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# **Canadian Association of Chiefs of Police**



**Human Resources & Learning  
Committee**

**Annual Report**

**2013-2014**

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2013-2014 Annual Report**

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# Canadian Association of Chiefs of Police Human Resources & Learning Committee 2013-2014 Annual Report

## A WORD FROM THE CHAIR AND VICE-CHAIR

As in recent years, there was considerable membership movement on the Human Resources and Learning Committee (HRLC) in 2013 and the first few months of 2014.

Committee changes since August 2013 include:

- Director Chelsea Byers (Quebec City Police), replacing Assistant Director Sophie Begin
- Superintendent Geoff Skafffeld (Niagara Regional Police), new committee member
- Chief of Service Genevieve Beauregard (Montreal Police), new committee member
- Assistant Commissioner Louise LaFrance (RCMP – Depot Division), replacing Assistant Commissioner Roger Brown
- Superintendent Dan Delaney (Ottawa Police), replacing Superintendent Scott Nystedt
- Chief Superintendent Harold O’Conner (Canadian Police College), replacing Assistant Commissioner Cal Corley
- Director Jeanette May (Toronto Police), replacing Superintendent Debra Preston
- Superintendent Brenda Young (Halifax Police, new committee member
- Director Bruce Herridge (Ontario Police College), new committee member

During the last year the committee reaffirmed the principles pertaining to the three goals that it had set at the May 2012 strategic planning exercise (see page 8). The committee continues to focus considerable attention on workplace wellness (Strategic Priority 2) and will be creating a wellness portal on the CACP website once the new site is rolled out. At the April 2014 committee meeting, the committee also resolved to work with the CACP on hosting a wellness conference that will take place in early 2015.

Several committee members continue to have strong linkages to police training and academic institutions and also attend Canadian Association of Police Educators (CAPE) and Canadian Police Knowledge Network (CPKN) meetings and events. These links to external partners provide the committee with exposure and timely information on police training and education initiatives.

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The “economics of policing” continues to be viewed by the committee as a focus of continuing discussion and is monitored closely. The economics of policing is also one of the three current focuses that the committee has.

As a result of attrition, the work of the committee continues to have challenges and 2013/14 was no exception. The committee wishes to recognize departing members Sophie Begin, Roger Brown, Cal Corley Scott Nysted and Debra Preston. The committee also welcomes our new members to the team.

The Human Resources and Learning Committee is currently comprised of 22 members and two alternates, with good regional representation.

As Chair and Vice Chair we wish to extend our appreciation to our committee members for their continued commitment, dedication and efforts over the past year. Finally we would like to thank the CACP Executive and its administrative staff for their ongoing support and guidance. We look forward to continuing to assist the greater police community through the identification of contemporary HR and Training initiatives, engagement with key stakeholders, and the timely provision of relevant information and strategies.

Steve Schnitzer  
JIBC – Police Academy  
Chair

Mark Chatterbok  
Saskatoon Police Service  
Vice-Chair

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## Mandate

The HRLC acts as an advisor to the CACP on practices, issues and trends in strategic human resource management, training and education that affects policing in Canada. In order to meet this mandate, the CACP HRLC will:

- encourage and facilitate the coordinated exchange of ideas, procedures and specific information for the professional leadership and management of all human resource components within police agencies;
- work with and assist other CACP committees by facilitating research, identifying best practices and sharing information related to HR matters;
- create and develop the highest standards of proficiency in policing through the fostering and encouragement of police training, education and research;
- make recommendations for program development and course content at Canadian police academies/training and education institutions;
- research and provide recommendations on contemporary HR related strategic priorities; and,
- form liaisons and key partnerships with such other organizations as may be beneficial in achieving the objectives of the CACP.

