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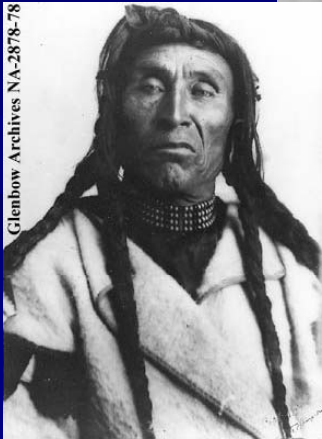
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# Provincial Aboriginal Police Recruiting Strategy

Audra Young - Recruiting Strategist  
S.P.A.R.C.





Glenbow Archives NA-2878-78



PALLADIUM



# Government of Saskatchewan

## Creating a Healthy, Just, Prosperous and Safe Saskatchewan:

A response to the Commission on  
First Nations and Métis People  
and Justice Reform

The Government's response to the Commission on First Nations and Métis Peoples and Justice Reform identifies the development of an Aboriginal police recruiting strategy to assist police services in the province in the recruitment of Aboriginal people as a key Department of Justice priority.



Saskatchewan Justice will work with municipal police services to ensure their participation in development of the recruitment strategy. The recruitment strategy will look at ways to attract First Nation and Métis candidates into policing and ensure First Nation and Métis recruits are provided with the necessary supports to achieve career success.

# Working Together

## 2005 Saskatchewan Municipal Police Services

Provincial Aboriginal Recruiting Strategy Committee

- Prince Albert Police Service
- Saskatoon Police Service
- Regina Police Service
- Moose Jaw Police Service
  
- Royal Canadian Mounted Police
  
- And in 2006
- File Hills First Nations Police Service

# Working Together

- On the working committee we have:
  - Chief, Deputy Chief, Inspectors, Sgt. (s), Cpl. (s), and Cst (s)
  - Recruiters – Sworn
  - Recruiters – Civilian
  - Public Information Officers/Media Relations/Communications Departs. – RCMP, RPS, SPS, and Justice
  - Cultural Liaison Officers
  - Education Partners – Saskatchewan Police College, S.I.A.S.T., U of R
  - Researchers – Dr. J. Pfeifer, Ms. Carolyn Barnes

# Ownership

*Saskatchewan Police Aboriginal Recruiting  
Committee*

*(S.P.A.R.C. – 2006)*

Provincial approach to recruiting qualified candidates

# Sharing: (2006)

- Best Practices
  - PA Aboriginal Mentorship Program
  - RCMP Recruiting For the Future
  - RPS Treaty Four Citizens' Police Academy
  - SPS Mentorship Program
- Building 'our' Relationships
- Anecdotal vs. research information – reasons why Aboriginal people don't choose law enforcement as a career
- Ideas – exploring what we can do as a collective – immediate and long term

# Research

- Recruitment of Aboriginal Police Officers in Canada: Perceptions and Attitudes - Dr. J. Pfeifer Professor U of R
- Citizens and the Police: Attitudes, Perceptions and Race – Ms. Carolyn Barnes M.A.
- Evaluation of Provincial Minimum Standards and police selection processes

# Mission

- The Mission of the Saskatchewan Police Aboriginal Recruiting Committee is to improve policing services by developing coordinated strategies that recruit, retain and support Aboriginal People.

# Vision

- The Vision of the Saskatchewan Police Aboriginal Recruiting Committee is to have Policing services representative of Saskatchewan communities in which Aboriginal People fully participate.



# Engagement – Linking - Connecting

- Where is the applicant pool?
- How do we access that pool?
- Bring them to the door?...then what?
  
- Do we have the right pool?
  
- How do we hold onto the potential candidate? how do we develop that individual? How do invest as an organization in these candidates?
  
- How are we adjusting and evolving organizationally to support this approach? And those candidates?

# Engagement

- So now people are excited to join our organizations how do we assist their success and how do we bridge the gap of time and space when a candidate is unsuccessful – where can we direct them or assist them in their development – and not lose them?
- How can we invest in those individuals that want to be police officers but need time, support, education?
- And how do we balance our involvement with the candidates and determine whether it is 'our' need and not the candidates'?

