



ARCHIVED - Archiving Content

Archived Content

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

ARCHIVÉE - Contenu archivé

Contenu archivé

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

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

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

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

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

Setting the Policing Research Agenda

POLICE SECTOR COUNCIL
Conseil sectoriel de la Police

connecting forces - securing futures



Connecting Forces – Securing Futures



Researchers Network
March 11, 2008

Agenda



Objectives:

- common platform of understanding on sector challenges
- clarity potential scope and activities for Research Network participants

1. welcome and introductions – expectations setting
2. Police Sector Council - overview
3. backdrop – perfect storm and challenges
4. HR diagnostic - overview and recommendations
5. research today and tomorrow
 - current state of policing research – explore themes
 - toward a collective approach – working session
 - defining the research “agenda”
 - 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'



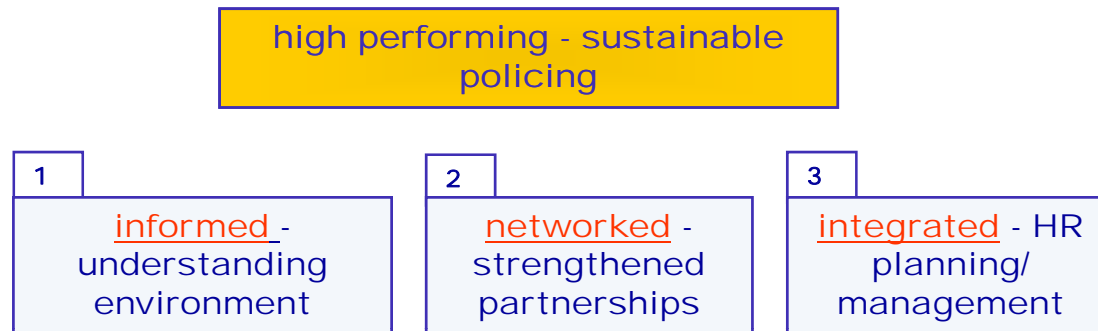
Police Sector Council - Networks



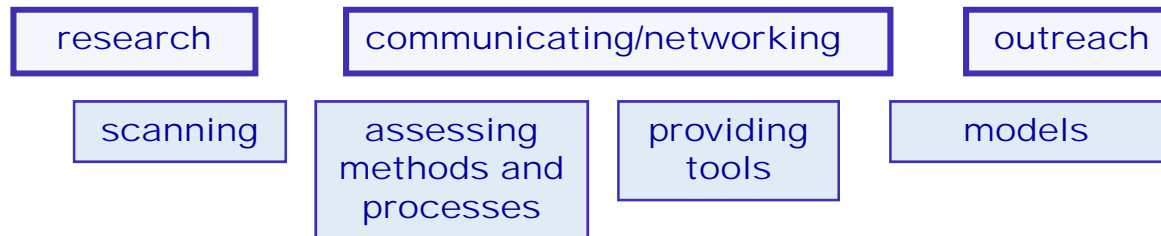


We are - strategy-focussed HR

- 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



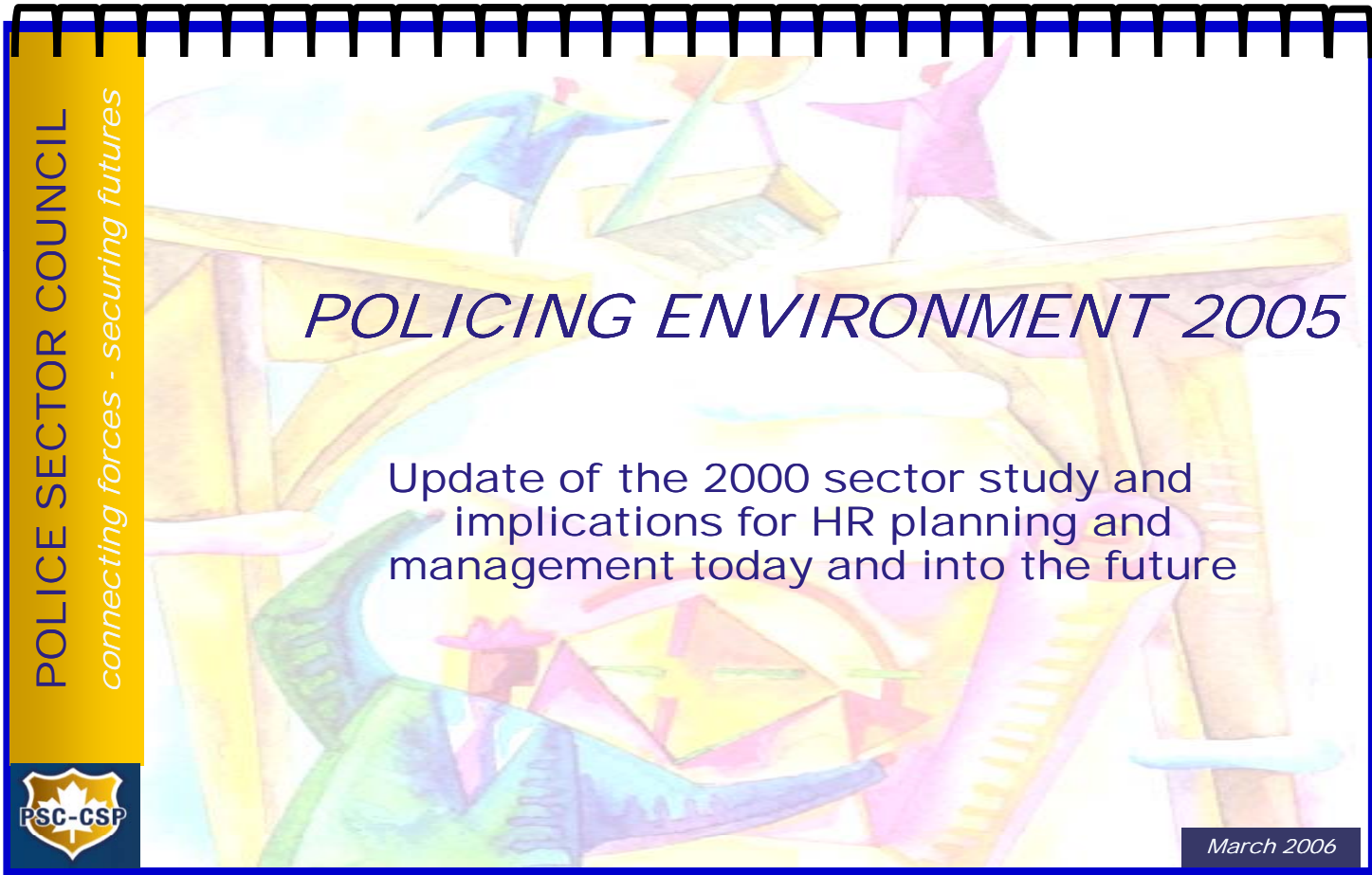
- **research 08/09**
 - **competency project – entry and supervisory**
 - **youth perceptions of policing, longitudinal study(Ipsos-reid)**
 - **environmental scans, yearly provincial and national scan**
 - **outreach - networks**
 - **website as virtual library**
 - info, research, tools, news
- **products**
 - **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



