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# Canadian Association Of Chiefs of Police



Leading Progressive Change in Policing

*Human Resources Committee*

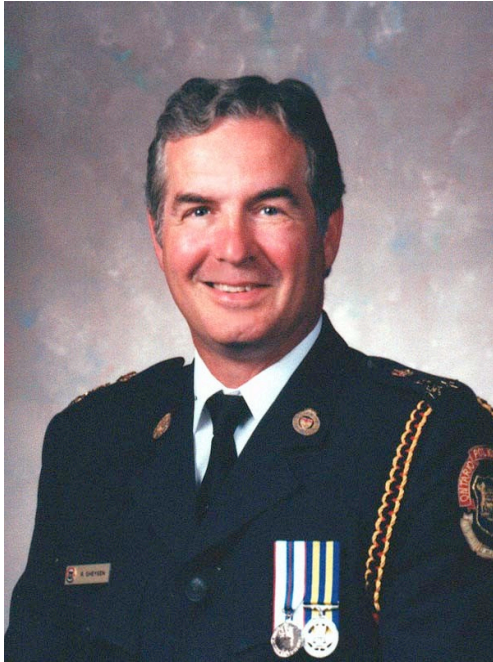
*Annual Report*

# 2007

## CONTENTS

| Topic  | Page |
|--|------|
| A Word from Our Co-Chairs                                  | 2    |
| CACP Human Resources Committee Members                     | 4    |
| Human Resources Committee Conference                       | 7    |
| Partners and Stakeholders                                  | 10   |
| Committee Projects   | 11   |
| Police Sector Council (PSC) Progress Report                | 12   |
| Police/Mental Health Liaison Sub-committee                 | 14   |
| Police/Mental Health Liaison Sub-committee Members         | 15   |
| Professional Standards Sub-committee                       | 16   |
| Professional Standards Sub-committee Members               | 17   |
| Canadian Association of Police Educators (C.A.P.E)         | 18   |
| Canadian Association of Police Educators (C.A.P.E) Members | 19   |
| 2006-2007 Presentations to the Human Resources Committee   | 21   |

## A WORD FROM OUR CO-CHAIRS



**Rudy Gheysen**  
**Director**  
**Ontario Police College**



**Ken Cenzura**  
**Superintendent**  
**Toronto Police Service**

In August 2006, Superintendent Ken Cenzura stepped down as the interim Chair of the Human Resources (HR) Committee. Ken had filled this position following the resignation of Mr. Steve Watt in February 2006. In August 2006, Mr. Rudy Gheysen accepted the position as Chair. At that time, he requested that Ken Cenzura take the position as vice-chair.

During 2006-2007, the Committee, in partnership with its various sub-committees, continued to address the many current and complex issues

affecting human resources management in policing. Going forward, the Committee is focusing its attention on recruitment and retention, and other issues that will impact the future of policing in Canada. As this report will indicate, the Committee continued its working relationship with the Police Sector Council (PSC). Several members of the HR Committee have been actively involved in a series of projects, including aspects of a national recruitment strategy that is nearing completion.

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

A major undertaking for the Committee in 2006-2007 was the development and delivery of a conference addressing current and future challenges facing human resources professionals in the policing sector. This conference, titled “Social Change in Policing”, was held at the Fairmont Empress in Victoria, British Columbia in April 2007. The HR Committee worked closely with the Professional Standards sub-committee in preparing the agenda and identifying several high profile speakers. The conference proved both successful and worthwhile. Formal and informal feedback from conference delegates revealed their satisfaction with the plenary sessions, the quality of the speakers, and the learning gained from attending the conference. An article profiling the conference was written for publication by the CACP. More details about this successful event are included in this report.

During the past year, the Committee heard presentations from various subject matter experts describing several areas specific to human resources management in policing. These topics including the Greater Sudbury Police Service’s mentoring/recruiting program for its Aboriginal community, mental health issues in the workplace, an audit of Toronto Police Service training facilities, Police Sector Council projects and milestones; and the use of technology in managing front line police divisions.

