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# *The Future of Policing*

POLICE SECTOR COUNCIL

*connecting forces - securing futures*



Feb 26 2008, Ottawa

## Agenda

### Objectives:

- common platform of understanding on challenges
- clarity on short and long-term next steps by priority area for participants and for PSC

1. welcome and introductions – expectations setting
2. Police Sector Council - overview
3. backdrop – perfect storm and challenges and PSC business plan 08/09, discussion
4. HR diagnostic review findings and recommendations
5. discussion on recommendations
6. sector strategies
  - discussion - future initiatives
  - next steps

**“The significant problems we face today cannot be solved at the same level of thinking we were at when we created them.”**

**~ Albert Einstein**



## SECTION 1 - Sector Council Program

- Gov't of Canada thinks Sector Councils have an important role
  - many industries with small and medium sized firms
  - little/no capacity to address HR issues
  - mechanism to collaborate
  - \$70M program - \$30M for projects - 3 sector councils
- now 32 private sector industry Sector Councils - key activities:
  - in-depth industry studies
  - national occupational standards
  - national skills development
  - national certification
  - national training and professional development
  - national recruitment
- PSC - first public sector sector council
  - unique issues
  - unique funding model





# Police Sector Council - who we are

POLICE SECTOR COUNCIL

connecting forces - securing futures



Boards



Employees



Chiefs



Services



Colleges/  
Academies



Governments



**we are a 'national sector council addressing national workforce issues through national solutions in HR planning and management'**

## HR Diagnostic - implications

- Canada has a total of 222 police services
  - **National scope: 1 RCMP**
  - **Provincial Police Services: 1 Ontario Provincial Police, 2 Sûreté du Québec, 3 Royal Newfoundland Const.**
  - **150+ Municipal Police Services**
  - **50+ First Nations Police Services**

| Categorization by Service Size | No. of Employees in Service | No. of Services in category |
|--------------------------------|-----------------------------|-----------------------------|
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| Very Small                     | < 25                        | 93                          |
| Total                          |                             | 222                         |





# The Police Sector - we are

**“networks” - communities of practice**



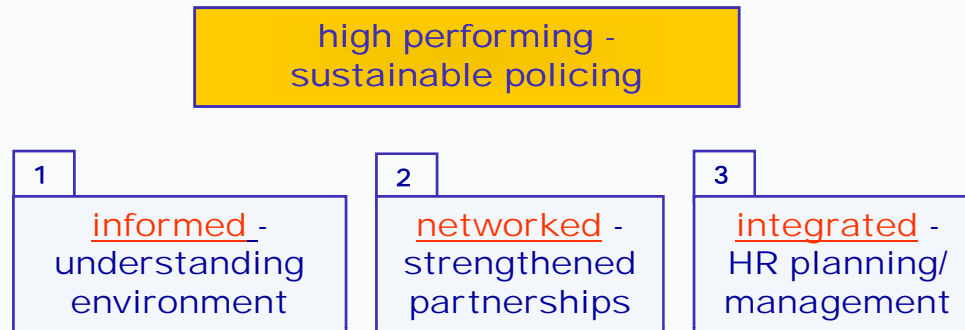
**POLICE SECTOR COUNCIL**  
*connecting forces - securing futures*



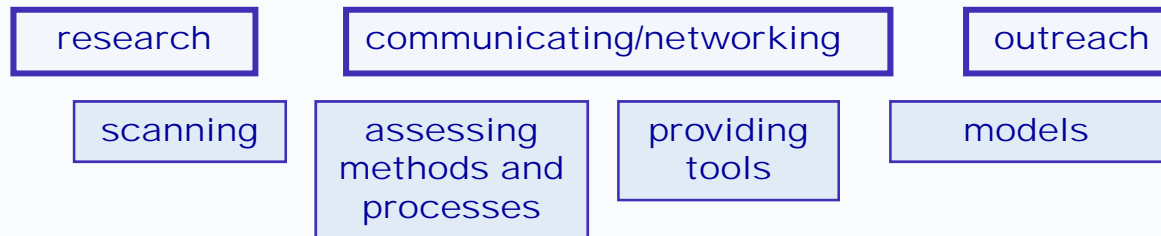


# We are - strategy-focussed HR

- what do we have to accomplish



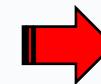
- what do we have to "excel at"



- what do we have to do

- core:**
- research
  - web maintenance
  - communications
  - networking/outreach
  - secretariat/facilitation
  - council management

**and projects ... next page**





## *Council – Future Products & Services*



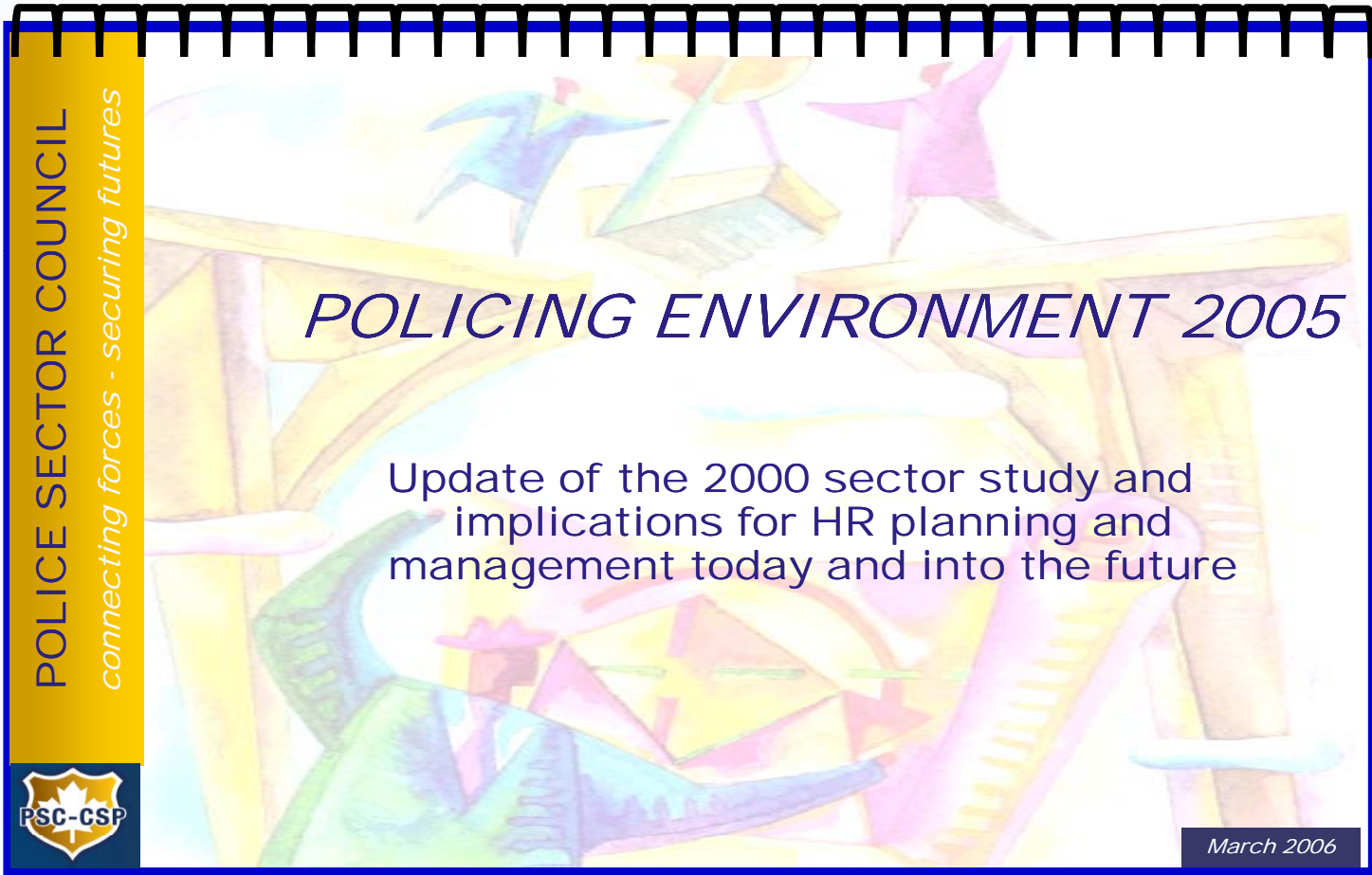
- **research 08/09**
  - **competency project – entry and supervisory**
  - **youth perceptions of policing, longitudinal study( Ipsos-reid)**
  - **environmental scans, yearly provincial and national scan**
  - **outreach - networks**
  - **website as virtual library**
    - info, research, tools, news
- **products**
  - **more national e-learning courses**
  - **social marketing campaign**
  - **sample HR support tools**
  - **employee database**
- **communications: e-watch, bulletin**
  - **conferences: host and attend**
  - **network meetings**
    - E&T professionals
    - HR practitioners and recruiters
    - Strategic planners
    - Researchers
    - Strategic Leadership Group



# SECTION 2 - Policing Environment

POLICE SECTOR COUNCIL

*connecting forces - securing futures*



POLICE SECTOR COUNCIL  
*connecting forces - securing futures*



March 2006





## Environment Drivers

### The "Perfect Storm"

- **three advancing "low pressure systems"**
  - changing face – demographics
  - changing work – demands, complexity
  - changing management – budgets, governance



## *"Low pressure system 1" - demographics*

- all developed countries will face
  - increasing numbers of workers retiring
  - continued rise in the average age of remaining work force
  - potential shortages of qualified personnel - upward pressure on wages
- Canada - declining family /aging population = youth dearth
- Canada - a microcosm of the world
  - rapidly increasing diversity of the population
  - increasing racial, ethnic and religious tensions
- urbanization - growth in suburbs
- changing value sets - generational issues
  - import immigrant homeland issues / ideologies / values
- public funding implications
  - older population means increased demand for health care
- shrinking labour pool from developed countries