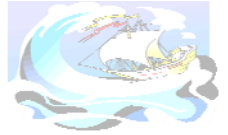
Environment Drivers

POLICE SECTOR COUNCIL

connecting forces - securing futures



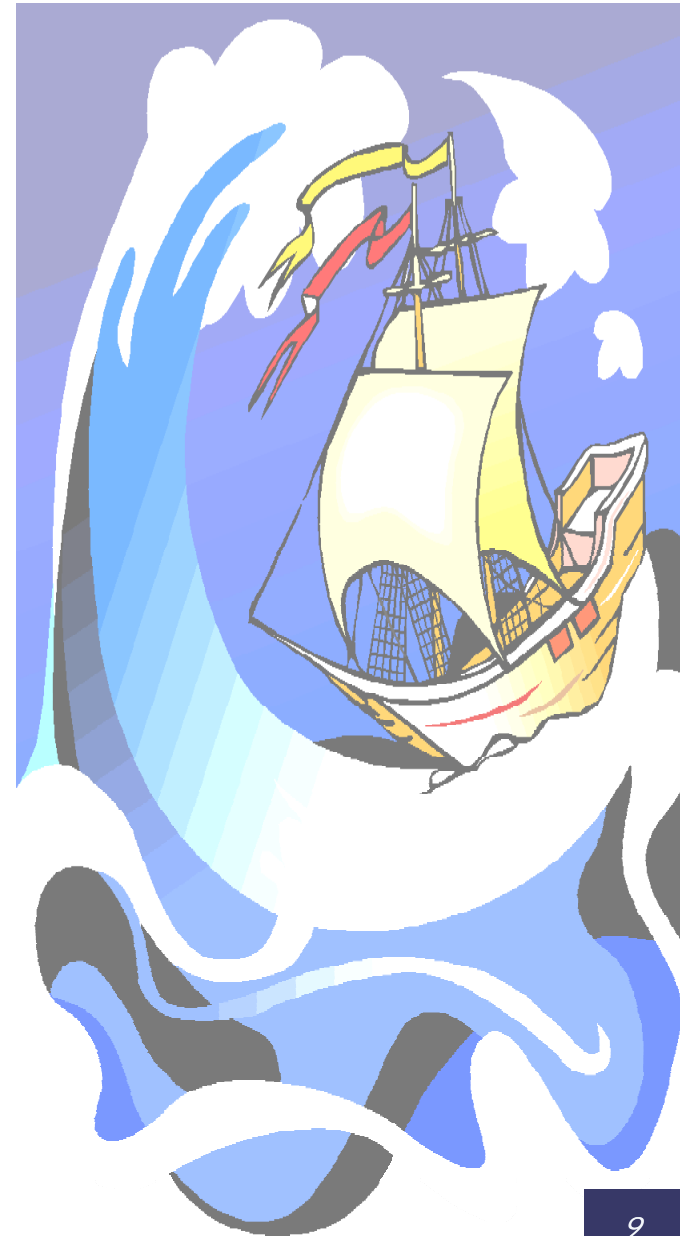
Environment Drivers



The Perfect Storm

Three “low pressure systems” advancing

1. changing face – demographics
2. changing work – demands, complexity
3. 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