# Linking and Connecting - Internal

- R.C.M.P. Recruiting for the Future
- P.A.P.S. Aboriginal Mentorship Program
- R.P.S. Treaty #4 C.P.A.

Great ideas of engagement, investment and development.

How do we do we link this to the work that we are doing as a collective?

# Recruiting Our Communities (R.O.C.)



## Recruiting Our Communities

Saskatchewan Police Aboriginal Recruiting Committee (S.P.A.R.C.)

February 28<sup>th</sup>, 2007

North West Regional College  
Gym/Student Lounge Room 160  
720 - 5th Street West  
Meadow Lake, SK.



<b>Registration</b>	<b>6:30 p.m. – 7:00 p.m.</b>
<b>Introductions</b>	<b>7:00 p.m. – 7:15 p.m.</b>
<b>Information Sessions</b>	<b>7:15 p.m. – 8:15 p.m.</b>

File Hills First Nation Police Service  
Moose Jaw Police Service  
P.A. Police Service  
R.C.M.P.  
Regina Police Service  
Saskatoon Police Service  
Meadow Lake Tribal Council – Tribal Policing

<b>General Session:</b>	
<b>Questions/Mix and Mingle</b>	<b>8:30 p.m. – 9:00 p.m.</b>
<b>Door Prize Draws</b>	<b>9:15 p.m.</b>

Contact Cpl. Audra Young  
Aboriginal Policing  
Recruiting Strategist  
Saskatchewan Justice  
(306) 787-7666

# Recruiting Our Communities (R.O.C.)



# Recruiting Our Communities (R.O.C.)

- A target specific approach to a career fair – for those interested in law enforcement.
- We want to create a connection with the participants; introduce them to the career opportunities in policing and justice, to share tools for success and to offer an environment that supports discussion and openness, where participant and police can get to know each other.

# Recruiting Our Communities (R.O.C.)

- 2006 – identified candidates within our applicant pools/on our radar and personally invited them to 3 R.O.C. Events – Regina, PA, and Saskatoon

The R.O.C. Events were held in the evening and had an agenda packed with interaction with Police Officers, Aboriginal Role Models, recruiting presentations, motivational speakers, and door prizes

# Recruiting Our Communities (R.O.C.)

## Evaluations:

We heard from the participants that we needed to come to their communities.

As we planned the 3 events for 2007 – we approached the communities and asked them to assist us with identifying community members that are interested in a career in law enforcement or justice.

*2007 - Meadow Lake - MLTC, North Battleford - NBTC, and Fort Qu'Appelle - Treaty Four Tribal Councils*

*2007 - University of Regina – Pre-police and Justice Studies Students Spring and Fall events*



# Recruiting Our Communities (R.O.C.)

- 2008
- North Battleford Tribal Council & Onion Lake First Nation  
February 5, 6, 2008
- Lac La Ronge F.N., Peter Ballantyne F.N.
- Fly in to Fond Du Lac Denesuline F.N., Balck Lake F.N.,  
Hatchet Lake F.N.
- Red Earth F.N., Cumberland House F.N., Shoal Lake Cree  
Nation.
- South – Cowessess F.N., Whitebear F.N.

# Timing is Everything

- RCMP “Recruiting for the Future” Pilot Project P.A. Event – RCMP “F” Division Recruiting Team informal partnership with Grant MacEwan College Edmonton, Alberta, Aboriginal Policing Program
- S.I.A.S.T. presented at our very first Strategy meeting April 2006 – discussions on building the same program in Saskatchewan to support the Provincial initiatives and police agencies

# S.I.A.S.T.: Aboriginal Police Preparation Program

- Fall 2007 Woodland Campus in Prince Albert
  - The class filled to capacity on registration day
  - 24 students accepted
  - On February 22, 2008 twenty of the twenty-four will successfully complete this program
- 2008
  - Kelsey Campus - Saskatoon to begin January 2008
  - Wascana Campus – Regina Fall 2008
  - Opportunity for S.P.A.R.C. formalize the partnership with S.I.A.S.T. regarding this Program – M.O.U. – Recommendation from Chiefs to purchase seats in the program

# Aboriginal Police Preparation Program

- The program will be approximately six months in length beginning September 10, 2007
- Most courses are transferable to the S.I.A.S.T. Correctional Studies Diploma program
- Prospective students require:
  - Grade 12 or GED
  - a medical is required in order to participate in the scheduled PARE or POPAT physical fitness tests.
- Approximate cost \$4,500.00 plus books and materials.