Throughout 2006-2007, the Committee’s general membership increased, along with the number of its sub-committees. The HR Committee is currently

comprised of twenty-six (26) members from across the country, with the following three (3) sub-committees reporting to it:

1. Professional Standards – 11 members
2. Police Mental Health – 11 members
3. CAPE - 20 members

The Canadian Association of Police Educators (CAPE) is the newest sub-committee. Mr. Les Chipperfield of the Atlantic Police Academy proposed this arrangement in April 2006. This submission was approved by the CACP Executive in August 2006.

The HR Committee continues to receive many inquiries and requests from a variety of disciplines. For example, a recent proposal was sent to the Committee to consider a “Diversity in Policing” sub-committee, a topic of interest to many police leaders. The pertinence and associated benefits of these proposals to the policing community have resulted in the recent addition of several new members.

In closing, the Human Resources Committee and its members can be proud of their many achievements. The Committee has a proven track record and has provided many positive outcomes for the Canadian policing community.

As Chair and Vice-Chair, we wish to extend our appreciation to our Committee members for their continued commitment. We would also like to thank the CACP Executive and its administrative staff for their support and guidance.

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

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# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

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# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

### CACP HUMAN RESOURCES COMMITTEE CONFERENCE Victoria, British Columbia April 2007

In April 2007, the Human Resources Committee held its bi-annual conference in Victoria, British Columbia. Appropriately titled “*Social Change and Policing*”, this timely symposium discussed the merging of global issues into domestic concerns, the necessity to prepare for the unexpected, and the need to plan for events which were once considered unthinkable. From pandemic planning to *risk management*, plenary sessions led by a “who’s who” line-up of experts emphasized the increasingly important role of human resources within policing organizations.

Opening the introductory dinner, Mr. Rudy Gheysen and Superintendent Ken Cenzura told delegates that the pace of current social change requires a new direction for human resources, one that fosters higher standards of leadership and corporate competence. Their remarks were echoed by the conference’s key note speakers, Dr. Martin Rudner and Ms. Angela Gendron of Carleton University’s Canadian Centre of Intelligence and Security Studies. They described Al-Qaeda’s desire to infiltrate sensitive institutions, its twenty-year strategic plan, and its evolution from “loosely-structured, decentralized networks” to an action-oriented learning organization. Dr. Rudner acknowledged the importance of human resources professionals in minimizing organizational vulnerability.

While Deputy Chief Constable Mike Chadwick of the Saanich Police Service

welcomed delegates on behalf of the British Columbia Association of Chiefs of Police, CACP President, Chief Jack Ewatski, delivered the opening remarks. He commented on the timeliness of this conference, and praised Canada as a model for social change. He reminded delegates how the CACP also embraces the positive aspects of social change. Referring to Dr. Rudner’s address, he noted that today’s reality dictates careful examination of both the benefits and concerns raised by social change.

Dr. James Young, Special Advisor to the Minister, Public Safety Canada, told delegates that it is only a matter of time before Canada experiences a pandemic. He described how international travel will most likely make Canada an early victim. He spoke about how managing the psychological, social, and economic consequences of a pandemic will be a daunting prospect. In addition to a high death toll, society will be faced with difficult choices concerning access to health care. Police response will depend, in part, upon the demographic hardest hit: front line members or police management, and the cooperation of police associations will be essential to managing the crisis. He predicted that the world will be watching Canada, and assessing whether its response will provide an effective model for addressing this global emergency.

Sister Elizabeth Davis, former CEO of the Health Care Corporation of St. John’s, spoke about the progression from



## Canadian Association of Chiefs of Police

### Human Resources Committee 2007 Annual Report

the information age to the network age, and the implications for police organizations in their role as corporate citizens. She encouraged police leaders to be courageous when facing the sacrifices associated with rapid social change, and to maintain a values-base when leading others during this time of uncertainty.

While Sister Davis addressed leadership's interpersonal competencies, Deputy Kim Derry of the Toronto Police Service described technological advances in police management. He highlighted STATCOM, a statistical tool used to identify trends within a policing jurisdiction. By focusing on mandates, service demands, and intelligence led policing models, he showed how this performance measurement tool can provide police managers with the means for timely response to crime and human resources issues.