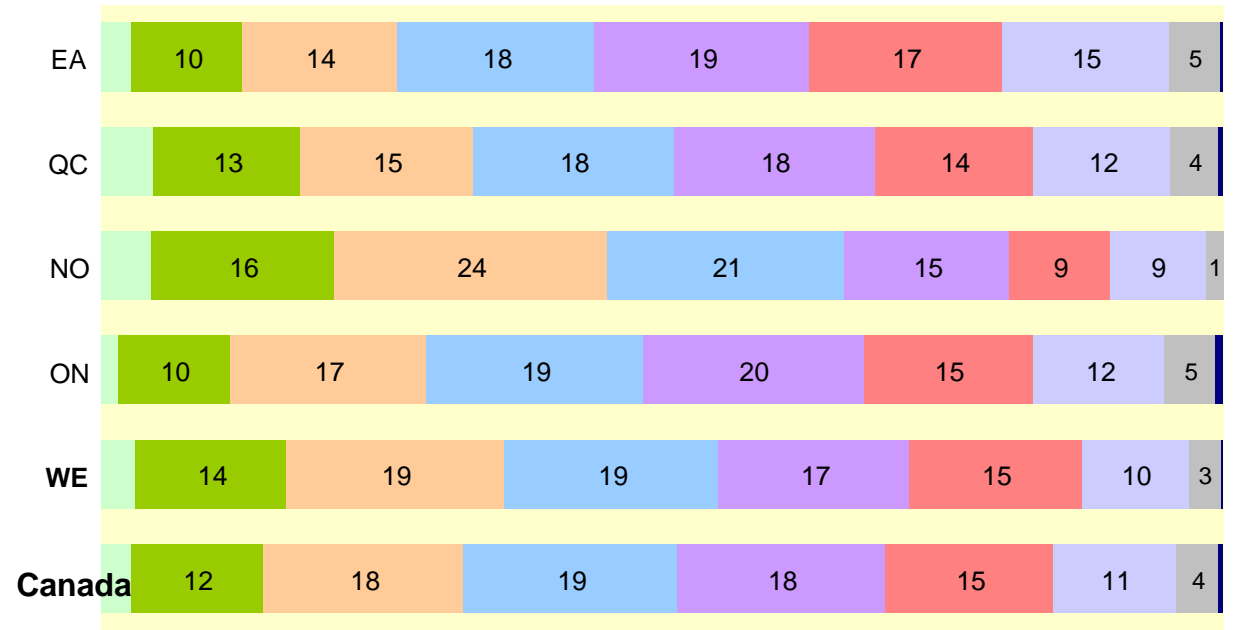
- “face of today's policing” ... serious workforce challenges:**
- **challenge 1 - increasingly aging/retiring - loss of leadership**
 - 40-50% of senior officers retiring in the next 5 yrs
 - senior level succession - knowledge/experience
 - recruitment rates of constables not sufficient
 - **challenge 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 ...

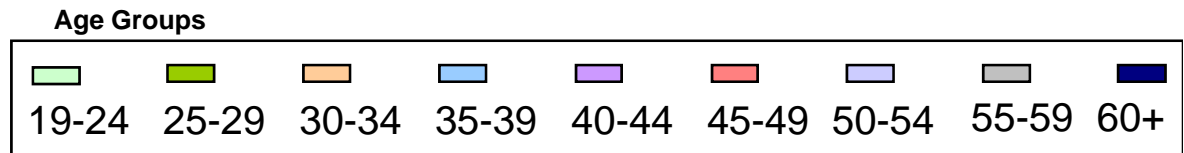
- baby boomers not a “peak” like other sectors
 - earlier retirements
 - hiring peaks in public funding

- 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



Source: Sector Employee Database, 2005

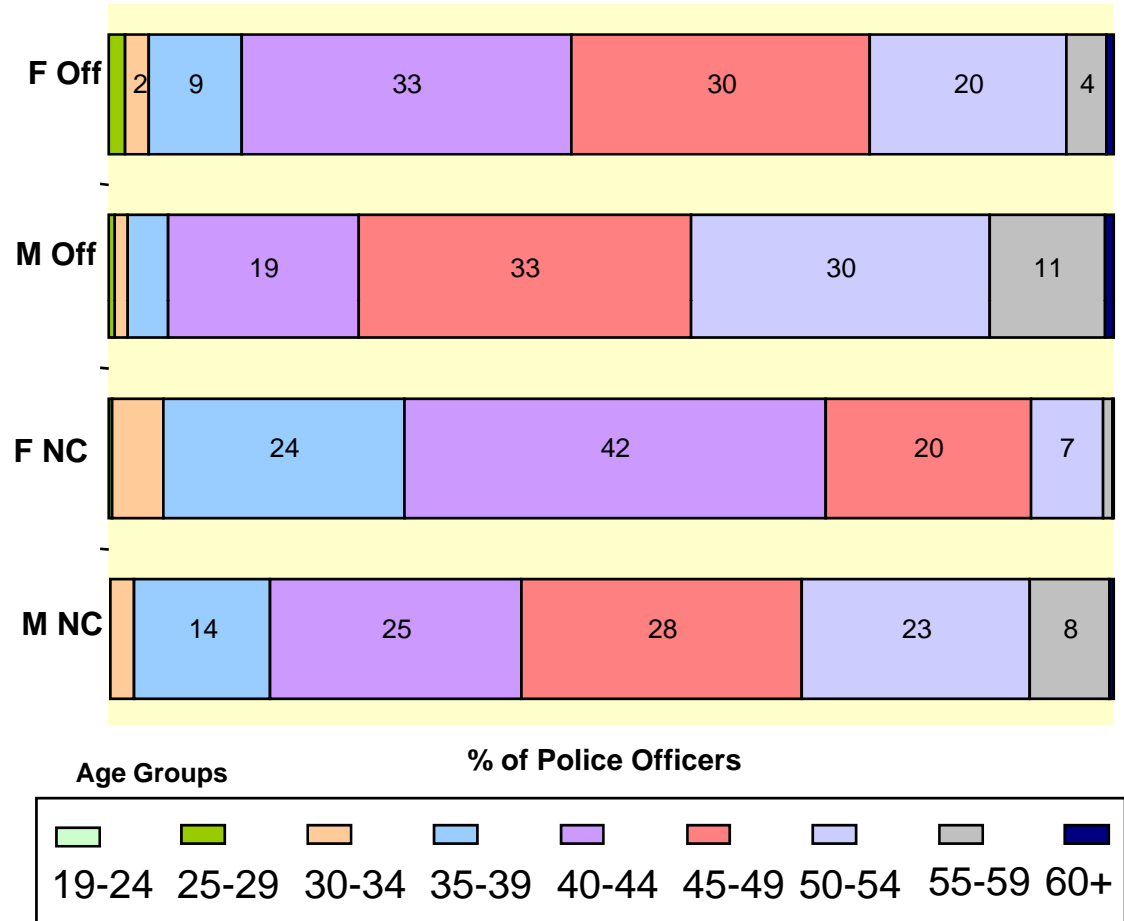
**EA = Atlantic; QC = Quebec; NO = North
ON = Ontario; WE = West**



