal of leadership styles in the public safety sector since the events of

September 11, 2001 and the shifting dynamics of public service in the decade following. The authors examine the profound impact of leadership on behaviour at the individual, team and organizational level in justice, public safety and security agencies in this era of globalization and enhanced security. Using a multi-source and multi-disciplinary approach presented through a combination of theory and practical examples, leaders in police, corrections, customs, courts, other regulatory agencies and security are shown how to assess their skills, plan for enhanced leadership effectiveness, and effectively implement processes to create what the authors are calling a "leadership and learning organization". The authors focus on the need to prepare leaders to move from building the "leadership organization" on to building the "learning organization" that is responsive to both external and internal stakeholders served by those organizations.

The authors provide proven and easy to apply research-based competency assessment tools and a free online tool kit for building continuous improvement teams, building leadership capacity, and building organizational performance. This Revised 2nd Edition has added four advanced leadership skills required for high impact leadership, practical examples of how the leadership skills can be applied, and updated references and links.

Every Officer is a Leader: Coaching Leadership, Learning and Performance in Justice, Public Safety and Security Organizations will be available in late spring 2011 from Trafford Publishing.



## ABOUT THE AUTHOR:

Ward Clapham served for 28 years with the RCMP, retiring as the Superintendent in charge of Richmond BC Detachment. He then served for two years as Chief Officer, South Coast British Columbia Transportation Authority Police Service (Transit Police). He is currently following his passion in the area of leadership speaking, writing and training. [www.WardClapham.com](http://www.WardClapham.com)

Over his tenure in policing, Ward Clapham has broken with many leadership beliefs and behaviours that were ineffective and unproductive. Ward has discovered the ultimate secret for quantum improvement: every breakthrough first requires a break with the old paradigms, practices, and principles that tether people and organizations to the status quo.



# LIVING THE DREAM IN

## *Trinidad and Tobago*

By Ruth Montgomery

28° year round. Bright sunshine. Soft sand. Turquoise oceans. A golf course nearby. Sailing lessons. Transforming a police service. Whoa! What was that? For many the dream would be complete with sailing lessons, but for Jack Ewatski, former Chief of the Winnipeg Police Service and President of the CACP, having the opportunity to introduce a fundamental change in the way police services are delivered by the Trinidad and Tobago police is the most fulfilling part of the dream.

Jack Ewatski was appointed Deputy Commissioner of the Trinidad and Tobago Police Service on July 9, 2010. He shares with us some interesting insights about his new career.

The Trinidad and Tobago Police Service, with an authorized strength of approximately 7300 officers serves a population of 1.3 million persons on two islands, in four regions, across nine divisions.

As D/Commr. Ewatski's primary responsibility is for police operations, approximately 85% of these resources fall under his command.

Policing in Trinidad and Tobago is, in many ways, different than policing in Canada. The majority of patrol and investigative resources are deployed at the 78 police stations across the country. There are virtually no directed patrols or mobile responses to complaints. Instead, people come to the stations to file their complaints. Technology to support investigations and reporting is limited, and moving charges through the court systems is challenging. Equipment, including firearms, is not standardized, and training and qualifications testing has not been a priority. Public perception of police and their competence is low. Many view the police as uncaring, ineffective and corrupt. Few citizens are willing to step forward as witnesses and cooperate with police. Solvability rates are very low.

It is against this backdrop that D/Commr. Ewatski is addressing significant policing and public safety challenges. His highest priority is



reducing crime, and more specifically, the high number of homicides. The country experienced 480 homicides in the past year, and that, he reports, is a reduction over previous years. Many of these homicides are related to criminal gang activity and warring between gangs. Over 80% are committed with firearms, most of which have been illegally smuggled into the country. Trinidad and Tobago is considered a transnational shipping point for drugs and guns. D/Commr. Ewatski notes that unfortunately, many guns and drugs stay in the country and fall into criminal's hands.

The second priority for D/Commr. Ewatski is reducing the fear of crime. There is a broad perception, fuelled by media reports of daily gun violence, that crime is out of control. Although he is unable to provide specific figures due to challenges in data collection and analysis of property crimes and other violent crimes, these fears may not accurately reflect the reality of the overall crime situation. D/Commr. Ewatski is working to increase connections between the police and the community and to introduce tools that will provide timely and accurate crime information that can be used to target police efforts in those areas that require it and to address the public's perception accurately.

D/Commr. Ewatski's third challenge focuses on improving road safety by increasing enforcement and the risk of apprehension for driving offences, and thereby reducing the 200+ motor vehicle collision fatalities annually. High rates of speed and alcohol are contributing factors in many collisions. 160 km/hr speeds are not uncommon. But, without legislation to permit the use of modern speed measuring devices police officers are left with only one option - drawing two lines on the road, and timing vehicles as they cross between the lines with a stop watch. This tactic has proven dangerous and ineffective as a prevention or enforcement tactic, and reinforces the need to pursue rapid approval of speed enforcement legislation.