## Demographics ....

**“face of today's policing” ... serious workforce challenges:**

- **challenge 1 - increasingly aging/retiring - loss of leadership**
  - **40-50% of senior officers retiring in the next 5 yrs**
  - **senior level succession - knowledge/experience**
  - **recruitment rates of constables not sufficient**
- **challenge 2 - youth entry cohort is shrinking**
  - **competition for qualified youth/specialized skills**
  - **competition between services and between sectors**
  - **need to double recruitment**
  - **skill gaps inevitable**
- **challenge 3 - diverse and community - reflective workforce**
  - **“employers of choice” by ethnic groups**
- **challenge 4 - a sector-wide strategy, a national response**
  - **a substantial shift in recruitment practices**
  - **social marketing campaign**

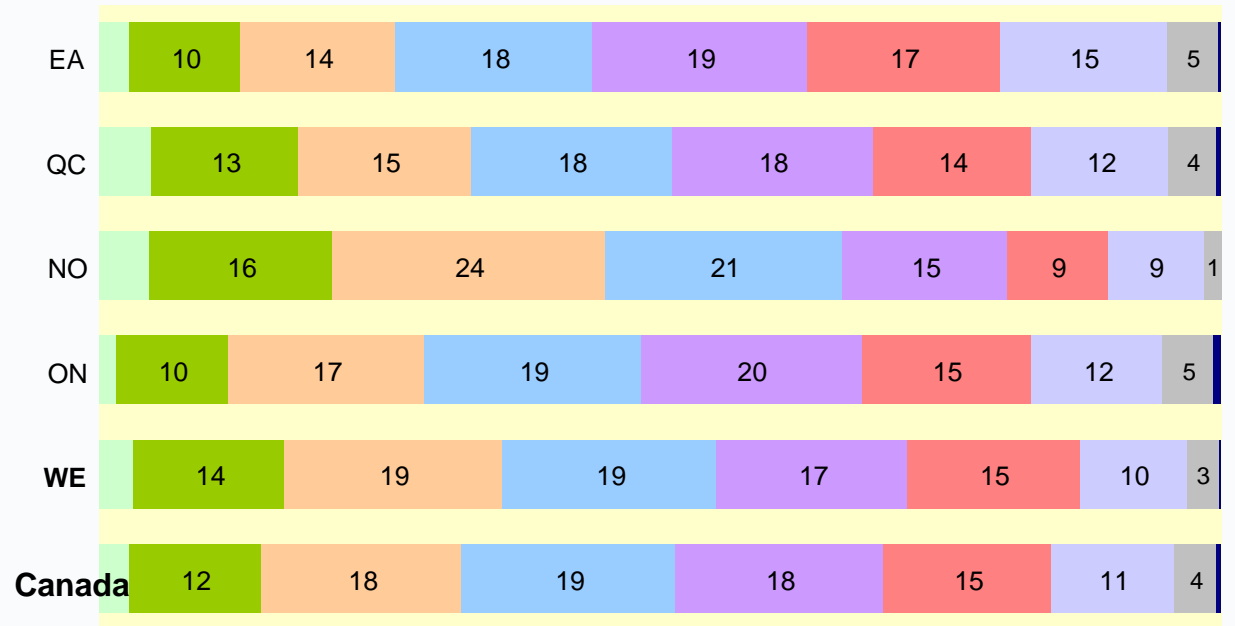




# Aging workforce - retirements ...

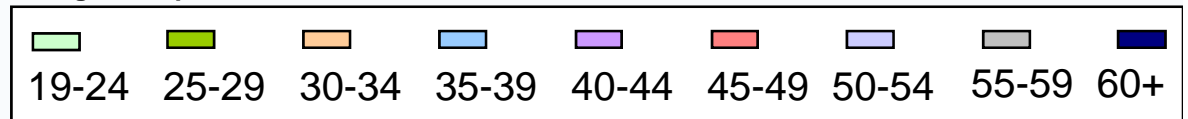
- baby boomers not a “peak” like other sectors
  - earlier retirements
  - hiring peaks in public funding
  
- boomer “wave” is happening and continuing over the next 5-7yrs
  - average police career 30-33yrs
  - those hired in the 70s are already out

Age Distribution: Officers by Region



% of Police Officers

Age Groups



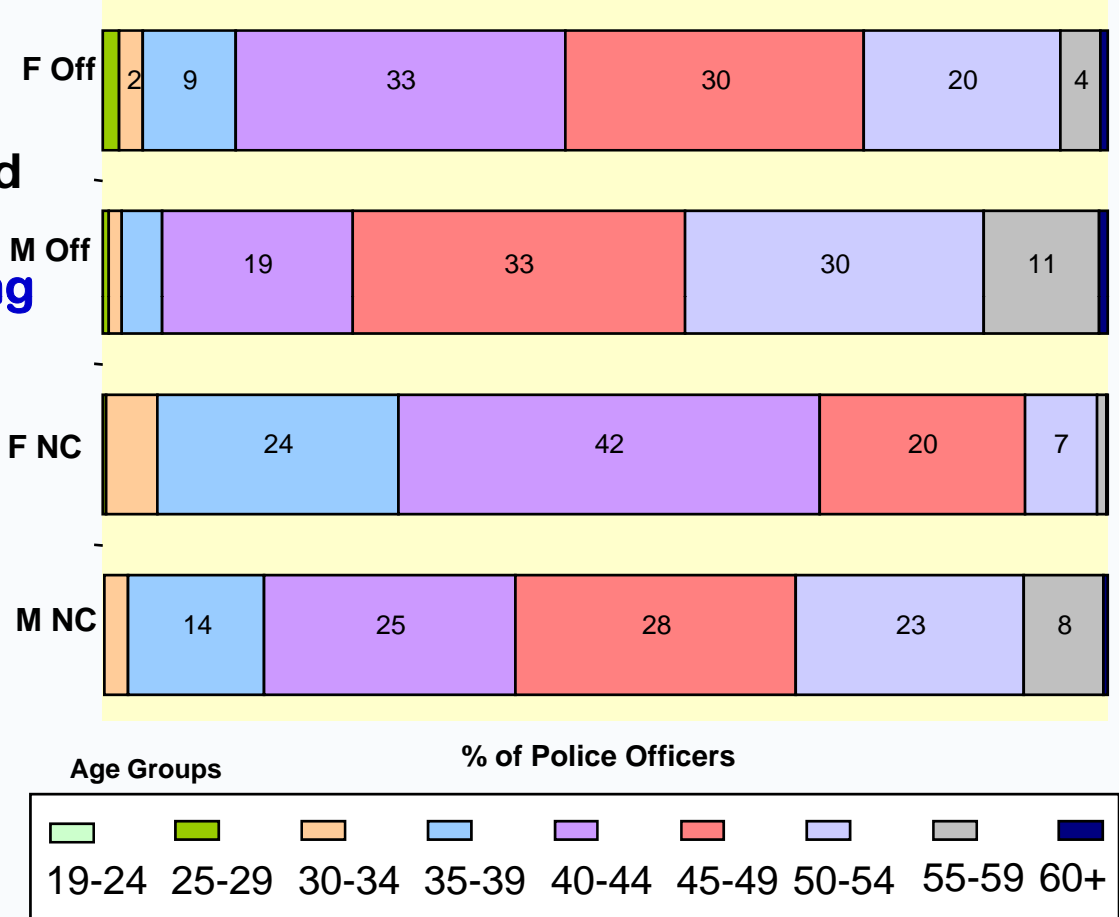
Source: Sector Employee Database, 2005

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

## Diminished senior cohort ....

- senior staff
  - many over 45
  - over 40% likely retiring next 5 yrs
- loss of knowledge and experience
  - succession planning ??
  - leadership development ?
- improve retention
  - impact on pension reserves

Age Distribution: Rank and Sex



Source: Sector Employee Database, 2005

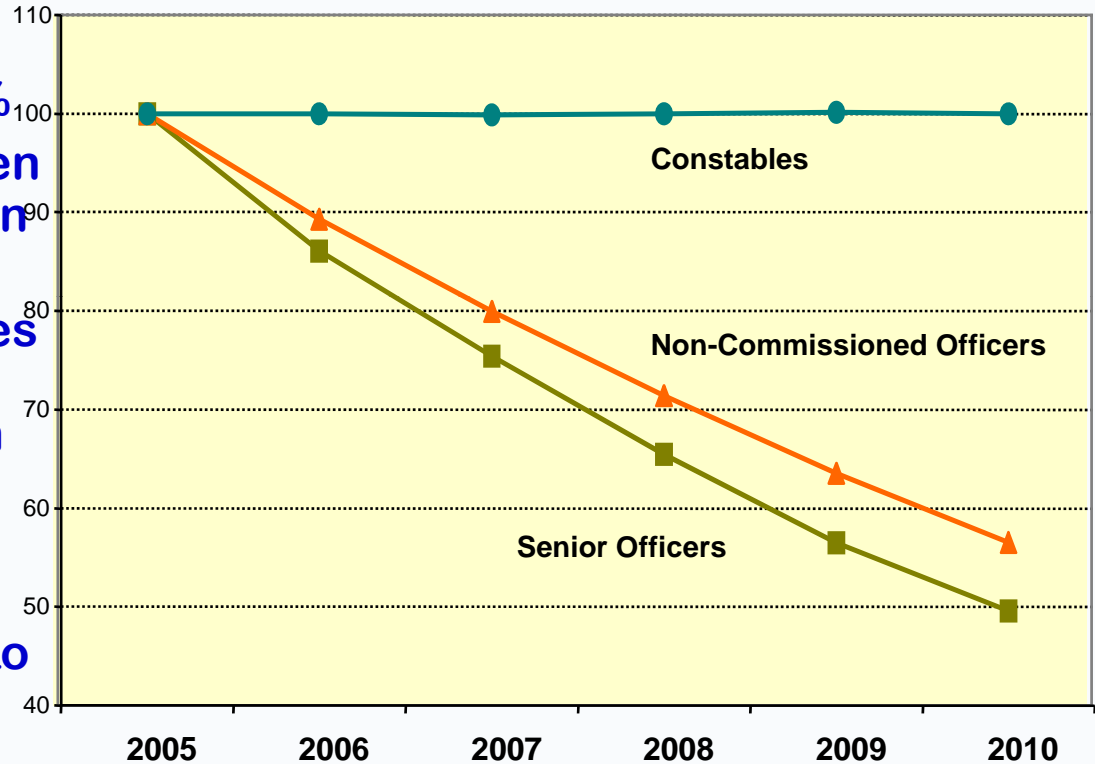


# Replenishing senior co-hort ...?

■ trends over next 5 yrs

- middle ranks depleted by 40%
- senior ranks by 50%
- recruitment has been sufficient to maintain constables
- but recruitment rates of constables not enough to replenish attrition in the mid/senior ranks
- constable level recruitment needs to rise from 5% to 9%

Officer employment index, current trends



Source: Sector Employee Database, 2005

■ challenges intensify

- ethnic minorities
- aboriginals
- women
- are young people interested??