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 ...?

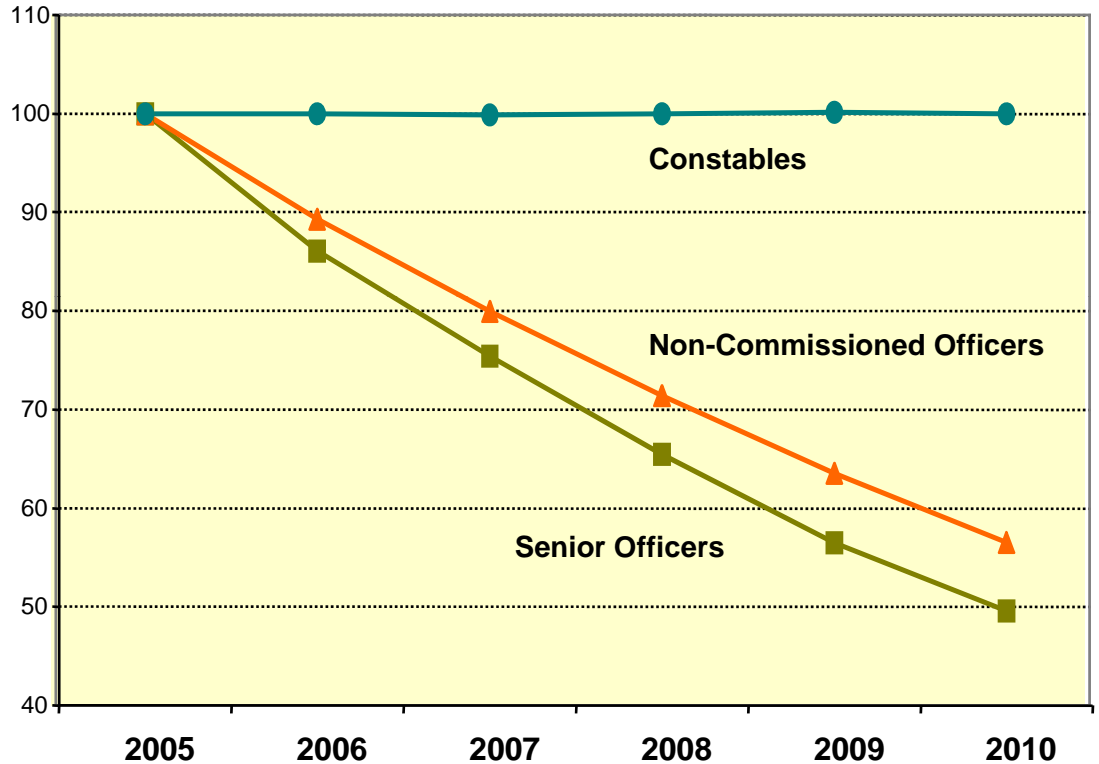
■ trends over next 5 yrs

- 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%

■ challenges intensify

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

Officer employment index, current trends



Source: Sector Employee Database, 2005

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



2007 themes - career interest

- youth are **most interested in pursuing**
 1. Education such as teachers and counselors 17% (18% in 2005)
 2. Health care such as doctors and nurses 14% (17% in 2005)
 3. Skilled trades - electricians and carpenters 14% (18% in 2005)
 4. Internet and high technology 13% (13% in 2005)
 5. Banks and other financial institutions 8% (18% in 2005)
 6. The federal government 8% (6% in 2005)
 7. Retail 6% (4% in 2005)
 8. The provincial government 4% (3% in 2005)
 - 9. Policing 4% (5% in 2005)**
 10. Non-profit sector 4% (2% in 2005)
 11. NGO, working in poor countries 3% (3% in 2005)
 12. The military 2% (4% in 2005)
 - in 2005 policing was at 5% and ranked 6th
 - **8% of those aged 12-17 interested** - 3% aged 18-24 - 3% aged 25-30
 - **7% respondents with less than a high school education** - 3% university or post-secondary - 3% technical school or community college

2007 themes – most employment opportunities

- career fields having **the most employment opportunities**:
 1. Skilled trades - electricians/ carpenters 18% (23% in 2005)
 2. Internet and high technology 13% (13% in 2005)
 3. Health care such as doctors and nurses 12% (15% in 2005)
 4. Retail 12% (11% in 2005)
 5. Education - teachers/ counselors 12% (14% in 2005)
 6. Banks and other financial institutions 8% (4% in 2005)
 7. The federal government 6% (3% in 2005)
 8. The provincial government 4% (3% in 2005)
 9. Non-profit sector 3% (1% in 2005)
 10. The military 3% (6% in 2005)
 11. NGO, working in poor countries 2% (2% in 2005)
 - 12. Policing 2% (3% in 2005)**
 - in 2005 policing was at 3% and ranked 7th above governments, non-profit sector and NGOs in poor countries
 - include **4% aged 12-17**, as compared to 2% aged 25-30
 - note differences for men and women - 2% of men and 2% of women in 2007, compared to 3% and 2% in 2005

