



The CACP Police Executive Mentorship Program will address six key learning themes:

1. Preparing for the position;
2. Arriving in the position;
3. Managing and affecting change;
4. Navigating and meeting the challenges of being a Chief of Police;
5. Identifying opportunities to lead change;
6. Considering the future position and issues the participant may face.

The program will address the following topics:

1. Labour Relations

- a. Understanding associations/unions: Building a successful labour management relationship
- b. Formal/Informal discipline: Navigating discipline and human resource processes
- c. Bargaining: Understanding the role of the Chief of police

2. Governing Authority

- a. Understanding roles and responsibilities
- b. Building a successful relationship

3. Politics and the Chief

- a. Understanding the fundamental rules of politics and political processes

4. Financial Management

- a. Business planning
- b. Connecting strategic, operational and financial planning

5. Community Relations

- a. Understanding diverse elements of the community
- b. Community building: leadership and partnership
- c. Understanding the role of the Chief of police in the community
- d. Interacting with special interest groups
- e. Managing public and workforce expectations
- f. Building and maintaining public and organizational trust

6. Communication Skills

- a. Social media awareness and use
- b. Media interviews
- c. Press conferences
- d. Engagements as a guest speaker
- e. Person-to-person conversations
- f. Messaging to the workforce and the public
- g. The skills of effective debate

7. Managing

- a. Selecting and building a management team
- b. Managing being new to an organization
- c. Understanding the dynamics of organizational and management change
- d. Inspiring others to embrace change
- e. Developing strategic foresight
- f. Implementing succession planning
- g. Building partnerships

8. Ethics

- a. Setting and living by the standard
- b. Expectations of others

9. Mental Health and Resilience

- a. Employee wellness and creating a healthy workplace
- b. Coping mechanisms and skills
- c. Self-value and the ability to help others
- d. Living with criticism and unfairness
- e. Preparing your life partner and family

10. Mentor Qualities

- a. Considering traits of previous mentors
- b. Learning expectations from a mentor
- c. Creating a network (e.g. Canadian Association of Chiefs of Police, International Association of Chiefs of Police, Police Executive Research Forum, provincial associations, local community boards and associations)

11. Decision Making in Today's Workplace

- a. Promotions
- b. The final decision
- c. Intended and unintended consequences
- d. Authentic inclusion
- e. Cultural competency

12. Terms and Conditions of Employment

- a. Elements of contracts
- b. Determining salary and a benefit structure
- c. Contract lengths