# S.I.A.S.T. Woodland Campus

- Proven track record to retain Aboriginal students in the Corrections Program
- Practical approach to education – short term achievement that can lead to further education or employment
- The Aboriginal Police Preparation Program articulates into the Correctional Studies Diploma Program at S.I.A.S.T. which then articulates into 3 university degree programs.
- Articulation agreement with University of Regina's Pre-Police, Justice and Human Justice Studies program are underway.

# Treaty Four Citizens' Police Academy (T4CPA)



## Treaty 4 Citizens' Police Academy April 30 - May 11, 2007

Through a series of lectures and demonstrations Treaty Four Citizens' Police Academy will give First Nations/Aboriginal people an inside look at police work and what it takes to become a police officer.

### Basic Requirements:

19 years of age or more | Complete Grade 12 or Grade 12 equivalent | Should be in good physical condition  
Uncorrected visual acuity of 20/60 in both eyes or better or 20/40 in one eye and 20/100 in the other eye or better without visual aids, correctable to 20/20 or 20/30  
NO criminal record and be free from criminal involvement in three preceding years (e.g. thefts, illegal drugs)

Cost: The cost of this course is the responsibility of the individual candidate to make funding arrangements.  
Contact your Tribal Council or First Nation Employment Coordinator or Employment Center for funding opportunities.

For further information contact Cpl. James Pratt at (306) 777-6476 or Cpl. Audra Young at (306) 787-7666.

Application Deadline is March 31, 2007.



# Treaty Four Citizens' Police Academy (T4CPA)

- Original founders of this program is R.P.S. and the Treaty Four Tribal Councils
- Built on the same concept of the R.P.S. Citizens' Police Academy condensed into a 2 week training program, participants are introduced to the different sections of the R.P.S. presentations delivered by police officers
- Funding for this 2 week course is the responsibility of the individual and the funding source – TC or Métis Nation, employment services \$641.00

# Treaty Four Citizens' Police Academy (T4CPA)





# Prince Albert Police Service: Aboriginal Mentorship Program

- Business approach to recruitment and commitment to candidate development
  - Physical fitness
  - Criminal Code
  - SIGMA
  - Ride-along with a sworn member
  - Introduction to the Service

# Linking

- Utilize our R.O.C. events to invite candidates to participate in the T4CPA in the Spring of each year
- And continue to engage those candidates in meaningful training at S.I.A.S.T. or another education stream U of R Pre-police Studies or Justice Studies Program
- Civilian positions, Aboriginal Summer Student Programs, Volunteer, Mentoring opportunities - 'try us on', Deputy Sheriff's – Court Security
- Or even better HIRED at one of our agencies!

# Linking and Connecting - External

## ■ Working with;

- Métis family Community Justice Services and Gabriel Dumont Institute and Dumont Technical Institute who are the funding bodies at this time for the Métis Nations.
- M.L.T.C.
- S.I.T.A.G.
- S.T.C.
- N.B.T.C.
- P.A.G.C.
- to recognize the Treaty #4 CPA and support Aboriginal candidates that wish to participate
- to support Aboriginal candidates to participate in the SIAST Aboriginal Police Preparation Program and explore the potential for delivering that programming to the Aboriginal community
- to identify within their communities Aboriginal people who are interested in law enforcement