2007 themes - employment factors

- percentage indicating the first most important factor (second most important in brackets)
 - 19%** **work-life balance (14%) = 33%**
 - 18%** opportunities to do interesting work (11%) = 29%
 - 12%** pay/compensation such as bonus opportunities (13%) = 25%
 - 11%** job security (11%) = 22%
 - 10%** work related to your field of study (7%) = 17%
 - 6%** **job contributes to the betterment of society (6%) = 12%**
 - 5%** opportunities for advancement (8%) = 13%
 - 3%** opportunities to work on your own (4%) = 7%
 - 3%** opportunities for professional dev./training (4%) = 7%
 - 3%** organization with a variety of career options (0%) = 3%
 - 2%** **a pension plan (4%) = 6%**
 - 2%** vacation time (4%) = 6%
 - 2%** opportunities to work with others (3%) = 5%
 - 2%** an organization with a good reputation (3%) = 5%
 - 1%** employment I enjoy (0%) = 1%
 - 1%** opportunities to travel (4%) = 5%

2007 themes - rating policing career

- 25% - very likely offer a career they would be **proud** of - above average response on this factor - (25% in 2005)
- 20% - very likely offer opportunities for **advancement** - comparatively above average - (21% in 2005)
- 14% - very likely offer them **interesting work** - above average - (24% in 2005)
- 13% - very likely offer them a **good salary** - above average - (17% in 2005)
- 13% - very likely to offer them a wide variety of **career options**; the only characteristic where policing scored below average,



"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**
 - 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"

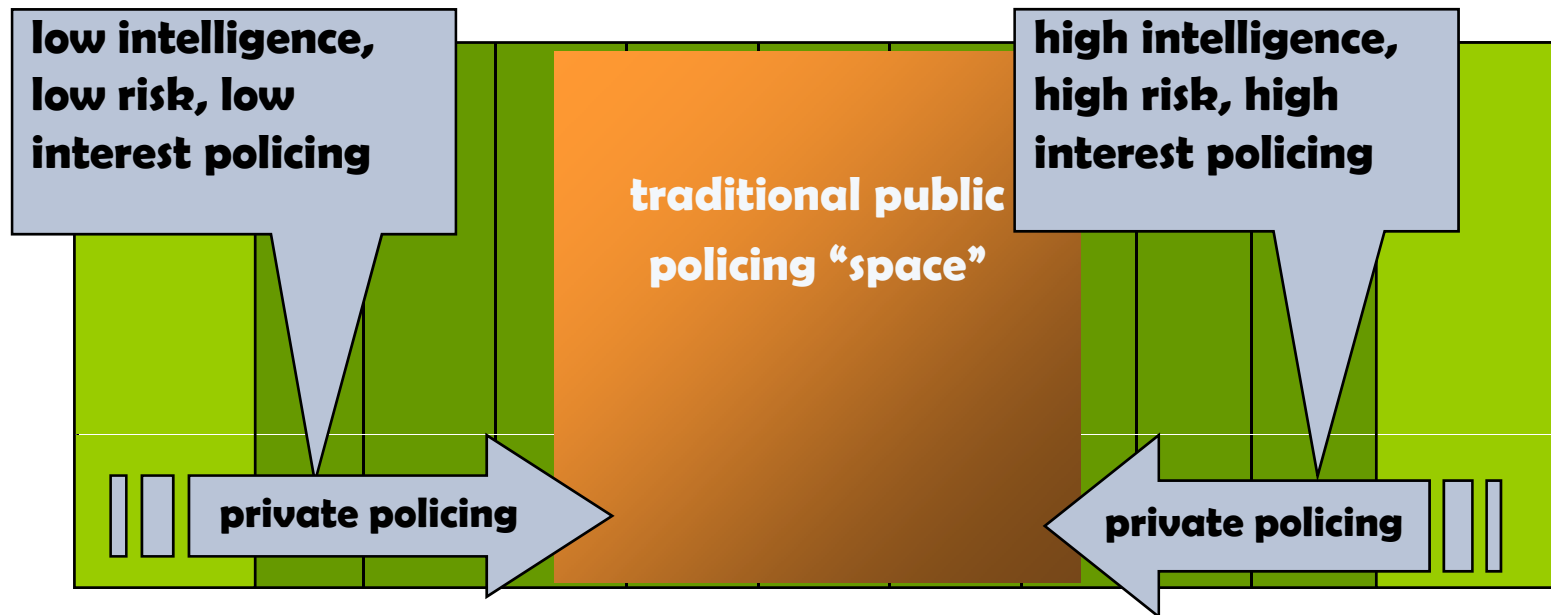
Low Pressure System #2 - Policy/Operating

- **increasing workload demands - increasingly complex work**
 - **crime**
 - more sophisticated - technology enabled
 - no jurisdictional boundaries
 - **investigations – more 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 environment ...