## *"LPS #1" - Recruitment immigrants*

- **yes, immigrant population growing 2 times natural growth**
  - **concentrated in urban areas**
  - **cultural diversity rising - more than 100 languages**
- **but, complex issue - attracting, hiring retaining the most qualified**
  - **reflect diversity of communities or risk "us versus them"**
  - **sensitivity to community cultures and lifestyles**
  - **traditional recruitment less successful in diverse societies**
  - **retention of diversity ??**
- **all don't perceive policing as "honorable" profession**
  - **not seen as "employers of choice" or progressive**
  - **import perceptions of authority from home country**
  - **encourage immigrant youth to other professions and sectors**



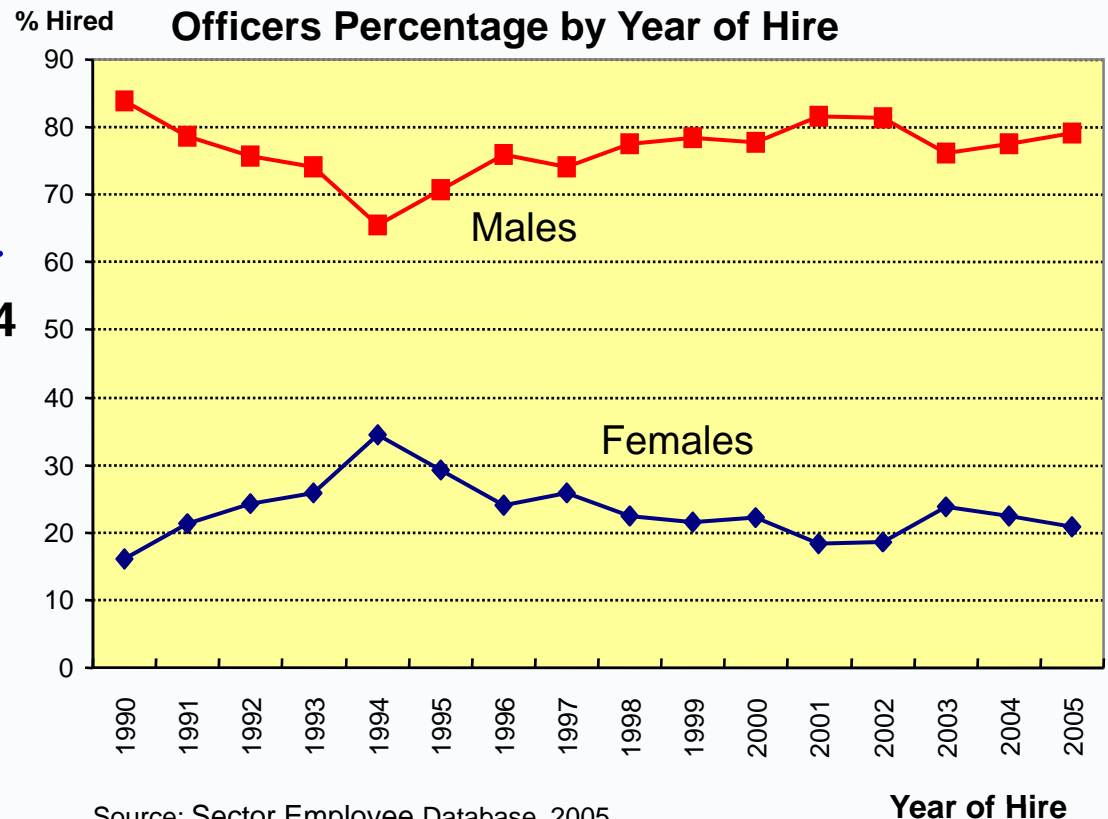
## *"LPS #1" - Recruitment aboriginals*

- **birth rates 4x rest of the population**
  - **large youth cohort in Saskatchewan and Manitoba - 15-20%**
  - **urban aboriginals nearly equal to living on reserve**
- **unique issues**
  - **legacy of made-in-Canada history and policy - sovereignty**
  - **communities interested in self-policing**
  - **aboriginal policing not just "on-reserve"**
- **aboriginal policing traditionally difficult**
  - **benefits are not as lucrative as mainstream police**
  - **retirement package is not as good**
  - **officers tend to work independently**
  - **training is limited**
  - **limited career progression**



## Robust recruit strategies - women

- mid '90s - highest hired/retained
  - 1 for every two males
  - 33% of total in 1994
- ratio dropped to 1 in 4
  - wave has stalled at 20% for the last decade
- female proportion now 17.3%
  - not likely to rise more than 1 or 2 % points in next decade



## "LPS #1" - summary implications

- retirement
  - the retirement wave is already well underway and will continue
  - individual officers may be enticed to delay retirement
- recruits
  - increases in the recruitment rate in last five years
  - relatively high proportion of new officers with <5 years "in"
- need substantial shift in recruitment practices
  - the youth entry cohort is shrinking
  - more candidates competition among police
  - substantial skill gaps are inevitable



**"change is hard, but change is hardest on those caught by surprise"**

**~ Thomas Friedman, "the World is Flat"**

## Low Pressure System #2 - Policy/Operating

- increasing workload - increasingly complex work
  - **crime**
    - more sophisticated - technology enabled
    - no jurisdictional boundaries
  - **investigations - increasingly complex and labour-intensive**
    - selective response - clearance rates declining
    - legislation/ court decisions - increased processing time
      - B&Es - 58% more time
      - DUI - 250% more time
      - domestic assault - 964% more time
  - **oversight, media scrutiny, accountability - public expectations**
  - **new threats**
    - pandemics - bird flu - civil disobedience - social cohesion?



## *"LPS #2" - Policy/Operating*

- **Canada just a microcosm of the world**
  - **rapidly increasing pluralism - racial, ethnic and religious diversity**
  - **economic vulnerability/ social pressures/ security issues**
- **changing value sets - generational discord**
  - **imported immigrant homeland issues / ideologies / values**
  - **"westernization" versus traditional values**
  - **conflict in race, religions, genders**
  - **aging population - perceptions of safe/secure communities**
  - **increasing civic engagement - individual/civil rights**
  - **increasing public scrutiny - access to information, privacy protection, prudence**
  - **higher expectations of integrity/accountability than other sectors**
- **new security environment and enforcements issues**
  - **activism - anti-trade/globalization, environmental, technology**
  - **terrorism - plan/fund operations; safety/security blurred**
  - **heightened attention to public security/safety**
  - **potential terrorist incidents - critical infrastructure, economic institutions and citizens**
  - **expectations of seamless cooperation across policing community**



## *"LPS #2" - Policy/operating environment ...*

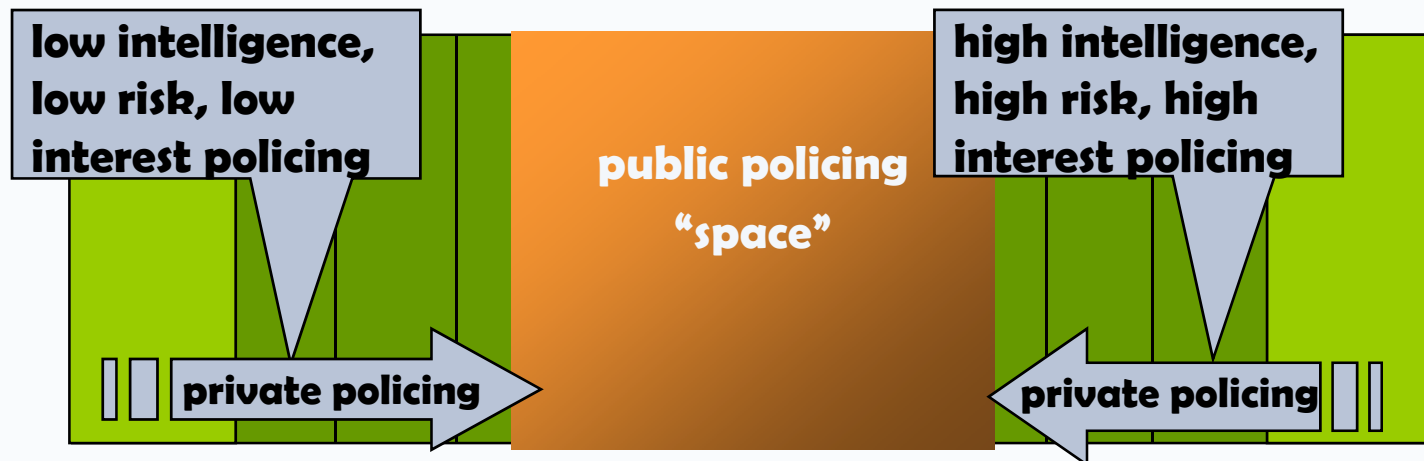
- expanding and innovative organized crime operations
  - **networks - Russia, South-East Asia, Central America, Middle East**
  - **investigative and prosecutorial complexity**
    - RCMP 80% transnational
- growing organized/economic crime opportunities
  - **vulnerable - youth, Aboriginal, new immigrants, elderly**
  - **environmental crime, cyber-crime, human trafficking**
- criminality outpacing police in adoption/integration of technology
  - **increasing exploitation - knowledge-based, high tech/cyber**
- global proliferation of small arms - rising hand gun violence
- yet, crime rates continue to decrease
  - **youth reduced proportion of pop.**
  - **selective response - clearance rates declining**
  - **increase in youth crime (aboriginal) and street gangs up**
    - aboriginal disenfranchised youth "bubble"





## "LPS #2" - Policy/operating environment ...

- increased default to private security in traditional areas
  - huge growth in private sector security - post 9/11
  - 2005 - over 100,000 private security personnel
  - increased demand - both ends of "policing"
    - traditional physical security – low skilled workforce
    - high tech, intelligence-based security service offerings to both business and government
    - "corporate security, insurance, fraud, forensic accounting, computer/ Internet crime, industrial espionage, international organized crime"
- recent strategy session - public/private security partnerships
- leverage capacity for operational needs? - "tiered" policing models





## "LPS #2" - Policy/operating environment ...

- increasing "system-wide demands"
  - **fiscal restraint, efficiency**
- demand enhanced "community builder" role
  - **mediate conflict, balance value/rights differences, cultural/ ethnic issues with knowledge/understanding**
- intelligence-based policing/interoperability is technically feasible
  - **new co-operation and policy collaboration**

The emergence of unpredictable, transnational threats have made the hierarchical and compartmentalized cultures of law enforcement and intelligence obsolete.