Trinidad and Tobago Police Service's executive team, comprised of Commissioner Dwayne Gibbs, formerly a Superintendent with the Edmonton Police Service, Deputy Commissioners Jack Ewatski and Stephen Williams, and Acting D/Commr. Raymond Craig are committed to working with police officers and the community to transform the police service into a strong, viable, and sustainable organization that is able to keep pace with the rapidly changing environment and the crimes and criminals operating in that environment. D/Commr. Ewatski is spearheading the 21st Century Policing Initiative, a change process designed to increase the citizen's confidence in the ability of the police to service the public need, and to increase police officers' confidence in their ability to provide those services. This initiative will fundamentally change how police services are delivered and how police interact with the media and the community.

A four month pilot project, which is intended to serve as a model for change through the Service, has been initiated in a 300 member Division. Government, industry, and community representatives and police officers are working collaboratively to examine policing and

public safety issues and service priorities, to explore community needs and expectations, to analyze police capacities and capabilities, and to define the gaps between them. Policies, processes, services, and structures are being scrutinized to determine the changes that must be made to enable the Service to meet priority needs. Individual and organizational accountability mechanisms are being introduced. Police facilities and equipment requirements are being assessed and standardized. Systems are being examined and upgraded to support productivity. Police staff are being trained on the proper use of police equipment and on their new roles and responsibilities, and considerable time and effort is being spent on helping them to develop the knowledge, skills and the abilities they need to fulfill the job expected of them. Evaluation systems are being developed to ensure outcomes and results can be monitored, measured, and adjusted as required.

Commr. Gibbs and D/Commr. Ewatski and their team know that creating such significant changes will not always go smoothly. They are expecting challenges along the way – some they will be able to work through locally, and others they will be looking the experience and expertise of their Canadian counterparts to help them address. They are



Steve Watt, Provost TTPS Training Academy, D/Commr. Stephen Williams, D/Commr. Jack Ewatski, and Commissioner Dwayne Gibbs

pleased that they had the opportunity throughout their careers, through their police agencies, the CACP and other associations and networks, to establish relationships that they are now capitalizing on to make a difference in Trinidad and Tobago.

It's not all just police work for D/Commr. Ewatski! He has been able to meet with Special Olympics Trinidad and Tobago, and is working with them to re-energize the Law Enforcement Torch Run component. And, oh yes, there is a bit of time for golfing and sailing too.

When asked what he would like to share with readers in closing he said, "My new position is challenging and rewarding. I am experiencing growth on both a professional and personal level. I am learning a lot – about the country, the people, the culture, and about policing and public safety in a completely different environment. What an incredible opportunity! I really am living the dream!"



# HR SOLUTIONS MADE EASY

## PSC HAS THE INTEGRATED APPROACH

By Geoff Gruson, Executive Director, Police Sector Council

To excerpt and paraphrase a recent (January 2011) "Blue Line" survey on the "challenges of moving into management" - here are some of the findings that should be causing some of us to lose sleep:

### Top 3 challenges of moving into management?

- lack of managerial training
- role conflict/confusion
- difficulty managing

### Most needed prerequisite?

- management training

### Most effective supervisors?

- have management training

### Least effective managers?

- lack preparation/management training and experience

### How are we doing?

- 21% of services have ongoing training for new managers
- 36% of services have some pre-promotional training
- 26% of services have adequate preparation
- 18% of services are effective at developing full management potential

In other words, not that well!

So, the "bad news" is that we clearly have a problem in the area of leadership and management development; the "good news" is that the sector has already developed some solutions in this critically important area - solutions that have been compiled into frameworks - guides, templates and tools - solutions that are available to all managers.

In January 2011, we successfully completed a multi-year project to develop a

competency-based framework for ranks/roles in general duty policing - from Constable to Chief of Police - with a special focus on the requirements for leadership development at all levels.

### Here's the story by the numbers

What does it take to develop a competency based management (CBM) framework which will support human resource management in every police service?

- \$1.3 million invested
- 3 years of research
- 3 continents involvement - Canadian & international best practices
- 70+ members of 2 separate Steering Committees
- 70 contributing police organizations in Canada and abroad
- 700 SMEs validated the task lists and competency profiles
- 7 guides for managers were developed - HR management made easy
- 40+ tools and templates are now available on-line

### = 1 FRAMEWORK TO SUPPORT POLICE HR MANAGEMENT

The framework consists of customizable solutions to ensure your agency can select, develop, and retain the talent it needs to meet the Canadian standard in public safety services. We now have tools and instructive guides to support management excellence for every level.

