POLICING ENVIRONMENT 2005

Update of the 2000 sector study and implications for HR planning and management today and into the future

Overview

In August 2005, IBM Business Consulting Services was contracted by the Police Sector Council to update the year 2000 Sector Study (*Strategic Human Resources Analysis*). The project was completed in March 2006 and resulted in this report - **Policing Environment 2005**.

Over the fall and early winter 2005, three surveys - one on employee data, and two others on HR practices and IT infrastructure - were sent to 184 police services. The survey results, in combination with a literature search and interviews with key sector stakeholders, documents some aspects of the present state of policing across Canada.

This report incorporates: a message to the Board from the consultants; background material; and three sections of "findings" - an up-date on 3 operational/policy dimensions of the environment(socio-economic, threat and accountability/governance), a detailed overview of the "face of today's policing", and up-to-date information on HR practices and technology in the sector. Also, the first "policing employee database" - a valuable tool for understanding, analyzing, and planning HR requirements/practices - was initiated.

The findings re-affirm most of the recommendations in the 2000 study, and provide a revised roadmap guiding Council activities. Some progress has been made in the past five years on improved HR planning and management, but HR practices have evolved only modestly, and Services continue to invest effort, but work independently. The pace and momentum are not enough to sustain quality policing..

Policing Environment 2005 provides impetus - an urgency to act. The workforce situation in policing is problematic, demographic change is relentless, and technological advancements have accelerated. The demands placed on public policing - for enhanced crime prevention in the community, for prompt and effective investigation, and socially-responsive enforcement - have not abated, are growing more complex.

The "bottom line" - unless the sector begins to function as a "sector" with horizontal and integrated strategies/activities to improve HR planning and management - the workforce, programs and service delivery will be increasingly vulnerable. The alarm was sounded five years ago, but the response was limited. Committed and focussed action is required immediately.

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FOREWORD - Message to the Board

PAST

Over five years have passed since the publication of the Strategic Human Resource Analysis of Public Policing in Canada ('2000 study'). There were five major themes in that report, with a primary focus/recommendations on improved, extended and intensified recruitment to ensure the next generation of diverse talent in policing. The report also pointed out that police services across the country all faced financial pressures that constrained their investments in better HR management.

The most important finding of the report was that high quality, effective talent in policing will not just happen. It has to be planned and managed. Better planning and improved HR management practices are essential to deal with a myriad of pressures in the policing environment. The key recommendation to the policing community was to collaborate - pool efforts and resources to the benefit of all of public policing in Canada.

Although it sat on the proverbial "shelf" for a few years, several of the individuals who had initiated the report kept working. They encouraged their colleagues – police service executives, association leaders, government leaders and educators – to form a Sector Council. They knew that other sectors in Canada had benefited from such collaboration and saw an opportunity for public policing.

Their efforts were rewarded - the Canadian Police Sector Council (PSC) became operational in 2005.

With the original report five years old, and given the speed and scope of change in the intervening years, PSC sought an update on the 2000 study priorities and recommendations as a foundation for new strategies and action plans. It was important to update the understanding of major trends - but the objective was not to re-do the 2000 study - it was to reset the baseline, and provide an additional focus on talent management across the police career lifecycle.

PRESENT

This 2005 scan was completed in March 2006. It reviews and updates the human resource challenges that faced the Canadian police sector five years ago. It assesses the extent to which they are still prevalent, outlines new challenges, and looks to the future.

While the update was underway, PSC took root and started providing value to policing through other initiatives

- *a website - a "hub" to access information, research, and news pertaining to HR in public policing, and to network practitioners, planners and policy makers*
- *a survey of youth in Canada - raw material for the recruitment effort*
- *a newsletter - highlighting key research and creating a "sector" focus on planning and management*
- *a strategic business plan - ensuring a structured approach to Council activities*

The Board of Directors aligned activities around three strategic priorities - building a more "informed", "integrated" and "networked" sector; and approved diagnostic projects and strategy work in four key areas - recruitment, competency frameworks, education/training and leadership development.

The original report recommended collaboration on HR matters in public policing. A very solid initial step has been taken through the formation of the PSC and its Board of Directors. There are many sector councils in Canada but few have the senior leadership engagement of the PSC; and there is a real opportunity to accomplish the necessary transformation through collaboration, pooling insight and acting in harmony.

FUTURE

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The challenge is in learning how to use the Council most effectively – as a catalyst for improvements in HR planning and management in public policing. This report provides an up-dated roadmap and re-affirms the direction provided in the 2000 Study. Progress has been made but the pace and momentum are not what they could be on most milestones.

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Message to the Board ...

Some police services have taken action and ratcheted up recruitment efforts to attract the next generation of talent. Many are persevering with established tools/methods. But, policing HR planning and management practices have evolved only modestly. Individual services continue investing effort but working independently.

There is some urgency to act. Substantial demographic change has continued and technological advancements have accelerated. The demands placed on public policing – for preventive action in the community, for prompt and effective investigation and socially-responsive enforcement – have not abated, but have grown and become more complex.

While PSC is launching several additional "diagnostic" projects, the risk is that it becomes simply a study centre. The real value for public policing is not just in a knowledge repository, but using knowledge to build a shared vision and direction.

The PSC has the potential to be the focal point for HR planning and management, and to function as a knowledge network. It can compile and make available information and best practices for police services, but needs to do more; and that requires sustained Board-level leadership and commitment.

CHALLENGE

This update reinforces both the findings from the 2000 report, and provides a fundamental opportunity for the Board to influence integration on HR matters. Although it is a difficult road ahead, the future can be positive. Police have long had vehicles for collaborating – but few dedicated to HR. Now they have a mechanism for addressing what is widely recognized as the number one challenge in policing.

Realizing the potential of the PSC requires that individual police leaders focus their own teams on putting PSC to work, drawing on the information and taking action. A few modest projects engaging police services will send a very strong signal that the sector is serious about taking advantage of that potential.

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Respectfully submitted, T Lister, Partner IBM Business Consulting Services
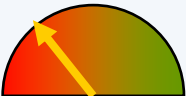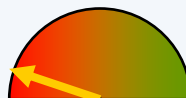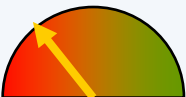
EXECUTIVE SUMMARY

On the critical dimensions of workforce demographics, HR planning/management, response to the policy and operational environment - the police "performance management" dial shows an indicator in the red

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View 2000	View 2005	Risk (red = high)
1. **policy environment -** *socio-economic pressures demand more robust policing capacity*	• pressures have not abated and several have increased • some action has been taken to respond • continuous learning and development of the police workforce remains essential	
2. **operational environment -** *increasingly complex skill requirements*	• old threats remain while new ones arise - requiring increased agility and skills/expertise • organized crime has extended and enhanced global networks - intersects with new threats from terrorism • criminal use of technology outpacing police capacity • staying ahead demands constant renewal in techniques and learning	
3. **workforce -** *improve, extend and intensify recruitment*	• the police workforce has aged and is retiring • the face of the next generation must be as diverse as Canada • police are lagging other sectors in the targeted recruitment and retention of the next generation of talent	
4. **HR planning and management -** *improve*	• high quality, high performing talent in policing will not just happen • better HR planning and management essential - integration drives efficiency and effectiveness	

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This document provides a detailed overview of today's policing environment in four key areas:

1. **update of the 2000 sector study** priority areas and recommendations, used as the justification for the federal government's Sector Council Program to establish its first "public sector" council for policing

2. **operational/policy environments update** - through literature reviews and interviews with key sector individuals on 3 key dimensions - social/economic, threats, and governance/accountability

3. **a demographic update** - based on the results of a survey sent to 184 police services asking for information on their employees - analysed and presented in graphics, including some preliminary modeling to determine future trends and issues

4. **HR practices** and **information technology assessment** - the present situation through an analysis of the results of two surveys completed by a statistically representative portion of the police sector

The "bottom-line" on each of these areas:

1. **Sector study 2000** – the new update confirms that the five priorities and most of the 25 recommendations of the 2000 study - focussed on improving HR planning and management - are still valid today. Very little sector-wide progress has been made on:
   – recruitment
   – increasing sector-wide efficiencies
   – improving the sector's HR planning capacity
   – improving labour-management relation, and
   – increasing funding and resources

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This lack of progress should not be a surprise. Until January of 2005, there was no mechanism in-place to facilitate a sector-wide focus - movement on these issues has been slow and spotty.

That's not to say that there wasn't any good work being done. Progress made was in jurisdictional silos, and in response to the environmental pressures on individual services. Very few associations or organizations (CACP, CAPB, CPPA, etc.) have the necessary staff and resources to devote to the resolution of these pan-Canadian issues on a sector-wide basis.

 Progress on the priorities/recommendations of the 2000 sector study are charted in Appendix 1.

2. Key dimensions of the operations/policy environment

Section 2 of this report focuses on trend lines in three dimensions - socio/economic, threat and governance environment - and extrapolates these trend lines another five years out.

The picture painted is not particularly optimistic - as a sector the "performance" indicator is red

– policing functions at the front line are affected by economic vulnerability and rising social pressures - and are increasingly less capable of responding to these issues

– crime is more sophisticated and technology enabled, and organized crime knows no jurisdictional boundaries. Investigations are increasingly complex and labour-intensive. There is pressure to keep pace - with significant budget implications. There are also new threats emerging, the blurring of the jurisdictional lines between safety and security, and the specter of pandemics

– governance/accountability of public expectations and oversight, media scrutiny, and the growth of two-tiered policing and private security, have created an intricate and shifting police management environment. Better collaboration on standards and common methods/practices will optimize efficiency and effectiveness.

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3. The face of today's' policing

Section 3 of this report highlights the responses to the request for information on employees**.** This was the Council's first collaborative effort to facilitate a policing sector database of current and reliable demographic information. The benefits:

– collection of data, and the analysis of demographic issues important to the sector, such as recruitment and retention

– a baseline of trends to be tracked over time for more in-depth analysis

– a baseline for an annual environmental scan to support an <u>informed</u> and <u>networked</u> policing community - as per the Council's 2006/07 strategic priorities

The data indicates that the sector has serious workforce challenges. The recruitment challenge must be a critical focus of a sector-wide HR strategy, and a national response to:

– an increasingly aging and retiring workforce, and a very competitive environment for qualified youth and specialized skills - between services and between sectors

– resourcing a diverse and community-reflective workforce is a struggle - unless police can be recognized as "employers of choice" by these ethnic groups

– changing service demands of an older, and increasingly immigrant-based population

– expectations for higher education and community-building capacities in policing

– senior level succession - managing and valuing knowledge/experience - 40-50% of senior officers will retire in the next five years

– at current levels, recruitment rates of constables will not be sufficient to replenish exit of mid/senior officers

– compensation demands outstripping public resources/capacity - competition tight

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- **the report process captured police services information within 5 broad size categories**
  - Canada has a total of 229 police services
    - **one with a national scope: RCMP**
    - **three Provincial Police Services: Royal Newfoundland Constabulary, Sûreté du Québec, Ontario Provincial Police**
    - **169 Municipal Police Services**
    - **56 First Nations Police Services**
  - there are a total of 61,050 Police Officers serving 32,270,507 Canadians
    - **ratio of 186 per 100,000; or one officer for every 528 people in Canada**
    - **women represent ~17% of the workforce and are relatively young - 74% have less than 15 years' experience**

Categorization by Service Size	No. of Employees in Service	No. of Services in category
Very Large	**>1000**	**13**
Large	**300 to 999**	**14**
Medium	**100 to 299**	**24**
Small	**25 to 99**	**63**
Very Small	**< 25**	**115**
Total		**229**

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4. HR planning and management capacity

Section 4 provides the results of two surveys assessing both the human resource practices in place, and the technical infrastructure and readiness for a more robust e-learning approach to training and education.

Although HR planning and management capacity have improved somewhat since the 2000 study, the results of the surveys indicate that HR planning is not yet fully integrated with operational and strategic planning, and that innovative approaches are insufficient to meet the demands.

There is still extensive duplication and inefficiencies across the sector, confusion around "good practices" and limited research and knowledge sharing. Although most of the largest services rate the importance of, and satisfaction with, current HR practices as high, there is relatively low satisfaction in:

– recruiting for diversity
– performance measurement and management
– learning and development
– HR planning and information management

The top three issues identified by services - recruitment, keeping employees trained, and keeping them motivated and productive.

As to the IT infrastructure and readiness - although infrastructure still poses a barrier to widespread use, the sector is increasingly embracing the benefits of e-learning and lessening the reliance on classroom delivery.

In summary, the challenges in HR planning/management are extensive and the pressures increasing. The Sector Council will help facilitate a collaborative environment and support integration to optimize resources and enable high performing policing:

– the ability to work together on complex and cross jurisdictional issues

– priority work on HR planning and "professionalization" of policing

– a common implementation and integrated competency framework for all functions - a foundation of skills and competencies across jurisdictions

– professional occupational standards for policing and police educators

– collaboration on national recruitment and retention practices - avoiding multiple investments, and integrating efforts to increase the interest and quality of the recruit pool

– a strategy to pool investments in information management and communication/ learning technologies

NEXT STEPS

This report provides a clear direction - the sector has the opportunity for action and a baseline against which to measure progress. The sector council approach has begun to mobilize the "sector," and the Board of Directors to lead more integration/ harmonization. In the near term, work of the Council will fall into two areas

1. **continued research** - optimizing government (Sector Council Program) funding for diagnostics in competency-based HR planning and management, recruitment, training and education and leadership development

2. **building networks** - using a web assisted "hub" to link partners and stakeholders around a common strategic vision and direction
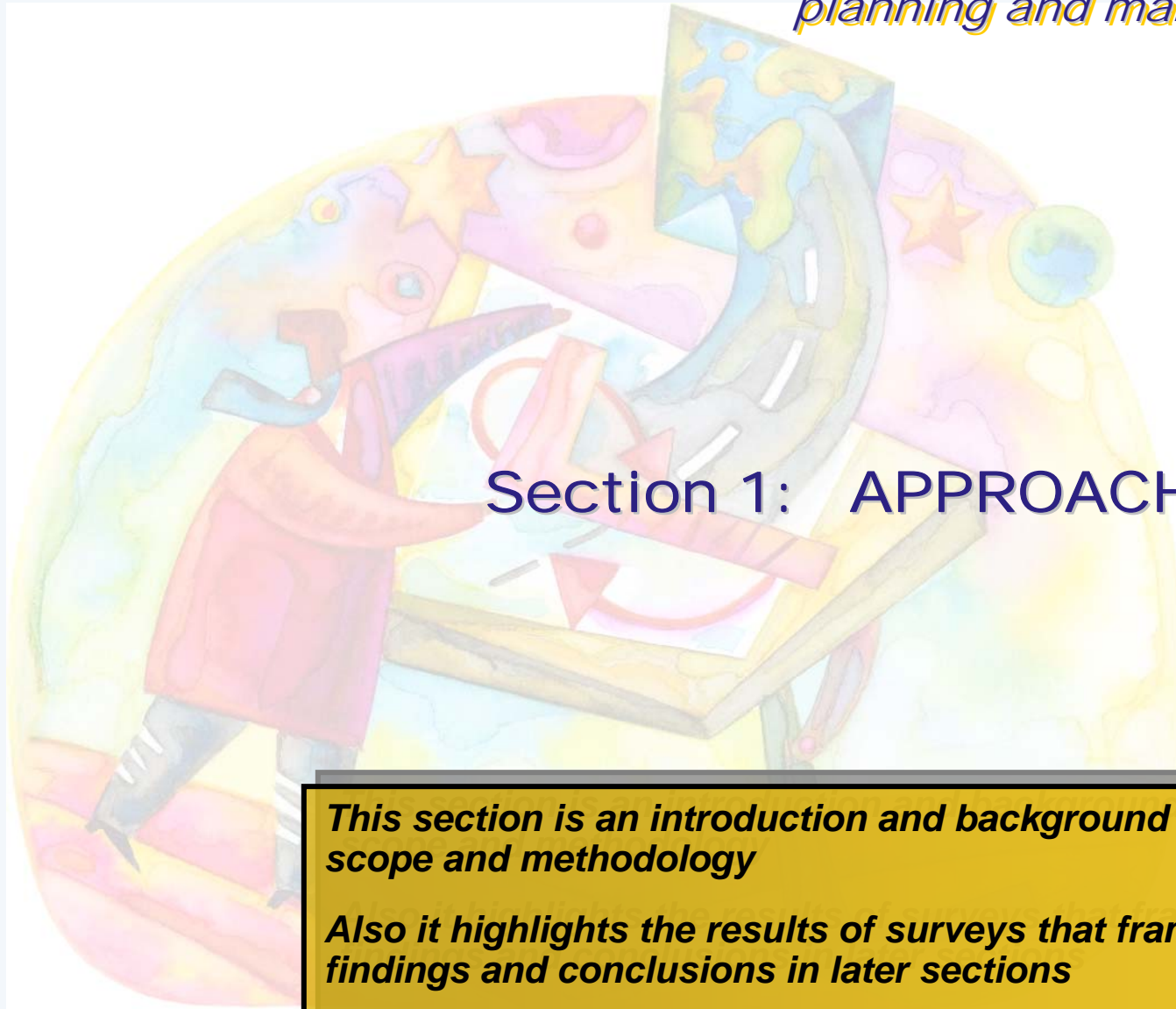
Section 1:   APPROACH

This section is an introduction and background to the scope and methodology

Also it highlights the results of surveys that frame the findings and conclusions in later sections

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- **This report forms an integral part of a broader sector environmental scanning process**
    - for the Board of Directors it updates the 2000 study and provides information as a point of convergence - to dialogue on the opportunities for more integrative and collaborative HR planning and management, and the future of the policing model
    - for members of the Council it provides a baseline to be better "informed" and "networked" - critical strategic priorities
    - for police services, governance bodies, and other stakeholders it encourages greater collaboration
        - **all will benefit from enhanced understanding of the policy and operational environments**
    - for the "sector" planners/policy makers and practitioners - it starts to address the issues in HR planning and management within the context of the broader policing environment
        - **an inflexible economic base, diminishing resources and constantly increasing demands for programs and services are critical factors in future planning**
- **police community researchers should also find the material provided here useful, both for the content and for the opportunity to use the demographic micro-data base**

The Council will continue to facilitate multi-dimensional environmental scanning and sensing processes fundamental to improved HR planning and management

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Background - why and how

- **why - initiated by the Canadian Police Sector Council (PSC - established in early 2005) to serve as the foundation for strategic planning work of the Council**
  - needed to update the priorities and recommendations from the 2000 study to focus direction for future activities and research
  - provide a "sector" focus - post the 2000 study lost contact with the "sectoral" HR approach
    - **the study was a means of re-engaging the police community**
    - **enabled communications about the value of a sector-wide view and sectoral cooperation on HR issues and challenges**
- **how - August 2005, IBM Business Consulting Services - contracted to lead the update process**
  - research methods were similar to those used in the 2000 study
  - smaller steering committee
  - fewer executive interviews - no site visits
  - narrower review of literature for policy and operations environment assessment
  - used more cost-effective approaches to data gathering
    - **conducted 3 surveys**
      - employee data request (Excel)
      - two web-based surveys with fax and email response options
        - o HR practices, capabilities and needs
        - o Technology infrastructure readiness for e-learning

Background - limitations

- **the update focussed on four dimensions**
  1. update of the operating/policy environment
  2. update on demographics
     - **current picture of civilians and officers**
     - **projection of future shifts in workforce**
  3. update on HR challenges
  4. update on technological readiness - including e-learning
- **police services were cautious re sharing information - overall response rate ~ 40%**
  - slowed the process - but did not diminish participation of a representative sample of services
  - estimate ~ 230 police services - 184 were directly contacted to participate
    - **the response rate from services with over 300 officers - 58%**
    - **the majority of services not responding have fewer than 25 officers**
- **survey 1 demographics - 59 (32%) police services provided employee data**
  - represents 75% of policing employees
  - includes one grouping for military police, Department of National Defence, and railway police - 1,600 additional officers
  - provides sound workforce results at the national level and most provincial levels
  - methodology good but more complete data needed on equity groups (data on women used as a proxy) and for more complete workforce projections
- **survey 2 HR practices - 71 services (39%) responded; Survey 3 - IT readiness 62 (34%)**
  - views from all parts of the country are reflected

Background - scope modified slightly

- **the previous study (in 2000) adopted the same scope as the Statistics Canada annual publication, "***Police Resources in Canada***" - but did not include**
  - Canadian Security Intelligence Service (CSIS)
  - military police
  - railway police, transit police, and other corporate police services (Hydro Quebec, etc.)
  - federal and provincial department personnel enforcing specific statutes in areas of income tax, customs and excise, immigration, and fishery and wildlife
  - private security guards and private investigators
- **the 2005 update revised the scope of the 2000 study to include**
  - military and railway police
  - this increased scope modified the basic statistics
    - **12 largest police services in Canada have an officer strength exceeding 1000**
    - **military police and railway police organizations added 1,600 officers**
    - **retained the Statistics Canada base of 61,050 officers (2005) as the benchmark for trends in personnel strength**
- **Statistics Canada does not report the total number of police services in Canada**
  - sampling frame for the surveys was drawn from the PSC database - directly contacted 184 police services with known coordinates at the time
  - most if not all services missing from the database have fewer than 10 police officers

Background - survey methodologies

- **three surveys (demographics, HR practices and IT readiness) were conducted in the months of September through November**
- **surveys e-mailed to the individuals (generally Chiefs) on the list of police services**
  - email surveys - web links to online survey tools and survey in Word and Adobe (Fr/Eng)
  - recipients to respond by fax, email, or directly online
  - augmented with reminders - mail invitations/for services with no available email address
- **original deadlines were set roughly three weeks after the initial mail out**
  - deadlines were extended often to encourage participation
  - several surveys received in early January 2006 were included in the analysis
- **number of sworn officers in a service used for size categories**
  - civilian employees not counted uniformly across police services
- **the findings analysed in three ways**
  - % of response - each service categorized as one response
    - **regardless of size of service**
  - % officers - each service categorized by the number of officers they employ
  - % civilians - each service categorized by the number of civilians they employ
- **each of the three surveys is available for review online at www.policecouncil.ca**

- **survey 1 demographics - data requested in early September 2005**
  - requested a "data-dump" of basic demographic data on police officers and civilian employees for each police organization
  - requested no information that could violate privacy rights
  - only seven demographic dimensions were collected
    - **province of employment**
    - **gender**
    - **year of birth**
    - **year of hire**
    - **occupation group**
    - **rank (if police officer)**
    - **year of last promotion (if police officer)**
  - services were asked to submit data on former employees - including reason for departure, to calculate attrition rates
  - the data set resulted in basic demographic data on approximately 60,000 employees
    - **12,000 civilians and 48,000 police officers**
    - **provides a current demographic snapshot of over 75% of police employees**
- **survey 2 HR practices - data requested in mid-October**
  - survey baselined current practices and rated a number of HR factors for relative importance
- **survey 3 IT readiness - data requested early November**
  - survey requested baseline infrastructure information and examined IT readiness for e-learning

Survey 1 ... micro-data summary

- **received demographic data from 59 police services**
  - response rate - 32% of 184 services directly contacted
  - does not include data from three services received after the cut off date
- **for tracking the data responses - five categories based on employee size of services**

Category	Officer Range	No. of Services in category	Data Received	Response Rate	% of officers in 2005
Very Large	**> 1000**	**13 (incl 1 for railway & military etc.)**	**12**	**92%**	**66.5%**
Large	**300 to 999**	**14**	**6**	**43%**	**5.2%**
Medium	**100 to 299**	**24**	**10**	**41%**	**2.2%**
Small	**25 to 99**	**63**	**17**	**27%**	**1.2%**
Very Small	**< 25**	**115**	**14**	**12%**	**0.4%**
Total		**229**	**59***		**75.5%**