~ RAND, *Collecting the Dots: Can the CIA and FBI do it in the War on Terror?* '04

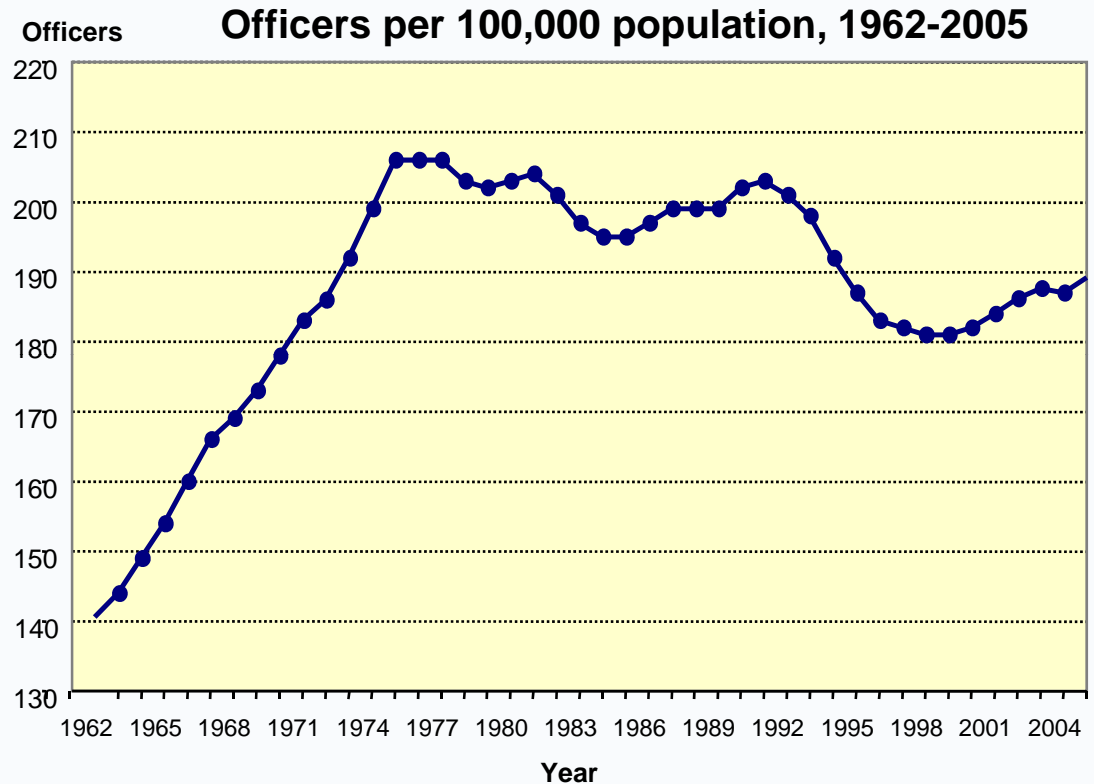
## Low Pressure System #3 - Budgets/models

- police model - select first, and then trained extensively, equip
- budgets under strain - compensation outstripping public resources/capacity
  - contract police expenditures totaled \$8.6B in 2004 (\$263/citizen)
  - fully equipped officer - \$67K in '93 now \$150K (urban policing)
  - wages and benefits > 80% of policing expenditures
- budgets risen slowly past 7 years - not enough to meet need
  - incidents per police officer increased 1% in last five years
  - inflexible tax base + fiscal restraint = capacity erosion
    - 10% real capacity decline '94 - '00
- governments face competing demands - programs and services
- policing as a social service
  - intervention in unmet health/medical, housing, recreation, or income needs
  - mediate conflict, balance value/rights differences
  - balance cultural/ ethnic issues with knowledge/understanding



## "LPS #3" - Resources upward

- resources rising
  - 186 officers per 100,000 pop.
  - dropped 1%/yr through 1990s
  - up ~1%/yr last 5 years
  - in all provinces except New Brunswick
  - modest strength
    - 25th among 28 countries
    - Italy - highest - 559 per 100,000
    - USA 326, Australia 304, UK 258, Finland least at 160



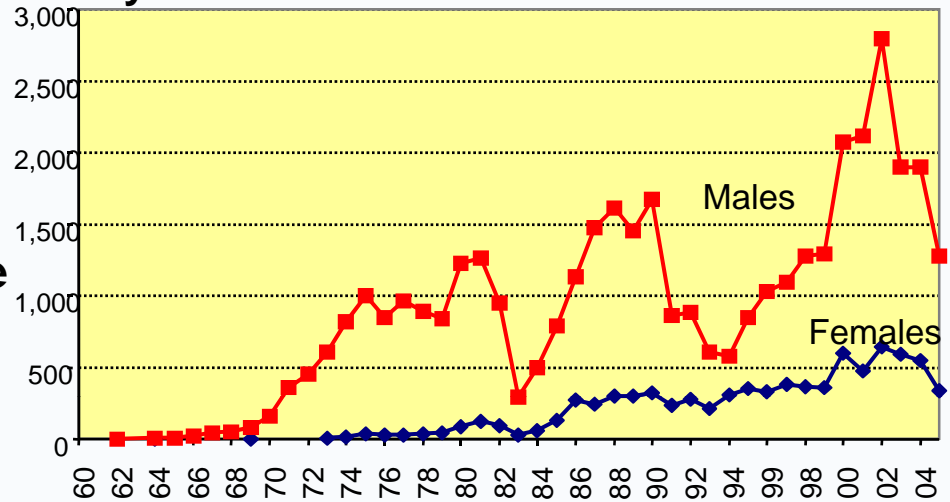
Source: Police Administration Annual Survey, Canadian Centre for Justice Statistics, Statistics

- S Harper promises?

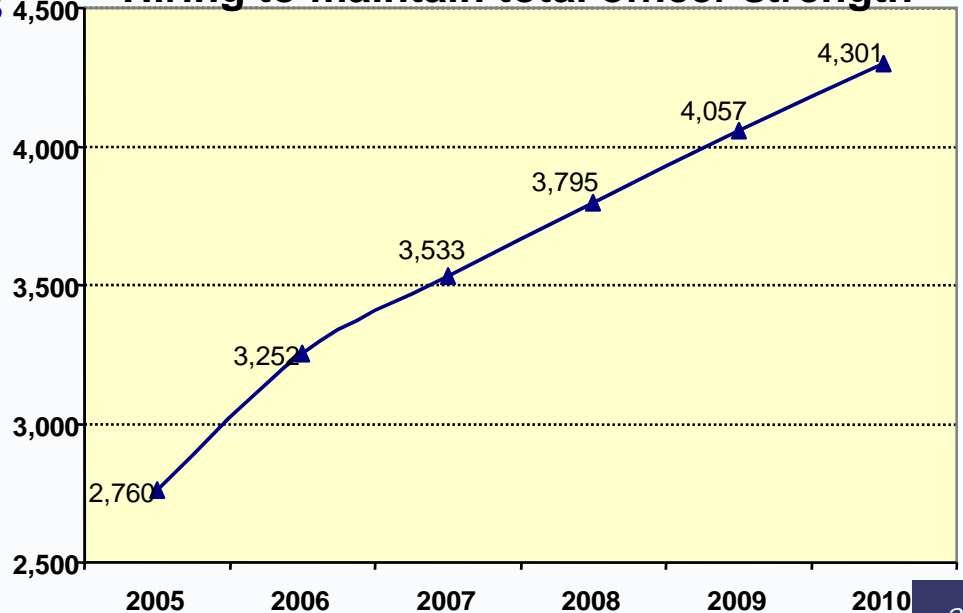
# Budget cycles ...

- police budget cycles
  - recessions reductions '80s and '90s
  - limited hiring
- increase in new hires in the last 5 years
- to maintain strength
  - last 5 years ~ 2,700
    - peaked 3,560 (2003)
  - need 3,250 new officers for 2006
- to deal with workload demands
  - 7-9% needed
  - 5 - 6000 by 2012
- reshape workforce

By Year of Hire and Sex



Hiring to maintain total officer strength





## *Policing Environment - Summary*

- an urgency to act
  - demographic change is relentless
  - competition for resources are increasing
  - workforce leadership turnover is imminent
  - demands on public policing - not abated, growing more complex
  - technological advancements have accelerated
  - budgets are already strained and inflexible
- “bottom line” - vulnerable
- committed, focused and integrated action is required immediately

**“The significant problems we face today cannot be solved - at the same level of thinking we were at when we created them”**

**~ Albert Einstein**





## *Summary - riding the storm ...*

- challenges are extensive
  - **pressures increasing - need**
    - strategy - rationalize and secure budgets
    - new skills/competencies
    - partner with other professionals
- sector-wide approach - can we
  - **“manage” as a sector**
  - **collaboration to facilitate integration cross-jurisdictional issues**

## *Riding the storm ... discussion*

**Q: Are you concerned for the future of policing?**

- 1. What potential challenges jump out at you?**
- 2. What are the challenges that are within our control to address? and How?**
- 3. How might these effects of the low pressure systems on policing be interpreted by your organization?**

### **The “Perfect Storm”**

- **three advancing “low pressure systems”**
  - **changing face – demographics**
  - **changing work – demands, complexity**
  - **changing management – budgets, governance**





## *Riding the storm ...*

***Policing Environment 2005*** painted a clear picture of the context

- **immediate and future challenges**
  - **potential impact on the sustainability of policing**
- **PSC concerned with the implications:**
- **How effectively can Police Services respond:**
    - current state of policing HR practices



