

# **Canadian Association of Chiefs of Police**



**Human Resources & Learning  
Committee**

**Annual Report**

**2016-2017**

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2016-2017 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	7
Committee Terms of Reference	9
Psychologists Sub-Committee Terms of Reference	11

---

# Canadian Association of Chiefs of Police Human Resources & Learning Committee 2016-2017 Annual Report

## A WORD FROM THE CHAIR AND VICE-CHAIR

As in recent years, 2016/17 saw membership movement on the Human Resources and Learning Committee (HRLC).

Committee changes since August 2016 include:

- Superintendent Michelle Rathwell (Ottawa Police), replacing Superintendent Dan Delaney.
- Acting Director General Joanne Rigon (RCMP Learning & Development), replacing Chief Superintendent Louis Plourde.
- Assistant Commissioner Barbara Fleury (Canadian Police College), replacing Chief Superintendent Harold O'Connell.
- Deputy Chief Lucie Tremblay (VIA Rail Police), new committee member.
- Chief Les Sylven (Central Saanich Police), new committee member.

During the last year the committee continued to focus on workplace wellness and the committee also sponsored a third wellness conference in February 2017 in Gatineau, Quebec. This conference was the *The Mental Health of Police Personnel: What We Know and What We Need to Know and Do*. This third conference came about after hosting the highly successful *Conference on Mental Readiness: Strategies for Psychological Health & Safety in Police Organizations*. That conference took place in February 2015 in Mississauga, Ontario.

In November 2016 the Committee also endorsed the concept of having a “psychologists sub-committee” that supports the work of the committee as it pertains to wellness. This proposal was advanced to the CACP and it obtained the support of the CACP Board of Directors in March 2017. Plans are underway to create this subcommittee during the summer/fall of 2017. The Psychologists Sub-Committee will give the committee much needed advice and expertise in relation to the ongoing discussions surrounding wellness and credible research to support wellness strategies.

In addition to the implementation of a Psychologists Sub-Committee, the Chair and Vice Chair are also members of the Public Safety Steering Committee (PSSC) of the Canadian Institute for Public Safety Research and Treatment (CIPSRT). The PSSC has been involved in conversation pertaining to the recent prevalence survey and is strongly advocating for Canadian research to inform best practices in wellness and in the treatment of operational stress injuries.

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.

## **Canadian Association of Chiefs of Police Human Resources & Learning Committee 2016-2017 Annual Report**

Despite these linkages to other committees and groups, the committee did resolve at its April 2017 meeting to dedicate more of its future agenda to training issues. This is timely due to the pending cannabis legislation and our committee is committed to participating in these discussions as they pertain to HR and training issues. Since April 2017 the Chair and Vice Chair have been participating in teleconferences with other CACP Committee Chairs and Public Safety Canada in preparation for the legalization of Cannabis.

The Human Resources and Learning Committee is currently comprised of 21 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

# **Canadian Association of Chiefs of Police Human Resources & Learning Committee 2016-2017 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 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.

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2016-2017 Annual Report**

**Committee Membership at July 2017**

Steve	Schnitzer	Director Justice Institute of BC – Police Academy	British Columbia (Chair)
Mark	Chatterbok	Deputy Chief Saskatoon Police Service	Saskatchewan (Vice Chair)
Howard	Chow	Superintendent Vancouver Police Department	British Columbia
Steve	Rai	<i>Deputy Chief Vancouver Police Department (Alternate)</i>	
Les	Sylven	Chief Central Saanich Police	British Columbia
Bob	Ritchie	Deputy Chief Calgary Police Service	Alberta
Terry	Coleman	Management Leadership Consultant	Alberta
Joanne	Rigon	Acting Director General RCMP - General Learning & Development	Ottawa
Penny	Smiley	Administrative Commander Waterloo Regional Police	Ontario
Dorothy	Cotton	Dr. – Psychologist	Ontario
Sandy	Thomas	Chief Superintendent Ontario Provincial Police	Ontario
Jeanette	May	Director Toronto Police Service	Ontario