* only 56 analysed - data from 3 services received after the cut-off date for analysis

Methodology ... data summaries of Surveys 2 & 3 - HR, IT

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- **HR Survey**
  - 71 services - 39% response
    - **59% online**
    - **remainder by fax or email**
    - **represented 45,021 officers - 72% including rail and military police**

HR Survey Response Summary

Size Class	Officer Range	Response	# of Officers	% of Officers in Sample	As % of Officers in Canada
Very Large	>1000	11	39,466	87.7%	62.8%
Large	300 to 999	5	2,347	5.2%	3.7%
Medium	100 to 299	11	1,666	3.7%	2.7%
Small	26 to 999	21	1,237	2.7%	2.0%
Very Small	25 or less	23	305	0.7%	0.5%
Total Sample		71	45,021	100.0%	71.6%

- **IT e-Learning Survey**
  - 62 services - 34% response
    - **48% online**
    - **52% by fax or email**
    - **represented 38,901 officers - 62% including rail and military police**

IT Survey Response Summary

Size Class	Officer Range	Response	# of Officers	% of Officers in Sample	As % of Officers in Canada
Very Large	>1000	8	32,723	84.1%	52.1%
Large	300 to 999	6	3,202	8.2%	5.1%
Medium	100 to 299	10	1,623	4.2%	2.6%
Small	26 to 999	22	1,136	2.9%	1.8%
Very Small	25 or less	16	217	0.6%	0.3%
Total Sample		62	38,901	100.0%	61.9%

Methodology ... scenario development

- **scenario/future modeling conducted using the data base collected**
- **stats were extrapolated by applying transition probabilities as calculated from average attrition and transition rates over the last five years**
  - historical average indicates that 2% of the workforce leaves police employment every year
    - **a status of "out of workforce" was assigned to a randomly selected 2% of records**
  - for retirements, those assigned retirement status depended on the age and years of service
    - **individual officers over the age of 55 with 25 or more years - a high probability of retirement**
    - **those of age 35 with 10 years - little or no chance of retirement**
  - attrition data does not always distinguish between those who leave police employment completely and those who leave to join other police services
    - **assumed those who leave a service also leave policing**
    - **from a recruitment perspective, this is a "worst case" scenario that overstates recruitment challenge by the proportion of police officers joining other services**
    - **where the reason of departure was explicit - "joined other service" or equivalent - the transition was treated the same way as a transfer or promotion within a service**
  - attrition rate and transition probabilities were derived from the attrition files provided by responders
    - **promotion records submitted did not indicate the position from which the individual was promoted - cannot distinguish promotions within the three officer categories**
    - **assumed promotion rates: constables to non-commissioned, and non-commissioned to senior officers rate to ensure constant employment levels in the upper ranks**

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- **alternative scenarios can be generated by varying the attrition and promotion assumptions**
- **due to data limitations, female representation was used as a possible proxy for other targeted "hard to recruit" groups**
  - data collection did not support analysis of visible minorities or aboriginal representation
    - **too small a segment size and anticipated resistance on privacy grounds**

NOTES
  - need to expand the scope of data collected to include equity group status as well as other indicators of career mobility
  - the PSC data set is available for further analysis by members of the police community upon request and signature of an agreement with the PSC

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Section 2 : FINDINGS on POLICY/ OPERATIONAL DIMENSIONS of the ENVIRONMENT

This section summarizes the findings on the environment analysis - trend lines observations, issues and implications - on three dimensions:

- *socio-economic*
- *threats*
- *accountability/governance*

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View 2000	View 2005	Outlook 2010
Socio-economic dimension		
• **economic disparities create social pressures – within families and communities – creating an environment where crime develops** • **crime prevention activities verge on social work**	• **social economic disparities continue** • **some services have innovations in engaging disadvantaged communities**	• **economic disparities projected to continue** • **varying intensity in different communities** • **crime prevention strategies require** - social work skills - engaging with communities directly - capacity to work with other agencies/orgs. on multi-disciplinary teams
• **social disadvantages often have a racial tone** • **visible minority and aboriginal communities under pressure re: gangs, violence and drugs**	• **visible minority and aboriginal communities continue to be vulnerable** • **major incidents have drawn public attention** • **pressure/issues around aging population increase** • **increasing demands for effective policing from prevention through to enforcement**	• **underlying social and economic pressures projected to continue - exacerbating social inequality** • **some police services will be effective in engaging the wider community in prevention activities** • **demand for broader spectrum of police services will remain**

Socio-economic dimension

- **income/wealth polarization persists**
  - gap between the rich and the poor continues to widen - erosion of the middle class
- **children, single parents, persons with disabilities, aboriginal peoples, recent immigrants most vulnerable to entrenched poverty**
  - child poverty, in particular, remains a serious concern - 13-15% in past three decades - ~1 in 7
  - 40% of single parent families (mainly mothers) live in poverty
    - **8% of two parent families**
  - immigrants' average incomes deteriorated over the last 30 years
    - **children of recent immigrants more than twice as likely to live in relative poverty**
  - "on-reserve" aboriginal reliance on welfare increasing over last three decades
- **credit government transfers and support programs for recent decline in poverty - child tax benefit to assist families now at $10B/year**
  - dependant on a strong economy, government programming and high levels of employment

IMPLICATIONS

- **police on the front lines of emerging/continuing impacts of economic vulnerability**
  - changing patterns of criminality/victimization arise from inequality
- **demand for police social service intervention in situations of unmet health/medical, housing, recreation, or income needs**
  - need to ensure skills/competencies to partner with other professionals/agencies
  - with communities at risk - mediation and management of social/community conflicts, public order
- **compete for future funding with other programs re "public good" and social stability**

View 2000	View 2005	Outlook 2010
Threat dimension		
• **more crime organizations – new and different** • **wide range of illegal activities** • **criminal organizations are globalizing** • **criminal syndicates have emerged under the cover of mainstream organizations** • **must collaborate over jurisdictions**	• **services remain fairly siloed – even when crime is organized** • **global terrorism places a new emphasis on monitoring/ intercepting criminal operations**	• **organized crime projected to increase** • **complexity of non-state actors - terrorism and individual extremists at all levels** • **information exchange easier technically but still faces organizational and governance constraints** • **increasing investigations at the international level**
• **crime is more sophisticated and technically complex** • **criminal element has almost unlimited "budget" to "invest" in technology** • **police service budgets constrained** • **use of technology not standardized and fairly limited**	• **IT continues to enable and facilitate crime - conventional and computer-based** • **services have more technological capacity but continue to be out-paced by organized crime**	• **criminal element will continue to outpace police in the adoption/ integration of technology** - **demands concerted financial investment /cross-sector action** • **intelligent policing is technically feasible - requires new ways of working both individually and collaboratively**

Threat dimension

- **new security environment post 9/11 continues to dominate the external environment**
  - heightened attention to public security/safety
  - expectations of seamless cooperation across policing community
  - potential terrorist incidents/attacks target critical infrastructure, economic institutions and citizens
- **expanding and increasingly innovative global organized crime operations**
  - network connections to Russia, South-East Asia, Central America and the Middle East
- **increasing knowledge-based, high tech and cyber crime - exploitation of children**
- **global proliferation of small arms contributing to rising hand gun violence - Toronto**
- **threats of virulent disease/pandemics - specter of Avian flu, SARs, etc.**

IMPLICATIONS
- **participation in multinational enforcement operations and investigations**
  - contribute to international responses to organized crime and security threats
  - increased role at the Canada-U.S. border - interception of smuggling – people, goods, weapons, drugs, etc.
- **jurisdiction a key obstacle to enforcement and interception**
- **context and nature of work continues to evolve**
  - investigations more complex, expensive, time-consuming and potentially dangerous
  - increased cooperation, partnership and operational integration with other agencies
  - advancements in forensics, intelligence and interception
- **update curriculum to prepare workforce for threats**
- **pressure for investments in technology - retention of "hi-tech" skills**
- **increased need to engage and manage the media**

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View 2000	View 2005	Outlook 2010
Accountability/governance dimension		
• public expectations - legal environment - more attention to rights and processes to ensure rights • paperwork and regulations add to workload	• public expectations, media scrutiny and a rights-driven environment continue • affect how police can exercise investigation and enforcement authorities • complexity drives continuous learning • increasing demands for performance metrics	• oversight will increase • policing authorities evolve and are modified • military/policing mandates blur • police services will have to provide enhanced continuous learning to ensure and reinforce the responsible enactment of police powers

• use of private security is growing
• increased diligence among property owners due to insurance pressures
• some services contracted out and there are fears this trend will grow
	• private security big business – particularly in areas of cyber crime and computer security
	• many businesses augmented their physical security post 9/11
	• the trend towards contracting out specific policing functions seems to have diminished
	• recruitment/retention issues emerge
		• two sub-sectors of private security likely to emerge
		  - traditional physical security – low skilled workforce
		  - high tech security service offerings to both business and government
		• collaborate across jurisdictions and sectors critical

• economic/fiscal pressures strong • resource constraints • services were forced to amalgamate with a view to efficiencies • sector-wide collaboration was reinforced by the efficiency	• public security has had increased investment overall • resource constraints remain a factor – with smaller, rural and remote communities most at risk • collaboration - real operational and management challenge	• funding pressures will augment • new wave of amalgamation is possible • efficiencies can and will be achieved through shared investment in tools and facilities

Governance/Accountability dimension

- **in transition**
  - shifting citizen values
    - **declining deference to authority - increasing demand for civic engagement and greater emphasis on individual and civil rights**
    - **increasing scrutiny of public institutions and demand for transparency, accountability, access to information, privacy protection, fiscal restraint, prudence, efficiency**
  - expectations of integrity and accountability in policing higher than other sectors
    - **concern about corruption and lack of integrity**
  - over the longer term, capacity to leverage resources commensurate with operational needs
  - increased presence of private security in traditionally public service areas
    - **2005 - over 82,000 private security personnel - 61,050 sworn police officers**
    - **increased demand - low-skill security guards and high-end specialized investigators**
      - corporate security
      - insurance
      - fraud, forensic accounting
      - computer & Internet crime
      - industrial espionage
      - new international organized crime

  > *Several interviewees cited the growth of private security as an ongoing trend, especially in the specialized investigation fields*

- **police expenditures have risen in past decade - but slowly**
  - real expenditure per capita is up over 3% per year in last five years
  - incidents per police officer increased 1% in last five years
    - **in contrast to a 10% decline between 1994 and 1999**
    - **studies indicate that time spent per call is increasing**
  - expenditures are not rising to meet need, nor anticipated to rise to meet expectations
    - **inflexible tax base**

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Governance/Accountability dimension ...

IMPLICATIONS

- **increasing need to establish standards of practice to**
  - demonstrate transparency and accountability, particularly in the new security environment
    - **achieve greater fiscal and operational accountability - business-based planning and joint municipal budgeting**
  - achieve performance expectations - and measure effectiveness/efficiency
- **continuing and potentially rising budget pressures**
  - lack resources to fully support community policing models
- **need for increased training for police officers/boards to clarify**
  - roles and responsibilities in an evolving governance environment
  - evolving policing parameters and legal/evidentiary standards
  - relationship development and management of volunteers and voluntary sector
- **police services will need to seek out alternative models of resource deployment**
  - and opportunities to collaborate to meet the increasing demands of communities
- **growing pressure on public services to retain highly skilled officers**
- **highly trained and specialized public police increasingly sought after by private sector**
  - specialized skills and talents highly valued by the expanding security and consulting firms
  - providing an attractive post-retirement activity for officers
- **expectations around public safety and security will have to be managed**
  - against needs for investment in health care, education and learning
  - and other elements of the justice system and programs contributing to the "public good"

Summary of the policing environment

- **many of the findings from the 2000 study remain valid**
  - conduct of police officers continues to be under the public and media microscope
  - increase in complexity of crime, including white collar crime
  - technological advances - methods and forensic science
  - continued growth in private security - low -skill security / high end corporate financial forensics
  - need collaborative action to harmonize training standards
    - **co-operative ventures between publicly funded training and education institutions**
    - **competency profiles and training standards for all jobs**
    - **integration of design/delivery of skills and knowledge training**
    - **assistance/support for police governance bodies and police personnel re respective legislated roles**
  - need for internet-based resource to enable just-in-time learning
- **in hindsight, 2000 study only hinted at the scope/pace of technological change**
  - change has been more dramatic and pervasive
- **demand for specialized knowledge within policing has continued - expected to continue**
  - individual officers have developed expertise in forensics and other information technologies
  - no one police service can retain all required expertise
  - not every officer can be an expert on all aspects - collaboration will be essential
  - services need to reconsider organization of police work - specialty training and deployment
  - every police service will not be able to match all the demands for deep expertise
    - **fewer municipal and police amalgamations in recent years**

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Section 3: DEMOGRAPHICS & IMPLICATIONS for RECRUITING

This is a critical dimension for policing - this section presents
- *a snapshot of today's police force*
- *scenarios extrapolating into the future*
- *focus on complicating factors with implications for recruitment*

The "next generation of talent" must be as diverse as Canada

*Police services are lagging in the recruitment and retention of the next, very diverse generation of talent*

Demographics - trend lines

View 2000	View 2005	Outlook 2010
• **demographic face of Canada is changing dramatically** • **immigrants settled in major urban areas** • **aboriginal population in the west and north has grown** • **effective policing needs to reflect the demographic/cultural perspectives of the community** • **more diversity in recruitment and training to serve communities with diverse expectations**	• **national demographic trends persist** • **immigrants and visible minorities are largest growth segment in urban areas** • **aboriginal youth are entering the labour market in the West in unprecedented numbers** - **tensions in these communities remain and increasing in some areas** • **need for police capacity to serve diverse communities remains** • **youth exhibit changing values around "concepts" of work**	• **demographic trends remain strong and manifest in society** • **immigrant and aboriginal youth are entering other professions and sectors** • **police not seen as "employers of choice" or progressive in attracting youth or diverse cultures** • **without the insight and presence in the communities, policing risks being "us versus them"**
• **workforce is aging** • **retirement rates forecast to increase** • **recruitment rates need to increase substantially to keep pace**	• **aging has continued and retirement rates increased** • **there is some increased focus on recruitment** • **the entry into policing has not kept pace with needs**	• **inevitable trend to increased retirements** • **individual officers may be enticed to delay retirement** • **improved levels of recruitment – but substantial gaps are inevitable**
• **current recruitment and basic training practices are unlikely to be effective in the face of competition for talented youth** • **must consider changing traditional modes of recruitment** • **reducing economic barriers such as high pre-hiring training costs**	• **some police services have increased outreach to attract a wider range of youth** • **overall labour market has tightened and unemployment rates declined** • **economic barriers remain in many regions**	• **without substantial shift in recruitment practices, services will be less and less successful in attracting and retaining diverse young talent** • **women, visible minorities and aboriginal youth in particular will seek careers elsewhere** • **citizen advocacy groups see this as a capacity gap**

Overview - global population aging:

- **half the Canadian population is over the age of 38**
  - rises to 40 by 2010
  - 40 years ago the median age was 25
- **Canada more like Europe than USA**
  - rapidly rising median age
  - USA median age rises more slowly

Global Median Age Trends
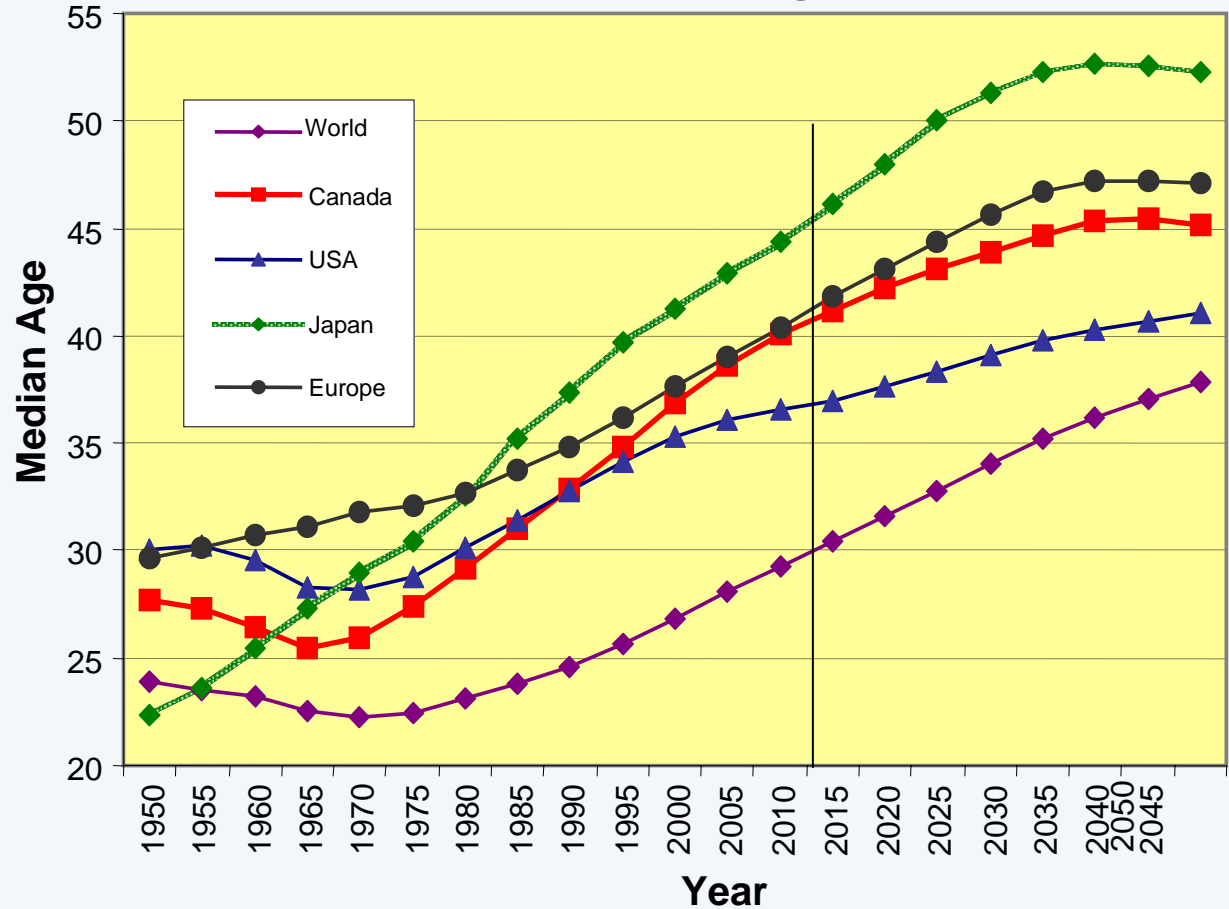
Source: IBM chart with data from: Population Division of the Department of Economic and Social Affairs of the United Nations Secretariat, World Population Prospects: The 2004 Revision. *http://esa.un.org//unpp*

Overview - aging demographics

- **all developed countries will face**
  - increasing numbers of workers retiring over the next decade
  - continued rise in the average age within the remaining work force
  - the median age is expected to rise from 39 to 44 over next 25 years (see previous slide)
  - potential shortages of qualified personnel - upward pressure on wages
- **Canada a microcosm of the world**
  - rapidly increasing population pluralism/diversity
  - increasing racial, ethnic and religious diversity
- **declining family size /aging population**
- **aboriginal youth bulge replicating trends in developing world**
- **urbanization - concurrent growth in suburbs**
- **changing value sets - generational issues**
  - westernization versus traditional values
  - importation of immigrant homeland issues / ideologies / values
- **violent crime rates expected to decrease with reduced proportion in high violence age groups**
- **public funding implications**
  - older population means increased demand for health care - limits funding available for policing
- **pressure to adapt policing models to changing demands of citizens**
- **shrinking labour pool from democratic/industrialized countries**
- **potential for increase in youth crime (aboriginal) and street gangs**
- **changing policing role in rural Canada - foundations of rural communities change**

A majority of those interviewed recognized that Canada is facing a potential labour shortage

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Overview - workforce in transition

- **reduced middle ground employment in secondary manufacturing**
  - strong base of resource extraction/primary industry
  - growing knowledge driven sector
- **increasing shift to knowledge-based services/sector**
  - skill/knowledge shortages in many sectors
- **higher education more costly and less accessible**
  - lower levels of youth uptake compared to other nations
  - higher levels of women (first time)
  - potential shortage in 'critical thinking' - classical education
- **trend toward mid-career professional retooling/specialization**
- **competition for specific skills driving up labour costs**
- **diverging value sets around work and work-life balance**
- **indicators of workplace stress adversely impacting health - managers/executives**
- **changing patterns of volunteerism related to work expectations and aging population**
- **labour/social unrest related to inequities - exploitation of marginalized individuals**
- **higher expectations for knowledge and level of sophistication in policing**
  - critical for succession planning/knowledge transfer - recruitment strategy a critical component
- **rising costs of knowledge workers driving up costs of policing**
- **adjustments to positions and profiles of leaders with less experience**
- **need for retention strategies**
- **strategies for managing high rates of dependence on volunteers in policing**

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- **services dealt with higher retirements in last five years by increasing the recruitment rate**
  - relatively high proportion of new officers with less than five years' experience today
- **large portion of the workforce approaching traditional age of retirement**
  - the retirement wave is already well underway in police services and likely to be stable over the coming years
    - **unlike many other industries and occupations, the age distribution among police officers is relatively uniform**
    - **at this time there are no apparent baby boomer "bulges"**
- **as employees average age rises, the youth entry cohort is shrinking**
  - police have to compete for talent
  - applicant pool continues decline - more competition among police (and other occupations) for candidates
- **high hiring rate creates an opportunity to reshape composition of workforce**
  - the female proportion continues to rise - efforts over last 20 years are showing results
  - main driver of the increased proportion of females in last five years - most retirees are male
    - **female proportion of recent recruitment wave has stalled at 20%**
- **services are seeking to attract and retain a diverse workforce - increased numbers of females, visible minorities and aboriginal peoples**
  - high profile cases with racial overtones do not support recruitment efforts
  - current recruitment efforts may have reached their limits in attracting non-traditional groups to the police profession
    - **results signal possibility that a different approach is necessary**

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Bulge - in the post-baby boom cohort

- **somewhat disproportionate number of male officers were born 1963 to 1973**
- **very small proportion of female officers were born before the year 1960**
  - as measured by the area under the curve