## HR Diagnostic - implications

- Canada has a total of 222 police services
  - **National scope: 1 RCMP**
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**195**

## SECTION 3 - "4-in-1" HR Diagnostic Project

- **purpose**
  - **current state and future strategies:**
    - competency frameworks
    - recruitment & retention
    - training & education
    - leadership development & succession mgmt
- **contractor**
  - Hay Group
  - IPSOS Reid
- **steering committee**
  - 20 Sector Representatives
- **working groups**
  - training and education working group
  - diversity working group

**A National Diagnostic  
on Human Resources  
in Policing**

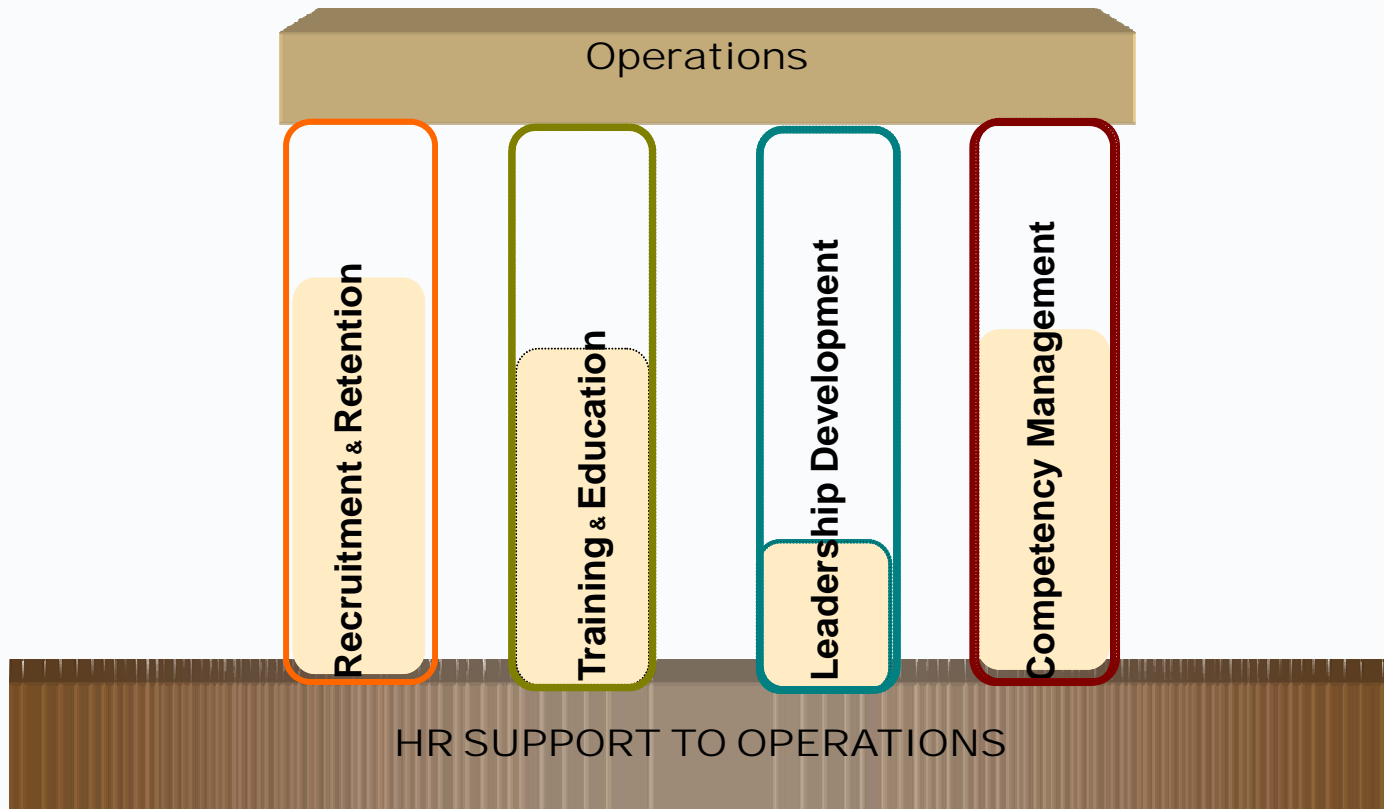
**HayGroup®**

## HR Diagnostic Project

- **approach**
  - **gather information from all key stakeholders:**
    - surveys
    - interviews
    - focus groups
  - **analyse and report**
- **stakeholder groups**
  - **general public**
    - youth
    - students in policing programs
  - **employees**
    - civilians, officers
  - **chiefs**
  - **HR leaders**
  - **academy leaders**
  - **college and university leaders**
  - **association leaders**
  - **benchmark organizations**
  - **security firms**

## HR Diagnostic - current state

- differences across the sector:
  - have and have not services
  - investment in different HR areas
  - pockets of good and “best” practices
- overview ...





## *Findings - Competency-based Mgt*

- very few small services use competencies
- significant investment made by some
  - **to develop quality CBM systems and supporting tools (recruitment, selection, perf mgt)**
- most work was conducted by consultants or developed in house
  - **some evidence of borrowing from others**
- competencies are not used to support the full range of HR programs
- not used as a basis for HR across the sector as a whole

## Findings - Recruitment

- recruitment is done service by service
  - few collective approaches (Ontario, Quebec)
- current recruitment process is:
  - effective at screening out poor candidates
  - takes too long (average 9 months)
  - is too expensive for everyone
- top HR issues for both Chiefs and HR leaders
  - only 32% of HR leaders formally measure success of strategies
- attracting the next generation will be difficult/different
  - efforts to recruit are typically passive
- diversity is important but difficult
  - special effort to remove barriers and encourage interest
- turn over rates are increasing and expected to worsen
  - 70% of Chiefs don't believe there is a retention issue

## Recruitment – HR Leaders

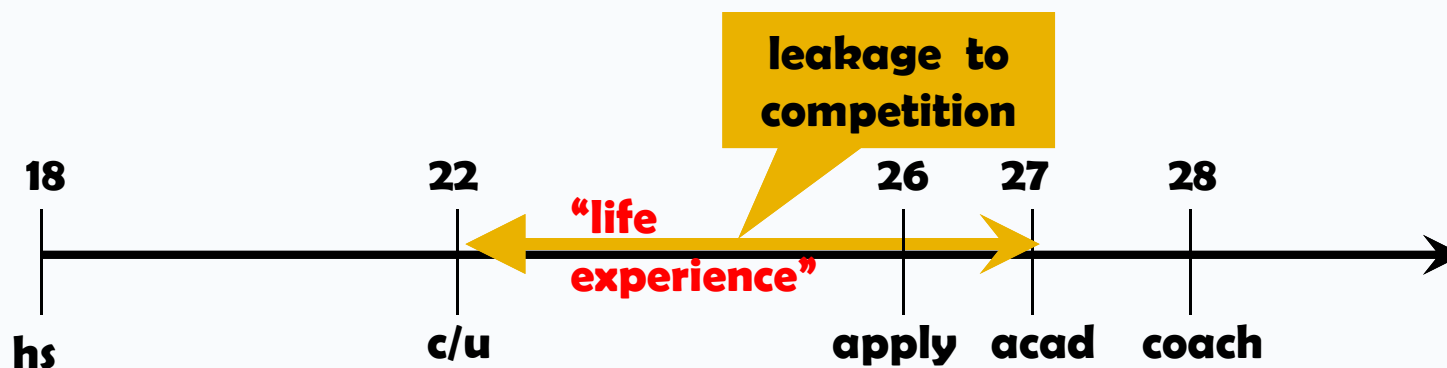
- HR Leaders report that it is getting harder to attract good recruits
  - only 22% of Services are actively doing HR planning
  - recognized shortage in supply of candidates starting soon
  - young people are looking to have a work/life balance
  - not as open to working shift work
- selection - rejection rate (77% - 90%)
- recruitment strategies are typically passive
  - some targeted active exceptions
  - very limited use of recruitment/referral incentives
    - HR leaders - highest quality candidates come from referrals
- HR Leaders think they have done:
  - a reasonably good job at promoting the positive aspects
    - an opportunity to make a difference in the community
    - providing good pay and benefits
    - a career that can include a variety of jobs
    - a chance to do challenging and interesting work
  - not done so well at addressing the negative concerns

## *Recruitment - HR Leaders...*

- **Inconsistency in requirements: 31% of HR Leaders said very important to have a college degree or diploma - 14% said “essential”**
  - **some said a non-policing related college diploma would be more beneficial to getting hired**
  - **none indicated a university degree was “essential”**
  - **some HR Leaders are now lowering their education requirement**

## Recruitment ...

- current supply may “appear” to be healthy
  - BUT Ipsos-Reid studies suggest otherwise
- need substantial shift in recruitment practices
  - the youth entry cohort is shrinking
  - more competition among police and other employers
  - substantial skill gaps are inevitable



## Findings - keynotes on "youth"

### ▪ youth surveys

- Ipsos-Reid 2005 - *Reconnecting with Youth - 2000 (12-30)*
- Ipsos-Reid 2006 - *Reconnecting with Youth - 2000 (12-30)*
- IR/Hay - *2006 Views on Policing – 1,250 (18-30)*
  - on-line survey (quantitative) - stratified sampling
  - focus groups (qualitative)
- Ipsos-Reid 2007 - *Reconnecting with Youth, 12-30*
  - on-line (2,418)
  - by phone (2,015)

### ▪ youth focus

- attitudes toward policing
- a career in policing
- policing compared to other jobs/fields
- hiring process
- general trends



## Findings - youth keynotes ...

- **attitudes toward policing**
  - **1 in 4 would consider a career**
    - 65% would NEVER consider policing career
    - none of the FGs would consider a policing career
  - **youth agree that police play a positive role in society, obligation to be a role model**
    - police should play a more active role
    - FGs said should play a positive role, BUT don't (police corrupt, discrimination, abuse of power)
  - **services should reflect diversity of communities, BUT**
    - recognize that some cultures don't view policing as positive
    - FGs said reverse discrimination in hiring – hire quota