Mr. Paul Ceysens, a solicitor with the firm Ceysens and Bauchman, concluded Day One with principles of risk management. He described how criminal investigations represent the foremost source of corporate liability, while other areas include court decisions, and in particular, human rights law. Stressing prevention, he emphasized the enormous financial and personal costs associated with litigation. Core business functions from recruitment to service delivery necessitate properly trained human resources and professional standards personnel as critical components of any mitigation strategy.

Day Two began with a lively debate fashioned after the *Bear Pit* session

introduced at last year's CACP annual conference. *Face Off*, moderated by Mr. Paul Patterson of the Vancouver Police Department, featured Chief Jack Ewatski; Chief Serge Meloche of CN Police; Mr. Craig Campbell of Total Management Services; Mr. Dave Griffin, Executive Officer of the Canadian Police Association; and Alberta's Assistant Deputy Minister, Public Security Division, Mr. Brian Skeet. Panellists debated whether or not the presence of private policing agencies within the public arena was eroding the very fabric of Canadian policing.

Perspectives emphasized gaps created by prioritization and resource shortages. While some panellists favoured continued partnerships with private agencies, a multi-tiered system with blurred accountability vis-à-vis the paying client and the general public was thought to be potentially problematic. Encroachment into the traditional public policing domain was also worrisome. While opposing views were the norm, all panellists agreed that much more must be done at the federal level to aid Canadian policing.

Staff Superintendent Tony Corrie of the Toronto Police Service facilitated a discussion of *The Secret Policeman*, a BBC documentary that exposed racism within a UK police service. This 2003 production raised pertinent concerns for Canadian organizations and demonstrated how vigilance in recruitment, selection, training, and supervision can safeguard public confidence in the policing profession.

The conference concluded with remarks by Dr. James Drennen of Georgian

## Canadian Association of Chiefs of Police

### Human Resources Committee 2007 Annual Report

College. Like other speakers, he described today's multi-generational workplace, highlighting the different values and expectations of new police recruits. He spoke about the challenges posed by the entrance of this cohort into policing, as well as the reality of today's highly attuned services boards and community members. These environmental and demographic changes now require that police leaders be as adept in interpersonal competencies as they are in technical and administrative skills.

As Sister Davis wisely stated, "it is both a privilege and a curse to live in a time characterized by more rapid change than ever witnessed by previous generations". This conference highlighted new competencies required to ensure a democratic and peaceful society. Its sessions emphasized the strategic contribution of human resources professionals in addressing today's environment of intense social change, and its impact on our communities and our employees.

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

### CACP HUMAN RESOURCES COMMITTEE PARTNERS AND STAKEHOLDERS

The Human Resources Committee may deal with, or has dealt with the following government departments during the past year:

#### *Federal Agencies*

- Canadian Centre for Occupational Health and Safety
- Canadian Human Rights Commission
- Canadian Police College
- Citizenship and Immigration Canada
- Correctional Services Canada
- Department of Justice Canada
- Department of National Defence
- Environment Canada
- Human Resources and Skills Development Canada
- Human Resources and Social Development
- National Crime Prevention Strategy
- Office of the Ethics Commissioner
- Police Sector Council
- Privacy Commissioner of Canada
- Public Health Agency of Canada
- Public Safety and Emergency Preparedness Canada
- Public Service Human Resources Management Agency of Canada
- Royal Canadian Mounted Police
- Statistics Canada

#### *Provincial Agencies*

- Labour Management Services
- Ministry of Community Safety and Correctional Services
- Provincial Human Rights Tribunals
- Provincial Labour Relations Boards
- Social Services
- Workplace Safety and Insurance Board (WSIB)

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

### LIST OF COMMITTEE PROJECTS

#### *Committee Projects*

1. *Human Resources Conference – “Social Change in Policing”, April 2007*
2. *Human Resources Planning and Management Diagnostic Project – a diagnosis of the effectiveness and impact of current human resources tools and practices used within the policing sector (in-conjunction with the Police Sector Council)*
3. *National Recruitment Strategy – Phase One – Recruitment DVD (in-conjunction with the Police Sector Council)*
4. *Police/Mental Health Liaison Subcommittee*
5. *Professional Standards Subcommittee*

#### *Round Table Discussions*

Round table discussions provide each committee member with an opportunity to discuss ongoing projects within their services or organizations. These projects may have been previously addressed, or may have an impact on other policing organizations.

