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# POLICE BOARD – FEB. 15, 2011

## UPDATE: 2011 STRATEGIC PLAN

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### ENHANCING OPERATIONAL EFFECTIVENESS

(Insp. Jamie Pearce and Ms. Darlene Perry) – working group (17)

The working committee has met on one occasion. Their accomplishments to date include the following:

- » Minimized number of Prime text pages that require approval from 18 to 11. Est. cost savings of 312 hrs of work.
- » Texting provided to all blackberry users as a means of secondary communications in the event of a disaster.
- » Meetings held with the sobering centre regarding intakes too intoxicated to be in the facility. Officers facilitating the search minimizing the number of clients being turned away.
- » Diary date system implemented to notify officers of outstanding warrants.
- » Ongoing Pilot of voice recognition software that allows an officer to dictate their police report on a blackberry and have it typed and imported into the Prime system without any transcription taking place.
- » Crime mapping software for the Crime Analyst installed with training occurring next week.
- » Meeting held with Crown to discuss the merging of will says/statements that would save over 7000 text pages written annually.
- » Reviewed IBM software as a means of assisting with the staffing level resource allocation.

### DEVELOPING THE BEST

(Inspector Les Sylven) – working group (23)

Overall, this step is being framed significantly by the recent work of the Canadian Police Sector Council and their ground breaking work on National best practices for police HR:

- » [http://www.policouncil.ca/pages/publicationCBM\\_Materials.html](http://www.policouncil.ca/pages/publicationCBM_Materials.html).

Several members from the Human Resources Division attended the Police Sector Council Conference on Best Practices in Police HR from Feb 1-3, 2011 in Toronto, ON.

This bold step has been organized into the following three strategies:

- » **Employee Mentorship Program:** This program was identified as one of the most important initiatives during the planning session. A total of 12 sworn officers and 3 civilian staff indicated an interest to participate in the development of this program. The first formal meetings for this committee will occur in late February. Preliminary discussions have identified the need for the mentoring program to begin at the Acting Sergeant level for sworn officers and Acting Supervisor level for the Civilian staff. This will be confirmed in the first committee meeting, headed by Ms. Kris Kosich and Sgt. Gary Jones.
- » **Excellence in HR Practices:** This project is headed by Sgt. Graham Makarewich. Once again the work of the Police Sector Council will frame much of the activities of this project over the next 3 years. Early indications are that the Acting Sergeant program will be a key activity in 2011, as well as the full roll out of the electronic record system IPDMA. An initial committee meeting will be held by the end of February.
- » **Improved Training:** Under the direction of Sgt. Raj Randhawa, this project will seek to identify the most urgent and necessary training needs for our organization. This project will focus on supervisor and leadership training in early 2011, working closely with the Employee Mentorship Program. The Improved Training Committee will also meet by the end of February.

## IMPROVING COMMUNICATION

### (Inspector Steve Ing) – working group (5)

Inspector Ing anticipates that the first meeting with his working group will be held prior to the end of February. He has created the following outline to start the initial discussion:

- » **Determining the goal** - What is the overarching goal for our internal communication strategy? How does it relate to the overall strategic plan (aside from the specific goal of improving internal communication)?
- » **Define the objectives** - The objectives are more specific and measurable than the overall goal. This is where the group will specifically discuss and identify shortcomings in our current internal communications.
- » **Identify the key messages** - Based on the findings of the group, the initial plan will work towards communication of content based on key messages. These messages may not always be complex; they may be as simple as acknowledging that “it is important that staff is aware of how the department is moving forward.”
- » **Identify tools and tactics** - Identify the specifics of how we will be communicating with the internal audience. Particular tools to be discussed will include: broadcast messages to staff, telephone call-ins (latest news on a program or situation), newsletters (using technology to deliver), bulletin boards, on-line video messages from senior management

(Intranet) and podcasting.

- » **Develop an implementation plan** - Help to determine who is going to do what and when, including a timeframe or regular schedule for completion.
- » **Finalize the strategy** – Circulate the strategy to staff for comment, again with deadlines for when people need to respond.

## REGIONALIZING PUBLIC SAFETY (Inspector Clark Russell) – working group (12)

Inspector Russell was on an extended vacation in Australia and has not met with his working group. The working group has been provided some background material and is scheduled to meet on February 16.

Regionalization strategies include the following:

1. Speak to specific police incidents (King George Terrace call)
2. Garner support from community leaders
3. Review our involvement in all integrated units (VIIMCU, RDVU, ERT)
4. Create a media and communications strategy
5. Document incidents where current police structure posed a problem/concern.
6. Study other regions/literature review (Ottawa/Carleton, Winnipeg, Halifax)
7. Prepare regionalization framework for government

## BUILDING CAPACITY THROUGH RELATIONSHIPS (Inspector John Craig) – working group (8)

The working group has met on one occasion and reviewed the strategic planning session notes. They are in the process of identifying relationships each area currently has, what relationships they are working on developing and what areas they see as opportunities for further relationship building.

The working group is too early in the process to provide what their actual focus or strategy will be. The plan is to identify a few key relationships in each section and work toward developing/enhancing the relationship.

Their next meeting is scheduled within the next two weeks.