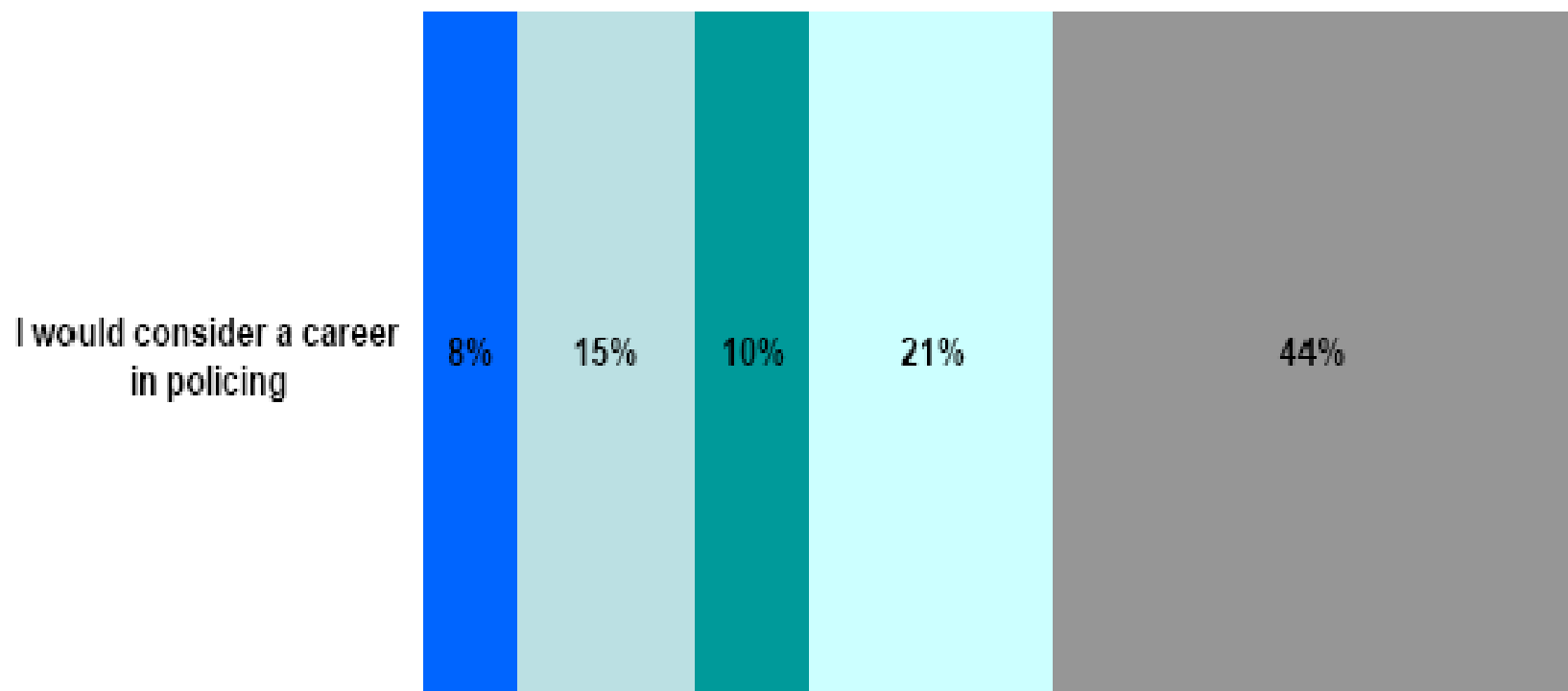




## Findings - youth keynotes ...

- ~1/4 say would "consider" a career in policing - Ipsos-Reid (2006)

■ Agree (9,10) ■ Somewhat agree (6,7,8) ■ Neutral (5) ■ Somewhat disagree (2,3,4) ■ Disagree (0,1)



## Findings - youth keynotes ...

### ■ career in policing

#### - risks outweigh the benefits

#### - many overall positive attitudes about the career



- good pay, variety of career options, some potential for advancement, pensions and benefits
- many would encourage others to join
- benevolence - helping people and serving community is appealing

#### - but significant concerns noted about danger and life-style issues

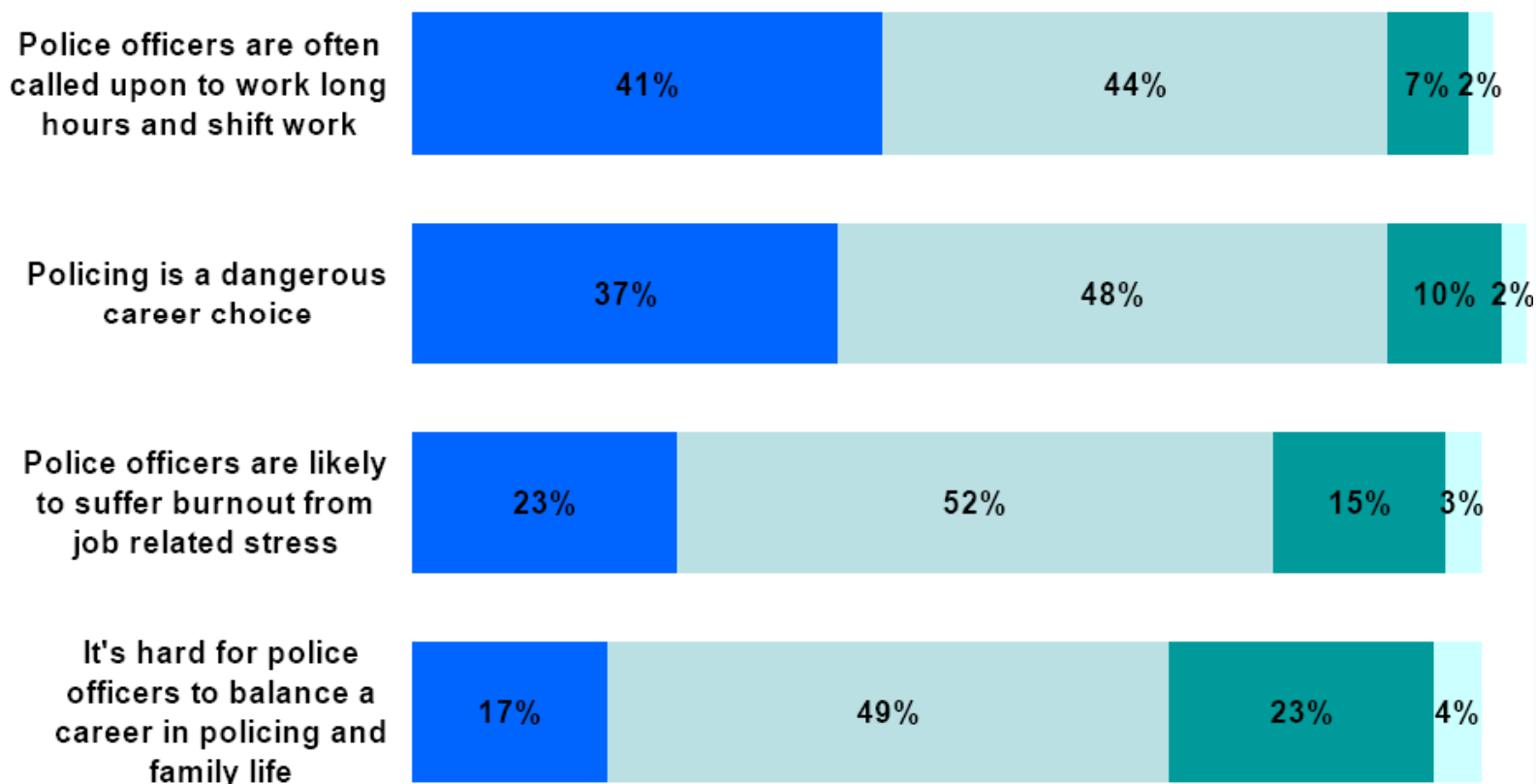
- shift work, work-life balance, impacts on family life
- psychological/emotional health issues, depressing, frustrating, traumatizing, tough on personal relationships
- risk and impact on personal lives
- FGs said parents would not permit them to follow a “trades” career



## Findings - youth keynotes ...

- negative aspects of police related to health, stress, safety and work-life balance - Ipsos-reid

■ Strongly Agree 
 ■ Somewhat agree 
 ■ Somewhat disagree 
 ■ Strongly disagree



## Findings - youth keynotes ...

- **policing compared to other jobs**
  - **similar to other public sector jobs:**
    - good job security, opportunities for advancement, work you can be proud of
  - **worst career for achieving work-life balance**
  - **lower paid than most other careers**
  - **not providing easily transferable skills**
  - **FGs**
    - likened to teaching - benefits, pay, job security, contribution
    - but policing has more negatives - dangerous, no work/life balance



## Findings - youth keynotes ...

- hiring process
  - candidate perceptions
    - most important criteria
      - physical conditioning and attributes
      - academic achievement (38% say at least college or trade diploma)
      - experience in a related field
      - willingness to re-locate
    - also important
      - (52%) personal connections, (40%) race, (30%) religion and social status
    - least important
      - gender, sexual orientation, **drug use**
  - perceptions of the process
    - 76% - hiring processes for any job should be < 1 month
    - reasonable that policing takes longer
      - 46% say < 1month
      - 29% say 2-3 months
    - length of process impacts decision
    - perceive hiring quotas for sex and ethnicity



## Findings - youth keynotes ...

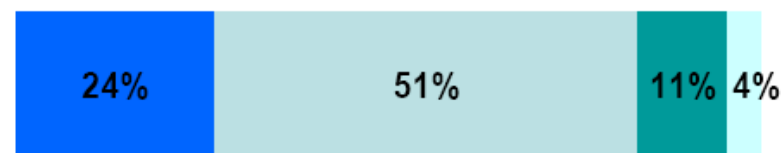
- education and experience as "headway" to a career

■ Strongly Agree 
 ■ Somewhat agree 
 ■ Somewhat disagree 
 ■ Strongly disagree

It's much easier to get hired as a police officer if you've completed a community college certificate in policing



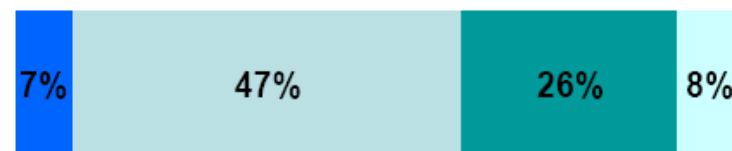
If you have military training it's much easier to find a job in policing