Officers in 2005, by Year of Birth and Sex

All Officers

Males

Females

Number

Year of Birth

Source: Sector Employee Database, 2005

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41
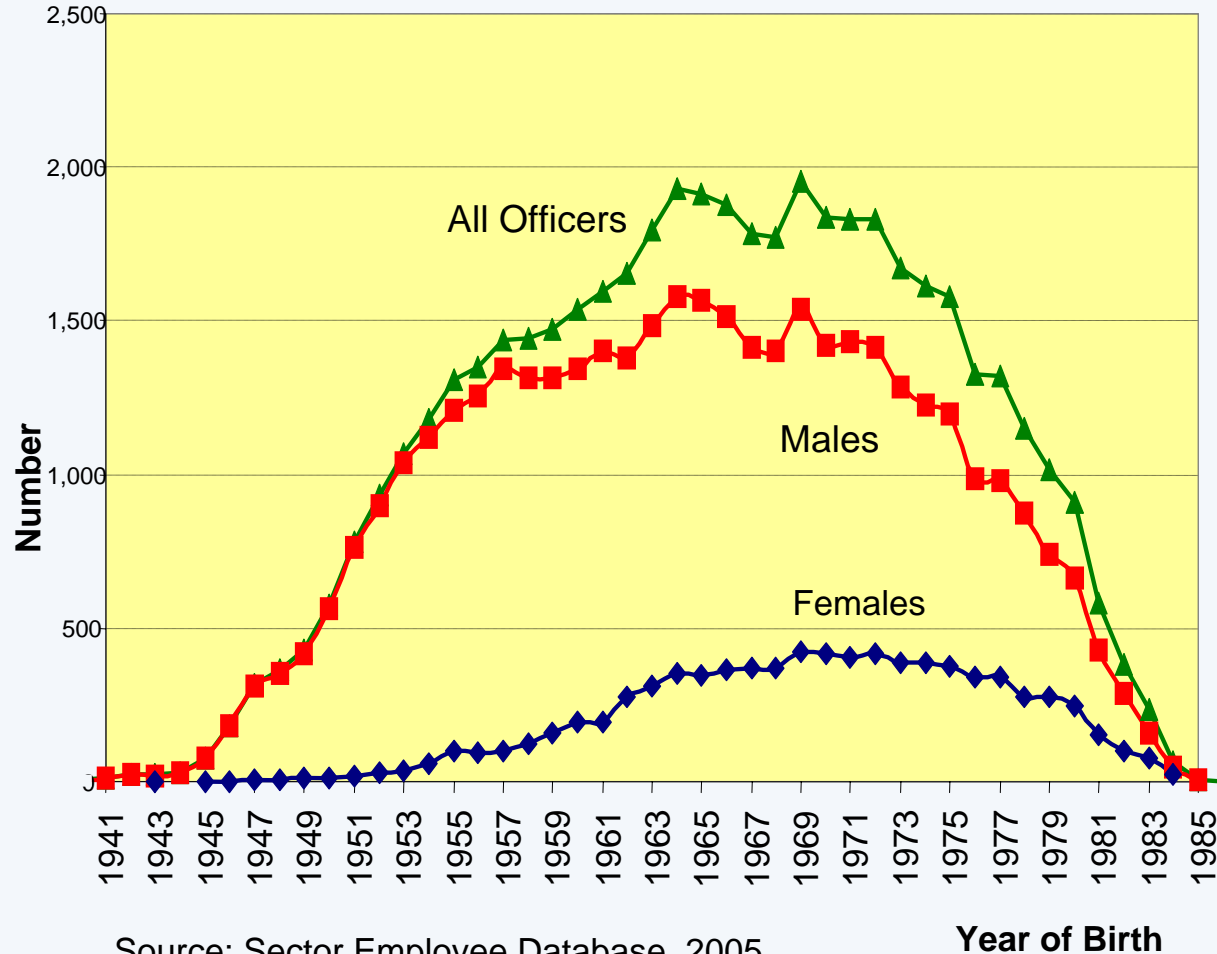
Regional variations in age patterns

- **baby boomers not a disproportionate "peak" like other sectors - due to**
  - earlier retirement than in other industries
  - hiring according to public funding availability
  - see slide 46
- **boomer "wave" already happened and continuing over the next 5 - 7years**
  - average police career 30-33 years
  - '70s hiring already out
- **demographic patterns holds for all regions except North**
  - many officers under 40

Age Distribution: All Officers by Region

Region	19-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60+
EA		10	14	18	19	17	15	5	
QC		13	15	18	18	14	12	4	
NO		16	24	21	15	9	9		1
ON		10	17	19	20	15	12	5	
WE		14	19	19	17	15	10	3	
Canada		12	18	19	18	15	11	4	

% of Police Officers

Age Groups
☐ 19-24 ☐ 25-29 ☐ 30-34 ☐ 35-39 ☐ 40-44 ☐ 45-49 ☐ 50-54 ☐ 55-59 ■ 60+
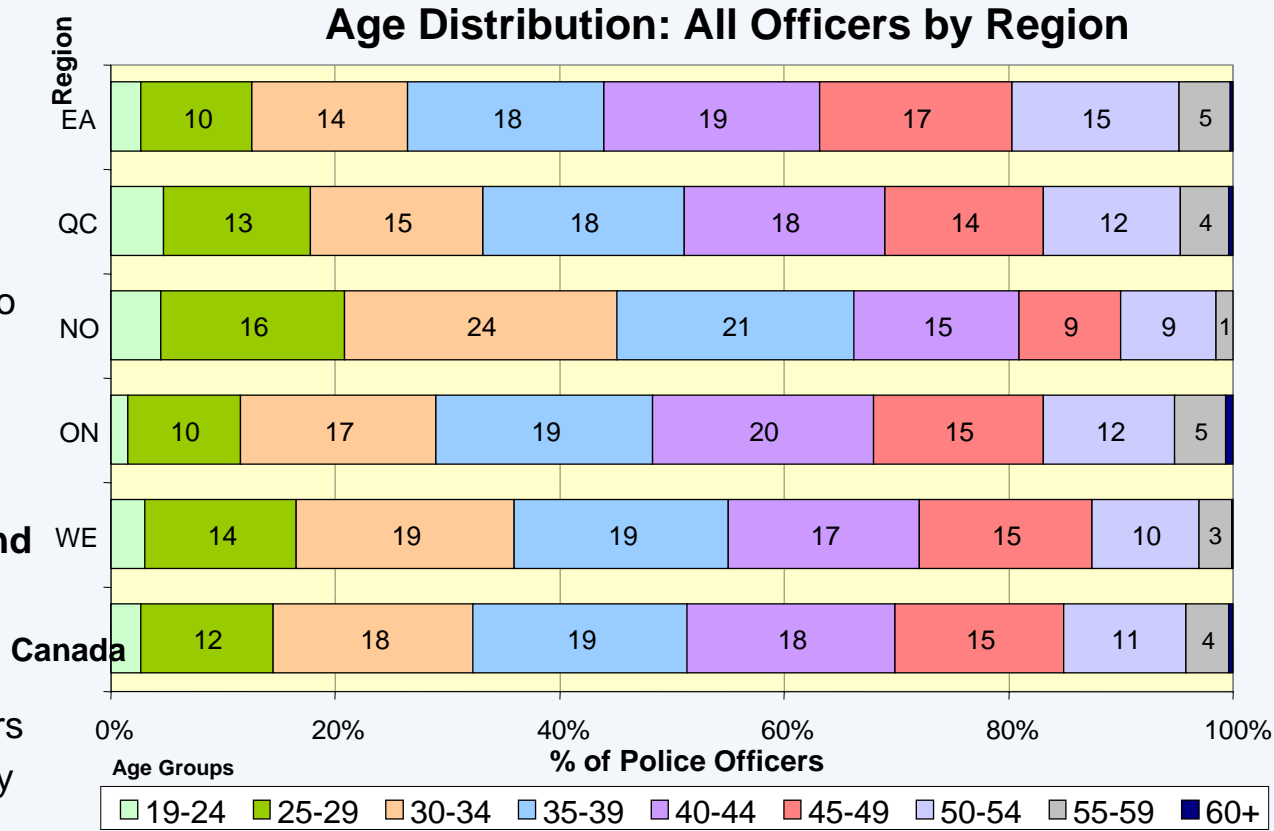
Source: Sector Employee Database, 2005

EA = Atlantic
QC = Quebec
NO = North
ON = Ontario
WE = West

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- **male officers and NCOs are nearly all over 40**
  - retire later than constables
  - up to 50% likely to retire next five years
- **succession planning ongoing requirement**
- **promotions/salary increases improve retention**
  - pension benefits
  - obvious impact on pension reserves
- **females' age in upper ranks younger than male counterparts**
- **as age and experience rise, the gap between men and women in senior positions may disappear**

Age Distribution: Officers by Rank and Sex

Rank/Sex	19-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60+
Officer Fem		2	2		9	33	30	20	4
Officer Male				4	19	33	30	11	
NCO Fem			5	24	42	20	7		
NCO Male			2	14	25	28	23	8	
Constables Fem		21	28	24	14	6	2		
Constables Male	15	22	21	16	11	8	3		

% of Police Officers

Age Groups

☐ 19-24 ☐ 25-29 ☐ 30-34 ☐ 35-39 ☐ 40-44 ☐ 45-49 ☐ 50-54 ☐ 55-59 ■ 60+
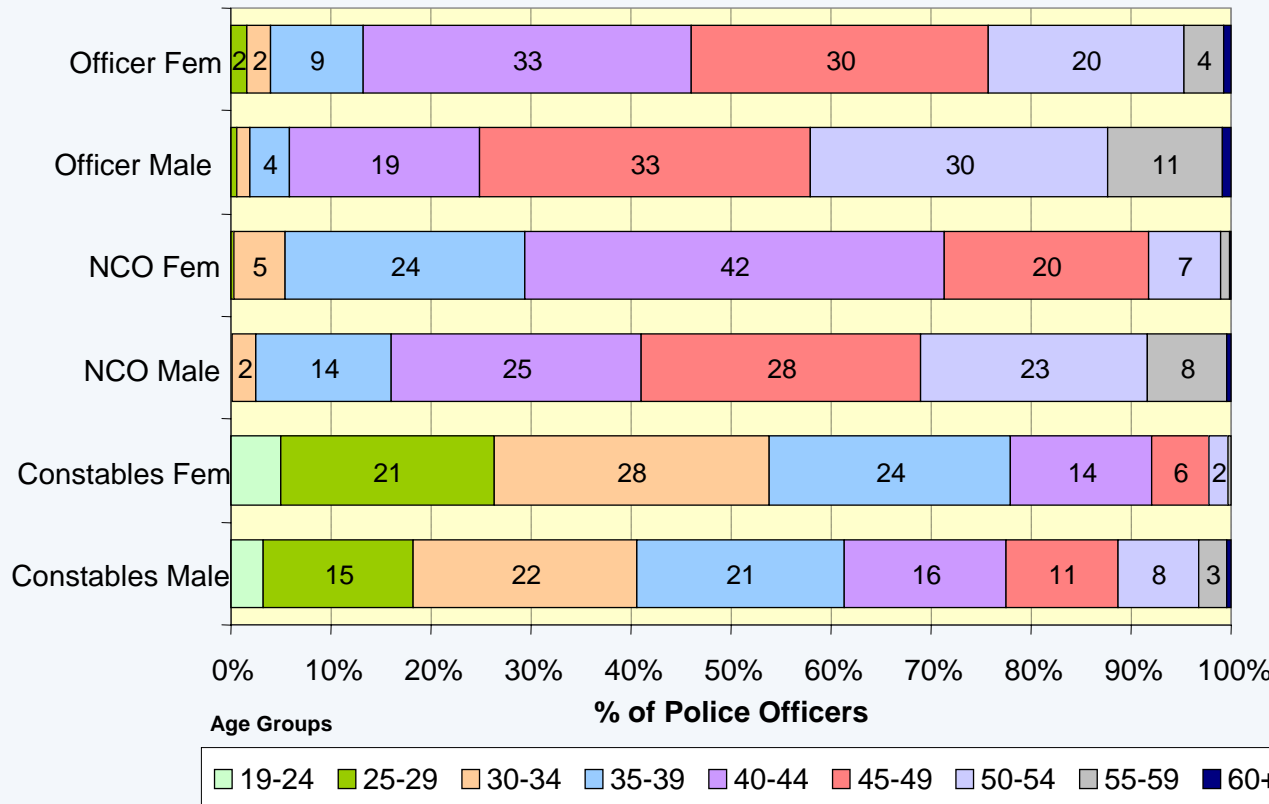
Source: Sector Employee Database, 2005

Hiring picture

- **police resources are rising slowly**
  - police officers per 100,000 population rose ~1% per year between 2000 - 2005
    - **compared to a drop of 1% per year through 1990s**
  - Canada has modest strength
    - **2002 data indicate that Canada was 25th among 28 countries**
    - **186 officers per 100,000 population**
  - Italy - the highest strength - 559 per 100,000
    - **USA 326**
    - **Australia 304**
    - **UK 258**
    - **Finland - least at 160**
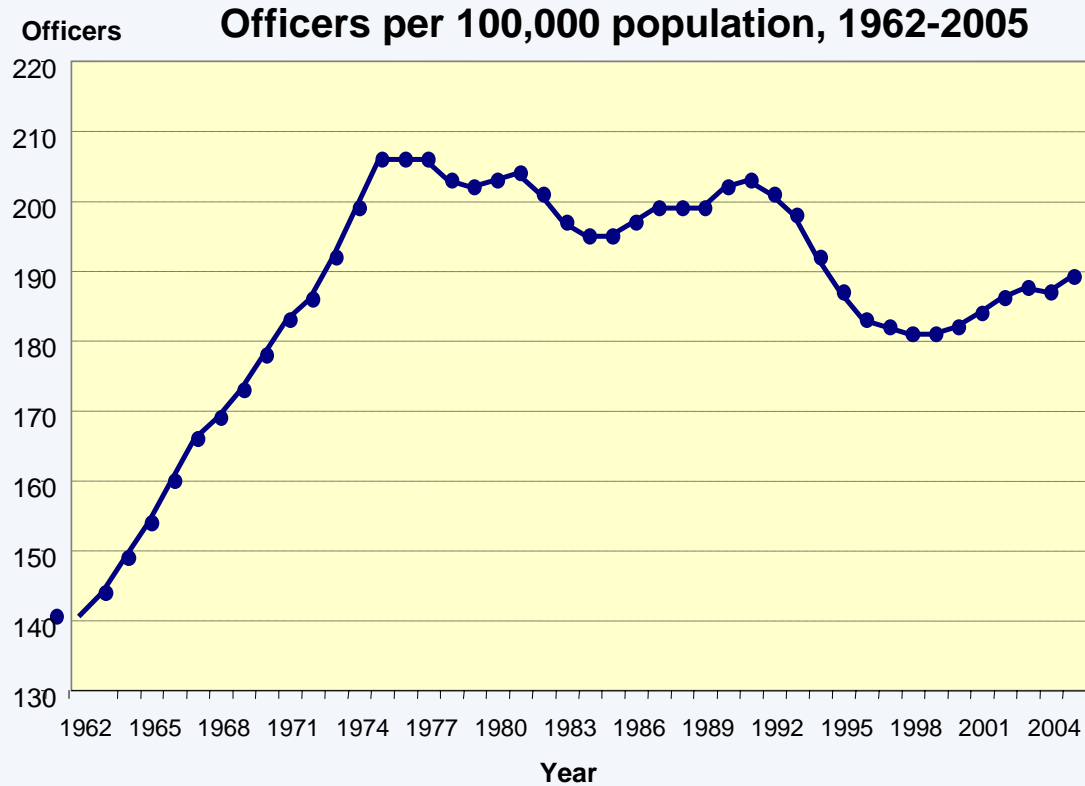
Officers per 100,000 population, 1962-2005

Source: Police Administration Annual Survey, Canadian Centre for Justice Statistics, Statistics

Hiring picture ... ratio increasing again

- **in all provinces except New Brunswick**

Police per 100,000 population by province, 1986 - 2005

Canada — 185
Newfoundland — 150
PEI — 154
Nova Scotia — 173
New Brunswick — 172
Québec — 194
Ontario — 187
Manitoba — 192
Saskatchewan — 202
Alberta — 164
British Columbia — 176

Legend:
- 1986
- 1991
- 1996
- 2000
- 2005
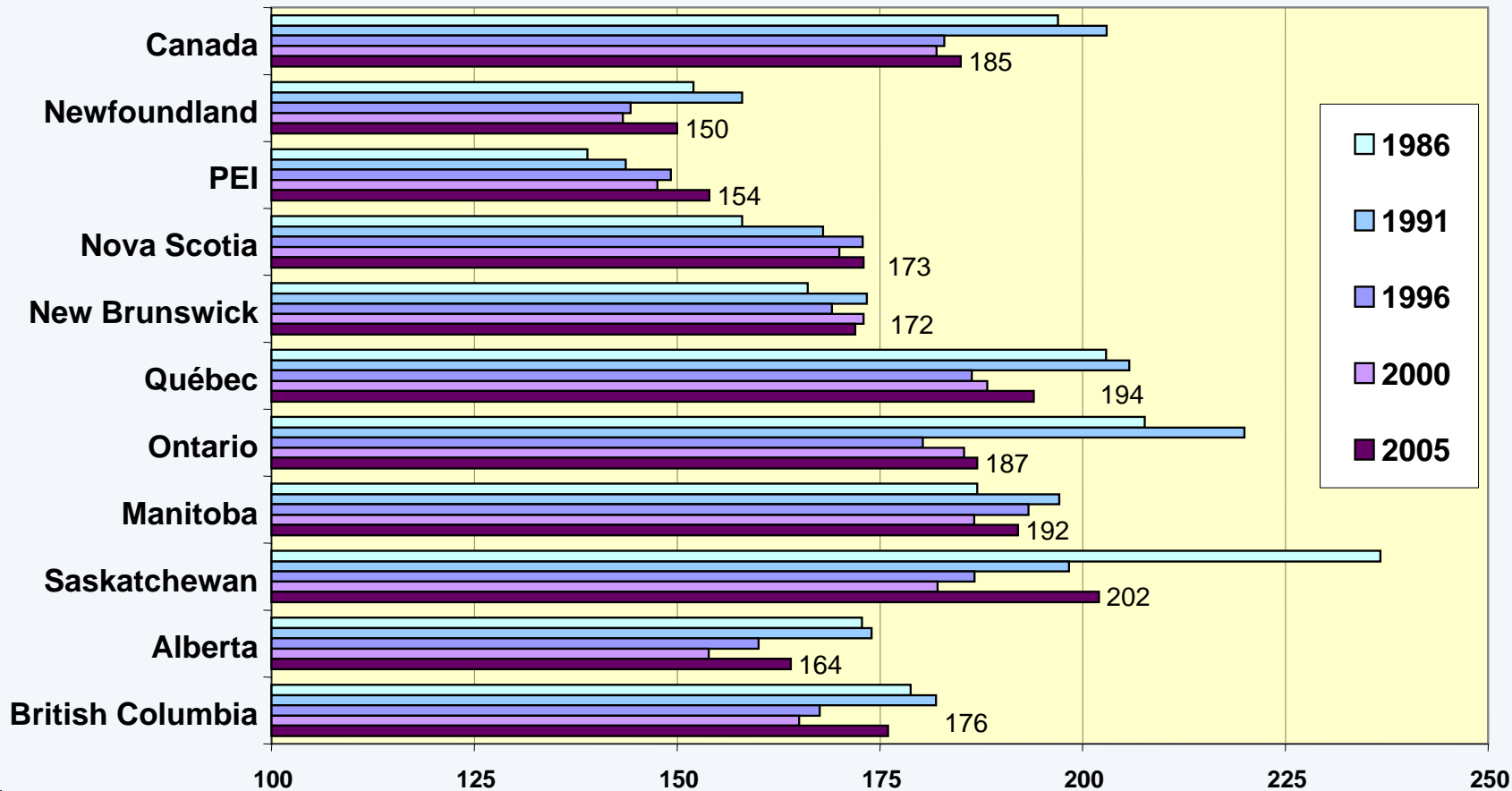
Note: Labels indicate the number of officers per 100,000 population in 2005.
Source: Police Administration Annual Survey, Canadian Centre for Justice Statistics, Statistics Canada.

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- **cycles in police budgets, reflecting business cycles**
  - hiring reductions in/following recessions early 1980s and 1990s
- **patterns impact the timing of retirements**
  - brief lull in retirements in 2008 and 2009
  - 25 years after the limited hiring of 1983 and 1984.
- **sharp increase in new hires in the last five years, mostly replacing retirements**

Officers in 2005: By Year of Hire and Sex

Number

Males

Females

Source: Sector Employee Database, 2005

Year of Hire

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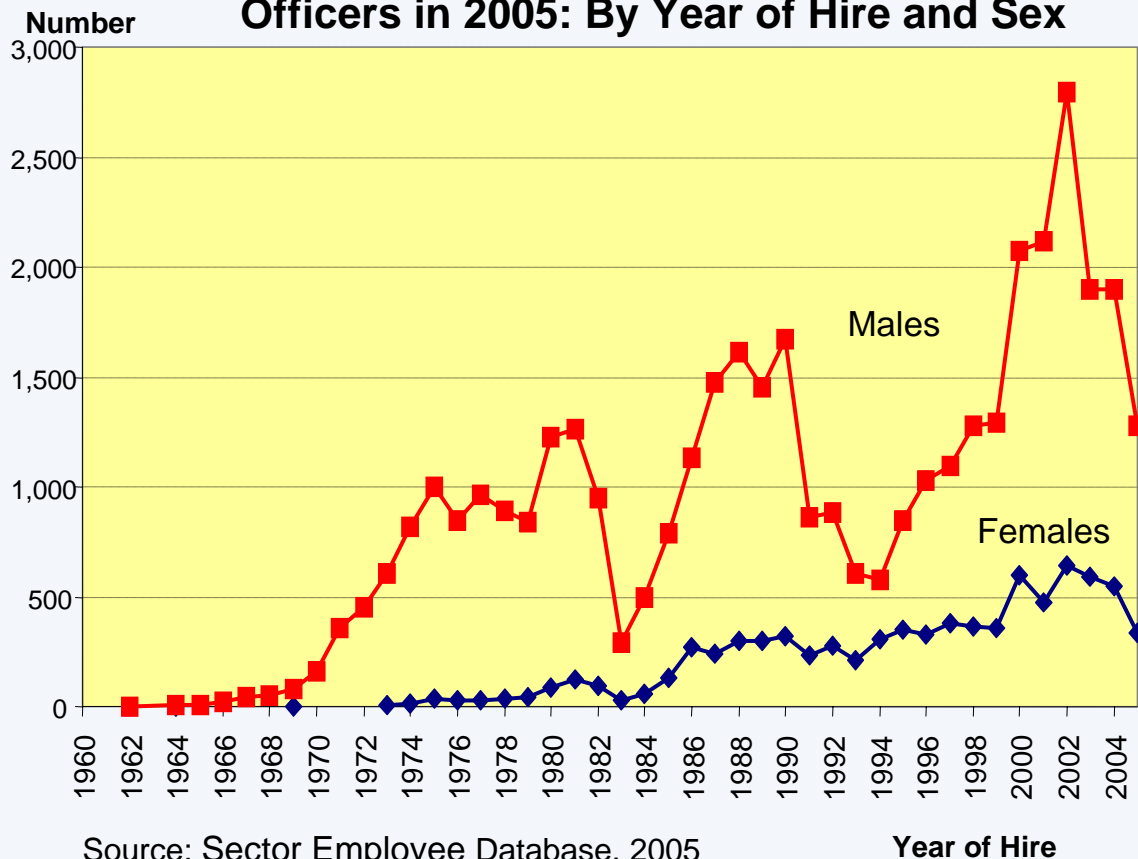
Hiring picture ... rates seems to impact female/male ratio

- **mid 1990s - highest proportion of females hired and retained**
  - peak of one female hired for every two males
  - 33% of total hires in 1994
- **since, the ratio dropped to one female to four males (20%) of total hiring**
  - female proportion has stagnated at that level for roughly the last decade
- **proportion of females now 17.3%**
  - not likely to rise more than one or two % points in the next decade
  - unless renewed efforts are made to encourage female participation as officers