Some of these discussions pertained to the following topics, many of which are common to the agencies represented by committee members.

- Recruitment and selection of new and lateral hires
- Collective Agreement negotiations with Associations
- Succession planning
- Promotional processes
- Training facilities and capacities required for future needs
- Training and e-learning
- Mandatory retirement
- Accommodation
- Performance management
- Job competencies
- Funding and resources
- Human resources technology
- Wellness and member well being

**POLICE SECTOR COUNCIL (PSC)  
PROGRESS REPORT**

***Human Resources Planning and Management Diagnostic Project***

During the past year, the Board of Directors of the Police Sector Council launched a major human resources diagnostic project. The objective of this project is to assess the effectiveness and impact of current human resources tools and practices, and make recommendations designed to meet the needs of police organizations and their management.

William Gibson is the chair of the Steering Committee tasked with overseeing this project. This committee is representative of human resources professionals from across the country, including members of the CACP HR Committee.

This project is designed to achieve the following:

- Assess the current state of competency frameworks, and practices related to recruitment, training/education, and leadership across the sector;
- Diagnose existing programs and their impacts and costs;
- Develop strategies for the improvement of human resources practices across the sector.

The PSC and the Steering Committee selected Hay Group, a consulting company specializing in human resources management to assist with research and consultation. In partnership

with Ipsos-Reid, the Hay Group conducted literature reviews, interviews, surveys, and focus groups across the country. Stakeholders ranging from the general public, youth, students in police studies programs, to police and civilian employees, chiefs of police, human resources professionals, police trainers, association leaders, and college and university leaders were consulted for this undertaking. The project team also examined international police organizations, as well as other businesses and security firms to benchmark existing practices.

Once all of the research has been analyzed, the consulting team will document an inventory of current practices, and assess their quality, form, and structure. By assessing options and opportunities for improvement, the consulting team will table strategic recommendations aimed at horizontal integration and improved human resources planning and management across the policing sector.

A full report of the research and its results is expected in September 2007.

***Recruiting DVD***

This project arose out of the identification of recruitment as the number one challenge facing the policing community today. In November

2006, the CACP HR Committee championed a project to produce a DVD intended for police chiefs and other

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

police leaders. The DVD is designed to inform this audience about today's recruitment challenges, as well as heighten awareness about the dangers posed by inaction on this critical issue.

Specifically, this DVD is designed to achieve the following objectives:

- educate viewers about the challenges to police recruitment
- build awareness and understanding of the changing environment
- re-emphasize the importance of diversity
- encourage action by police leaders, police services boards, police associations, and every police employee (civilian and sworn)

Communicating the following universal and important message was the driving force behind this project:

*Today's environment has changed - everyone must be responsible for recruiting new members to the policing profession.*

In collaboration with the CACP HR Committee, the Police Sector Council offered to pursue funding from the Federal Government for this important initiative. A small budget was successfully obtained, and a project sub-committee struck to oversee the work. This committee participated in the procurement process, the identification

and collection of existing footage, and the review of draft materials.

Leaders from key partners in policing also played a part in the DVD's production. Government officials, the Canadian Association of Police Boards, the Canadian Police Association, external consultants, and public opinion researches were willing contributors. This broad spectrum of participants emphasized how recruitment challenges are not just service-specific or region-specific, but rather, they are global and require a national focus. To facilitate this national approach, both French and English versions of the DVD have been produced.

Another important objective of the project was affordability. Initial copies will be distributed free of charge, with nominal costs associated with multiple or duplicate versions (approximately \$1-2/copy).

The release of the DVD is the first stage of a two-phased approach to encourage and increase active and targeted recruitment sector-wide. While the current phase focuses on building awareness of recruitment issues and framing the context for change in recruitment practices, the second phase will address the need for a cross-jurisdictional collaboration on the development of a national recruitment strategy.

**POLICE/MENTAL HEALTH LIAISON SUB-COMMITTEE  
(CNCPMHL)**

The Police/Mental Health Liaison Sub-committee has continued to grow in both size and influence throughout 2006-2007, and continued to work on its major undertakings. These activities included the annual conference in Ottawa, and the Listserv, an email-based mailing list to facilitate the exchange of information, now boasts over 400 members.