You have to have completed community college or university in order to become a police officer



If you have worked as a security guard it's much easier to find a job in policing



## Findings - youth keynotes ...

- **general trends**
  - **new generation value different things - work/life balance**
  - **disinterested**
    - youth cohort – only 3% really interested in policing career
  - **negative image**
    - too dangerous - impact on long term emotional and mental health
    - corrupt, abusive of power, lost moral way
  - **misperceptions - candidate qualifications**
    - college education,
    - experience in related field
    - personal connections
  - **hiring process - more than 1month is a barrier**





## *Findings - youth compared to students*

- perceptions similar for the most and least appealing aspects
- most appealing aspects of a career in policing:
  - helping people
  - being able to give back to community
- least appealing aspects :
  - danger - getting hurt/shot/ killed
  - shift work
  - work/life balance
  - stress

## Findings - youth to students ...

- similar for qualifications

### Youth

- physical fitness
- criminal record
- education
- psychological profile
- background check

### Students

- background check
- **integrity/character**
- education
- maturity/life experience
- work history

- youth and students differ significantly on levels of interest - would you consider a career

- 8% strongly agree

- 82 % strongly agree

## Recruitment Findings - summary

- **policing today**
  - **requires knowledge, problem-solving and people skills - mobile**
- **today recruits are older - average 28**
  - **likely to be married with family - issues of work-life balance**
  - **have higher education - more diverse experiences**
- **long term impacts**
  - **older recruits - older average age**
  - **later retirement (60s)**
    - higher health costs
    - more sick days, increased disability, safety concerns
- **today's youth have different expectations and experiences**
  - **alternative “jobs”, quick progression**
  - **mobile for competitive market**
    - skills transferable - to other occupations/professions/countries
- **actively not passively recruit**
  - **most commonly strategies - referrals (81%), career fairs (78%) and websites (76%)**
  - **most active strategy - college outreach (76%)**

## *Recruitment Findings – summary...*

- measuring recruitment success
  - **64% of Services do not formally measure**
- financial obstacles
  - **application fees/tuition costs - considerable**
- incentives - one in five HR Leaders use them (84% do not)
  - **interest free tuition loan**
  - **reimbursement of recruit training tuition fee**
  - **return application fee**
  - **Aboriginal mentoring program re needed qualifications**
  - **\$1,000 referral reward**
- the application process could be improved
  - **candidates only need to submit one application to be reviewed by all police organizations**
- the hiring process should not take more than 2-3 months
  - **low as 3 months to a high of 24 months (average 9 months)**
  - **the length of the hiring affects decision to pursue a job**
  - **30% of students think 1 month is a reasonable time**

## Findings - Training and Education

### Current State:

- no clear, consistent methods for training employees
  - **though the objectives and policing are similar across the country**
- lack of collaboration among police orgs
  - **no mechanism, no time**
- no consistency in budgeting/reporting across police services
  - **difficult to assess annual spending on T&E for the sector**
- services spend most of annual T&E budget on mandatory/“update”/“re-qual or re-training” training
  - **“standing still”**
  - **few services develop learning/training plans for employees**
- general satisfaction reported by Chiefs and HR leaders
  - **stated if money weren’t an issue they would address:**
    - developing leaders and succession planning
    - skills upgrading and continuous learning for workforce

## Findings - Training and Education ...

### Pre-employment training at college/university:

- popular: 70% of applicants are rejected, not enough seats
- length varies : 8 month diploma - 4 year degree (2yr diploma is typical)
- cost varies: \$2,000 - \$20,000 (average 2yr diploma is \$5,600)
- similar content
- little/no bearing on selection decision (reported by HR leaders)
- some highly successful partnerships with services - instructors, course development, Advisory Committees
- no clear content links between college Police Foundations programs and Recruit training programs (no equivalencies granted)

Police Foundations

Faculty of Criminal Justice

## *Findings - Training and Education ...*

### **Recruit training:**

- **content and desired training outcomes are similar**
- **no formal equivalency recognition of recruit training across Canada**
- **costs to recruits vary significantly from \$0 - \$25,000**
- **all academies conduct Level One evaluations (student satisfaction ratings), only a few conduct Level Two evaluations (training impacts on learning)**
- **students may be receiving training for skills they already have (soft skills, knowledge gained through PF programs)**
- **some examples of recruit training being recognized by Universities as credits toward a degree**



## Findings - Training and Education ...

### Summary

- consistency in course content and delivery methods between colleges, academies and training units
  - **recruit and other training, but no national standards**
- no clear content links between college Police Foundations programs and Recruit training programs – no equivalencies granted, duplication of efforts
- willingness by services and academies to share courses and increase collaboration
- interest in national standards for recruit training, mandatory training, instructor certification - Academy leaders, HR leaders
  - **improve consistency of content, delivery, learning outcomes**
  - **improve mobility of officers by establishing equivalencies**
  - **improve accessibility to training**
- interest in a national body to support T& E
  - **research**
  - **library, inventory**
  - **Support**

## *Findings – Succession Planning, Leadership Development*

- 50% of current leaders able to retire within next 5 years
  - few police chiefs or HR leaders are satisfied with their current efforts in SP/LD
  - succession planning is done ad hoc
    - typically for the top leadership positions only
  - police services operate in isolation
    - talent not being managed between services



## *Group Discussion – findings*

**Q: What is your reaction to these findings?**

1. What surprised you?
2. What is your biggest concern?

## HR Diagnostic - Recommendations

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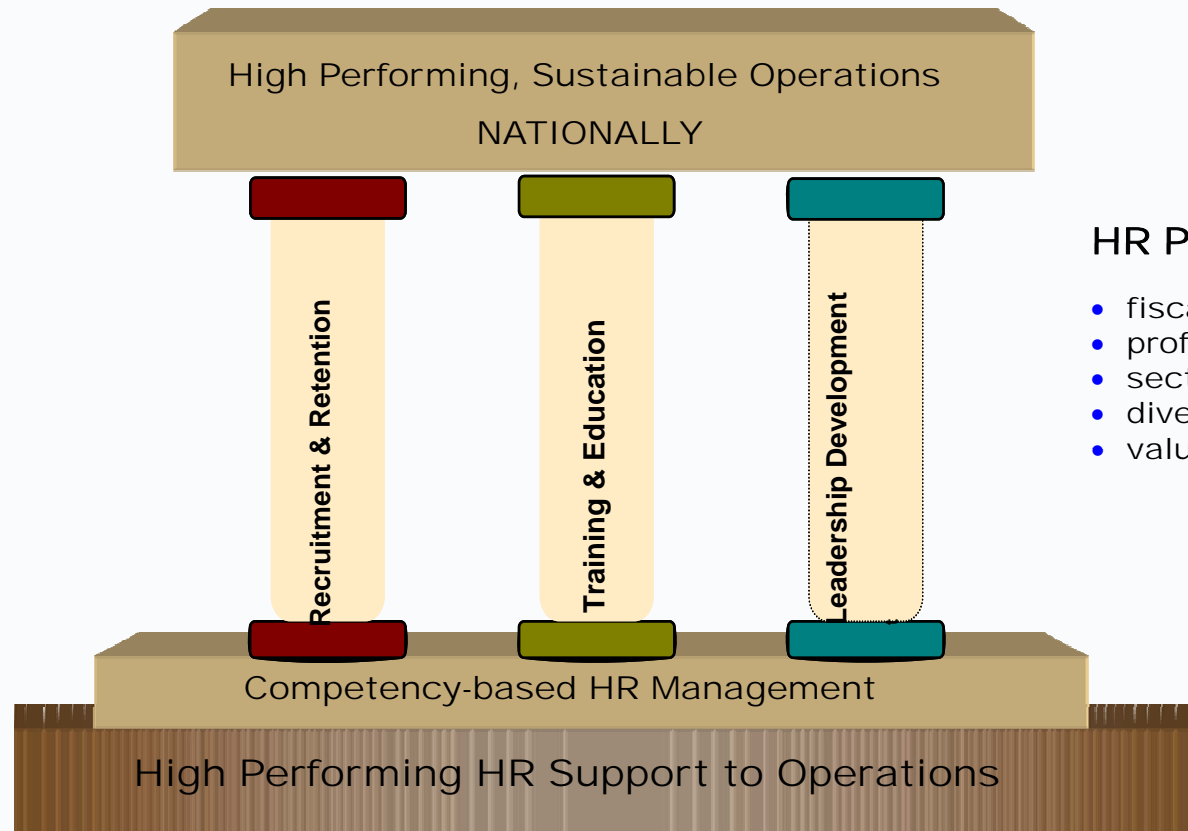
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- Hay Group identified 30 recommendations
- all recommendations reflect an urgent call to action
  - **collaboration by sector stakeholders**
    - competency based management
    - training and education
    - leadership development & succession planning
    - recruitment & retention



## Recommendations – the foundation

- C-BM is a best practice in both private and public sector
- investment and good work already done by some
- work toward a collective solution - **new model**
  - a common, shared competency-based approach
  - the foundation for all HR systems and processes



### HR Principles

- fiscal responsibility
- professionalization
- sectoral standards
- diversity
- valued employees

## Recommendations – Recruitment & Retention

- a national centralized organization and process - single entry/contact/portal/information for potential employees
  - address the “5-year gap”
    - expand the principle of a “tiered” model of policing
    - new roles for civilians, pre-constables and sworn officers
  - meaningful partnerships with educational institutions
    - capture high quality candidates
    - recognize prior learning
  - employee referral incentive programs
  - centralized application and screening process
    - leverage current models - like CSS, Quebec
    - administer regionally
  - centralized testing process
    - standardized tests with transferable results
  - a national repository of recruitment tools
    - efficiency gains
  - a national social marketing campaign
  - retain retiring workers
    - innovative work contracts - address pension constraints

## *strategy - social marketing*

1. **counter the image of negative impact on physical and emotional well-being**
  - **extremely dangerous work**
2. **highlight benefits**
  - **opportunity to impact/improve the lives of others**
  - **good benefits, salary and high job security**
  - **ample opportunities for career development, training, diversity of functions, transferable skills**
  - **opportunity for work life balance - clarify shift work**
3. **fix the process**
  - **address financial obstacles, use incentives, reduce application efforts, reduce processing time**