## Key Areas/Priorities

- i. Enhance partnerships to progress the agenda of the CACP in the areas of Human Resources and Learning (training and professional development) by both being proactive and also addressing any issues identified by the CACP Board;
- ii. Partner with such organizations as the CPKN and CAPE to ensure that the CACP needs are being met while optimizing the use of resources with minimal overlap;
- iii. Pursue enhanced cooperation among Canadian Police Colleges and Academies through the newly formed sub-committee;
- iv. Enhance mental health well-being in the police workplace;
- v. Other potential issues/initiatives include, but are not limited to issues surrounding the economics of policing and the sustainability of the current model of policing.

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**Committee Membership at August 2014**

Steve	Schnitzer	Director Justice Institute of BC – Police Academy	British Columbia (Chair)
Mark	Chatterbok	Deputy Chief Saskatoon Police Service	Saskatchewan (Vice Chair)
Daryl	Wiebe	Superintendent Vancouver Police Department	British Columbia
Bob	Ritchie	Superintendent Calgary Police Service	Alberta
Terry	Coleman	Management Leadership Consultant	Alberta
Louis <i>Louise</i>	Plourde <i>LaFrance</i>	Chief Superintendent RCMP - General Learning & Development <i>Assistant Commissioner RCMP – Depot (Alternate)</i>	Saskatchewan
Allison	Stephanson	Inspector Winnipeg Police Service	Manitoba
Dorothy	Cotton	Dr. - Psychologist	Ontario
Angie	Howe	Chief Superintendent Ontario Provincial Police	Ontario
Jeanette	May	Director Toronto Police Service	Ontario
Geoff	Skaftfeld	Superintendent Niagara Regional Police	Ontario

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Bruce	Herridge	Director Ontario Police College	Ontario
Dan	Delaney	Superintendent Ottawa Police Service	Ontario
Stan	Maclellan	Strategic Administrative Officer Durham Regional Police	Ontario
Klaus	Schneider	Lieutenant-Colonel Canadian Forces Military Police	Ontario
Harold	O'Conner	Director General Canadian Police College	Ontario
Jennifer  <i>Randy</i>	Evans  <i>Patrick</i>	Deputy Chief Peel Regional Police Service <i>Staff Superintendent Peel Regional Police Service (Alternate)</i>	Ontario
Pierre	St. Antoine	Director – Communication & Institutional Affairs Ecole Nationale de Police du Quebec	Quebec
Chelsea	Byers	Director – General Services Quebec City Police	Quebec
Alain	Tousignant	Director General Correctional Services Canada	Quebec
Edgar	Macleod	Executive Director Atlantic Police Academy	Prince Edward Island
Brenda	Young	Superintendent Halifax Regional Police	Nova Scotia



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## **Partners and Stakeholders**

The Human Resources and Learning Committee has collaborated with the following government agencies:

### **Federal Agencies/Associations**

- Canadian Association of Police Boards
- Canadian Police Association
- Canadian Police College
- Correctional Services Canada
- CTIG
- Department of National Defense
- Federation of Canadian Municipalities
- Human Resources and Skills Development Canada
- Mental Health Commission
- Police Sector Council
- Public Safety Canada
- Royal Canadian Mounted Police

### **Provincial Agencies**

- Coroner's Offices
- Community Safety and Correctional Services
- Provincial Chiefs of Police Associations
- Provincial Police
- Provincial Police Academies

## **LIST OF COMMITTEE PROJECTS**

### **Committee Projects during the 2013-2014 period**

1. Participation in the CPKN Police Learning Summit – September 2013.
2. Participation in the Canadian Association of Police Educators (CAPE) Conference.
3. Chair participation in BCACP/CACP Police Leadership Conference Planning Committee.
4. Chair participation in the State and Provincial Police Academy Directors Section (SPPADS) conference.
5. Identification of Mental Health and Wellness in the policing workplace as a priority issue for the CACP with carriage by HRL committee.

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6. Creation of a content sub-committee for the planned CACP 2015 conference on Employee Wellness.

### **Committee Priorities for 2013-14:**

The Committee continues to endorse the following three strategic priorities:

#### **Strategic Priority 1**

In support of CACP directions (goals) identify and promote HR Management Best Practices from the upcoming Economics of Policing Summit(s) in support of sustainable policing.