Sub-committee members benefit from the vast expertise in mental health that exists across Canada. The Sub-committee's activities serve primarily as a means of disseminating information, and exchanging ideas and knowledge. For example, over the past year, the following discussions have taken place on the Listserv:

- What should a police service do if a nursing home asks for assistance in administering medication to a difficult resident?
- Should police officers take weapons into forensic hospitals?
- What kinds of agreements with emergency rooms actually work?
- Do good adequacy standards exist?
- Should dispatchers be trained to deal with mentally ill people?
- What data should be kept and how should it be recorded?

The well-attended 2006 conference held in Ottawa, Ontario, provided delegates with information ranging from Senator Romeo Dallaire's thoughts about post-traumatic stress disorder, to the role of

officers as providers of social support, to the notion that "Cops are from Mars..."

In addition to these activities, the other major accomplishment for the Sub-committee was the development of the "Contemporary Policing Guidelines for Working with the Mental Health System." These guidelines outline a set of fundamental principles for all police services to employ when working with the mental health system, and those suffering from mental illnesses. These guidelines are available at [www.pmhl.ca](http://www.pmhl.ca), along with an ever-increasing number of policies, protocols and agreements that can be adapted and used by any police service. The website also serves as resource for both police services and mental health agencies across the country, and receives an average of over 200 different visitors to the site each month.

The Sub-committee's work is quickly becoming apparent to agencies outside of Canada. Several Listserv members originate from the US and the UK, and the co-chairs of this committee were invited to London, England this year to discuss Canadian developments. Furthermore, one of the keynote speakers for this year's conference is from Australia.

Looking ahead, the 2007 *Psychiatrists in Blue* conference will take place in Halifax, Nova Scotia from November 18<sup>th</sup> to the 20<sup>th</sup>.

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

### POLICE/MENTAL HEALTH LIAISON SUB-COMMITTEE (CNCPMHL) MEMBERS

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Moose Jaw Police Service

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**Dr. Dorothy Cotton**

Psychologist, Correctional Service Canada  
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**Superintendent Ken Cenzura**

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**The Honourable Justice Edward**

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Toronto Mental Health Court

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**Ms. Louise Riopel**

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# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

### PROFESSIONAL STANDARDS SUB-COMMITTEE

Formed in 2006, the Professional Standards (PRS) Sub-committee held four meetings throughout the past year. Ideas, information, and best practices have been exchanged, proving useful to committee members and their respective organizations.

This year's accomplishments include an article for future publication by the CACP. This article describes common issues and observable trends within the discipline of professional standards. As well, the Sub-committee undertook a study of the various thresholds used in early intervention systems. Out of this initiative came the creation of a Canadian IAPro user group with a mandate to develop consistency within early intervention identifiers and their thresholds.

During the year, the Sub-committee has developed a proposal for the CACP to adopt an award dedicated to professionalism in policing. This award is intended to recognize members of our profession who have directly contributed to, or have been role models in,

improving the quality of policing in Canada. The Sub-committee has identified a sponsor in Michael Bloomberg of IAPro. IAPro is a leading Internal Affairs/Professional Standards software used by law enforcement agencies across North America. Sub-committee members are in the process of finalizing criteria for recipient assessment and selection. Once completed, this proposal will be submitted to the CACP executive for consideration.

PRS Sub-committee members attended the recently held CACP HR Conference held in Victoria, British Columbia in April 2007. Members made presentations to delegates on risk management practices, and the importance of vigilance in the recruitment, selection, training, and supervision of police recruits.

Going forward, Sub-committee members will be working on a workplace harassment article for publication through the CACP.

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

### PROFESSIONAL STANDARDS SUB-COMMITTEE MEMBERS

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## Canadian Association of Chiefs of Police

### Human Resources Committee 2007 Annual Report

#### CANADIAN ASSOCIATION OF POLICE EDUCATORS (C.A.P.E.)

The Canadian Association of Police Educators (CAPE) was formally accepted as a sub-committee of the Human Resources Committee at the Annual CACP Conference in St. John's, Newfoundland in August 2006. CAPE consists of educators from police academies, community colleges providing instruction to police services, as well as a number of police training units from across the country.