% Hired

Officers Percentage by Year of Hire

Males

Females

Source: Sector Employee Database, 2005

Year of Hire

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47
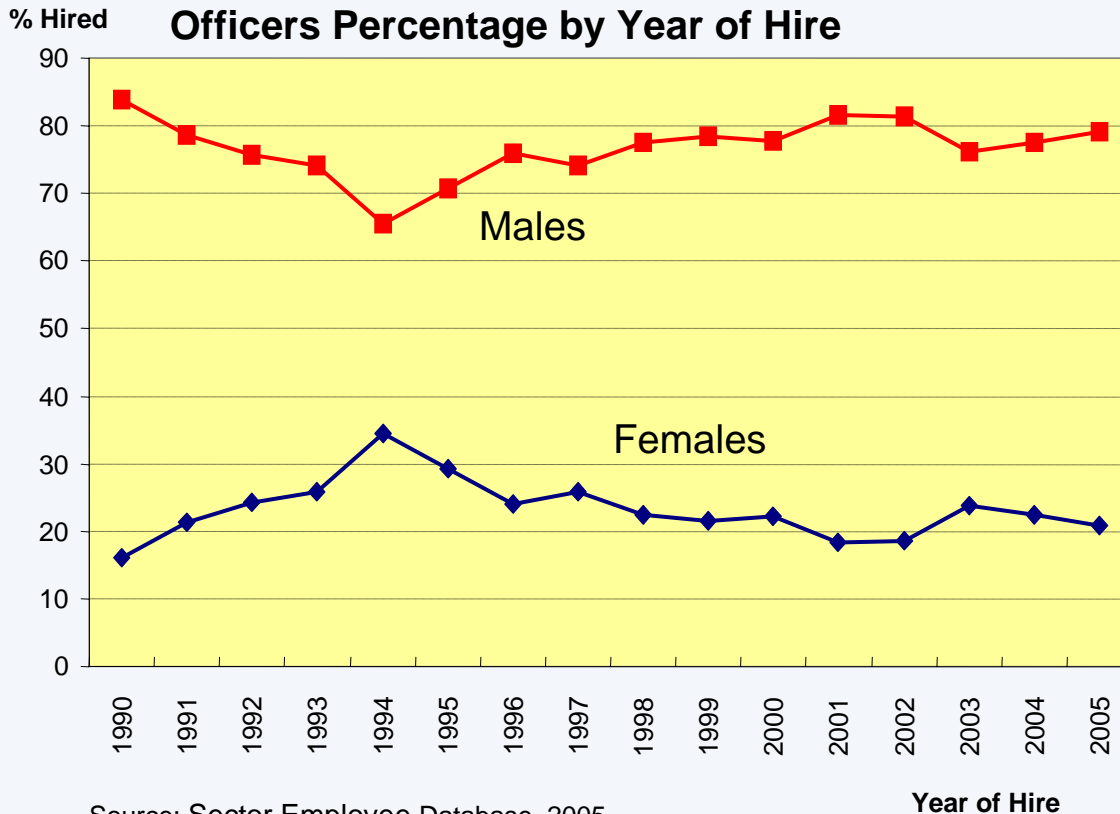
Hiring picture ... females in upper ranks

- **overall proportion of females officers in database is 16.9%**
  - validates the 17.3% indicated in *Police Resources in Canada, 2005*
- **some low representation explained by the shorter average tenure of female officers**
  - 74% have less than 15 years experience
  - compared to 51% of males

Sex Distribution: Officers by Rank Group

Rank Group	Female	Male
Senior	7.5	92.5
NCO	9.7	90.3
Constables	19.7	80.2
All Officers	16.9	83.0

% of Police Officers

☐ Female   ☐ Male

Source: Sector Employee Database, 2005

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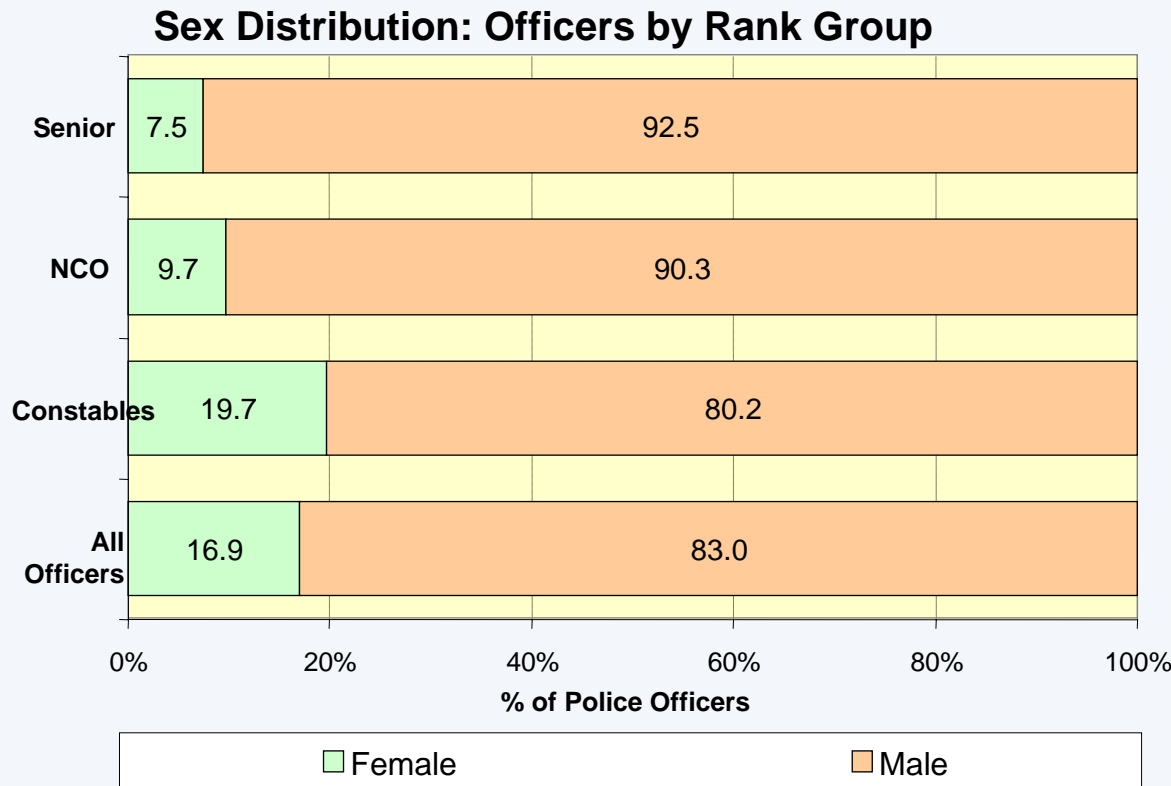
Hiring picture ... less females east of Ontario

- **Eastern provinces and North - lower rates of female representation**
  - Quebec does not include the Montreal Urban Community nor Quebec City
- **Atlantic Canada and Quebec systems rely on substantial individual investment in education**
  - further study needed to indicate if this is tied to lower female recruitment rates

Sex Distribution: All Officers by Region

Region	Female	Male
EA	14.6	85.4
QC	14.7	85.3
NO	15.2	84.8
ON	17.1	82.9
WE	18.6	81.4
Canada	16.9	83.1

X-axis: **% of Police Officers** (0% to 100%)

Legend: ☐ Female ☐ Male
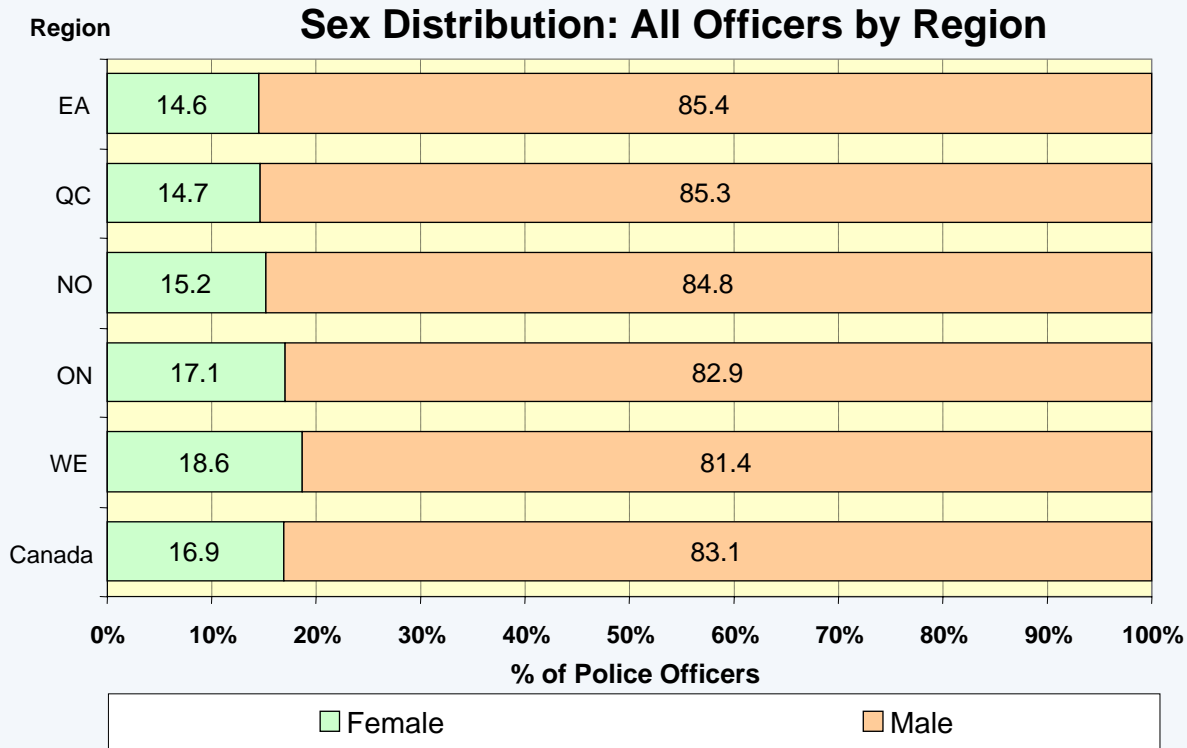
Source: Sector Employee Database, 2005

Hiring picture - civilian employment has increased

- **sworn police % of total employment dropped from 82% to 72% since 1962**
  - 74% in 2001
  - purple line - right hand scale
- **civilians increased as a proportion of total employees since 1962**
- **a growing proportion of employees are civilians**
  - police strength still measured exclusively in <u>officers</u> per 100,000 population
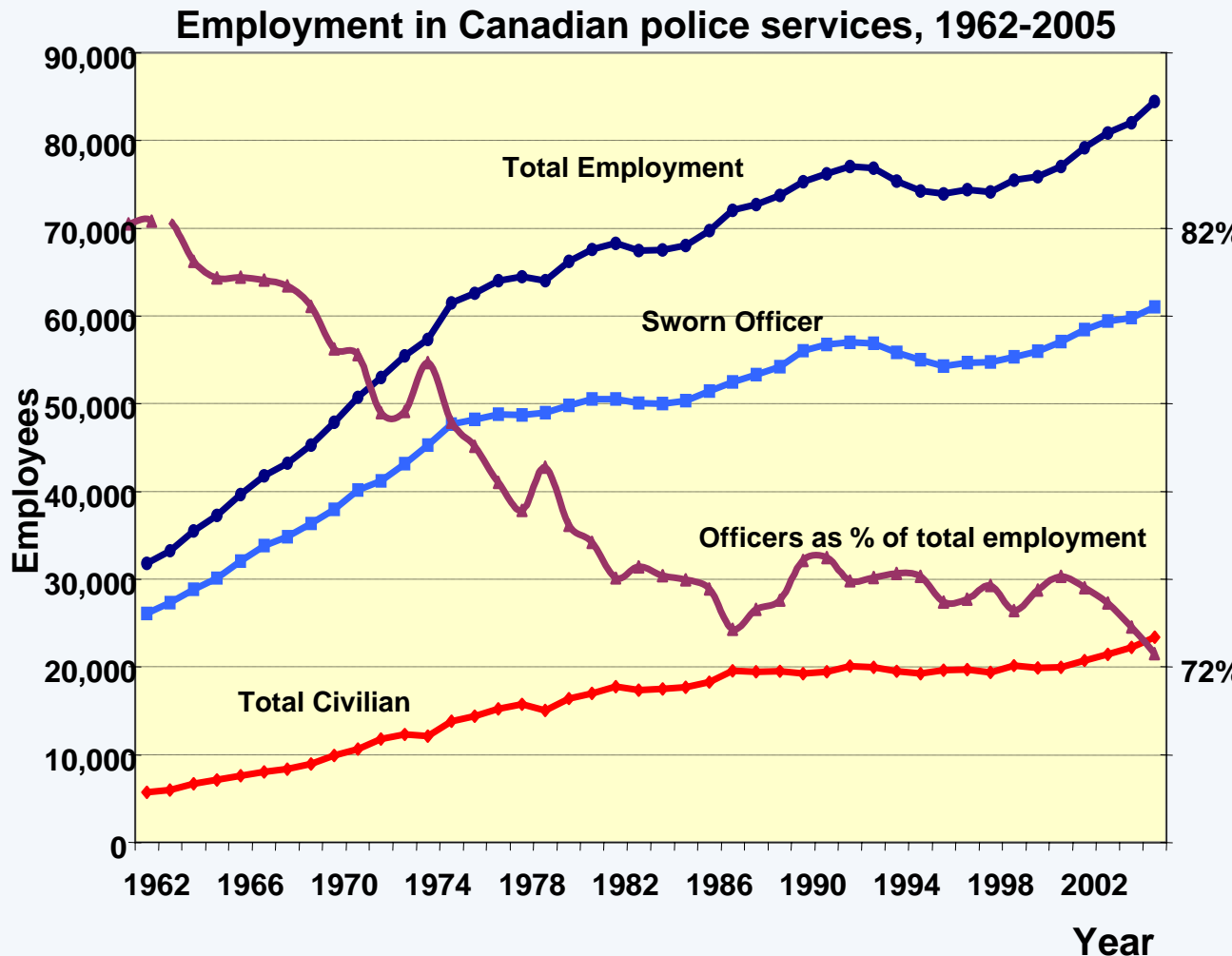
Employment in Canadian police services, 1962-2005

Source: Police Administration Annual Survey, Canadian Centre for Justice Statistics, Statistics Canada.

50

- **the modeling shows that officer ranks will be depleted 50% by 2010**
- **non-commissioned officers will have a total attrition of 40% over that period**
  - to maintain current levels of officer strength - constable recruitment rates need to rise from the 5% range over the last five years, to 9% by 2010
  - whatever challenges services are facing in recruitment are, they only likely to intensify over the next five year period
- **turnover also presents an opportunity to attract a much more diverse set of recruits**

Note - workforce modeling focuses on projecting workforce trends of the last five years over the next five years
  - does not include promotions - cannot tell if a promotion is from one officer category to another, or within a category
  - useful in that it shows how quickly attrition reduces employment levels among the non-commissioned officers and senior officer ranks

Future - looking to the out-years ...

- **over next five years, trends suggest that:**
  - middle ranks depleted by roughly 40%
  - senior ranks by 50%
  - recruitment has been sufficient to maintain constable employment
  - recruitment rates of constables not enough to replenish attrition in the mid/senior ranks
  - constable level recruitment need to rise from 5% to 9%
- **challenges in recruitment are only likely to intensify**
  - especially ethnic minorities and aboriginals
  - new/diverse competency requirements critical

Officer employment current trends - no promotions
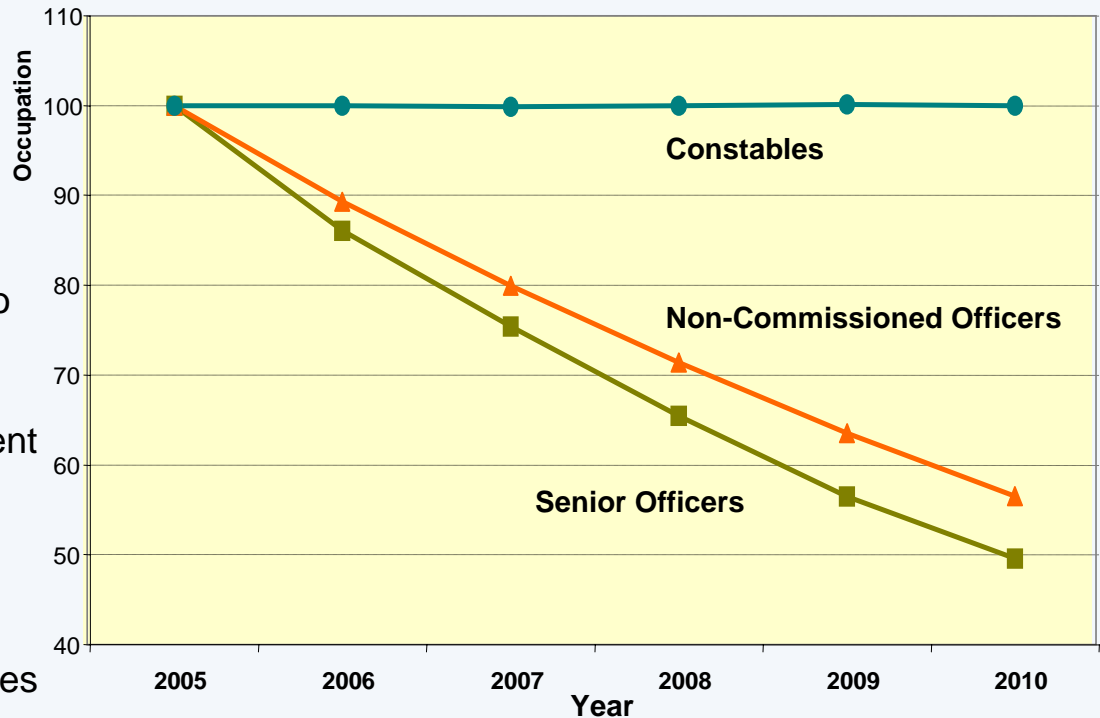
Source: Projections based on data and transition rates - source: Sector Employee Database, 2005

- **projected exits from services**
  - and transitions from one position to another within an occupation
- **not enough information to calculate promotion rates among three police categories**
  - assume promotions are sufficient to maintain employment levels in the senior and non-com groups
- **civilian categories**
  - assume all promotions are internal to occupation group
- **exit rates, when added to retirement rates, determine proportion of vacancies**
  - need to be filled to maintain stable employment in each group

Estimated exit percentages by occupation group

	2006	2007	2008	2009	2010
	%	%	%	%	%
Senior Officers	6.2	9.4	9.0	8.8	9.0
Non-Commissioned	4.6	6.7	6.6	6.5	6.5
Constables	3.2	3.2	3.1	3.1	3.2
Communications / Dispatch	4.6	4.5	4.4	4.0	4.1
Management / Professionals	7.1	5.9	5.6	5.9	5.6
Clerical Support	5.7	5.6	5.5	5.7	5.6
Other Support	5.2	5.0	4.7	4.9	4.6

Future - higher recruitment levels needed

- **significant recruitment needed to maintain current officer strength at all levels**
  - last five years averaged 2,760, with peak of 3,560 in 2000
  - 3,250 new officers need to be recruited in 2006
    - **based on the assumption that upper ranks can only be promoted from junior ranks**
    - **no inflow from non-police sources**
- **any anticipated growth in total number of officers requires additional recruitment**
  - growth of 1% in officer strength requires additional 600 recruits per year

Recruits needed to maintain total officer strength

Year	Recruits
2005	2,760
2006	3,252
2007	3,533
2008	3,795
2009	4,057
2010	4,301
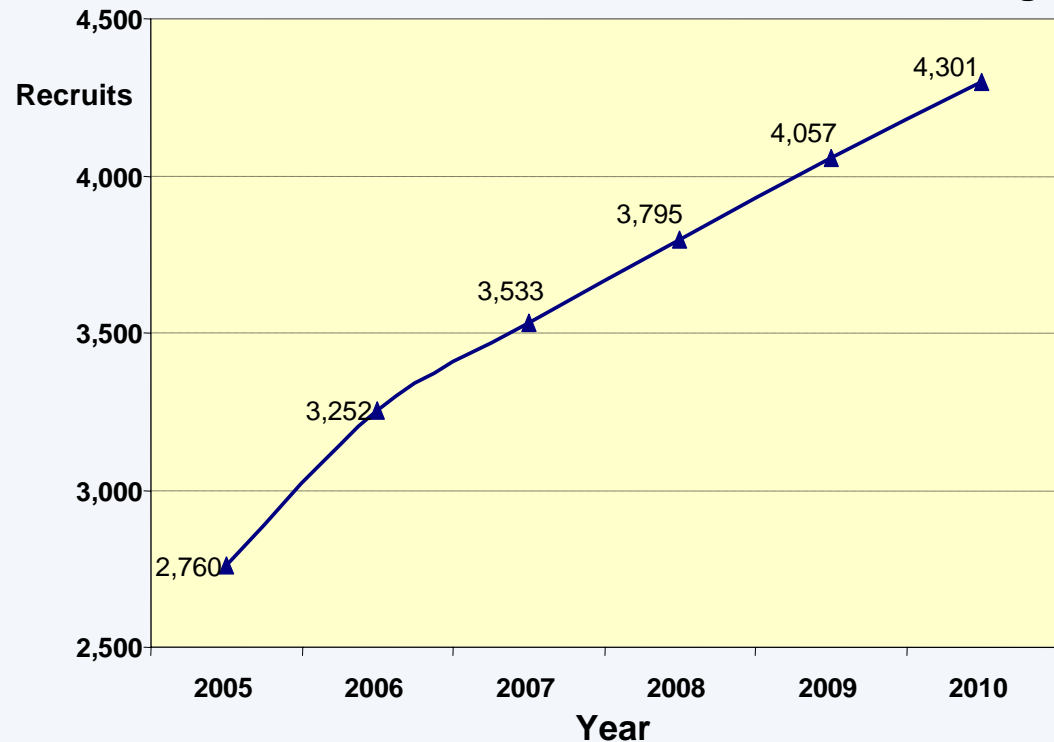
Future - civilian recruitment OK

- **in civilian occupation groups - rates sufficient to replenish attrition**
- **no significant increase in recruitment needed**
  - except clerical support
  - reflecting relatively low replacement rates for departing staff
  - may be a deliberate choice of police services
  - reflecting broader business trends of reduced support
  - computer usage reduced the need for secretarial support

Civilian employment projections if current trends continue
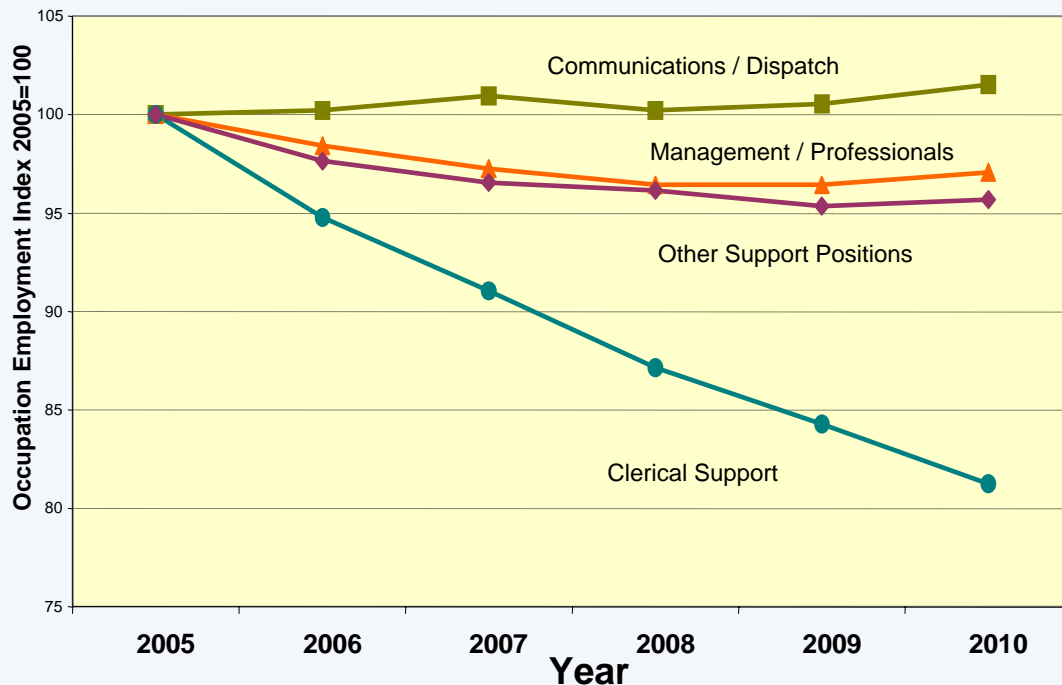
Source: Projections based on data and transition rates from : Sector Employee Database, 2005

Recruitment focus - immigration

- **Canada can expect declining birth and death rates, with continued strong immigration**
- **immigrant population is growing at twice the natural growth of the general population**
  - immigration policy seeks to offset anticipated labour shortages
  - concentration in major urban areas
- **cultural diversity is rising in large cities**
  - there are typically more than 100 languages as the mother tongue
- **refugee numbers entering Canada are growing**

IMPLICATIONS

- **police services need new strategies for recruitment of visible minority groups**
  - develop a more representative candidate pool
  - workforce that fully understands the diverse community
- **some ethnic groups do not see policing as an honourable profession**
  - reflects perceptions of authority in their country of origin
  - education of these groups on integrity of police work required
- **continue to train police officers in cultural diversity/sensitivity**
  - for effective policing
  - retention of recruits reflecting diversity of the community

A majority of interview respondents supported the view that Canada is growing more diverse in culture, ethnicity and lifestyle.

