



CACP Ethics Committee

2017 Annual Report

Mandate:

To promote appropriate ethical behaviour in the Canadian law enforcement community.

Strategic Priorities/Objectives:

1. To promote ethical and professional leadership amongst the CACP membership.
2. To provide or identify learning opportunities and training for police organizations that enhances ethical decision-making in member organizations.
3. To provide CACP members with information about learning opportunities available through other organizations.
4. To identify and provide information on best practices in ethical decision-making.
5. To provide a link to other entities that support ethical organizational development.
6. To provide advice on ethical issues to the Board of Directors of the CACP.

Committee Composition:

- Co-Chairs are Chief Constable Neil Dubord, Delta Police Department and Deputy Chief Francois Duguay, Gatineau Police Services
- Over the last year there has been a number of changes to the committee membership, we currently have 16 active members from a variety of services and agencies, including Federal, Provincial, Regional, Municipal, Military and Academic representation.
- Representation from British Columbia to Nova Scotia, with a number of new members joining the committee – Kerry Petryshyn, RCMP, Inspector Jacqueline Genaille, Dakota Ojibway Police, Inspector Domenic Sinopoli, Toronto Police, Deborah Aarenau, Ottawa Police and Murray Stooke, Calgary Police.
- This year the committee has seen three members (Deputy Chief Ed Keeley, Ottawa Police, Superintendent Wayne Jacquard, RCMP, Superintendent Karen Noakes, York Regional) step down from the committee, due to retirements.



Committee Interaction and Outcomes:

The Committee has met three times since the 2016 CACP Conference:

1. November 22, 2016 via conference call
2. February 23, 2017 via conference call
3. May 15/16, 2017 face-to-face in Richmond, BC hosted by the Delta Police Department.

During the past year, the Committee has heard from:

Dr. Stephen Maguire

Professionalism in Policing: Planning to release phase 2 of the Professionalism in Policing survey in the 4th quarter 2017 and 1st quarter 2018. The purpose of the 1st survey was to determine organizational programs and practices that are most effective in sustaining sworn officers' commitment to professionalism and public trust. The Professionalism in Policing Research Project examines ways police agencies can strengthen professional judgement. The project methodology included

- Literature review
- 80 interviews across the country (qualitative)
- Online survey of sworn officers up to the rank of staff sergeant
- 31 Canadian police agencies participated

The full results and recommendations of the 1st survey can be found at

<https://cacp.ca/professionalism-in-policing.html>

The three key messages are:

1. Spend more time communicating about your agency's programs and expectations
2. Demonstrate support for employee's well-being and development
3. Consult on and clarify the basis on which decisions are made

The first survey resulted in many agencies changing leadership practices, promotional processes, and ethics training as well as developing a more proactive professional standards section and an early intervention program. All management practices, work environment variables and agency programs included in the study had an impact on integrity and commitment.

What's new in the second study (2017 - 2018)

- Agencies that paid for their results of the 2012 survey can measure how the implementation of recommendations influenced professionalism.
- Addition of some new measures to determine relation to professionalism.



- Survey has been customized to include civilians and sworn members.
- Depending on strong regional results we can compare regions.
- New collaborations with agencies in Quebec.
- Continued work with CPKN in the development of CPKN Supervisor training program, which is nearing completion. The framework for the course is:
 1. Explain why policing is a profession. Why is this important?
 2. Discuss the range and causes of professional misconduct
 3. Apply supervisory practices that foster positive attitudes to professionalism
 4. Apply practices of ethical leadership to support member professionalism
 5. Know and apply the core ethical values of Canadian policing.
 6. Adapt supervisory practices to mitigate challenges of executive leadership
 7. Overcome cognitive biases by developing opportunities to engage in ethical conversations
 8. Use professional standards to help your members.

Canadian Police College

- The Canadian Police College is considering developing a course for Police Chiefs. Members of the CACP Ethics Committee met with the leadership of the CPC and provided a preliminary sketch of the professionalism in policing component for any potential course.
 - Policing as the most vulnerable profession
 - Professions in theory and practice
 - Why policing is the most vulnerable of all professions
 - Closing the gaps between policing and other professions
 - An engagement strategy
 - Why? Benefits
 - Advantages of employee engagement
 - Individual motivation, performance, professionalism
 - Impact on cooperation and teamwork
 - Impact on organizational performance
 - Employee engagement strategy
 - Leadership impact on employee professionalism
 - Why ethical leadership goes beyond leader behaviour
 - Practices of ethical leadership
 - Employee consultation & feedback mechanisms
 - Fairness in job decisions
 - Process
 - Best outcomes
 - Guiding discretionary judgement & behaviour
 - Generating employee expectations
 - Ethical literacy
 - Core ethical values of Canadian policing



- Values based decision making
 - A broader view of professional development
 - Resiliency
 - Reclassification training
 - Intervention as professional development
 - Mechanisms for intervention, discipline
 - Consistency in discipline
 - Ethics programs as risk mitigation and engagement
 - Advantages of an ethics program
 - Executive responsibilities for the program
 - Components of an ethics program
 - Ethics governance
 - Police associations and professionalism
- Employee engagement & public trust
 - Organizational Values
 - Distinguishing strategic from ethical values
 - Strategic values in business planning
 - The case for a separate statement of ethical values
 - Messaging around inappropriate employee behaviour

The next steps for this collaboration with the CPC are:

1. Consultation about Chiefs course proposal
2. Develop presentation for CPC - consultation about objectives and what we need to address
3. Develop an overview of the train the trainer course for more consultation.

Justice Tulloch

- Worked directly with Justice Tulloch regarding recommendations in his report on Civilian Oversight, specifically regarding the creation of a College/Code of Ethics for police officers including certification/accreditation. There are many key points from the report regarding ethics and professionalism; the Committee will continue to pursue advancing professionalism through Justice Tulloch's report and the Ontario Association of Chiefs of Police.

UK Experience

- The Ethics Committee studied the UK Experience in professionalism and the development of a National Framework for Agency-Wide Code of Ethics: There were four key findings:
 1. Continual professional development;



2. Importance of a National Code of Ethics;
3. Continuous learning for officers in the study of ethics,
4. Importance of day-to-day ethics program.

The Ethics Committee is researching the potential of creating a national code of ethics that articulates fundamental values in policing that should be reflected in all agencies and every police officer in Canada.

Agency-wide approach to Ethics

- The Ethics Committee has benefited from the learning of the York Regional Police and their implementation of an agency-wide ethics model. Should other police agencies be considering an organizational wide approach to ethics and professionalism it is recommended that they contact the Ethics Committee or York Regional Police for details on their experience.

Initiatives Planned 2017/2018:

- Complete literature review from the Professionalism in Policing Study
- Provide policy/ evidence-based research to Chiefs on relative topics relating to professionalism IE: Duty to Report Policy, Core Policing Organizational Values
- Collaborate with Global studies 2017 program to identify data that may assist in building a measure of public trust.
- Complete a second survey on Professionalism in Policing in 2018
- Identify evidence-based documents within the research of the CACP Ethics Committee that we can forward to the CACP Research Foundation.