The Board met at Algonquin College, in the Ottawa area, on October 25<sup>th</sup>, 2006. This meeting provided an opportunity for CACP Executive Director Peter Cuthbert to orient members to the responsibilities of CACP sub-committees. In addition, Mr. Geoff Gruson provided members with an update on the achievements and projects of the Police Sector Council. He also sought the assistance and input of CAPE members for upcoming surveys that were to be released by the PSC as part of their current "4-in-1" Diagnostic Project.

The Police Sector Council steering committee met in Ottawa on January 16<sup>th</sup>, 2007. Two CAPE members are on this committee. While some work had already been undertaken, considerable work was completed on the project's surveys. Another meeting was held on March 8<sup>th</sup>, 2007, to put the final touches on some of the survey material. A number of CAPE members were in attendance at this session.

As well, CAPE members met on February 9<sup>th</sup>, 2007, in Moncton, New Brunswick. This meeting was attended by the organizing committee for the 2007 CAPE conference. Committee members included representatives from the RCMP, as well as New Brunswick community colleges at Dieppe and Miramichi. The organizing committee met again in May with CACP Executive Director Peter Cuthbert and members of his staff to review preparations for the 2007 CAPE conference.

The 2007 CAPE conference takes place from June 3<sup>rd</sup> to 6<sup>th</sup> at the RCMP Pacific Region Training Center in Chilliwack, British Columbia. In addition to this event, Board members will be reviewing an e-learning standards proposal from CPIC for eventual submission to the HR Committee and the CACP Board. Board members will also be examining the results of Police Sector Council surveys, as well as other national training issues.

Over the coming year, the CAPE Sub-committee will remain a dynamic nationally representative group that will continue to be involved in training solutions for the CACP.

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

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# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

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## Canadian Association of Chiefs of Police

### Human Resources Committee 2007 Annual Report

#### 2006-2007 PRESENTATIONS TO THE HUMAN RESOURCES COMMITTEE

*Chief Ian Davidson, Greater Sudbury  
Police Service on the Police Mkwa  
Opportunity Circle*

In November 2006, Chief Ian Davidson of the Greater Sudbury Police Service (GSPS) highlighted the Police Mkwa Opportunity Circle, which is best described as a partnership between the GSPS, White Buffalo Road, Shki Mawtch Taw-Win En-Mook Curriculum Project, the Rainbow District School Board, and Aboriginal students interested in a career in policing or other occupations within the criminal justice system. Chief Davidson provided an overview of the program, which emerged as an effort to address long standing trust issues between the Aboriginal community and police and government. This lack of trust made it difficult for GSPS to recruit and retain Aboriginal officers. The absence of employment pathways into careers in the criminal justice system for Aboriginal peoples also complicated their efforts.

With funding from the National Crime Prevention Strategy, GSPS hired a full-time Aboriginal Youth Coordinator, and conducted surveys of police personnel and the Aboriginal community. The results indicated the need for greater communication, increased officer training, and programs to encourage positive relations with Aboriginal youth.

With the assistance of community partners, a mentoring program for Aboriginal students was launched, as well as the implementation of other

elements critical for the success and support of young Aboriginals interested in policing or the justice system.

Specifically, Aboriginal youth are matched with GSPS officers who act as their mentors. These youth tour police headquarters and are provided with a description of the role of policing in society. Officers and Aboriginal youth complete cultural training, and Aboriginal youth attend two full day ride-a-longs. With the assistance of volunteer teachers, text books containing law enforcement themes were developed for a fully accredited grade 12 high school course of study. Summer and full-time employment assistance, as well as guidance to post secondary opportunities are also components of the program.

Early success is apparent in the 150 Aboriginal youths who have completed the grade 9 to grade 11 mentoring components. As well, twenty (20) students have enrolled in the grade 12 accredited course curriculum, and many GSPS officers have volunteered as mentors. Chief Davidson talked about the increase in trust and mutual understanding between the Aboriginal community and the GSPS, evidence that attitudes are changing. Chief Davidson concluded his presentation by telling Committee members that this program is a model that can be used by any police service to build bridges within any of their communities.