Police services need to increase recruitment from diverse groups to "live" the diversity of the communities they are serving.

"Police services and Government need to break down the fears that many immigrants have of police."

Recruitment focus - Aboriginals

- **unique nature of aboriginal situation drives a unique policing approach**
- **aboriginal communities involve issues that are different from those of other ethnic groups**
  - legacy of made-in-Canada history and policy
- **urban aboriginal population in cities is now nearly equal to those living on reserve**
  - aboriginal policing is not just an on-reserve issue
- **social issues critical**
  - birth rate among aboriginals is much higher than the rest of the population
    - **already forms a large part of youth cohort in Saskatchewan and Manitoba - 15-20% in both provinces**
- **aboriginal communities are more interested in self-policing, but need support**
- **aboriginal communities tend to have more difficult time retaining workforce**
  - benefits are not as lucrative as mainstream police
  - retirement package is not as good
  - officers tend to work independently
  - training is limited
  - very little career progression

IMPLICATIONS

- **need renewed recruitment of aboriginal peoples**
  - sense of policing as part of community, not authority imposed from outside
- **Law Enforcement Aboriginal and Diversity Network (LEAD) of Canadian Association of Chiefs of Police (CACP) is key partner**

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Recruitment focus - new intake strategies

- **traditional recruitment less successful in diverse society, skill shortages and shrinking labour pool**
- **recruits are now older/more educated - late 20s vs. early 20s**
  - older recruits more likely to be married with family - consequences for work-life balance
  - later retirement (60s) leads to higher health costs
  - higher educated - expect alternative careers, career progression
- **some police services are addressing complex issue of attracting, hiring and retaining the most qualified people**
  - creating policing service that reflects the external community
  - Ottawa Police Service has initiated the Outreach Recruitment Project

IMPLICATIONS
- **update recruitment strategies to reflect diversity**
- **redesign recruiting practices**
  - sensitivity to community cultures and lifestyles
  - to youth that have different expectations and experiences than previous generations
- **understand long term impacts**
  - older recruits result in older average age of police officers
    - **increasing health costs, risk of more sick days, increased disability, concern for safety of police officers**
    - **unless improved fitness and lifestyle can counteract**

Nearly all interviewees indicated that recruitment was one of the most significant HR issues facing policing

"Need to sell the reality of policing vs. the ideal of policing – not everyone can have a specialized role."

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Recruitment focus - new skills

- **policing today is about knowledge, wisdom, problem-solving and people skills**
  - these skills are more broadly applicable and more mobile than traditional officers
- **officers have higher education and more diverse previous experience at entry compared to previous generation**
  - new officers expect more rapid career progression
  - generation Y presents a retention challenge
    - **skills transferable to and sought after in other occupations/professions**

IMPLICATIONS
- **workplace practices need to change to meet the needs of four distinct generations**
  - veterans, baby-boomers, generation X, generation Y
  - each with varying needs, expectations and wants out of careers
- **pension and benefits structures are geared to keeping officers within the same service**
  - limiting mobility and possibly the attractiveness of a policing career

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Recruitment focus - budgets and model

- **recruitment training budgets under strain - higher attrition rates mean increased volumes**
- **police model - select first and then train extensively**
- **increasingly relying on pre-employment training through community colleges and universities**
  - education is expensive - no guarantee of employment
  - no assurance of fit with appropriate demographic mix
- **most provinces - Alberta next, possibly? - now support single location for cadet training**
- **other sectors increasingly recognize the value of foundational post-secondary learning and build their basic training on this foundation**

IMPLICATIONS

- **shift in recruit training models needed**
- **opportunity exists to define/design foundational pre-employment training - a national police foundations program**
  - ensure candidates have aptitudes and basic skill set for success in post-employment recruit training
  - perhaps in concert with other safety/security professions and private security
  - certain institutions could focus on more specific learning requirements
- **education prerequisites can make it more difficult to cultivate interest of hard-to-hire groups**

Recruitment focus - knowledge transfer

- **potential knowledge/experience gap as boomers retire**
- **critical knowledge gap will grow over next 15 years**
  - knowledge and experience "walking out the door"
  - 100% of senior ranks of the Ottawa Police retire in next 10 years
    - **of the sworn officers taking their places, 2/3 have less than five years experience**
- **performance under rapid change and uncertainty requires workers armed with knowledge**
  - beyond the explicit information in manuals and databases
  - greater proportion of officers on the street have limited experience

IMPLICATIONS

- **invest in tools to transfer knowledge - practical wisdom - from the retiring workforce to more junior officers**
- **rapid increase in training required to support new officers**
- **leverage Canadian Police Knowledge Network (CPKN) to assist in the development of e-Learning**

Respondents noted that as the baby boomers retire, a lot of experience and knowledge will also leave.

The need to train the younger workforce will become much more crucial to police services.

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Conclusion - recruitment practices need collaboration

- **2000 study recommended collaborative action**
  - a sector-wide strategy to attract public police, support personnel, specialist skills
    - **requirements for diversity**
    - **offering variety of employment arrangements full/part-time, temporary, or fee for service contracts**
  - measures to increase recruit mobility and recognition of training
    - **remove barriers to entering policing – financing of initial training**
    - **equivalency of qualifications across various jurisdictions**
    - **national standards for physical and other entry requirements**
  - a national advertising strategy to highlight the positive aspects of policing
    - **need to avoid services competing with each other**
- **PSC can facilitate response - 2006/07 will address recommendations**
- **PSC plans further research into recruitment and retention challenges in terms of**
  - attraction - harmonize activities to create awareness in target markets - create "pull"
  - selection - review assessment process - very time and labour intensive
    - **opportunity costs in the loss of potential recruits**
  - hiring/training/retention - review process to prepare new recruits
- **PSC can foster improvement by exploring options and best practices**
  - onus is on the services to turn ideas into action

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Section 4: KEY CHALLENGES IN HR & IT

High quality, effective talent in policing will not just happen

It has to be planned and managed

This section reinforces the 2000 study view that better HR is essential and highlights current status from the two surveys
- *HR practices*
- *technology*

View 2000	View 2005	Outlook 2010

• **human resource planning capacity was limited**
• **2000 study provided insight on HR issues associated with the strategic and operational demands**
	• **HR planning capacity has increased somewhat**
	• **several major services have capacity to forecast workforce trends**
	  - but do so independently
	• **HR planning not yet fully integrated with operational planning**
	  - on the agendas of police leaders
		• **could go either way up or down**
		• **with active collaboration through the PSC, police HR planning could reflect the essence of intelligent policing**
		• **or HR planning could continue to be constrained in scope to local, service-specific information**

• **HR management practices generally well established in all but the smallest police services**
• **standard practices not keeping pace with requirements**
• **challenges included pressures**
  - on compensation
  - management of overtime
  - managing absenteeism in a shift-based work environment
  - performance management, and labour relations
	• **police HR practices suffer from their own maturity**
	  - deeply embedded and familiar
	• **innovation is scarcer - some pockets evident**
	• **services have to move from the tried and true approaches**
	  - will have to test and learn new ones and adopt best practices and tools
		• **could go either way**
		• **innovation may be generated and shared across a collaborative network of HR practitioners and leaders**
		• **best practices in talent/workforce management could be in place**
		  - or deeply embedded routines around recruitment, workforce development/ management may continue

• **noted emerging use of technology in training** • **barriers to the widespread adoption of e-learning evident**	• **increasing awareness and application of technology in training** • **infrastructure still poses barrier to widespread use** • **real difference - the degree to which individuals actively seek out learning on the web**	• **increasing application of web technology across the range of talent management** • **learning more embedded in work, supporting/enhancing performance**

HR - then and now

- **standards of "good HR practices" have changed since 2000 across all sectors**
- **in 2000, most sectors were still in the "dot-com" bubble of a very vibrant economy**
  - recruitment was hot and people were jumping from job to job
- **highly pressured situation relaxed and fell off abruptly with 9/11 and the economic fall out**
  - since then, employers more cautious in hiring
  - people more cautious in leaving
  - pressures of an aging workforce continue to build
- **value placed on diversity in recruitment has grown substantially**
  - employers recognize that access to the best talent means a diverse workforce
- **more attention is given to the quality of the employment experience**
  - engagement of the workforce - motivated and capable of delivering high performance
- **HR improves as HR planners work in closer collaboration with their business colleagues**
  - tools for better workforce management emerge
- **various web-based tools improve HR information quality and accessibility**
  - leading organizations implement HR dashboards to track performance on key HR metrics
- **HR and HR development activities have moved to the web**
  - basic e-learning
  - knowledge workers collaborate
    - **exchanging ideas and information with peers in far flung locations**
    - **building strong communities of practice**

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Little progress made on 2000 study recommendations

- **still no strategic sector-wide approach to HR issues**
  - some progress by individual services on recommendations - no consistent collaboration
- **inefficiencies and duplication of effort**
  - wide array of approaches, strategies, processes and systems in all areas of HR
- **Spring (2005) PSC survey highlighted situation**
  - confusion around concept/practices of competency-based management
    - **especially among services with less than 300 employees**
    - **all very large services (1000+) are developing competency profiles**
  - most very large services (1000+) have a written HR strategy and plan - using planning tools
    - **very few smaller services develop written HR strategies and plans**
  - most services with 300+ employees forecast workforce requirements accurately
  - over 80% of services said that they are currently attracting sufficient applicants
    - **not necessarily satisfied with quality**
  - over 75% of services provide management training for first time supervisors
  - over 70% of services report increasing training expenditures
- **limited research and knowledge sharing - smaller services are not learning from larger services' advances**
  - not adopting best practices on difficult challenges in recruiting and managing resources
- **innovation for an effective talent pipeline still lags other sectors**
  - youth finding attractive job opportunities elsewhere
  - progress has been slow in developing a more diverse talent pool
- **lack of integrated approach is the impediment to effective HR planning and management**

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HR survey - methodology

- **survey respondents were asked to rate**
    1. their current practice
    2. relative importance of various HR practices
- **rated the following practices**
    - organizational development
    - human resources planning and information management
    - human resources policy
    - staffing
    - performance measurement and management
    - learning, development & education

NOTE - survey questions in Appendix 2
- **practices rated high in importance and low in current practice are areas of opportunity**
- **generally the differences rated across the HR categories are not large enough to be considered absolutely certain**

- **generally - largest services rate both importance and performance comparatively high**
- **both indicators drop with the service size**
  - exception is the very smallest services that tended to show somewhat higher ratings on both importance and performance
- **overall, services are working to address critical HR issue and keep pace with trends**
  - lagging to the degree that they are meeting their own expectations
    - **particularly in key areas of diversity and next generation of police talent**
- **top three issues reported are**
  - recruitment
  - keeping employees trained
  - keeping employees motivated and productive
- **relatively low satisfaction ratings in**
  - recruiting for diversity
  - performance measurement and management
  - learning and development
  - HR planning and information management
- **all but the smaller services indicated they provide all mandated training**
- **heavy emphasis on police colleges as providers of training**
  - also a heavy reliance on in-house developed solutions
- **e-learning provided by only 34% of all services**
- **leadership development programs in-place for only 34% of all services**

- **same challenges shared by other major employers, across North America and Europe**
  - Society for Human Resource Management (SHRM) identified aging of the workforce as the single most important HR trend
  - coupled with immigration and the diversity of the workforce
- **success in attracting a diverse workforce rivals issues of effective engagement and development**
- **SHRM found the immediate manager/supervisor is vital in effective workforce engagement**
  - immediate supervisors are the most important influencers
  - effectiveness of these immediate supervisors requires more skill and effort than in the past
  - key to longer term leadership development
- **results can be taken as areas of future priority for the PSC**
  - opportunity to leverage good practices and tools - shared across services

- **nearly 1,100 HR Full Time Equivalent employees were reported**
  – 80% of HR professionals work for very large services
- **in smaller services nearly five times as many HR FTEs per 100 officers**
  – typically one-person or part time operations
  – limited opportunity for specialization in the areas of HR practice
- **HR practitioners will benefit from the support of a collective approach**
  – especially in more specialized areas of HR - performance management or competency development
- **HR personnel also serve civilian employees**
  – the ratios would average approximately 75% of the proportion per 100 officers

HR FTE Support Per 100 Officers

Size Class	HR FTEs	Officers	HR FTE per 100 Officers
Very Large	847.0	39,466	2.1
Large	45.0	2,347	1.9
Medium	33.8	1,666	2.0
Small	119.5	1,237	9.7
Very Small	30.0	305	9.8
Total	**1,075.3**	**45,021**	**2.4**

- **organizational culture that values diversity and respect is very important**
  - relatively satisfied with their current state
  - biggest gaps - having an Adaptable Organization, and HR Research & Advice

Organizational Design and Development
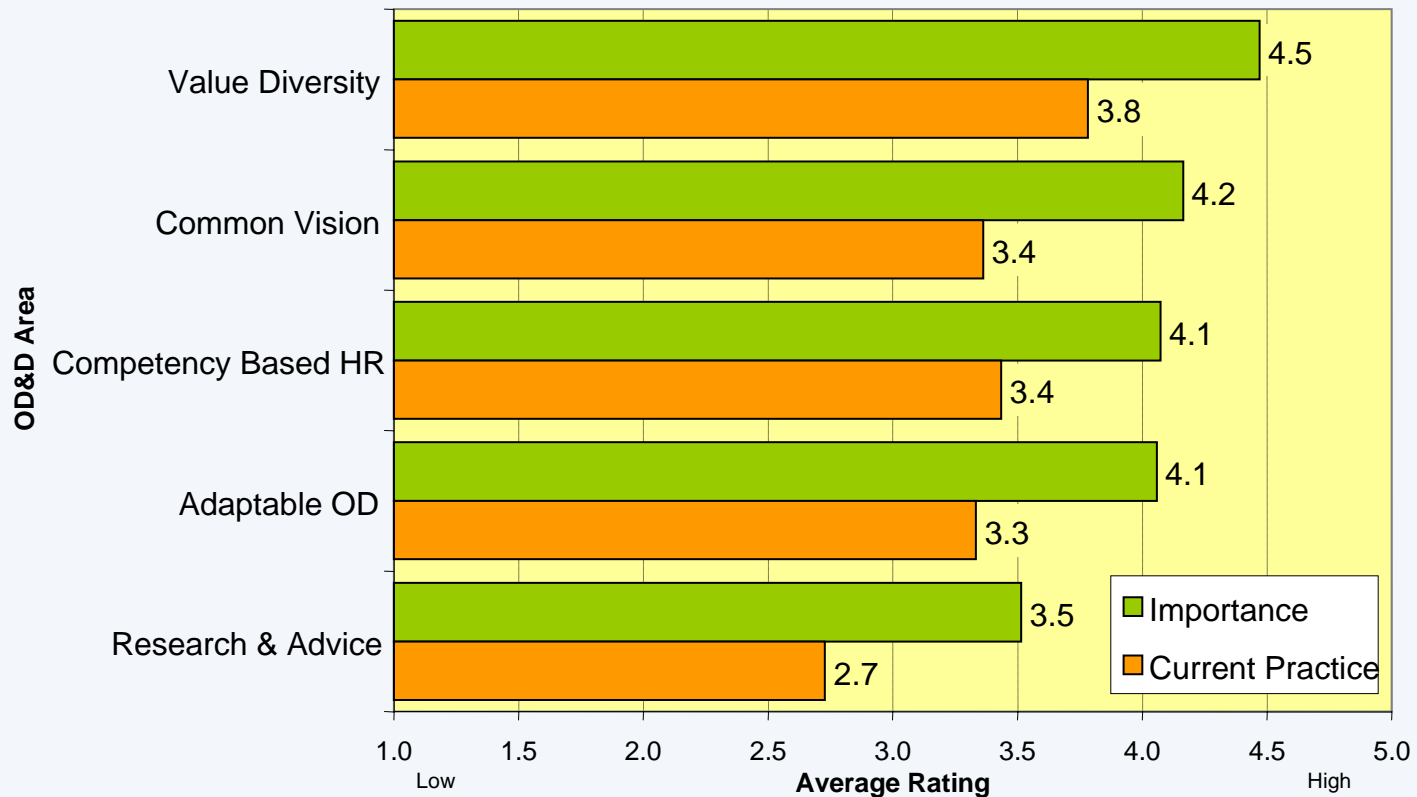
Source: Sector Employee Database, 2005. (71 Responses).

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- **HR planning and Information management rate consistently high in importance**
  - large satisfaction gaps with current practices
  - biggest gap is on plans to deal with the aging workforce

Planning and Information Management

Source: Sector Employee Database, 2005. (71 Responses).

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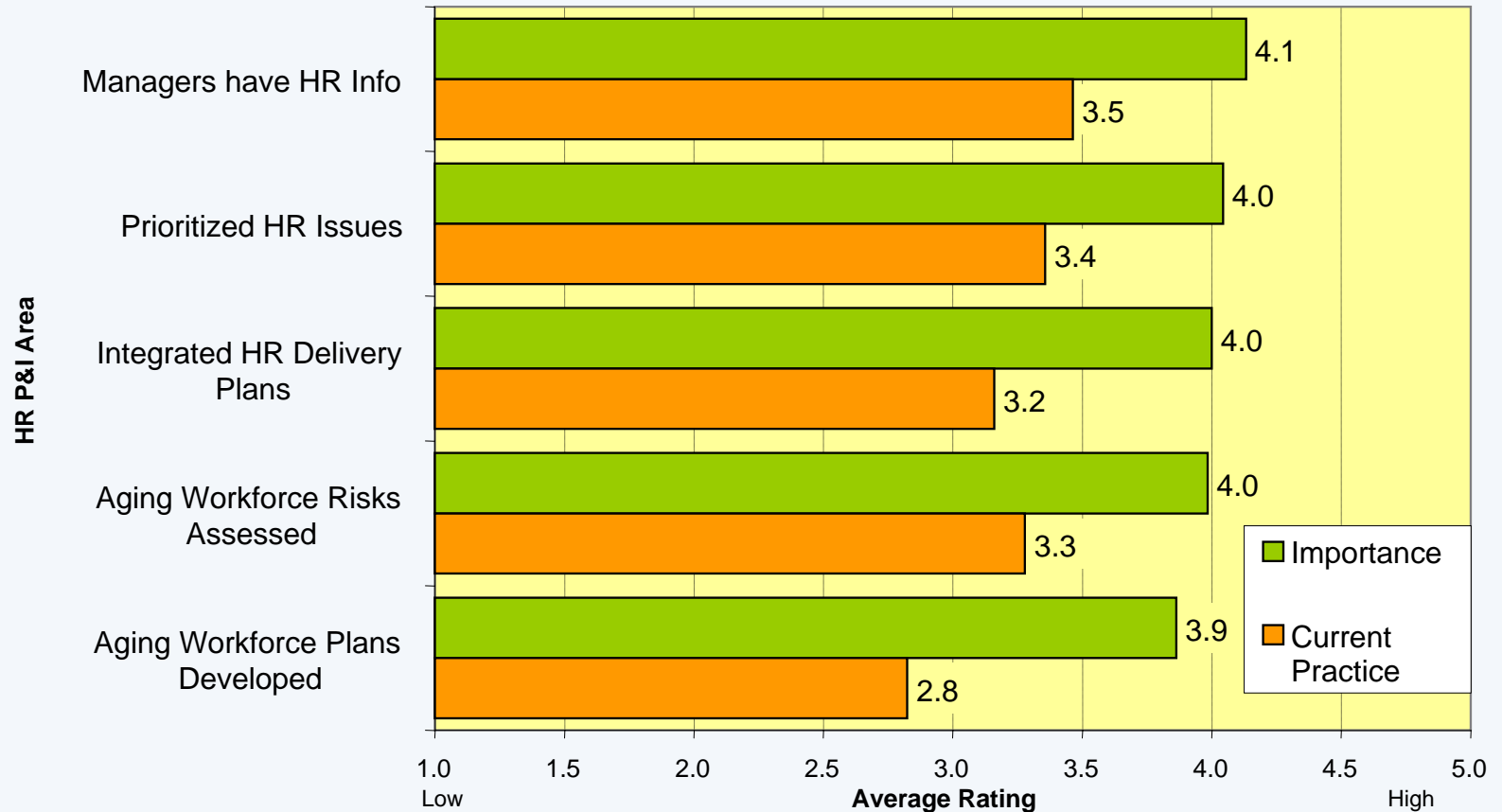
HR Survey results - HR policy

- **HR policy factors rate high in importance**
  - satisfaction gap is generally smaller than for HR planning
  - services are fairly satisfied that their policies are relevant and reflect values
  - largest gaps - making HR policy advice available to managers and communicating policies