- **increased defaulting to private security**
 - 2005 - over 100,000 private security personnel
 - increased demand - both ends of "policing"
 - traditional physical security – low skilled workforce
 - high tech, intelligence-based service offerings to both business and government - "corporate security, insurance, fraud, forensic accounting, computer/ Internet crime, industrial espionage, international organized crime"
- **integrate - leverage capacity - "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

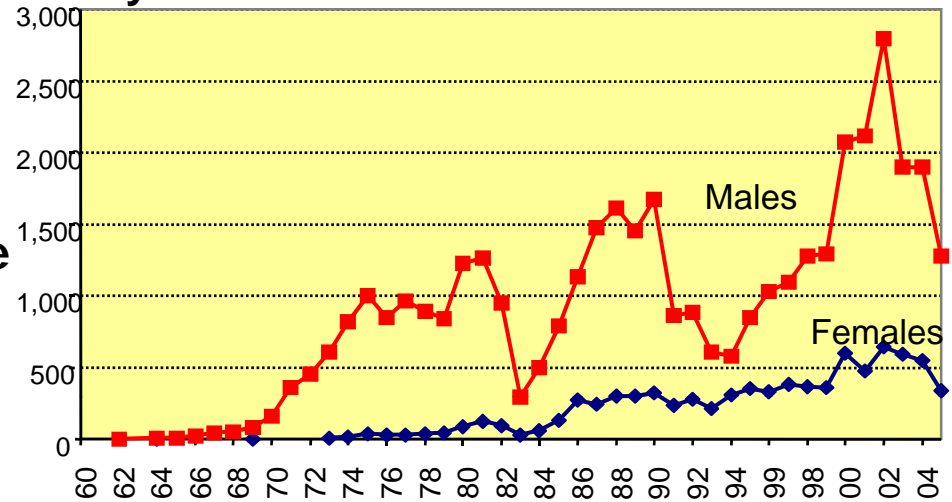
- **police model - select first, and then trained extensively, equip**
- **budgets under strain - compensation outstripping public resources/capacity**
 - contract police expenditures totaled \$9.9B in 2007 (\$303/citizen)
 - fully equipped officer - \$67K in '93 now \$150K (urban policing)
 - wages and benefits > 84% 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



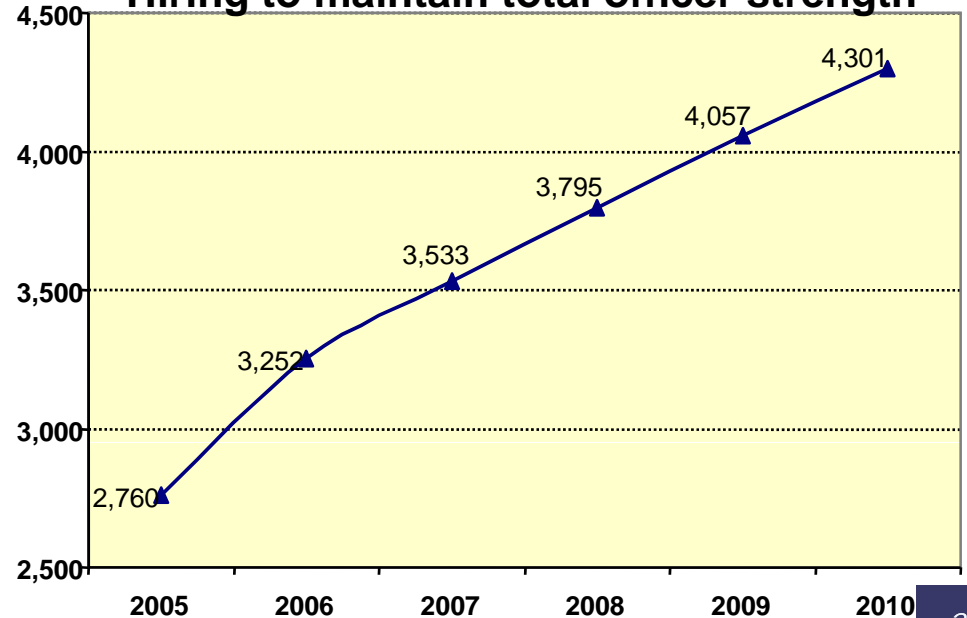
Budget cycles ...

- **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 2005 - Report 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

Riding the storm ... discussion

Q: How can researchers support the future of policing?

- 1. What are the most critical challenges**
- 2. What research will support actions: current, future?**

The “Perfect Storm”

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

Policing Environment - implications



- **clear picture of the context - Policing Environment 2005**
 - **immediate and future challenges**
 - **potential impact on the sustainability of policing**

- **what are the implications**

- **how can Police Services respond**
 - **current state of policing HR practices**





Policing Environment - implications

- Canada has a total of 223 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
Very Large	>1000	14
Large	300 to 999	16
Medium	100 to 299	40
Small	25 to 99	62
Very Small	< 25	93
Total		223

196



"4-in-1" HR Diagnostic Project

Purpose

Current State and Future Strategies:

1. Competency Frameworks
2. Recruitment & Retention
3. Training & Education
4. Leadership Development & Succession Mgmt

Contractor

Hay Group
IPSOS Reid

A National Diagnostic
on Human Resources
in Policing

HayGroup®

Steering Committee

20 Sector Representatives

Working Groups

Training and Education Working Group
Diversity Working Group

HR Diagnostic Project

Approach

Gather information from all key stakeholders:

