

# **Canadian Association of Chiefs of Police**



**Human Resources & Learning  
Committee**

**Annual Report**

**2014-2015**

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2014-2015 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 2014-2015 Annual Report

## A WORD FROM THE CHAIR AND VICE-CHAIR

As in recent years, 2014/15 saw considerable membership movement on the Human Resources and Learning Committee (HRLC).

Committee changes since August 2014 include:

- Captaine Nathalie Barbeau (Surete du Quebec), new committee member
- Director Manon Landry (Montreal Police), replacing Chief of Service Genevieve Beauregard
- Administrative Commander Penny Smiley (Waterloo Regional Police), new committee member
- Superintendent Steve Rai (Vancouver Police), replacing Superintendent Daryl Wiebe
- Chief Superintendent Sandy Thomas (Ontario Provincial Police), replacing Chief Superintendent Angie Howe
- Director Jeanette May (Toronto Police), replacing Superintendent Debra Preston
- Inspector Allison Stephanson (Winnipeg Police), retired and not replaced

During the last year the committee continued to focus on the principles pertaining to the three goals that it had set at a May 2012 strategic planning exercise (see page 8). Considerable attention was also focused on workplace wellness (Strategic Priority 2) and the committee will be utilizing the new CACP website to share information once the new site is fully rolled out and training has taken place. The committee also worked with the CACP on hosting a highly successful *Conference on Mental Readiness: Strategies for Psychological Health & Safety in Police Organizations*, and this conference took place in February 2015 in Mississauga, Ontario.

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. This includes continuing discussions on the “Economics of Policing and Community Safety” and the need for greater collaboration, research and sharing of information. The Economics of Policing and Community Safety 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 2014/15 was no exception. The committee wishes to recognize departing members

## **Canadian Association of Chiefs of Police Human Resources & Learning Committee 2014-2015 Annual Report**

Allison Stephanson, Angie Howe, Debra Preston, Genevieve Beauregard and Daryl Wiebe. The committee also welcomes our new members to the team.

The Human Resources and Learning Committee is currently comprised of 24 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 2014-2015 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 2014-2015 Annual Report**

**Committee Membership at August 2015**

Steve	Schnitzer	Director Justice Institute of BC – Police Academy	British Columbia (Chair)
Mark	Chatterbok	Deputy Chief Saskatoon Police Service	Saskatchewan (Vice Chair)
Steve	Rai	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
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
Geoff	Skaftfeld	Superintendent Niagara Regional Police	Ontario

**Canadian Association of Chiefs of Police  
Human Resources & Learning Committee 2014-2015 Annual Report**

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
Manon	Landry	Projets speciaux et relations avec les partenalis Service police de la Ville Montreal	Quebec
Nathalie	Barbeau	Capitaine Surete du Quebec	Quebec
Alain	Tousignant	Director General Correctional Services Canada	Quebec

## Canadian Association of Chiefs of Police Human Resources & Learning Committee 2014-2015 Annual Report

Edgar	Macleod	Executive Director Atlantic Police Academy	Prince Edward Island
Brenda	Young	Superintendent Halifax Regional Police	Nova Scotia

### 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



# Canadian Association of Chiefs of Police Human Resources Committee 2014-2015 Annual Report

## LIST OF COMMITTEE PROJECTS

### Committee Projects during the 2014-2015 period

1. Participation in the CPKN Stanhope Conference – September 2014.
2. Participation in the Canadian Association of Police Educators (CAPE) Conference – May 2015.
3. Chair participation in BCACP/CACP Police Leadership Conference – April 2015.
4. Chair participation in the State and Provincial Police Academy Directors Section (SPPADS) Board of Directors.
5. Identification of Mental Health and Wellness in the policing workplace as a priority issue for the CACP with carriage by HRL committee.
6. Creation of a content sub-committee for the February 2015 *Conference on Mental Readiness: Strategies for Psychological Health & Safety in Police Organizations*.

### Committee Priorities for 2014-15:

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 and Public Safety Summit(s) in support of sustainable policing.

#### **Future Actions:**

1. Respond to the results/findings of the Economics of Policing and Public Safety 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.

# Canadian Association of Chiefs of Police Human Resources Committee 2014-2015 Annual Report

## **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.

## **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 within 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 Committee 2014-2015 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 2014-2015 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.