As you can appreciate, the success of your service depends upon effective human



resource management practices - practices that are strategic and defensible. We have gathered and leveraged policing management experts to build integrated and customizable solutions for your human resource challenges. A rigorously researched and nationally validated competency-based management (CBM) regime is now available to you **at no charge** to support every human resource management function.

### CBM in policing now consists of

- theory and information based on relevant research that clearly defines the benefits of CBM
- a competency framework that presents a common language and understanding of the work and underlying competencies required for high performing "general duty" policing:
  - i. job analysis - what are the jobs in general duty policing - full analyzed and defined
  - ii. task lists by rank/role profile - what does the rank/role actually do?
  - iii. competencies defined - what does it take to be successful in the job?
  - iv. competency profile - what are all of the specific competencies required to do the job well, and what specific levels of proficiency are expected?
  - v. a common competency dictionary built for policing by policing

- *Seven Instructive Guides*
  1. *introduction to competency-based management in police services*
  2. *constable selection: a best practice approach and research update*
  3. *succession management in police services: developing a pool of potential successors for critical policing roles*
  4. *leadership development in police services: managing the development of essential leadership competencies*
  5. *police executive selection: a best practice approach for police boards and commissions*
  6. *mentoring and coaching in police services: supporting leadership development*
  7. *police leadership education & training: aligning programs & courses with leadership competencies*
- *A customizable Toolkit with over 40 tools and templates that can be tailored to suit the needs of your individual police service. Among the many tools in the Toolkit are:*

- *interview guides*
- *reference check guides*
- *learning plan templates*
- *performance management templates*
- *leadership development plans*
- *succession management worksheet*

- *Other research and recommended readings*

In policing management, the needs are unremitting and the challenges are unrelenting - the demographics of an aging workforce and reducing supply of young people interested in policing, an increasingly complex working environment, and increasing costs and reduced budgets for getting the work done well. We are challenged to find the right people, with the right skills and the right tools to do the job right. That is what we have to have in place every day.

Your Sector Council invested in the development of a Competency Framework to ensure a common language and clear understanding of the work and underlying competencies for the occupations in general duty policing at all ranks. The framework also provides clear, fair and transparent management practices to support employee

engagement and overall sustainability of policing at a high level of professionalism.

Policing collaboration and integration has again resulted in success. All of the materials available to you are fully customizable. Adapt the templates and tools to include your own logo, vision, values, pictures and organizational messages or instructions to ensure consistency with your other management tools. Good tools for good human resource management are now in place. To borrow a powerful marketing phrase - now "just do it!"



**SOLUTIONS BUILT FOR POLICING BY POLICING. MATERIALS TO HELP YOU.**  
 Rigorously developed and nationally validated materials to support strategic human resource management of policing, at no charge!

For more information go to [www.policouncil.com](http://www.policouncil.com) or email Portia Dewhirst at [pdewhirst@policouncil.ca](mailto:pdewhirst@policouncil.ca)



## Newfoundland and Labrador RCMP's senior management team is awarded the French National Defense Medal

The CACP congratulates the A/Commr. Bill Smith, Commanding Officer of the RCMP in Newfoundland and Labrador and his senior management team for being awarded with the French National Defense Medal.

On January 21, 2011 on the Island of St. Pierre – Miquelon, France, A/Commr. Smith and three other RCMP members were presented with the French National Defense Medal - "Medaille de la defense Nationale" for serving honourably in their participation in French operations.

A/Commr. Smith and Superintendent Mark McGowan, Federal Policing Officer for NL, both received the gold medal. Staff Sergeant Major Dave Tipple from Corner Brook and Staff Sergeant Jim Power from Stephenville were awarded the bronze medal. The medals were presented by Mr. Jean-Regis Borius - Prefect of Saint Pierre and Miquelon and Lieutenant-Colonel Philippe Guisset - Commandant of the Gendarmerie Nationale in St-Pierre-Miquelon.

The awarding of this medal is normally reserved for long serving members of the French Military and their police counterparts. It is considered a rare event for RCMP members to be acknowledged by a foreign nation with an award. The award was created in France in 1982 by official decree of then French Minister of Defense Charles HERNU. It may be awarded with the Bronze, Silver or Gold Echelon. The Gold echelon typically reserved for those deserving of the highest honors.



Left to right: SSM Dave Tipple, A/Commr. Bill Smith, Mr. Jean-Regis Borius - Prefect of Saint Pierre and Miquelon, Lieutenant-Colonel Philippe Guisset - Commandant of the Gendarmerie Nationale in St-Pierre-Miquelon, Ms. Jacqueline Park - Honorary Consul of Canada, Supt. Mark McGowan and S/Sgt. Jim Power.