- surveys
- interviews
- focus groups

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 - Participation

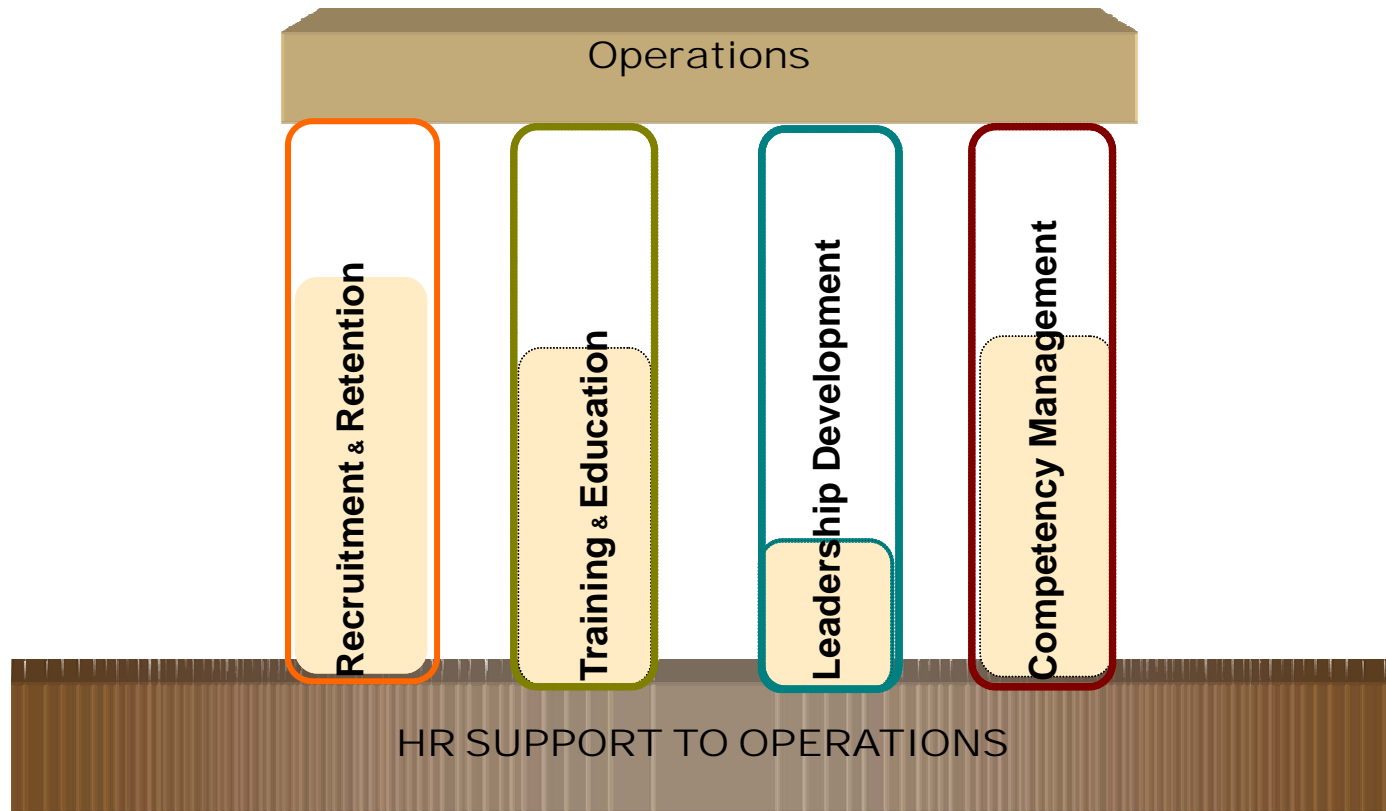


Stakeholders	
Employees	10,448
Public – Youth 18-35	1267
- Students	1391
Chiefs	96
HR Leaders	62
Training & Ed - Police Acad/College	32
- Colleges, Univ.	35
Association Leaders	27
Benchmark Organizations	7
Security Firms	5
Research Project Team	132
Team PSC	
Team Hay, IPSOS Reid	
Steering Committee	
PSC Board of Directors	
Working Groups (T&E, Diversity)	
Total Estimated Participation	13,500

HR Diagnostic - current state of sector

Differences across the sector:

- have and have not services
- investment in different HR areas
- pockets of good and best practices



Recommendations

Hay Group identified top-line recommendations based on the findings of this research

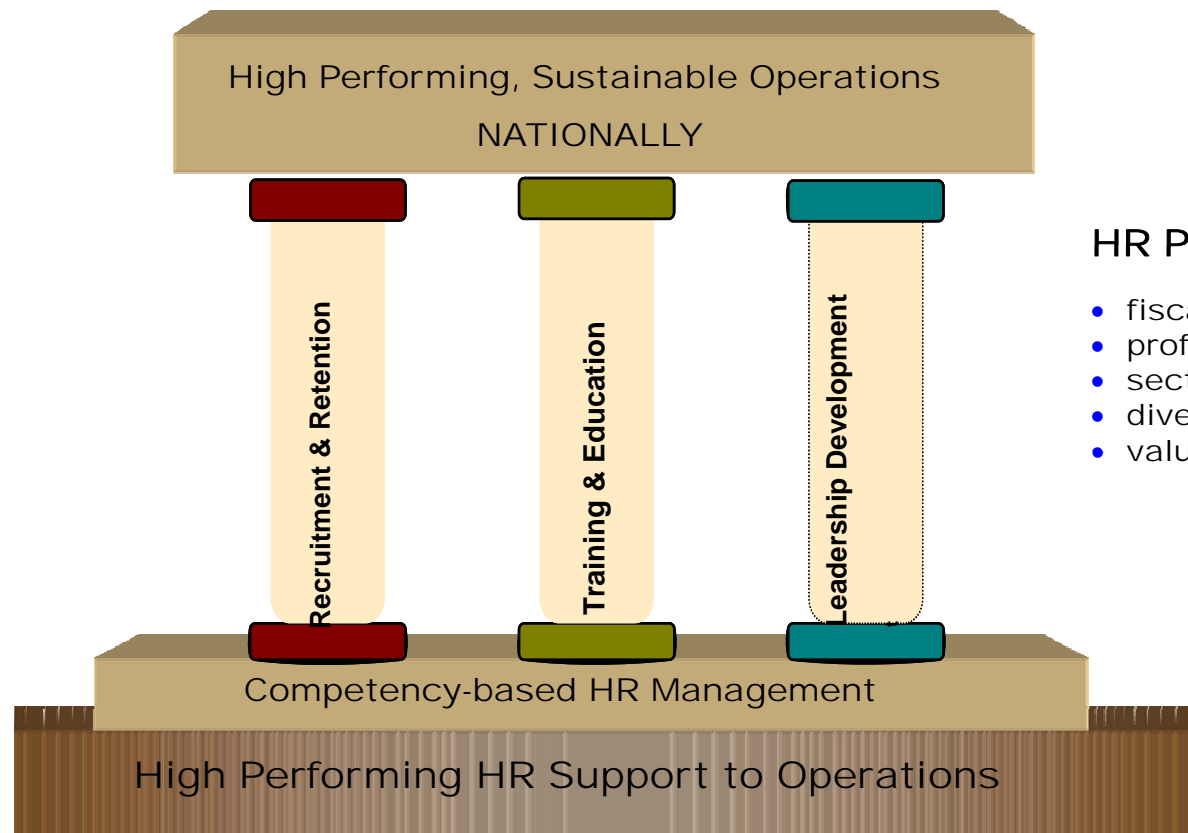
**all reflect an urgent call to action
for collaboration amongst sector stakeholders**

