

# **Canadian Association of Chiefs of Police**



**Human Resources & Learning  
Committee**

**Annual Report**

**2012-2013**

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2012-2013 Annual Report**

**CONTENTS**

---

<b>Topic</b>	<b>Page</b>
A word from the Chair and Vice Chair	2
Mandate Key Areas/Priorities	4
CACP Human Resources and Learning Committee members	5
Partners and Stakeholders	7
Committee Projects and Priorities	8
Terms of Reference	10

---

# Canadian Association of Chiefs of Police Human Resources & Learning Committee 2012-2013 Annual Report

## A WORD FROM THE CHAIR AND VICE-CHAIR

As in recent years, there was considerable membership movement on the committee in 2012 and the first few months of 2013.

Director Shelagh Morris continued as Chair for the first half of 2012-2013 and then she departed the committee in February 2013. Superintendent Sim also relinquished his Vice Chair position when he left the committee.

Director Steve Schnitzer was elected the new Vice Chair at the January 2013 meeting in Ottawa and then due to the sudden departure of Director Shelagh Morris, he became the new Chair. As a result, at the April 2013 meeting in Vancouver, Deputy Chief Mark Chatterbok was elected Vice Chair.

Other committee changes since August 2012 include:

Superintendent Daryl Wiebe (Vancouver Police), replacing Superintendent Sim

Director Aileen Ashman (Toronto Police) replaced by Superintendent Debra Preston

Director Francois Landry (Montreal Police) replaced by Director Pierre St. Antoine (Ecole Nationale de Police du Quebec)

Lieutenant-Colonel Douglas Boot (Military Police) replaced by Lieutenant-Colonel Klaus Schneider

Deputy Chief Steve Beckett (Waterloo Police) – not yet replaced

At the January 2013 meeting the committee reaffirmed the three goals that it had set at the May 2012 strategic planning exercise. The committee is also considering ways that it can bridge the gap left by the Police Sector Council, which officially was closed down in April 2013.

Several committee members attended the Economics of Policing Summit in Ottawa in January 2013 and the committee was also represented at the final two meetings of the Police Sector Council.

The “economics of policing” is seen by the committee to remain a key focus of discussion over the coming months and years and the committee is monitoring this closely. The economics of policing is also one of the three current focuses that the committee has.

Unfortunately, as a result of attrition, the work of the committee continued to be hampered during 2012 /13. The committee wishes to recognize departing members Shelagh Morris, Aileen Ashman, Doug Boot, Steve Beckett and Francois Landry. The Committee also welcomes our new members to the Team. The HRLC is currently comprised of 19 members and two alternates, with good regional representation.

# **Canadian Association of Chiefs of Police Human Resources & Learning Committee 2012-2013 Annual Report**

## **Canadian Police Knowledge Network (CPKN)**

During the second half of 2012 /13 the CACP and CPKN entered into discussions on what the future relationship will look like. While some changes are anticipated, the committee looks forward to working with CPKN and other providers of e-learning programs to provide defensible and accessible training to police services.

## **Police Sector Council (PSC)**

The committee would like to thank the PSC for all of the work that has been accomplished over the last several years. It is hoped that a similar entity may be funded by government to continue this work. In the meantime, it is the desire of the committee to have the “Heads of Academies Sub-Committee” engage in discussions on how common police training standards and competencies can be implemented across Canada.

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

# Canadian Association of Chiefs of Police Human Resources & Learning Committee 2012-2013 Annual Report

## 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 Police Sector Council 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.

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2012-2013 Annual Report**

**Committee Membership at August 2013**

Steve	Schnitzer	Director Justice Institute of BC – Police Academy
Mark	Chatterbok	Deputy Chief Saskatoon Police Service
Debra	Preston	Superintendent Toronto Police Service / Toronto Police College
Terry	Coleman	Management Leadership Consultant
Cal <i>Tom</i>	Corley <i>Pownell</i>	Director General Canadian Police College <i>Superintendent Canadian Police College (Alternate)</i>
Dorothy	Cotton	Dr. - Psychologist
Pierre	St. Antoine	Director – Communication & Institutional Affairs Ecole Nationale de Police du Quebec
Stan	Maclellan	Strategic Administrative Officer Durham Regional Police
Edgar	Macleod	Executive Director Atlantic Police Academy
Bob	Ritchie	Superintendent Calgary Police Service
Angie	Howe	Chief Superintendent Career Development Bureau Ontario Provincial Police

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2012-2013 Annual Report**

Allison	Stephanson	Inspector Winnipeg Police Service
Mike	Trump	Director of Justice & Public Safety Justice Institute of British Columbia
Daryl	Wiebe	Superintendent Vancouver Police Department
Alain	Tousignant	Director General Correctional Services Canada
Jennifer <i>Randy</i>	Evans <i>Patrick</i>	Deputy Chief Peel Regional Police Service <i>Staff Superintendent Peel Regional Police Service (Alternate)</i>
Scott	Nystedt	Superintendent Ottawa Police Service
Roger	Brown	Assistant Commissioner RCMP - Depot
Klaus	Schneider	Lieutenant-Colonel Canadian Forces Military Police

# Canadian Association of Chiefs of Police Human Resources Committee 2012-2013 Annual Report

## 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 2012-2013 period

1. Participation in Economics of Policing Summit – January 2013
2. Chair participation in BCACP Police Leadership Conference – April 2013
3. Participation in CACP Special Purpose Committee – Committee Review
4. Participation in Police Sector Council Board of Directors meetings
5. Assistance to PSC in development and implementation of various projects
6. Identification of Mental Health and Wellness in the policing workplace as a priority issue for the CACP with carriage by HRL committee.
7. Reformation of Canadian Police Colleges and Academies sub-committee.

# Canadian Association of Chiefs of Police Human Resources Committee 2012-2013 Annual Report

## **Committee Priorities for 2012-13:**

The Committee endorsed / developed 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.

# Canadian Association of Chiefs of Police Human Resources Committee 2012-2013 Annual Report

## 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 2012-2013 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;
- 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.

### **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.

# Canadian Association of Chiefs of Police Human Resources Committee 2012-2013 Annual Report

## **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.