Human Resources Policy
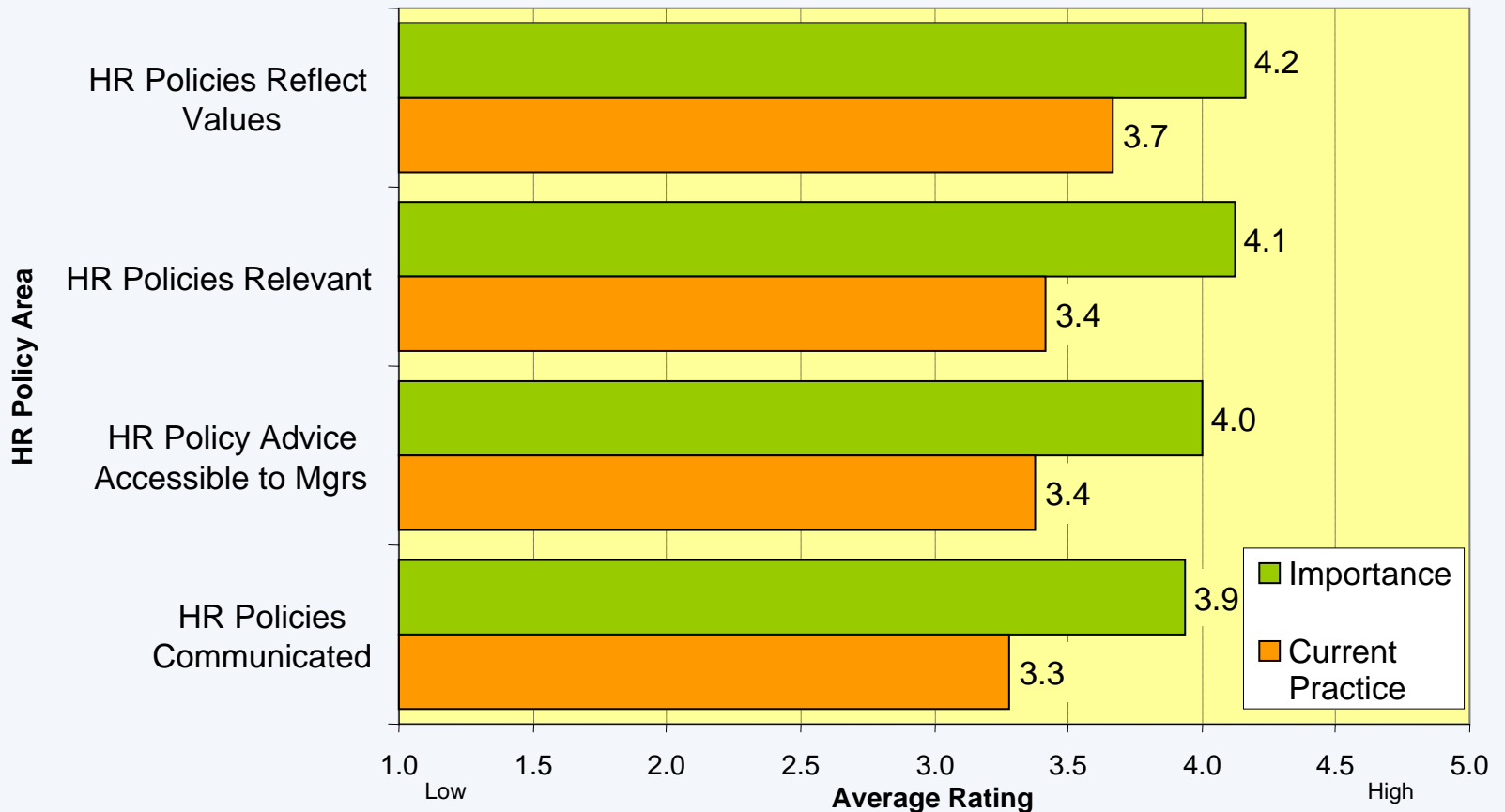
Source: Sector Employee Database, 2005. (71 Responses)

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- **staffing factors rate high in importance**
  - recruitment efficiency and selection quality very high
  - biggest satisfaction gap - efficiency and effectiveness of deployment practices
  - also defining staffing requirements and timely and efficient recruitment

Staffing Processes and Practices
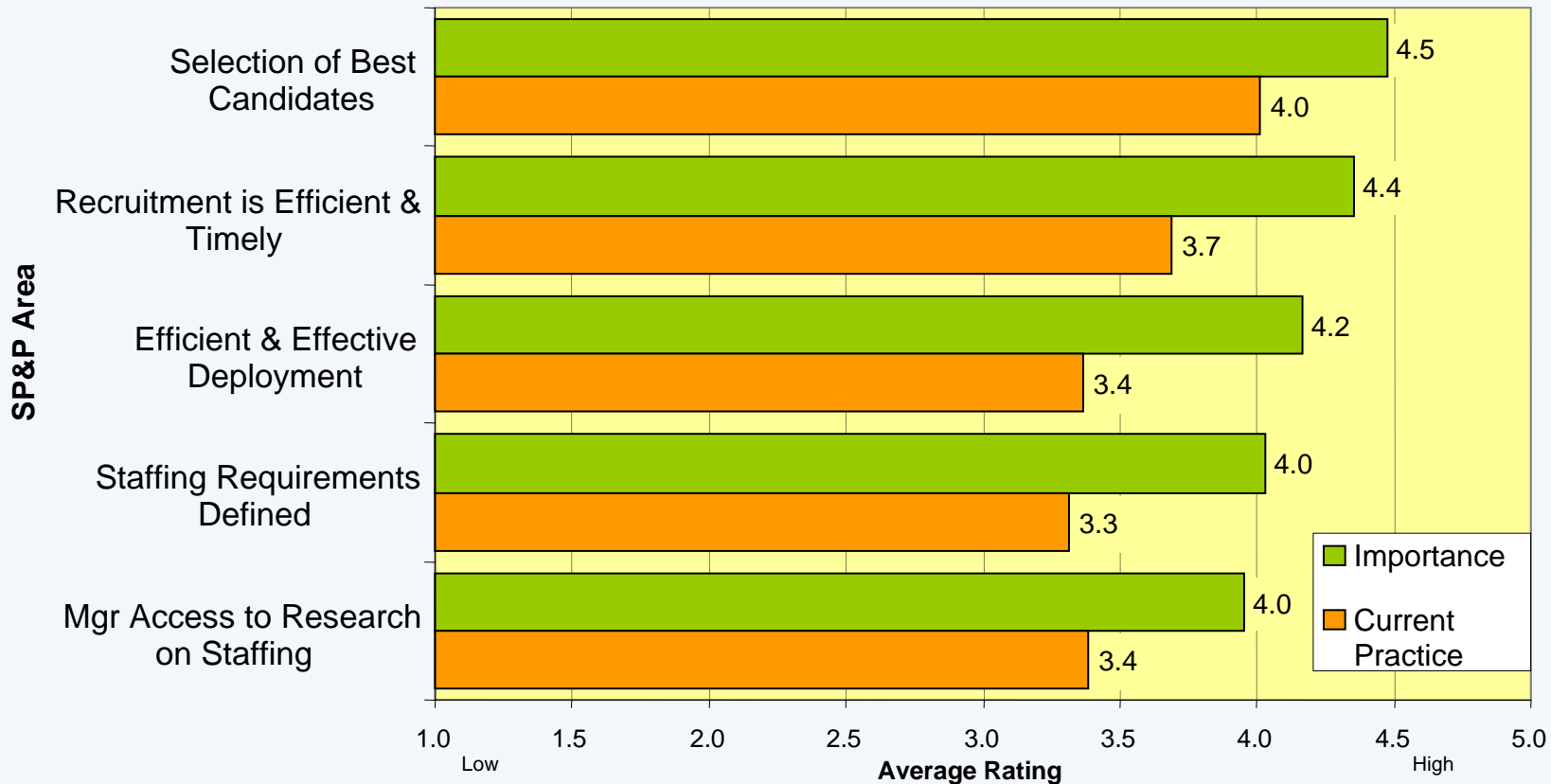
SP&P Area

SP&P Area	Importance	Current Practice
Selection of Best Candidates	4.5	4.0
Recruitment is Efficient & Timely	4.4	3.7
Efficient & Effective Deployment	4.2	3.4
Staffing Requirements Defined	4.0	3.3
Mgr Access to Research on Staffing	4.0	3.4

Average Rating (1.0 Low — 5.0 High)

Legend: ■ Importance ■ Current Practice

Source: Sector Employee Database, 2005. (71 Responses).

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- **staffing factors …**
  - quality of hiring rates most important
  - greatest satisfaction was reported with general quality of hiring
  - satisfaction levels lower on track record of hiring women, visible minorities and aboriginals

Staffing: Recruitment Outcomes
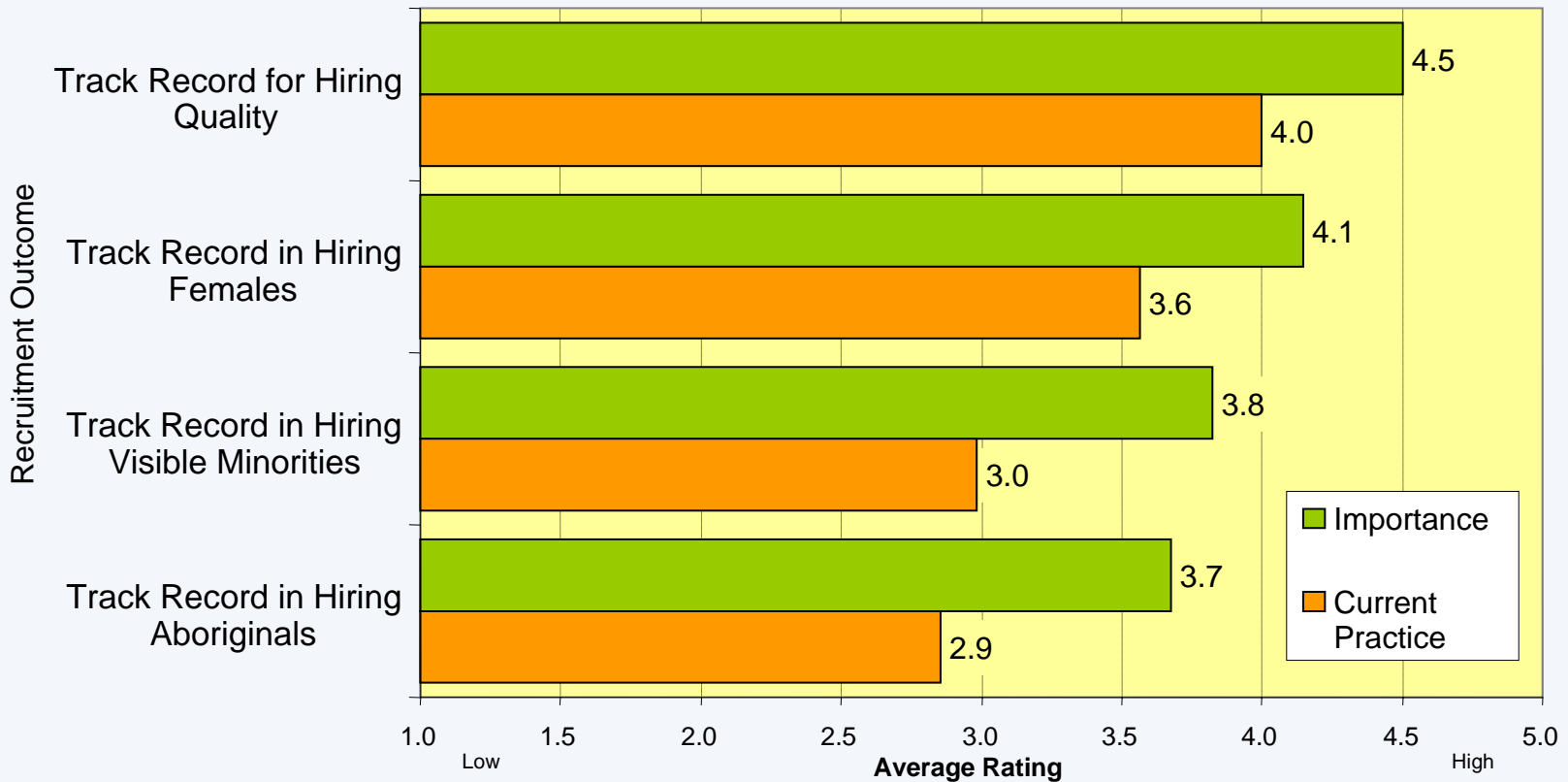
Source: Sector Employee Database, 2005. (71 Responses).

- **staffing factors …**
  - larger services place higher importance on recruitment quality
  - larger services tend to be more satisfied
  - medium and small services less importance on recruitment quality - also less satisfied
  - very small services contrast with higher importance and somewhat higher satisfaction

Recruitment Quality by Service Size
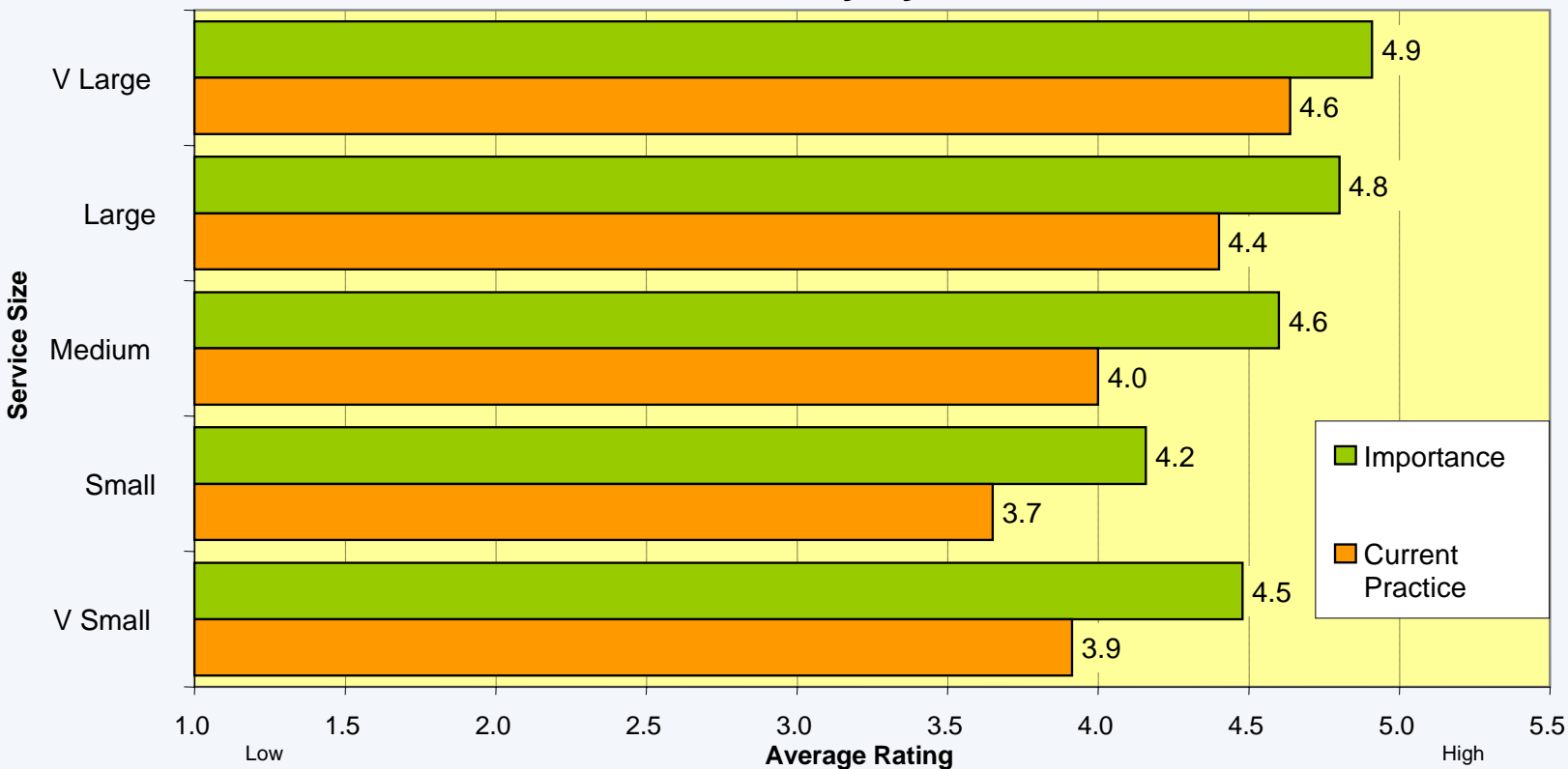
Source: Sector Employee Database, 2005. (71 Responses)

- **staffing factors …**
  - larger services place a higher importance on recruiting women
    - **the very large services reported high satisfaction**
  - biggest satisfaction gap is with the large services
  - small services show a very small satisfaction gap
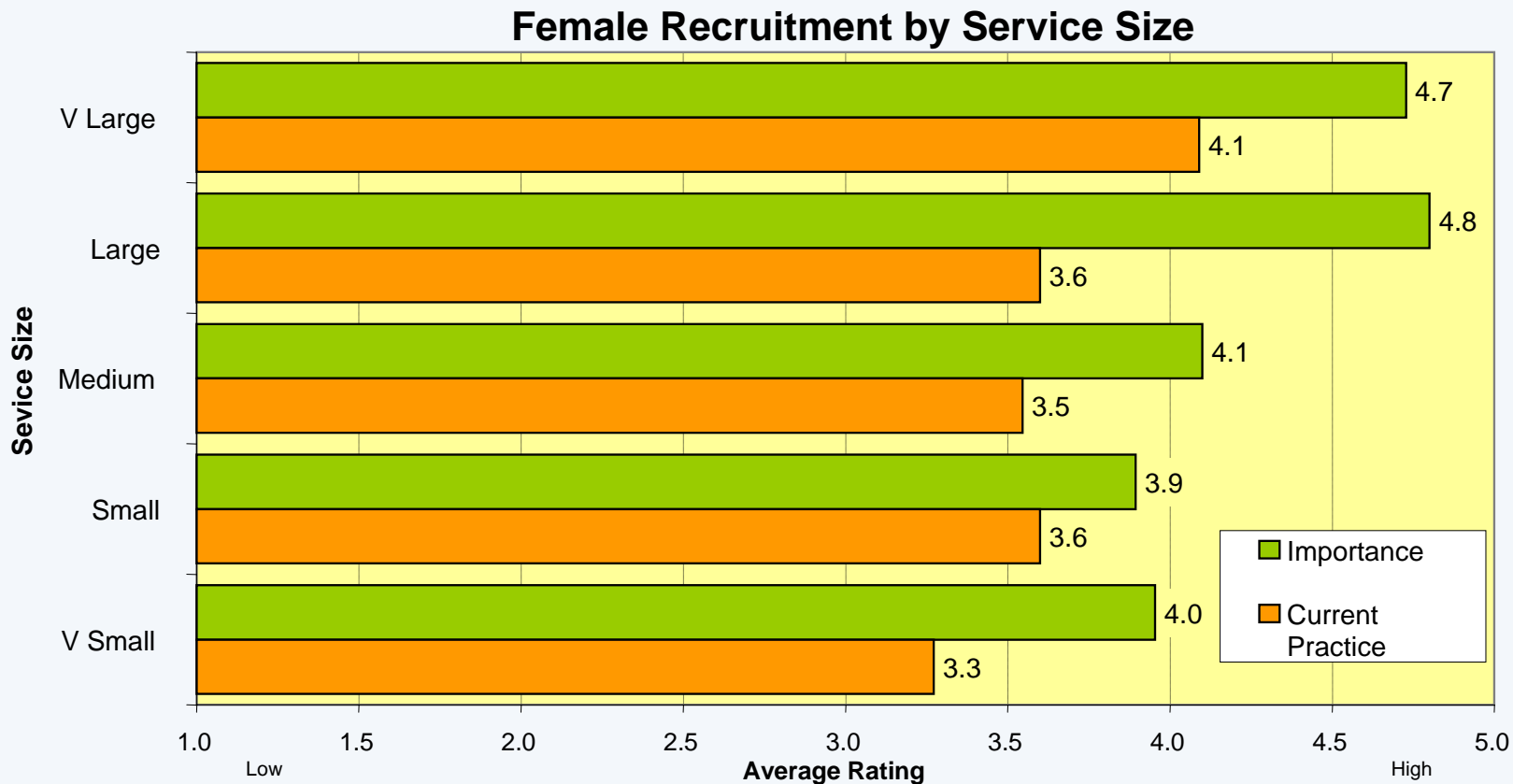
Female Recruitment by Service Size

Source: Sector Employee Database, 2005. (71 Responses)

- **staffing factors …**
  - larger services place higher importance on recruiting visible minorities
    - **only the very large services reported fairly high satisfaction**
  - biggest satisfaction gap is with the large and medium services
  - small and very small services report modest satisfaction gap - because this factor is of lesser importance, not because they consider they are very strong
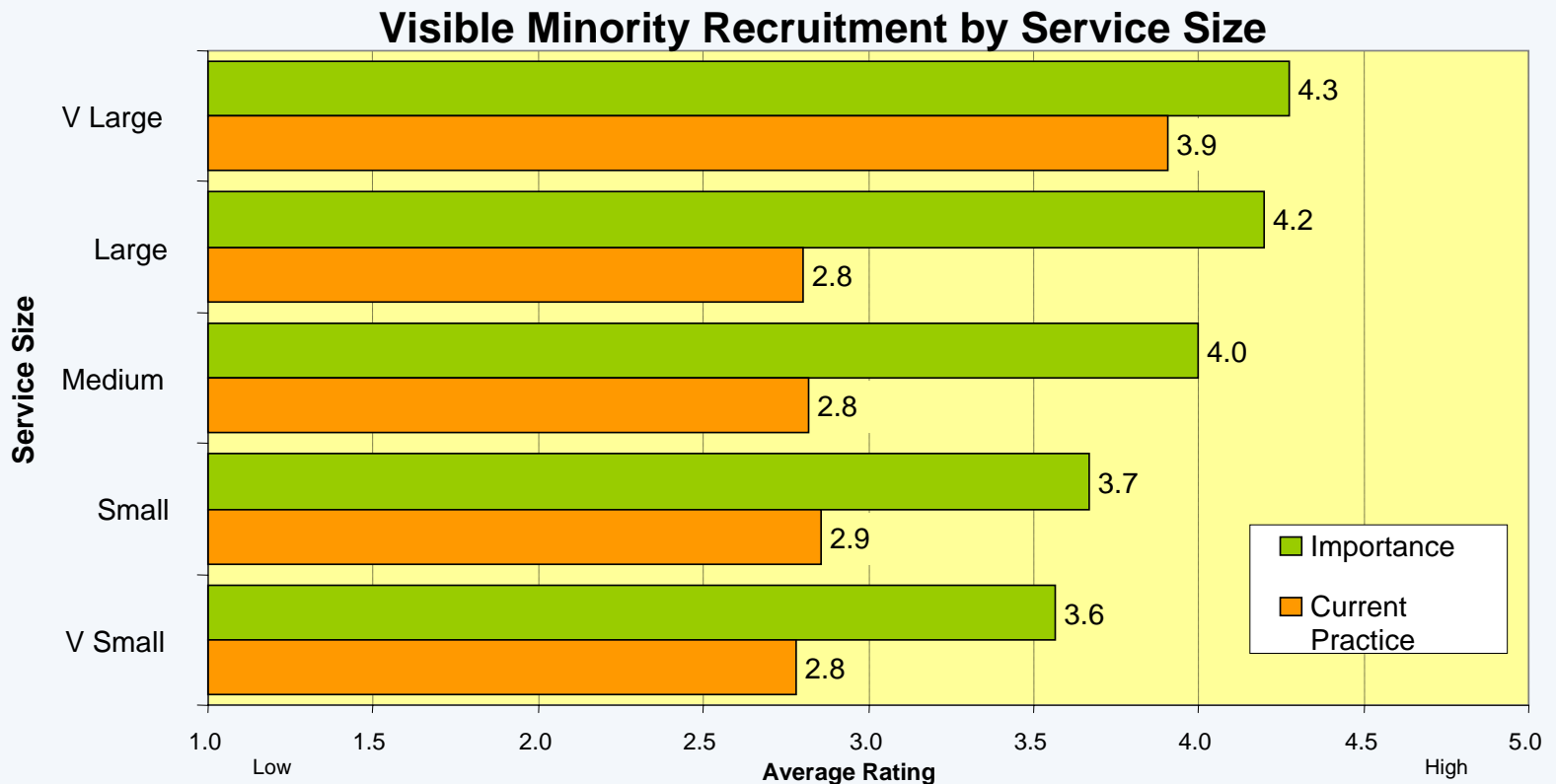
Visible Minority Recruitment by Service Size

Service Size	Importance	Current Practice
V Large	4.3	3.9
Large	4.2	2.8
Medium	4.0	2.8
Small	3.7	2.9
V Small	3.6	2.8

Average Rating — Low (1.0) ... High (5.0)

Source: Sector Employee Database, 2005. (71 Responses)

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- **staffing factors ...**
  - larger services place a higher importance on recruiting aboriginals
    - **reported relatively low satisfaction**
  - small and very small services report smaller satisfaction gap - lesser importance, not because they are very strong

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Aboriginal Recruitment by Service Size

Service Size	Importance	Current Practice
V Large	4.3	3.5
Large	4.8	3.0
Medium	4.0	3.2
Small	3.6	2.7
V Small	3.1	2.5