- 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
 1. address the “5-year gap”
 - expand the principle of a “tiered” model of policing
 - new roles for civilians, pre-constables and sworn officers
 2. meaningful partnerships with educational institutions
 - capture high quality candidates
 - recognize prior learning
 3. employee referral incentive programs
 4. centralized application and screening process
 - leverage current models - like CSS, Quebec
 - administer regionally
 5. centralized testing process
 - standardized tests with transferable results
 6. a national repository of recruitment tools
 - efficiency gains
 7. a national social marketing campaign
 8. 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**

Feedback - by networks



PSC is now assessing reactions to the recommendations and identifying critical priority items by network.

Feedback - next steps

- **Researchers:**
 - to set the policing research agenda
 - strategic research framework

- **Strategic Leadership Group:**
 - to identify strategic HR mgmt priorities for the sector

- **Board of Directors:**
 - to identify priority projects for PSC

Feedback - Identified Critical Priorities

HR Practitioners:

1. leveraging police foundation programs – recruits, prior learning
2. national social marketing campaign
3. e-learning/blended learning solutions
4. budget separately: skills development & mandatory training
5. national leadership framework, incl. mentor/coaching programs

Recruiters:

1. national social marketing campaign
2. leverage police foundation programs - recruits

T&E – Police:

1. national training standards for constables
2. partnerships with colleges/universities
3. shared training resources; shared e-learning solutions

T&E – Colleges/Universities:

1. revise recruit training to reflect prior learning - leverage college police foundation programs
2. partnerships with academies/colleges/universities
3. national social marketing campaign

Strategic Planners:

1. national social marketing campaign
2. national environmental scanning

Feedback - discussion

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

Q: What is your reaction?

- 1. have the other “networks” got it right - are the recs. appropriate - given the Perfect Storm, and the current policing context?**
- 2. are there any recommendations you feel are inappropriate/unworkable?**
- 3. what are the most important recommendations - immediate action?**

Current State of Activity - re challenges

- who are the contributors?
- what's now being done?
- to what extent is current activity supporting the PSC HR priorities
- where are the gaps
- can there be a “collective approach”
 - benefits and challenges
 - content and communications
 - roles and responsibilities
- Could we define a “Policing Research Agenda?”

What do you want us to do ..

- **What are our first steps?**
 - activities
 - players/volunteers, level of commitment
 - what are the communications issues
 - network meetings?

Conclusion -

Review of Session Objectives:

- **common platform of understanding on sector challenges**
- **clarity on short and long-term activities for research network participants and PSC**

Concluding Remarks

Next Steps



POLICE SECTOR COUNCIL
connecting forces - securing futures


[ABOUT PSC](#)
[CONTACTS](#)
[LINKS](#)
[FRANÇAIS](#)
[HOME](#)


[HR PRACTICES CENTRE](#)

[INFO CENTRE](#)

[RESEARCH CENTRE](#)

[HIRING CENTRE](#)

[COMMS CENTRE](#)

RESEARCH CENTRE

The Research Centre of the Police Sector Council is a centralized repository for information and ideas on policing. It provides seamless access to an extensive collection of research - articles, papers, books, journals, publications, presentations, and conference notes from writers and scholars all over the world.

To view the most recent additions to the Research Library select:

[Latest Research](#)

The collection has been organized into the following Research topics:

[Policing Models](#)

[Environmental Scanning and Labour Market Analysis](#)

[HR Policy, Planning and Management](#)

[Competency Frameworks and Job Analysis](#)

[Recruitment and Retention](#)

[Performance Management](#)

[Learning, Training and Career Development](#)

[Operational Issues](#)

IN THE NEWS

Mon 3 Dec 2007,
NBC news
NYPD Recruits Given
iPODs To Study For
Exams
[full story](#)

Wed 28 Nov 2007,
MacLean's
Will more cops help?
Eventhe police wonder if
adding more recruits will
lower crime rates
[full story](#)

POLICE SECTOR COUNCIL
connecting forces - securing futures



ENGLISH



FRANÇAIS

CONSEIL SECTORIEL DE LA POLICE
unir les forces garantes de l'avenir

www.policouncil.ca