# WORKING COLLABORATIVELY TO MAINTAIN PEACE AND SECURITY IN MONTREAL:

## DIRECTOR MARC PARENT'S VISION FOR THE MONTREAL POLICE SERVICE



**O**n September 13, 2010, Assistant Director Marc Parent was appointed the 35th Director of the Service de police de la Ville de Montréal (SPVM).

Director Parent held a number of positions of importance within the SPVM prior to this appointment. After working as a patrol officer, he became an investigator with the Drug and Morality Section and was promoted to sergeant. In 1991 Parent was named Chief of the Groupe d'intervention tactique (GTI). In 1994, he became commander of PDQ 7 and 20.

In 2003, he became the executive assistant to Director Sarrazin where, among other duties, he was the spokesperson for the SPVM with the Northeast Regional Homeland Security Directors Consortium (USA), an organization involved in terrorist activity control. In 2005, he took command of the Service de la communauté région Sud.

Prior to his appointment as Director, he held the position of Assistant Director (Northern Region) where he managed some 1000 employees from ten neighbourhood police stations spread out over five boroughs and one city, serving a population of 535,000 citizens. He was in charge of the issue of use of force within the SPVM. Ethics played a key role in the implementation of the measures he deployed.

The Director noted in his acceptance speech on September 13th:

"I have always been extremely proud to be a police officer. This passion for such a noble profession, I can attribute to my father who devoted 30 years to serving in the Sûreté du Québec.

For more than 26 years, all my love of the profession has been dedicated to the SPVM, which in return has allowed me multiple opportunities for development and growth, both as person and as a police officer, leader and manager.

Today, to become Chief of the SPVM represents an immense honour and an exceptional privilege allowing me to

continue my contribution to the evolution of this great public service organization.

I am honored to be the 35th Chief of Police of the Montreal Police Department, an organization that has greatly evolved over the years.

Like my colleagues, I am both an heir of the work done until now and a trustee who must ensure its effectiveness and its mission."

Director Parent's vision is focused on an approach in which all - police, residents, and partners - work together to maintain peace and security in the Montreal's neighbourhoods. It is clear to him that the quality of that relationship is rooted in mutual trust, which implies that the quality of the relationship between the SPVM officers, the public and its partners must be carefully nurtured.

He reinforces that the principles of the neighbourhood police, introduced over 10 years ago, have clearly proven their worth. He is making it a priority to breathe new life into this approach by "allowing our officers to focus on their role in the community and to promote greater cohesion among the various stakeholders who make up the fabric of our society, so we can work together to uphold public security." He stresses that these efforts must be balanced with the need for the SPVM to use its resources effectively and efficiently, in response to the needs of the community.

Director Parent also wants to focus on developing a culture of engagement in the SPVM police and civilian staff so the SPVM can rise to its current challenges and provide top-quality service to all persons living, working, and visiting in Montreal.

He notes that the SPVM mission is to protect the life and property of citizens, and recognizes that this may sometimes require suppressive measures and the judicial treatment of certain behaviour that alters the community's social contract. The understanding and support of citizens is necessary to carry out the many actions necessary for the accomplishment of its mission. The concepts of integration and inclusion are thus primary to the Director's vision of the SPVM.

These guiding principles form one of the cornerstones of the strategic directions that he outlined in his selection process.

But, the SPVM will carry out this action plan as a team. The plan will become its road map, and the support, collaboration and involvement of all the actors of the SPVM and its community are essential to begin translating this plan into concrete and ongoing initiatives.

How do we get there? In Director Parent's view, an organization that can successfully meet such important challenges becomes an agile learning organization, and an organization that:

- recognizes and promotes the sharing of knowledge and the diversity of competencies,
- fosters innovation and creativity through the implementation and encouragement of pioneering projects,
- encourages time for reflection, to question one's own ideas and to learn from the lessons of one's successes as much as from the errors,
- is flexible and open to learn from its clients, its partners and its critics,
- ensures proposed initiatives are relevant and consistent, thereby allowing employees to find meaning in their work, whatever their position within the organization. Everyone must feel personally responsible, with their own stake in the changes, and mobilize themselves accordingly, and
- is based on the development of people, structures and tools, to facilitate adaptation to the changes required by evolving circumstances.

Director Parent considers his journey a reference because he managed to combine healthy management, independence and integrity. A change management expert and proponent of the performance culture within his teams, Director Parent relies on a leadership model that is social and transparent, encourages neighbourhood police officers to utilize inclusive methods, and where respect of controlling forces and ethics are fundamental to quality police interventions.

*Like my colleagues, I am both an heir of the work done until now and a trustee who must ensure its effectiveness and its mission.*



*Designed and Published by:*

 *Canadian Badge in Uniform  
Publications Ltd.*

*“... We’re well known by the company we keep.”*