# Recruiting

## understanding who we are

### ■ Who are we?

- Well that's debatable...generational differences within our work culture - we are a mix of "Veterans" 59 years plus (maybe maybe not), "Baby Boomers" (born 1945-1960), "Gen X" (born 1960-1980), "Gen Y" (born 1980-2000)
  - Boomers - min. number of careers, impressed by authority, are optimistic and are driven to achieve
  - Gen X - question authority, seek bigger meaning in life & work, tech savvy, can be fiercely independent, want fast feedback, live in the present, are skeptical, see career as key to happiness, are open to multi-careers, consider challenge and variety as being more important than job security and constantly aim to achieve work-life balance
  - Gen Y – celebrate diversity, self-inventive/individualistic, ambitious, demanding, and question everything, loyalty – company last on their list behind families, communities, co-workers and themselves\*

### ■ Who will we be?

- With the retirement of the Baby Boomers, Gen X will be flooding the gap that will be left by the Boomers
- Gen Y will soon make up the most of our workforce

# Recruiting

- Who will we be recruiting?
  - With the changing labour pool our strategies will have to be current and relevant to that pool; they will not only be culturally/diversity relevant they will have to be appropriate for the generation that the applicant comes from

❖ \*Reference: Financial Post, Gen X Will Change the work culture 07/02/21; CNN Money, Attracting the 20 Something 07/05/15; Generations at Work, 2000, Business Week, Generation Y, 99/02/15, Coaching Gen X, Terri Nagle.

# Retention & Succession Planning

# Current Realities

- Historic qualified labour shortage is severe in Western Canada – worst in 25 years and will continue to worsen over next 10 years
- Employee mobility is high
- Average working couple spends 75 minutes per day together
- 9.8 million baby boomers approaching retirement
- Disengaged employees – affect productivity, affect morale and create 'workplace toxicity'
- Aboriginal youth the fastest growing demographic along with the Boomers

# What do employees want from their organization?

#1<sup>st</sup> - interesting and challenging work

#2<sup>nd</sup> - open communication

#3<sup>rd</sup> - opportunity to grow and develop

\*\*\*money finished 8<sup>th</sup> on the list

(Conference Board of Canada)



# Retention Success

\*By only focusing on the attraction and recruiting – front end process and not the retention piece by developing employees organizations ignore what matters most

- Ensure the employee is as much a part of your past as your future
- Continuous learning
- Treat employees like clients
- Positive work culture
- Exciting place to work where employee can contribute
- Building sense of community – feeling a part of something larger than self
- Recognitions and rewards
- Involvement
- Mentoring opportunities with senior people
- Training and development
- Exit interviews

**SASKATCHEWAN POLICE SERVICES****PERCENTAGE OF ABORIGINAL OFFICERS**

<b>Police Agency</b>	<b>March 31, 2007</b>	
	<b>Number</b>	<b>Percentage</b>
<b>File Hills First Nations Police Service</b>	6	85.7%
<b>Moose Jaw Police Service</b>	1	1.9%
<b>Prince Albert Police Service</b>	27	33.75%
<b>RCMP</b>	164	23%
<b>Regina Police Service</b>	35	10.1%
<b>Saskatoon Police Service</b>	36	9.3%







# Next...

- Affirmation by the Saskatchewan Chief's of Police
- The hard work...the challenge to influence culture within our agencies to create change and sustainability;
  - Inflecting on Organizational readiness particularly by examining and developing internal policies with respect to recruiting, retention and succession planning,
  - Supporting and integrating the work we do as the Committee to our Organizations - policy will be the thread that connects all of this work and ties it together,
  - Challenging our Organizations to integrate strategic planning processes to reflect the efforts and commitment of the Committee and it's work,
  - Connecting this work to strategic provincial approaches to policing i.e.: Future of Policing discussions,
  - Ensure recruitment, retention and succession planning strategies within our Organizations support all the frontline policing operations

# Next...

- Consultation – Tender/RFP
  - Community
  - Police (serving, retired, former)
  
- Communication Strategy/Marketing Strategy
  - Generation specific
  - Human
  
- Development of the Saskatchewan Police Aboriginal Recruiting Strategy
  - Location
  - Resourcing
  - Sustainability