Average Rating — Low (1.0) ... High (5.0)
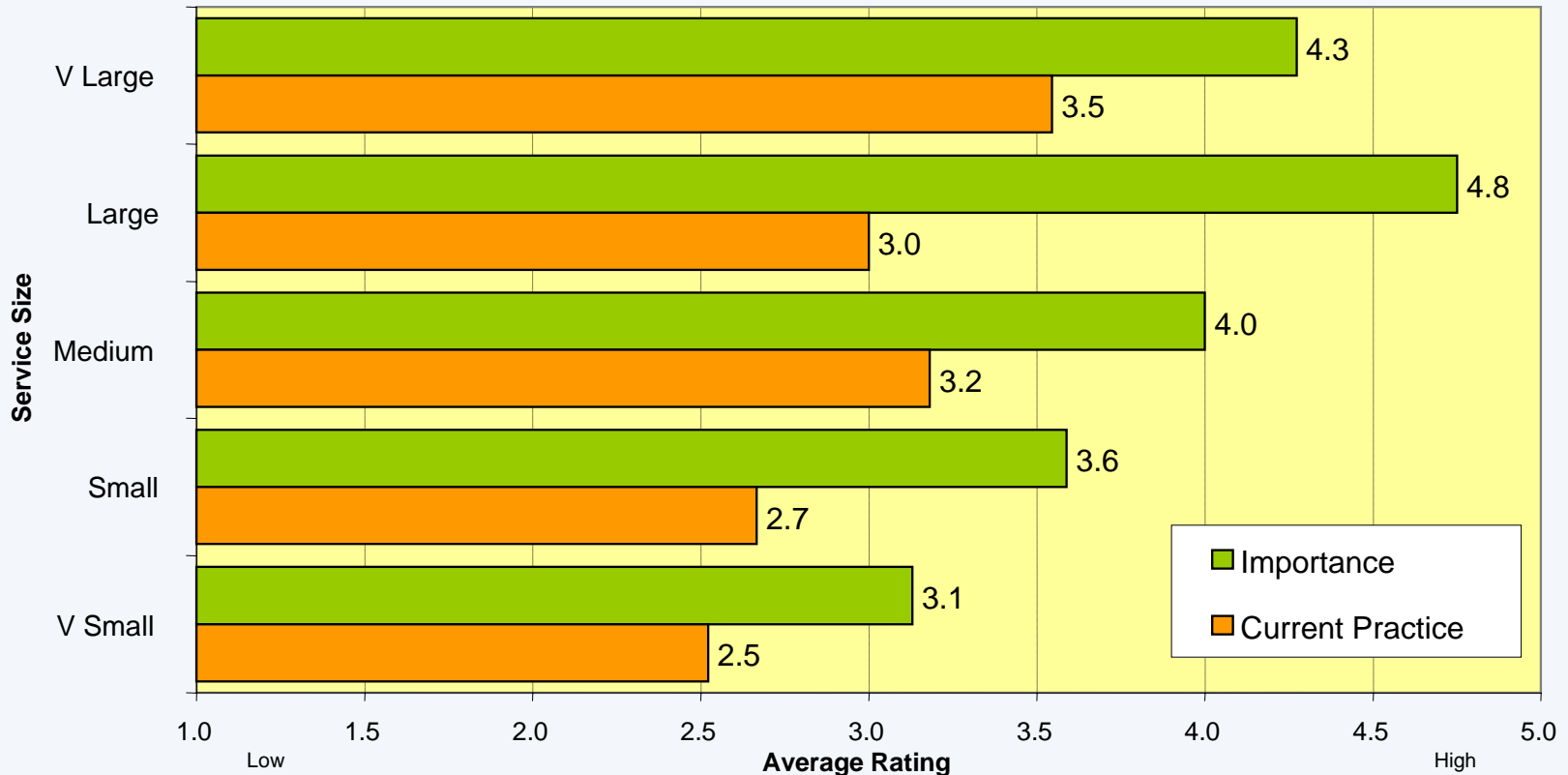
Source: Sector Employee Database, 2005. (71 Responses)

- **performance measurement factors rated as fairly high importance**
  - relatively large satisfaction gap on all

Performance Measurement and Management
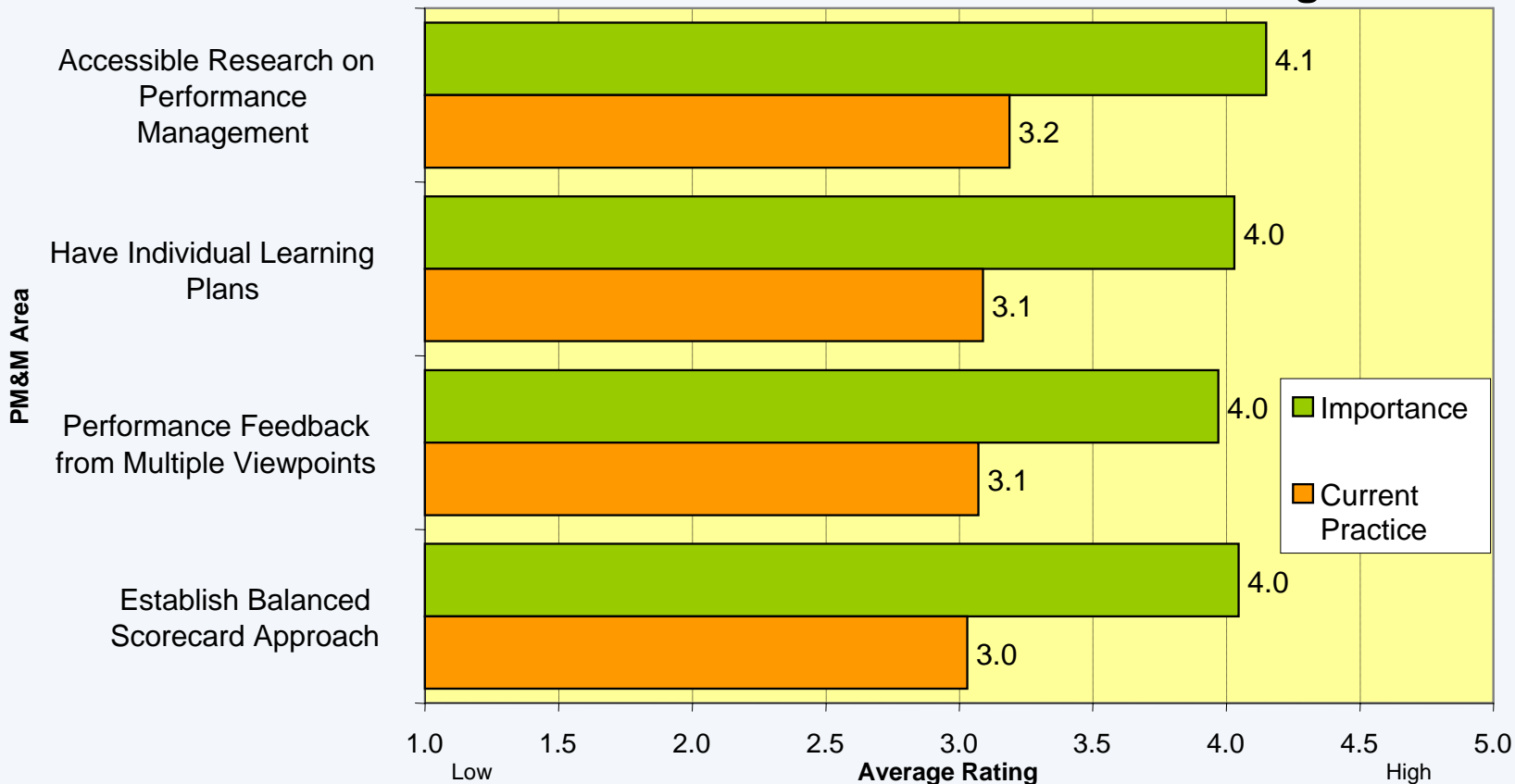
Source: Sector Employee Database, 2005. (71 Responses)

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- **leadership development was rated highest importance among the learning factors**
  - also shows the greatest satisfaction gap
- **accessible learning was rated fairly high - satisfaction with current practice high**

Learning, Development and Education

LD&E Area

- Have a Leadership Development Program: Importance 4.2, Current Practice 3.1
- Learning & Development Info Accessible to Staff: Importance 4.1, Current Practice 3.5
- Support National Competency based Approach to LD&E: Importance 3.9, Current Practice 3.2

Legend: Importance, Current Practice

X-axis: **Average Rating** (1.0 Low — 5.0 High)

Source: Sector Employee Database, 2005. (71 Responses)

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HR Survey results - mandated training
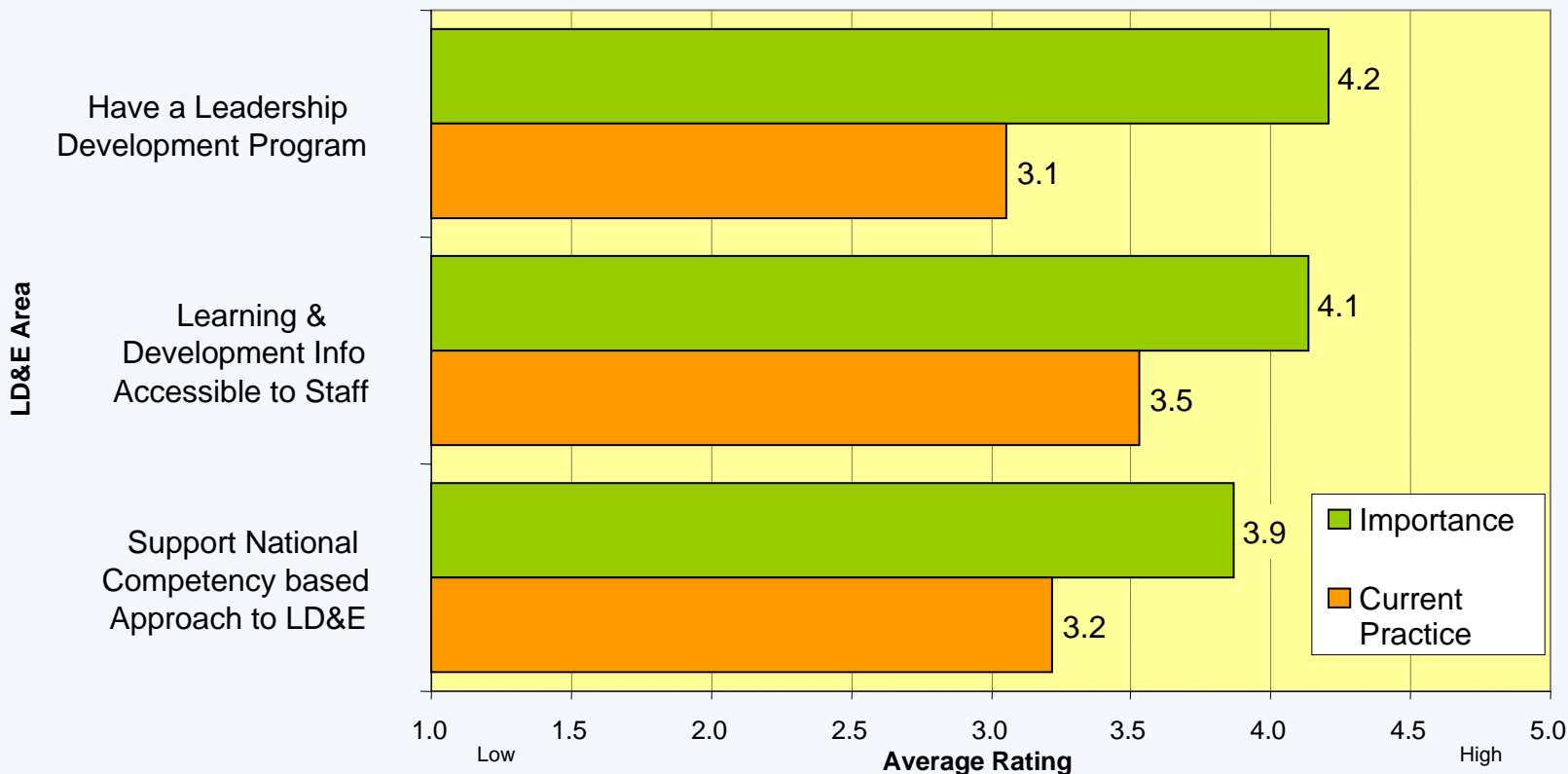
- **re ability to deliver all training mandated by legislation**
  - seven (10%) indicated that they were unable to deliver mandated training
    - **all medium size or smaller**
  - 14 (20%) including two very large services, indicated reasons
    - **not enough staff to cover for trainees - 20%**
    - **required courses not available -14%**
    - **training cut due to budget restraint - 7%**

Reported Inability to Deliver Mandated Training
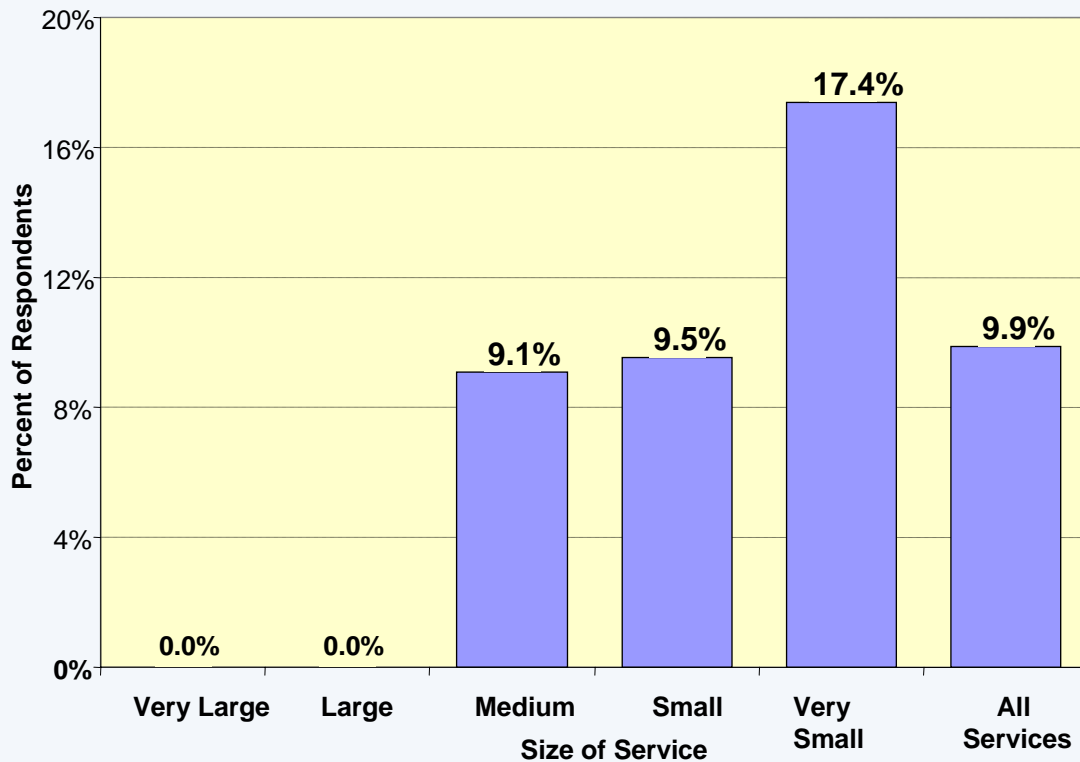
Percent of Respondents (y-axis, 0% to 20%)

- Very Large: 0.0%
- Large: 0.0%
- Medium: 9.1%
- Small: 9.5%
- Very Small: 17.4%
- All Services: 9.9%

Size of Service

Source: Sector Employee Database, 2005. (71 Responses)

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- **79% of services indicated formal training plans in-place**
  - up from 66% in the 2000 HR study on policing
- **98% of officers are in services that had formal training plans**
  - up from 90% in 2000
- **44% indicated a formal training plan for civilians**
  - 41% of services reporting such plans in 2000
  - 7 of 11 very large services had no formal training plan
- **only 60% of civilian employees worked in services that had a formal training plan**
- **all large and very large services support executive development**

Officer Training Plans

Percent of Respondents

Size of Service	Percent
Very Large	100%
Large	100%
Medium	73%
Small	81%
Very Small	65%
All Respondents	79%
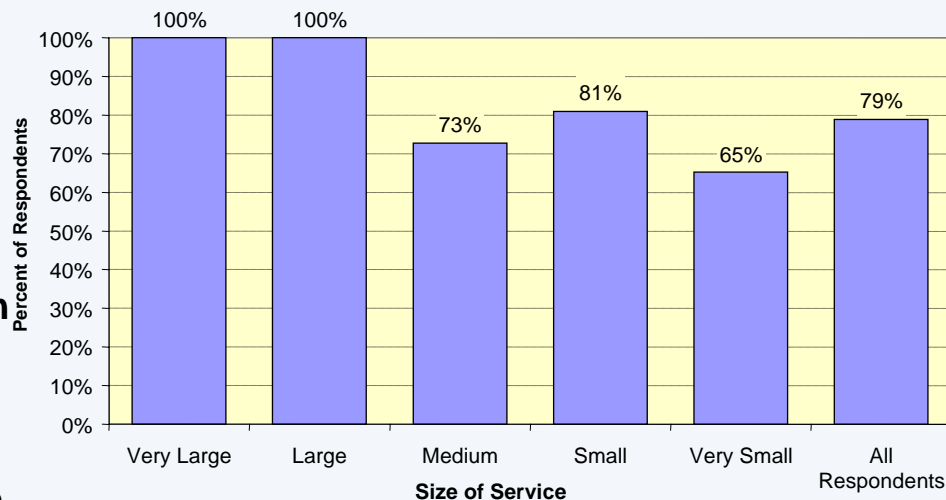
Civilian Training Plans
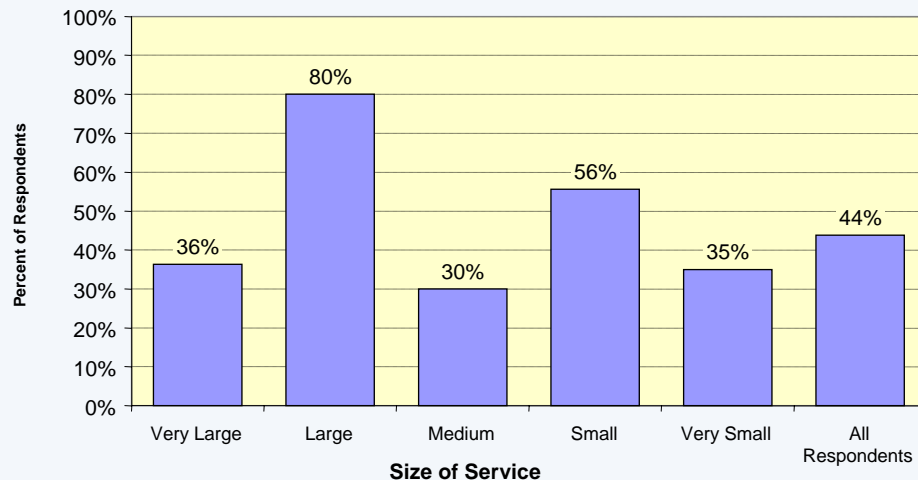
Percent of Respondents

Size of Service	Percent
Very Large	36%
Large	80%
Medium	30%
Small	56%
Very Small	35%
All Respondents	44%

Source: Sector Employee Database, 2005. (71 Responses)

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- **top four training methods used by services are**
  – tried and true
  – resource intensive
- **half offer computer based training**
  – concentrated among the larger services
- **computer based training relatively low cost way for smaller services to augment training**

Training Methods in Police Services

Training Method

Bar chart "Training Methods in Police Services" — Percent (0 to 100)

Training Method	% of Officers	% of Services
In House	100	83
Police Academy or College Training	99	97
Train the Trainer	99	79
Mentoring and Field Training	97	72
College or University Training	94	61
Computer Based Training	92	51
Understudy & Secondment	81	35
Roll Call Training	80	42
Distance Learning	74	45

□ % of Officers
□ % of Services

Percent
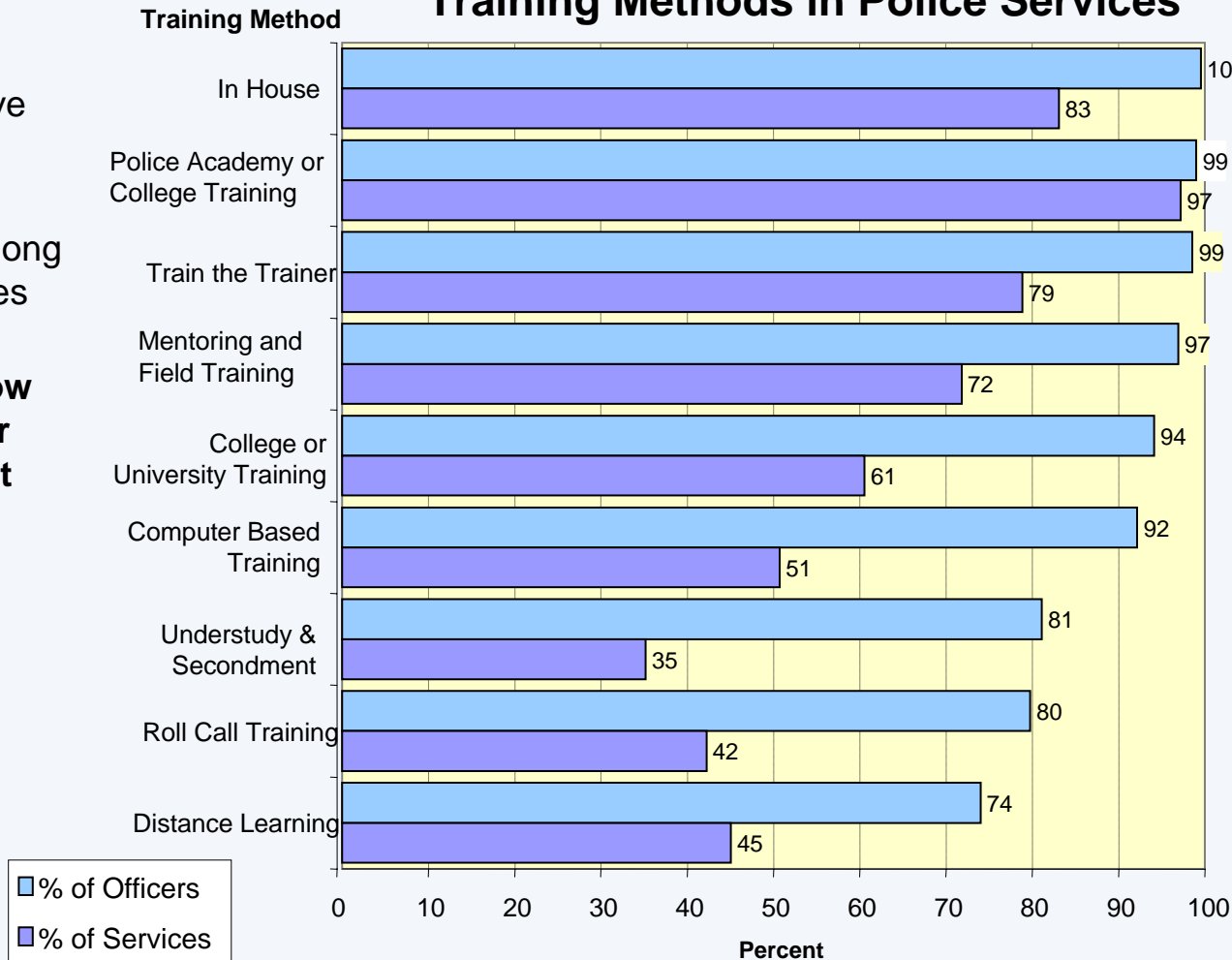
Source: Sector Employee Database, 2005. (71 Responses)