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

### ***Bill Wilkerson, CEO Global Roundtable on Mental Health in the Workplace***

In November 2006, Mr. Bill Wilkerson spoke to Committee members about the increased attention that depression and other forms of mental illness were receiving from government, private business, insurance companies, and the health profession. He spoke about how most jobs now require cerebral skills, and how brain-based disabilities are causing problems in the workplace. He described how more money is being spent on benefits and absenteeism related to mental health problems than is being spent on the public health system. He suggested that insurance companies are not leaders in the area of mental health, and touted the benefits of a case management approach in returning to work those employees who suffer from mental health issues. He also suggested that employers should be tying line responsibility to disability management and employee health, and emphasized the need for a performance management process for the line manager to handle mental health issues. He urged the policing sector to join this movement and become a leader in this area. He suggested that if other employers see the police taking this issue seriously, these observations will help promote necessary discussions about mental health issues in the workplace.

### ***William Gibson, Toronto Police Service (TPS) on the Audit of Police Training – Opportunities for Improvement***

In August 2006, Mr. William Gibson presented an overview of an audit on TPS training practices conducted at the

request of former Chief Julian Fantino. Overall the audit team produced recommendations that focused on the following areas:

- Policies and procedures, including unit specific policies/guidelines
- Supervision
- Communications and dispatch
- Regular maintenance training
- Training records of Communications Dispatchers required under adequacy regulations
- Apprehension training related to vehicle pursuits
- Transferring of pursuit control from jurisdiction to jurisdiction
- Current investigation management
- Sexual assault protocol
- Property and evidence control

The audit results were presented to the Toronto Police Services Board for consideration. Although audit results often remain confidential, the position taken by the Services Board was that the results should be known and put before the public.

At the request of Deputy Chief Keith Forde, Mr. Gibson provided a copy of the report to Committee members, should their organizations ever be the subject of a similar audit.

### ***Mr. Geoff Gruson on the Police Sector Council's "4-in-1" Diagnostic Project***

In August 2006, Mr. Geoff Gruson highlighted changes in the operational environment that now require more complex and community sensitive responses, which in turn, require better educated and more focused police employees. He provided an overview of

# Canadian Association of Chiefs of Police

## Human Resources Committee 2007 Annual Report

a Police Sector Council initiative called the “4-in-1” Diagnostic Project. This initiative is designed to examine significant environmental drivers that challenge important areas within human resources management. This project has a budget of approximately \$500,000, which had been secured through HRSD.

Mr. Gruson provided members with a high level schedule for this project, which was expected to begin in September 2006, and take approximately one year to complete. Mr. Gruson outlined how recruiting, training, leadership, and competency frameworks would be assessed through interviews, surveys, and focus groups, as well as through the anticipated involvement of law enforcement and training organizations working as partner groups. By gaining a better understanding of the of Sector’s investment in human resources planning and management, recommendations targeting an integrated human resources focus and ultimately, improved recruitment, leadership development, and costing based activities could be developed.

Mr. Gruson also provided Committee members with an overview of the funding model for the PSC. He described how the PSC is the only public sector council. He also described the rigorous financial review that is evident in the post-Gomery era, adding that the PSC enjoys good standing with the HRSD – a testament of the strength of its Board of Directors.

### *Deputy Chief Kim Derry, Toronto Police Service, on COMSTAT*

In August 2006, Deputy Derry provided Committee members with an overview of COMSTAT, a divisional reporting tool that evolved from former Chief Julian Fantino’s dashboard process. This process provided a snapshot of overall organizational performance. TPS saw the benefits of developing such a snapshot for its policing divisions.

COMSTAT examines crime management results by tracking performance measures, budget, and human resources indicators. Deputy Derry described how COMSTAT analyzes staffing statistics in areas such as the percentage of time spent on case preparation, as well as detractors such as sick and leaves of absences. The tool looks at crime statistics and attempts to measure effectiveness in addressing these issues. The tool also looks at compliance with required training as this compliance is tied to risk management. Ultimately, this tool enables the unit commander to monitor finances/budget, premium pay accounts, administration data, and service priorities. COMSTAT also assists with annual reporting to the Police Services Board on strategies to address performance and risk management.

Deputy Derry responded to many questions and agreed to assist any agency interested in adopting such a system.