## Recommendations – T&E

- a framework of national standards for consistent quality of training content and delivery (partnership with educational institutions)
  1. budget/report separately:
    - mandatory “update” training
    - professional/skills training and development
  2. efficiencies/best practices in “update” training
  3. individual training and career plans for all employees
  4. nationally coordinate sharing of training resources
  5. national training standards for new constables
  6. identify parts of new constable training to transfer to colleges/universities
  7. national standards and exams to assess in-coming recruit learning from c/u
  8. Police Academies/Colleges to revise recruit training to reflect prior learning (6,7)
  9. Police Academies/Colleges adapt recruit training to align with/support pre-constable role (modules)



## *T&E ...*

10. accessibility to professional development and training for all police orgs
11. national body to address “sectoral” sharing
  - current programs/practices and emerging needs
12. partner with colleges/universities where feasible

## *Recommendations – LD&SP*

- **formal, structured, competency based framework for LD/SP - design, create formal approach**
  1. **develop a Policing Leadership Framework**
    - with defined skills and competencies for each level
  2. **plan for each service - map of number of high potential employees required for each leadership position**
  3. **National Police Leadership College to provide leadership development courses aligned with the Framework - accessible to all**
  4. **repository of leadership development programs and materials**
  5. **promotion based on the skills, knowledge and competencies identified in the Framework**
  6. **regional voluntary forums where Chiefs help each other develop their high potential talent**

## *Group Discussion - recommendations*

**Hay has made recommendations that challenge the current model of policing.**

**Q: What is your reaction to these recommendations?**

- 1. Are they appropriate given the Perfect Storm, and the research findings?**
- 2. Are there any recommendations you feel are inappropriate/unworkable?**
- 3. What are the most important recommendations to address now?**

## *Sector Strategies*



- **summary**
  - **déjà vu**
    - same HR challenges as 2000 Sector Study
    - but context has worsened – perfect storm
    - little collective action or progress even with clear leadership and workforce concerns
  - a **“Sector?” - doesn’t behave like one**
    - have and have not services
    - little sharing/leveraging of others work and efforts
  - **where to from here**
    - need leadership and collective action
  - **develop capacity**
    - can’t rely on goodwill and volunteers
    - PSC is a vehicle – needs resources
  - **public expects more**
    - collective HR strategy/plan to support quality service delivery
  - **status quo may result in “crisis”**
    - collapse of public trust
    - imposed restrictions vs managed solutions

## *DISCUSSION - the future of policing*



### **Sector Strategies**

**Integration is now an operational practice, can it be a management reality?**

**Discuss future initiatives by community of practice:**

- **Strategic Planning Network**
- **Training & Education Network**

## *DISCUSSION - the future of policing*



### Coordinated Strategic Planning

A “national” labour force intelligence and environmental scanning product for policing

- **national in scope - all sector managers at all levels are potential users**
- **leverage sector participation**
- **facilitate a more effective approach to cumulative capture and trend analysis of key data elements**
- **a common process to synthesize and improve current analytical activities**
- **a 4 to 6 month collection and analysis period**
- **publication and distribution of findings annually, in time to inform strategic and business planning for all in the policing sector**

## *DISCUSSION - the future of policing*



### **Coordinated Strategic Planning- template**

- **National and Provincial components**

#### **RCMP Scan: 7 Dimensions (for example)**

- **Demographics**
- **Society**
- **Economy**
- **Politics & Government**
- **Science & Technology**
- **Environment**
- **Public Safety & Security**

## *DISCUSSION - the future of policing*



### Coordinated Training & Education- police foundations

#### Quebec Model – direct linkages

- **CEGEP Police Foundations**
  - **École nationale de police du Québec**
  - **Certificate**
  - **Police Service Recruitment**
- 
- **what can we learn and leverage**



## *DISCUSSION - the future of policing*



**Discuss future initiatives by community of practice:**

- **Strategic Planning Network**
- **Training & Education Network**
  
- **review list of priority recommendations for sector integration**
- **determine activities to work toward sectoral integration**
- **identify networking means: PSC and existing associations**
  - **International**
  - **National**
  - **Provincial**

## *CONCLUSION - the future of policing*



### **Review of Session Objectives:**

- common platform of understanding on challenges
- clarity on short and long-term next steps by priority area for participants and for PSC

### **Concluding Remarks**

### **Next Steps**

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## **BUILDING THE CASE FOR CHANGE**

### **Recruitment Awareness Campaign 2007**

The Police Sector Council has created a campaign to raise awareness for the sector that there is a critical recruitment challenge. This campaign is the first part of the process of building a collective strategy to address policing recruitment. We have developed the following tools as a kit to help build awareness of the challenge before us.

1. [Introductory Letter](#)
2. [DVD "Building the Case for Change"](#)
3. [PowerPoint Presentation](#) for use with the DVD as part of a presentation or speech
4. [Questions and Answers](#) for the common questions arising from watching the video


Your challenge is to use this material and help increase the awareness of the issues we are facing now and into the future. If you have any questions or would like further information, please contact the Police Sector Council at 1-613-729-5959 or [ggruson@policecouncil.ca](mailto:ggruson@policecouncil.ca).



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POLICING

REWARDS

JOIN THE TEAM

 COMMS CENTRE

## HIRING CENTRE

Police services across this country are looking to hire. If you are interested in a career that is both challenging and exhilarating, that takes you away from the ordinary and empowers you to lead and serve your community, then a career in Policing could be for you.

This Hiring Centre is designed to provide you with information about a career in policing. It presents information in the following categories:

[Policing](#) - description of policing career, job opportunities, policing in Canada

[Rewards](#) - description of salary, benefits, opportunities

[Join the Team](#) - description of application process, selection process, training

It's an adventure of a career. Make a difference in the lives of those around you, be part of a team, become a Police officer.





# Could You? POLICE

**YOU BET!**

Read on or visit our website at:  
[www.policouncil.ca](http://www.policouncil.ca)

Police Services in Canada needs to double the intake of new recruits to officer positions and new entrants into specialist positions, in the next five years.

Think about serving to protect your community and a career with awesome opportunity and great rewards.

## Consider POLICING

For a proud 150 years brave and committed people have been serving and protecting Canadians. Policing in Canada today is done by 80,000 employees both sworn officers and civilians working in 220 police services in every province, city, municipality, hamlet and rural community across this country.

### So much opportunity – So many choices!

Serve and protect your community, or travel and see/serve the country and the world. There's regular police duty, or specialize in drugs, forensics, IT, commercial crime or over 200 other career-long learning opportunities. Handle guns? Dogs? Horses? Maintain a 9 to 5, or work exciting shifts and have extra time off for those lifestyle pursuits

Do you want a just a regular job or do you want career built on a 150 years of tradition and continue to build a better tomorrow?

If you are interested in a career both challenging and exhilarating, that takes you away from the ordinary and empowers you to lead and serve your community, consider a career in Policing.

Almost every police service across Canada is looking to hire. Now. They are looking for people willing to serve their communities, willing to help people, willing to enforce laws, willing to be trained and embark on a career of life-long learning, willing to make a difference to their country.



Policing is not just a job where every day is different; it is a job of challenges, where every situation you face and the people you meet and interact with are dynamic. Policing takes you away from the ordinary, to where you are needed - in the middle of the action where you take charge. It's a job where the days are fast paced and conditions are constantly changing.

If you are ready to become one of Canada's chosen few, go on-line to [www.policouncil.ca](http://www.policouncil.ca), to learn about the exciting opportunities in policing, decide which organization is right for you, and then get your application package by linking directly to the specific police service website of your choice.

Could you police? Are you interested responding to situations where you are responsible for figuring out a solution and making sure all goes according to plan? Because of the support of those around you and your extensive training, you are able to deal with every scenario. The job requires courage, strength, leadership skills, and good problem solving skills.

Be a Police officer and enjoy a job where everyday is a new opportunity to make life safer and better.

## Discover POLICING

It isn't just a job! Deciding on policing means that you have chosen a career with huge potential. There are plenty of opportunities for training, specialization, movement, and advancement.

Policing is a career that gives you a wide scope of skills and knowledge and the opportunity to pursue what interests you.



### Your career adventure can include:

- Narcotics Enforcement
- Vice
- Gang Crime
- Community, School Resources
- Counterfeiting Investigation
- Mountain Bike Unit or Bike Patrol
- Helicopter Air Services Unit
- Traffic Law Enforcement
- Canine Units
- EMS
- Crime Scene Analysis
- Commercial Crime
- Homicide
- Airport Services
- Criminal Investigation
- Mounted Units
- Marine Services



This country is vast and different areas require different services. Canada's police services include a national/federal police force (RCMP), provincial police forces (OPP, SQ, RNC) and over 200 municipal police services that provide policing services for Canadians.

Decide where you want to be, where you want to travel, and what work peaks your interest. When you are ready to apply, get your application package by linking to directly to the police service of your choice.

## *HR Diagnostic - Steering Committee*

- **Chair - Bill Gibson: Toronto Police Service**
- **Axel Hovbrender: Justice Institute of BC**
- **Dale Kinnear: Canadian Police Association**
- **Ken Legge: RCMP – Staff Relations Rep.**
- **Les Chipperfield: Atlantic Police Academy**
- **Terry Coleman, Chief: MooseJaw Police**
- **Glen Trivett: Ontario Provincial Police**
- **Syd Gravel: Ottawa Police Service**
- **Glen Siegersma: RCMP - Recruiting Program**
- **Alex Butler: HRSD – Sector Council Program**
- **Curtis Clarke: Alberta Police Academy**
- **Murray Stooke: Calgary Police Service**
- **Ron Stansfield: University of Guelph-Humber**
- **Alana MacMullan: NS Ministry of Justice**
- **Jennifer Lanzon: Can. Assoc. Police Boards**
- **Michel Beaudoin: École nationale de police du Québec**
- **Scott McDougall: Canadian Police College**
- **Sharron Gould: Winnipeg Police – CACP-HR**
- **Christine Guénette: Public Safety Canada**