- **Society of Human Resource Management identified**
  - the growing use of technology to communicate with employees
    - **web technologies, including instant messaging changes**
      - how employers communicate with their workforces
      - how employees communicate with each other
    - **initial advantage is improved access to information about compensation and benefits, particularly for 24/7 workforces**
    - **advantages cited with improved collaboration - dispersed teams**
  - development and use of e-learning
    - **use of computer-based technologies to deliver learning**
    - **has become an important element in staff development strategies**
    - **the primary advantage cited - cost effectiveness**
    - **e-learning offerings are growing in sophistication – with the use of simulation tools**
    - **employers are blending e-learning with other modes of delivery**
  - perpetual up-skilling of the workforce - knowledge quickly becoming outdated
    - **knowledge turnover accelerates - growing risk that existing skills lag**
    - **knowledge currency sustained through continuous learning - not periodic bursts of education**
- **SHRM identified most common actions**
  - increasing specialized training (75%)
  - greater investment in e-learning (65%)

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- **survey asked what proportion of the officers and civilians have access to IT infrastructure**
  - requirements for online learning software - internet browsers Windows 98 and 350MHz processor
- **no significant difference between officer and civilian access to adequate infrastructure**
  - 10% of computers are running Windows 95 - limits access to certain e-learning programs
- **processor speed**
  - 29% of officers only have access to computers that are nearly obsolete
    - **may limit access to certain e-learning programs (processor speed <350Mhz)**
- **multimedia e-Learning**
  - only 32% have access to headphones, 18% to a microphone for live communication
- **over 86% of services have broadband Internet access**
  - only 45% of officers have access
  - this service is not necessarily available in all locations - geographically dispersed services
  - estimated 91% of senior officers have access to Intranet resources
- **1/3 of computers may need to be replaced**
  - more computers will need connection to the internet - may cause some security concerns
  - services may not be willing/able to provide internet access
  - may need to establish internal Intranet-based servers
  - secure server technology and virtual private networks overcome most security concerns
    - **other costs - many multimedia e-learning courses require headphones ($20) and a microphone (headset $30)**

IT Survey results - e-learning technical readiness

- **e-learning is largely self-paced learning**
  - delivered via computer, using software installed on individual computers or CD ROMs, or via a local or web-base server
- **the sector appears to be embracing e-learning to meet training needs - lessening complete reliance on classroom delivery**
  - over 86% of officers have access to some form of e-learning
- **25% of services - including some of the larger services - have secured server capacity for e-learning servers**
  - gap in service for the remaining 75%
- **75% of services provide e-learning in some form**
- **79% of services have a course tracking system**
- **75% of services do not have their own servers for hosting e-learning courses**
- **25% host courses themselves**
  - 50-60% of officers have access to e-Learning - large untapped learner-base

IMPLICATIONS

- **PSC and its partners (CPKN) are well positioned to provide a value added service**
  - development and redistribution of an e-Learning course library
- **opportunity for a shared centralized repository of e-Learning at lower overall cost**
- **a significant, long-term, cost-effective infrastructure investment may be required**
  - update existing computers to run online or CD ROM based learning content

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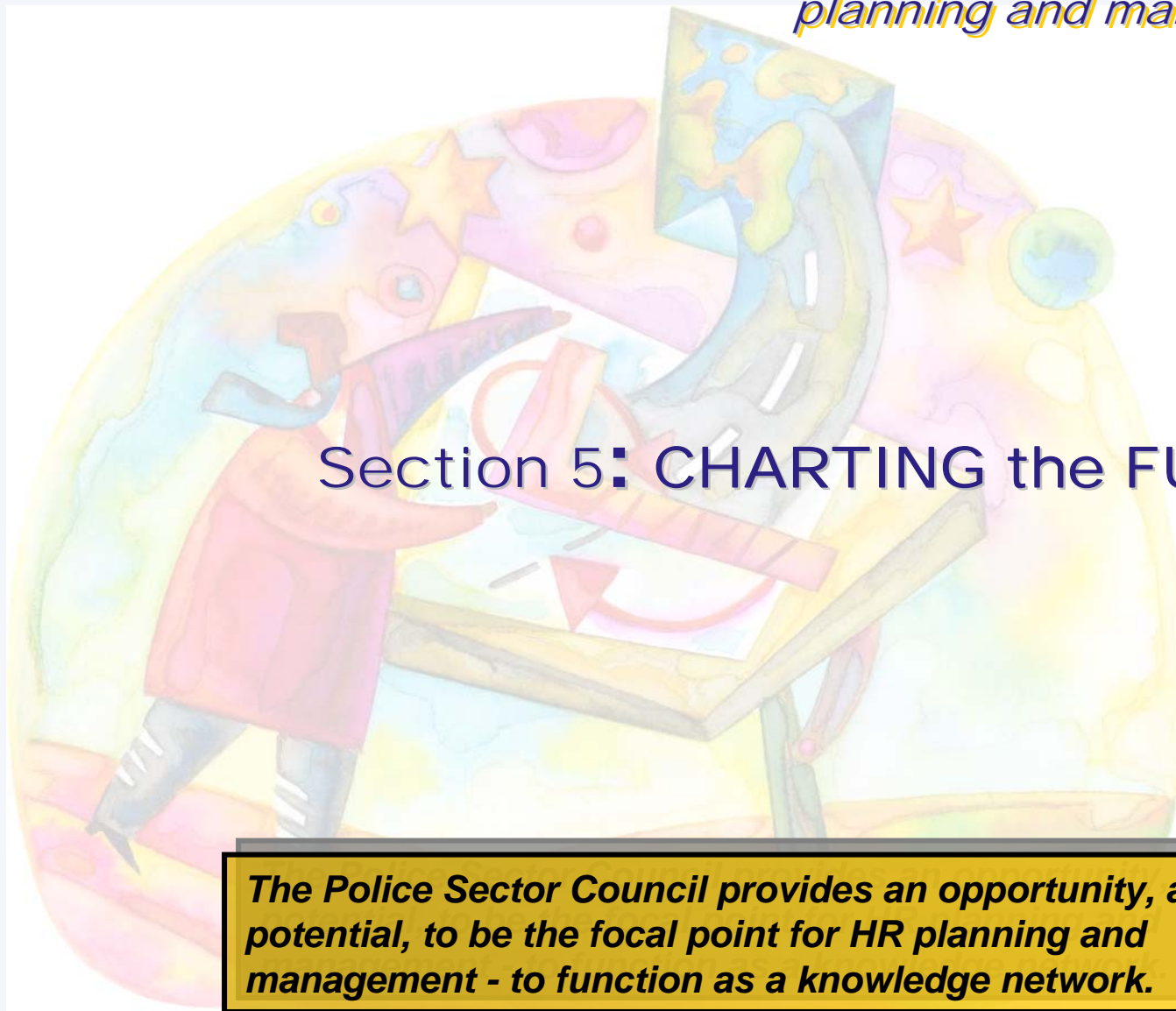
Section 5: CHARTING the FUTURE

The Police Sector Council provides an opportunity, and the potential, to be the focal point for HR planning and management - to function as a knowledge network.

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2000 study recommendations still relevant - recommended

– improved quality and consistency in collecting policing statistics – including HR information/data relevant to planning and performance evaluation
  - **collection plan**
  - **a computer model to project attrition retirement and hiring needs**
  - **models for determining police staffing requirements**

– collaborative action to share best practices in HR planning
  - **national strategies for succession planning and executive development**
  - **new strategies to retain talent**
  - **sector toolbox or repository of best practices in human resource management**

– area of standards and recognition can move quickly with the collaborative network of PSC
  - **changes to policing agreements should be negotiated to ensure that the human resource impacts are addressed**

– review of the ability of training institutions to accommodate projected training demands - supply/demand forecast

– a national HR group under the auspices of the 'national police services' to do work on the sector toolbox and other sector-wide human resource initiatives

▪ **to the last bullet, with the establishment of the Sector Council a foundation has been put in place, what is needed now is action**

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Next steps

- **create an environment for policing management to be integrated and harmonized**
  - support ability to work together on complex and cross jurisdictions issues
  - build the foundation for increased collaboration
  - address the HR impacts of changes to policing agreements
- **conduct work on HR planning and professionalization of policing**
  - policing competencies should cover all functions - prevention through enforcement
  - develop a wider and deeper view of professional standards for training
  - extend the skills of the current cadre
  - build and reinforce skills for new recruits
- **build a common integrated and implemented competency framework**
  - identify common foundation of skills and competencies across jurisdictions
  - there should be no "have not" police services
    - **citizens expect service standards and quality**
  - clarify professional certification standards for policing and police educators
- **provide a framework for collaborating to improve recruitment and retention management practices**
  - avoid multiple investments across services
  - share information and methodologies via the PSC networks
  - integrate efforts to increase interest and quality of recruit pool
  - share effective retentions practices - particularly in hard to recruit or retain groups
- **pool investments - for new communication/learning technologies**

Next steps ...

- **put the power of the PSC staff and networks to work**
    - supported by the PSC website
        - **Research Library**
        - **HR Practices Centre**
        - **Info Centre**
        - **Hiring Centre**
        - **Networking Centre**
- **validate the PSC "hub" for sharing knowledge and as an expertise locator**
    - encourage contribution to this central repository
    - share ideas, build on and develop tools
    - networks to quickly locate experts and foster communities of expertise across services
- **conduct research and undertake a full diagnostic and cost analysis of**
    - competency frameworks
    - recruitment practices
    - education and training
    - leadership
- **encourage additional analysis of data - studies by other researchers interested in policing**
    - real challenge ahead is in building the habit of drawing on this data, turning the data into information and insight meaningful to individual police services and to the sector as a whole

- **use/maintain sector employee database - continue to add detail to the data sets**
  - now the best single database on police officer demographics - current and detail
  - turn the data into information and insight meaningful to police services and to the sector
  - house and evergreen the database
    - **discussions are underway re role Statistics Canada's Centre for Justice Statistics might play or National Police Services**
  - provide ongoing specific, sector-wide analysis and reports
  - close the largest gap in data - low participation among the police services in Quebec
  - generate provincial simulations to support provincial recruitment plans and training efforts
- **facilitate continued analysis of methods/practices**
  - make substantial effort to ensure cooperation of services
- **facilitate continued search for improved governance of police services**
  - and appropriate role of citizen/civilian oversight
- **facilitate collaboration/investment in better technologies**
  - use technology to support learning – through e-learning tools and through collaboration
- **improve capacity to collaborate with community partners**

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APPENDICES

Note - Appendix 2 includes only those HR survey questions that are reflected in the tables in Section 4 of the report - the survey in its entirety is available on the web-site.

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View 2000	View 2005	Risk (red high)
1. workforce - *improve, extend and intensify recruitment*	• the police workforce has aged and is retiring • the face of the next generation must be different – as diverse as Canada • police are lagging other sectors in the targeted recruitment and retention of the next diverse generation of talent	
2. HR planning and management - *improve*	• high quality, high performing talent in policing will not just happen • better HR planning and management essential - integration drives efficiency and effectiveness	
3. policy environment - *socio-economic pressures demand more robust policing capacity*	• pressures have not abated and several have increased • some action has been taken to respond • continuous learning and development of the police workforce remains essential	
4. operational environment - *increasingly complex skill requirements*	• old threats remain while new ones arise - requiring increased agility and skills/expertise • organized crime extended to a global level and intersects with new threats from terrorism • criminal use of technology has outpaced police capacity • staying ahead demands constant renewal in techniques and learning	

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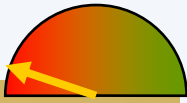
OBSERVATIONS

- *2000 study* **recommendations - confirmed by Policing Environment 2005**
  - need for sector-wide strategy to attract public police, support personnel, specialist skills - civilians and officers
    - **mechanisms to attract/retain candidates - requirements for diversity**
    - **offering variety of employment arrangements full/part-time, temporary, or fee for service contracts**
  - need to increase recruit mobility
    - **remove barriers to entering policing – financing of initial training**
    - **equivalency of qualifications across various jurisdictions**
    - **national standards for physical and other entry requirements**
  - need a national media strategy to highlight the positive aspects of policing
    - **if services continue to work independently on their recruitment methods – they will be competing with each other**
- **progress slower than expected - original recommendations still largely unaddressed**
  - some notable progress made within individual larger police services
  - innovation around effective talent pipeline lags behind other sectors
    - **strength of talent pipeline and the competencies remains the number one issue**
    - **youth pursuing opportunities elsewhere**
    - **threatens to become an impediment to effective policing**

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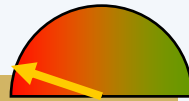
ACTIONS NEEDED/UNDERWAY

- **further research into recruitment and retention challenges**
  - attraction
    - **harmonize activities to create awareness in target markets – equity groups – create "pull" for policing**
  - selection
    - **review effectiveness of candidate assessment – very time and labour intensive**
    - **expensive - in both pure cost to police services and opportunity cost through the loss of potential recruits to other employers**
  - hiring/training
    - **review process to prepare new recruits for the rigours of policing**
    - **review career and succession planning**
  - retention
    - **assess retention strategies**
- **PSC has begun to mobilize**
  - recruitment diagnostic - analysis of present state and strategies for improvement - in 2006/07 to address recommendations
- **PSC can facilitate improvement by exploring options and identifying best practices**
  - onus is on the police services to turn ideas into action
  - encourage collaboration through web-site, research and networking mechanisms

OBSERVATIONS

- *2000 study* **recommendations still relevant**
  - improve quality and consistency in collecting/analysing policing statistics - including HR data relevant to planning and performance evaluation
    - **develop standard, periodic collection process**
    - **a computer model to project attrition, retirement and hiring needs**
    - **models for determining police staffing requirements**
  - collaborative action to share best practices
    - **national strategies for succession planning and executive development**
    - **talent retention**
    - **sector toolbox or repository of best practices**
    - **changes to policing agreements negotiated to ensure that the HR impacts are addressed**
  - review of the ability of training institutions to accommodate projected training demands - supply/demand forecast
  - a national HR group under the auspices of the 'national police services' to do work on the sector toolbox and other sector-wide human resource initiatives
- **the Council foundation is in place - urgent action needed**

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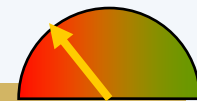
ACTIONS NEEDED/UNDERWAY

- **encourage Board of Directors to lead integration/harmonization toward**
  - HR planning needs to be a critical priority
  - standardization of competencies, training, leadership development, etc.
  - "professionalization" of policing
- **use/maintain new HR database - add detail to the data sets**
  - generate information and insight meaningful to services and to the sector
  - maintain the database
    - **assess potential role of Statistics Canada's Centre for Justice Statistics**
  - build sector-wide database
    - **PSC can provide ongoing sector-wide analysis and reporting**
- **develop a framework for collaborating to improve recruitment and retention management practices for the sector**
- **develop a common foundation of skills and competencies across jurisdictions**
  - PSC web-site provides a "hub" - for research, HR practices, scanning and information, and "hiring"
- **use "wikipedia.org - type" approach to build "encyclopedia" of data and to share ideas**
  - build on and develop tools, including common competencies and standards
- **put the power of the PSC staff and networks to work**

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OBSERVATIONS

- *2000 study* **recommendations remain pertinent**
  - collaborative action to harmonize training standards
    - **co-operative ventures between publicly funded training and education institutions**
    - **competency profiles and training standards for all jobs in policing**
    - **collaboration across services for design/delivery of skills and knowledge training**
- **socio-economic pressures continue to demand more robust capacity**
  - aging population drive increased expectations of police
    - **a growing cohort of elderly are – or perceive themselves to be – potential victims**
- **assistance/support for training to governance bodies re their legislated responsibilities**

ACTIONS NEEDED/UNDERWAY

- **PSC undertaking research diagnostic on standardized competency framework and education/training standards**
  - effective policing competencies need to cover full spectrum - prevention to enforcement
- **wider/deeper examination of "professionalization" - consistent standards for policing functions and training**
- **improve capacity to join community partners - address root causes, implement solutions**
- **extend the skill base of the current forces**
- **continue to focus on improved governance of police services**
  - appropriate role of citizen/civilian oversight

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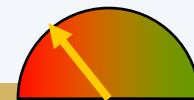
OBSERVATIONS

- *2000 study* **recommendations still relevant**
  - prepare for the accelerating scope and pace of technological change
    - **a more dramatic and pervasive increase in the use of technology**
  - reconsider the organization of police work, specialty training and the deployment of police capacity into deeply specialized areas
    - **every service will not be able to match all the demands for deep expertise**
    - **collaboration will be essential**
    - **individual officers have developed very deep expertise in specific forensic or other information technologies**
  - internet-based learning resources accessible to enable just-in-time learning
    - **demand for specialized knowledge has continued - expected to continue**
    - **no one police service can retain expertise - not every officer can be an expert**
- **exception: recommendation for protocols governing police service takeovers less pertinent**
  - fewer municipal and police amalgamations in recent years

ACTIONS NEEDED/UNDERWAY

- **invest in similar or better technologies than perpetrators of crime**
- **use technology to support learning - through e-learning tools and collaboration**
- **PSC can serve as a hub for sharing knowledge and as an expertise locator**
  - use networks to quickly locate experts and foster communities of expertise

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In the practice of Organizational Design and Development	Rate your current practice (1 low to 5)					Rate the importance of this area to your service (1 low to 5)				
Research, analysis and advice on the org design and development is easily accessible - trends, concepts, models, intervention methods	1	2	3	4	5	1	2	3	4	5
Our managers engage their staff around a common vision of our policing work	1	2	3	4	5	1	2	3	4	5
Our organization design allows us to respond and adapt quickly, creatively and flexibly to change	1	2	3	4	5	1	2	3	4	5
Our service fosters a culture that values diversity, trust and respect of colleagues	1	2	3	4	5	1	2	3	4	5
We take a competency-based approach to HR planning and development	1	2	3	4	5	1	2	3	4	5

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In the practice of Human Resources Planning and Information Management	Rate your current practice (1 low to 5)					Rate the importance of this area to your service (1 low to 5)				
Our managers have access to the HR information they need to make decisions	1	2	3	4	5	1	2	3	4	5
We have prioritized the top HR issues facing our service										
Our plans for HR service delivery are clearly integrated with our plans for delivering police services										
We have assessed the risks we face with an aging workforce										
We have developed plans to address the aging workforce										

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In the practice of Human Resources Policy	Rate your current practice (1 low to 5)					Rate the importance of this area to your service (1 low to 5)				
Research, analysis and advice on HR policy (including relevant laws and regulations) is easily accessible to managers	1	2	3	4	5	1	2	3	4	5
Our HR policies reflect the values of our police service										
Our HR policies are clearly communicated										
Our HR policies are relevant to the challenges we face in policing today										

In the practice of Staffing	Rate your current practice (1 low to 5)					Rate the importance of this area to your service (1 low to 5)				
Our managers have easy access to research, analysis and advice on sourcing and selecting staff	1	2	3	4	5	1	2	3	4	5
We have defined our current and future staff requirements in terms of competencies, geographic location, number and timing										
Our service has a good track record in hiring quality candidates										
Our service has a good track record in hiring visible minority candidates										
Our service has a good track record in hiring female candidates										
We are confident that we select the best available candidates										
Our recruitment and selection processes are efficient and timely										
We have efficient methods for deploying and scheduling the right staff to tasks										

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In the practice of Performance Measurement and Management	Rate your current practice (1 low to 5)					Rate the importance of this area to your service (1 low to 5)				
Research, analysis and advice on performance measurement and management is easily accessible	1	2	3	4	5	1	2	3	4	5
We have established a balanced scorecard or similar broad-based performance measures										
Our staff have individual learning and development plans										
Staff receive feedback from several points of view to assist in development planning										

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In the practice of Learning, Development and Education	Rate your current practice (1 low to 5)					Rate the importance of this area to your service (1 low to 5)				
Our staff have easy access to information on learning and development	1	2	3	4	5	1	2	3	4	5
We have a program to develop the next generation of leaders										
We support development of a national competency-based learning, development and education strategy for policing										

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Name	Affiliation
Barb George	RCMP
Bill Beahen	Canadian Association of Chiefs of Police
Bill Gibson	Toronto Police Service
Brian Skeet	Public Security Division, Province of Alberta
Carol Wagar	Edmonton Police Service
Chris Kellet	Edmonton Police Service
Dale Kinnear	Canadian Professional Police Association
Dale McPhee	Prince Albert Police Service
Dale Sheehan	RCMP
Dave Sunahara	Canadian Police College
David Griffin	Canadian Professional Police Association
David Koral	Edmonton Police Service
David Snoddy	Ontario Police College
Jeff Pfeifer	University of Regina
John Arnold	Canadian Police Knowledge Network
Karen Sallows	Public Safety and Emergency Preparedness Canada PSEPC
Keith Clark	RCMP
Larry Hay	Tyendinaga Mohawk Police Service
Larry Hill	Ottawa Police Service
Peter Ratcliff	Edmonton Police Association
Ron Johansson	Winnipeg Police Service
Sandy Sweet	Canadian Police Knowledge Network
Syd Gravel	Ottawa Police Service

Appendix 5 - Members of the Steering Committee

- **Dale Kinnear, chair, Canadian Professional Police Assn.**
- **David Sunahara, Canadian Police College**
- **Larry Hill, Ottawa Police Service**
- **William Beahan, CACP**
- **Dale Sheehan, RCMP**
- **Keith Clark, RCMP**
- **Karen Sallows, PSEPC**
- **Rudy Gheysen, Ontario Police College**
- **Geoff Gruson, PSC**
- **Pierre Senecal, RCMP**
- **Alexander Butler, HRSDC (Observer)**
- **Eric Perreault, HRSDC (Observer)**

13 Very Large >1000 employees

Calgary Police Service	AB
Edmonton Police Service	AB
Hamilton Police Service	ON
Service de Police de la Ville de Montreal	QC
Ontario Provincial Police	ON
Ottawa Police Service	ON
Peel Regional Police	ON
Royal Canadian Mounted Police	ON
Sûreté du Québec	QC
Toronto Police Service	ON
Vancouver Police Department	BC
Winnipeg Police Service	MB
CN, CPR, Military Police	

14 Large - 300 - 1000 employees

Halifax Regional Police Service	NS
Durham Regional Police Service	ON
Service de Police de Gatineau	QC
Halton Regional Police Service	ON
Service de la protection des citoyens de Laval	QC
London Police Service	ON
Service de police de Longueuil	QC
Niagara Regional Police Service	ON
Service de police de Québec	QC
Regina Police Service	SK
Saskatoon Police Service	SK
Waterloo Regional Police Service	ON
Windsor Police Service	ON
York Regional Police Service	ON

24 Medium - 100 - 300 employees

Abbotsford Police Department	BC
Barrie Police Service	ON
Brantford Police Service	ON
Cape Breton Regional Police Service	NS
Chatham-Kent Police Service	ON
Delta Police Department	BC
Greater Sudbury Police Service	ON
Guelph Police Service	ON
Kingston Police Force	ON
Lethbridge Regional Police Service	AB
Service de police Ville de Levis	QC
New Westminster Police	BC
Peterborough Lakefield Community Police Service	ON
Royal Newfoundland Constabulary	NL
Saanich Police Department	BC
Service de police Ville de Saguenay	QC
Saint John Police Force	
Sarnia Police Service	ON
Sault Ste. Marie Police Service	ON
Service de police de Sherbrooke	QC
Sécurité publique de Terrebonne	QC
Thunder Bay Police Service	ON
Service de la sécurité publique de Trois-Rivières	QC
Victoria Police Department	BC