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2016-2017 Annual Report**

Bruce	Herridge	Director Ontario Police College	Ontario
Stan	Maclellan	Strategic Administrative Officer Durham Regional Police	Ontario
Bernie	Hudson	Lieutenant-Colonel Canadian Forces Military Police	Ontario
Barbara	Fleury	Assistant Commissioner Canadian Police College	Ontario
Jennifer	Evans	Chief Peel Regional Police Service	Ontario
Randy	Patrick	<i>Staff Superintendent Peel Regional Police Service (Alternate)</i>	
Pierre	St. Antoine	Director – Communication & Institutional Affairs Ecole Nationale de Police du Quebec	Quebec
Chelsea	Byers	Director – General Services Quebec City Police	Quebec
Marie	Pintal	Chef de service Surete du Quebec	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

# Canadian Association of Chiefs of Police Human Resources & Learning Committee 2016-2017 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 Governance
- 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/ACTIVITIES

### Committee Projects during the 2016-2017 period

1. Participation in the CPKN Stanhope Conference – September 2016.
2. Participation in the Canadian Association of Police Educators (CAPE) Conference – June 2017.
3. Chair participation in BCACP/CACP Police Leadership Conference Planning Committee – April 2017.



## **Canadian Association of Chiefs of Police Human Resources & Learning Committee 2016-2017 Annual Report**

4. Chair participation in the State and Provincial Police Academy Directors Section (SPPADS) Board of Directors.
5. Participated in the *The Mental Health of Police Personnel: What We Know and What We Need to Know and Do* conference.
6. Identification of Mental Health and Wellness in the policing workplace as a priority issue for the CACP with carriage by HRL committee.

### **Committee Priorities for 2017-18:**

The Committee continues to make wellness a priority and will implement the Psychologist Sub-Committee and also focus more on training issues; especially in light of the pending legislation on cannabis.

### **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
- Succession management
- Learning and development
- Succession planning
- Demographics and generational issues and implications
- Accommodation issues
- Performance management
- Police job competencies
- 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 & Learning Committee 2016-2017 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 & Learning Committee 2016-2017 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.

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2016-2017 Annual Report**

**Psychologists Sub-Committee  
Terms of Reference**

**Mandate**

The Psychological Services Sub-Committee (Sub Committee) reports to the CACP Human Resources & Learning Committee (CACP HRL). The Sub-Committee acts as a resource and adviser to the CACP HRL on practices, issues and trends in psychological services and programs as they pertain to policing. In order to meet this mandate, the Sub Committee will:

- facilitate an exchange of ideas, procedures and best practices as they pertain to psychological services for police agencies;
- assist the CACP HRL in disseminating psychological knowledge and research relevant to development of policy, procedure, operations and training;
- work with and assist the CACP HRL in identifying best practices and sharing information related to wellness and resiliency programs for police and civilian support staff in police agencies;
- create and encourage the highest standards of psychological programs for police agencies through 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 effective psychological programs and practices; and,
- to establish liaisons and key partnerships with such other organizations as may be beneficial in achieving the objectives of the CACP.

**Key Areas/Priorities**

- Enhance partnerships to advance the agenda of the CACP in the areas of psychological and wellness programs by both being proactive and also addressing any issues identified by the CACP Board;
- Partner with such organizations as the Canadian Mental Health Association, Canadian Psychological Association, the Mental Health Commission of Canada and others to ensure that the CACP needs are being met;
- Ensure that ensure that human resource policies and practices reflect current and scientifically valid psychological knowledge;

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2016-2017 Annual Report**

- Create a conceptual centre of excellence related to police psychology for both psychologists and members of the policing community who may want to access such expertise.

**Sub-Committee Membership**

		Membership Pending	

# Canadian Association of Chiefs of Police Human Resources Committee 2016-2017 Annual Report

## **Membership**

Membership on the Sub Committee is guided by the requirements for subject matter expertise and geographical representation. Membership on the Sub Committee will be capped at 16 psychologists who are actively involved in working with police agencies.

## **Meetings**

The Sub Committee will meet at least three times annually, either in-person or through electronic means.

Members of the Sub Committee will be required to be Associate Members of the CACP and will be encouraged to attend CACP events such as the Annual Conference.

The Chair of the Sub Committee and one other member will sit as a regular member of the CACP HRL Committee.