#### **Future Actions:**

1. Respond to the results/findings of the Economics of Policing forums with regard to HR/training process/practices/systems.
2. Monitor the progress of and assist in the implementation of recommendations as endorsed by the CACP.

#### **Strategic Priority 2**

In support of workplace wellness, identify and share initiatives for the policing sector.

#### **Future Actions:**

1. Review outcomes from HR wellness conference (September 2011)
2. Review literature and conduct jurisdictional scan.
3. Meet with S.M.E. and / or researchers as appropriate to discuss their results.

#### **Strategic Priority 3**

To serve as a resource for CACP members about evidence informed learning and training strategies.

#### **Future Actions:**

1. Build & implement a communication process/portal.
2. Conduct literature and jurisdiction scans to identify evidence informed learning and training strategies for all levels of employees in policing.
3. Develop linkages with established training / academic institutions to facilitate access to evidence informed learning and training strategies.

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## Round Table Discussions

Round table discussions provide Committee members the opportunity to discuss and share issues of interest or concern within their organizations or as generally falling with the committee scope of practice. Among the topics discussed were:

- Recruitment and selection
- HR research requirements
- Collective bargaining and staff relations
- Succession management
- Learning and development
- Succession planning
- Demographics and generational issues and implications
- Mandatory retirement
- Accommodation issues
- Performance management
- Police job competencies
- Funding and resource issues
- Technology and HR management
- Mental health and workplace wellness / PTSD
- Skills perishability - research
- Future models of Policing
- Economics of policing and sustainability
- E-learning models
- Health and Wellness metrics

# Canadian Association of Chiefs of Police Human Resources Committee 2013-2014 Annual Report

## CACP Human Resources and Learning Committee Terms of Reference

### Description

A Committee of the CACP comprised of human resources, training and education leaders in the broader policing community. The ultimate goal of this Committee is to lead progressive change in policing, in accordance with the mission of the CACP.

### Mandate

The CACP HRLC acts as an advisor to the CACP on practices, issues and trends in strategic human resource management, training and education that affects policing in Canada. In order to meet this mandate, the CACP HRLC will:

- encourage and facilitate the coordinated exchange of ideas, procedures and specific information for the professional leadership and management of all human resource components within police agencies;
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- make recommendations for program development and course content at Canadian police academies/training and education institutions;
- research and provide recommendations on contemporary HR related strategic priorities; and,
- form liaisons and key partnerships with such other organizations as may be beneficial in achieving the objectives of the CACP.

### Membership

Membership on the HRLC is guided by the requirements for subject matter expertise and geographical representation.

The Chairperson and Vice Chairperson will review the composition of the Committee annually to ensure the above.

The CACP-HRLC Committee will designate members to represent this committee when required.

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## **Sub Committees**

The CACP HRLC may establish subcommittees to assist the CACP HRLC with respect to specific trends, issues, activities or research.

A subcommittee's mandate shall be established by the CACP HRLC;

A subcommittee's priorities and work plans shall be approved by the CACP HRLC.

Each subcommittee shall:

- be bound by the constitution, policies, procedures and guidelines of the CACP;
- be represented on the CACP HRLC; and,
- report on its activities in support of its mandate in an annual report, or sooner if necessary, to the Chairperson of the CACP HRLC.

## **Finances**

The Secretary Treasurer of the CACP is custodian of, responsible for and has charge of all funds and securities of the CACP, including those attributable to a committee.

## **Meetings**

Normally the CACP HRLC will meet three times annually, either in-person or through electronic means.

A member of the CACP HRLC who fails to attend and participate, in person or by electronic means, for two consecutive meetings without the prior approval of the Chairperson or Vice Chairperson may be subject to a recommendation to the Board of the CACP for termination of CACP HRLC membership.

Normally, substitutions are not permitted. Requests for exceptions to this should be directed to the CACP HRLC Chairperson or Vice Chairperson.

The CACP HRLC may from time to time identify key partners to be invited to participate in Committee meetings or activities.