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SPRING/SUMMER 2010  
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Canadian *La Revue des* *Chefs de*

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**Policing Excellence Through Performance and Accountability**

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**By Chief / Par le chef  
William Blair**

The CACP hosted its first national conference on criminal justice reform in Toronto in April, building on the momentum from recent collaborative meetings among police leaders, corrections officials, crown prosecutors, defence counsel representatives, and members of the judiciary. These professions were joined by representatives from federal and provincial Justice and Attorney General Departments, the Parole Board, Legal Aid, and academia. The event featured lively and candid debate, explored the challenges and promises of collaboration, and ended with enthusiastic commitment by all to continue building a collection of successes to restore efficiency, effectiveness and public confidence in the criminal justice system. Work will continue and your Association is committed to its active role in these proceedings.

**We are increasingly  
required to not only  
provide superior  
services, but also to  
provide strong and  
accurate accounts of  
our performance.**

En avril dernier, l'ACCP tenait à Toronto son premier congrès national sur la réforme de la justice pénale, afin de poursuivre sur la lancée des récentes rencontres d'échanges entre dirigeants de la police, agents correctionnels, procureurs de la Couronne, procureurs de la défense et membres de la magistrature. À ces professionnels se sont ajoutés des représentants des ministères fédéral et provinciaux de la Justice et des ministères publics, de la commission des libérations conditionnelles, de l'Aide juridique et des milieux universitaires. Ce congrès a permis de débattre candidement et d'explorer les enjeux et promesses de collaboration. Il s'est conclu sur l'engagement enthousiaste de tous à s'efforcer de rétablir l'efficacité du système pénal et la confiance du public en celui-ci. Les travaux se poursuivront et votre association continuera d'y tenir son rôle.

**On nous demande de  
fournir de meilleurs  
services et, en plus,  
de rendre compte  
de notre rendement  
avec exactitude  
et conviction.**

*continued on page 8*

*suite à la page 8*



continued from page 7

The 2010 Annual Conference will focus on achieving excellence in policing through performance and accountability. We recognize that demonstrating organizational and individual accountability to our publics is crucial. We must be able to reassure our governing bodies and citizens that they have invested wisely in their community's safety. But, doing that isn't always simple. We are increasingly required to not only provide superior

services, but also to provide strong and accurate accounts of our performance. We are challenged to demonstrate that we are optimizing our staff and resources, and that our organizational structures, systems and processes are sufficiently robust to identify problems, anticipate challenges and continue to generate value for our communities. I invite you to join us at the conference in Edmonton to explore with your peers from across Canada the

best strategies and tools to do just that, and to assure your staff and your citizens that you are providing the best service possible for your communities.

I wish everyone an enjoyable summer.



suite de la page 7

Le congrès annuel 2010 portera sur l'atteinte de l'excellence policière grâce au rendement et à la responsabilité. Nous reconnaissons qu'il est crucial de démontrer notre responsabilité organisationnelle et individuelle auprès de notre public. Il faut pouvoir assurer à nos corps dirigeants et nos citoyens que nous sommes dûment occupés de la sécurité de leur collectivité. Ce qui n'est pas simple. On nous demande de fournir de meilleurs services et, en plus, de rendre compte de notre rendement avec exactitude et conviction. On nous demande de prouver que nous avons optimisé personnel et ressources et que nos structures, systèmes et processus permettent d'identifier les problèmes, de prévoir les défis et de contribuer continuellement à la collectivité. Je vous invite à prendre part au congrès d'Edmonton afin d'explorer, avec vos pairs de partout au Canada, les stratégies et outils les plus efficaces, ainsi que pour montrer à votre personnel et vos citoyens que vous offrez à votre collectivité le meilleur service qui soit.

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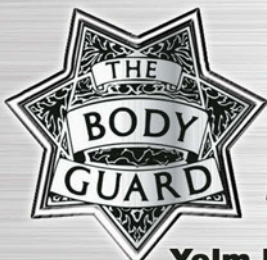


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# Edmonton



Michael J. Boyd, C.O.M.



## Message from the Edmonton Police Service Chief Michael J. Boyd

The Edmonton Police Service (EPS) and the RCMP are proud to be hosting the 2010 annual conference of the Canadian Association of Chiefs of Police (CACP), in August 2010. On behalf of all members of the EPS, I extend a warm invitation to all of you to come to Edmonton and participate in this important conference.

Our conference organizing committee has worked hard to ensure the conference agenda is timely and thought-provoking, and that our youth and companion programs are exciting. While you are in Edmonton, you may wish to consider extending your visit, and spending some time visiting some of the outstanding highlights the Capital Region has to offer. From heritage sites to nature preserves and golfing, there is a lot for you to see and do.

I look forward to seeing you at "Policing Excellence Through Performance and Accountability", August 22-25, 2010.

Yours truly,

Michael J. Boyd, C.O.M.  
Chief of Police  
Edmonton Police Service

## Message du chef de police d'Edmonton Michael J. Boyd

Le Service de police d'Edmonton (EPS) et la GRC sont fiers d'accueillir le congrès 2010 de l'Association canadienne des chefs de police (ACCP), en août 2010. Au nom de tous les membres de l'EPS, je vous invite tous chaleureusement à venir à Edmonton et à participer à cet important congrès.

Notre comité organisateur a travaillé fort pour dresser un ordre du jour opportun et stimulant, de même que pour offrir un programme passionnant aux jeunes et aux conjoints. Vous pouvez envisager de prolonger votre séjour à Edmonton, et de passer quelque temps à visiter les attractions de la capitale. Des sites historiques au golf en passant par les réserves fauniques, vous aurez beaucoup à voir et à faire.

J'espère voir au congrès « L'excellence par la performance et la responsabilisation », du 22 au 25 août 2010.

Cordialement,

Michael J. Boyd, C.O.M.  
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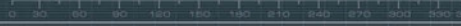


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# Edmonton



R.R. Knecht



## “K” Division RCMP Invites You to the **2010 CACP Conference** in Edmonton, August 22-25

Preparations for the 2010 Canadian Association of Chiefs of Police (CACP) conference are well underway, and “K” Division RCMP and our co-host, the Edmonton Police Service, look forward to welcoming delegates from across Canada to Alberta’s capital city this summer.

This year’s conference is entitled “Policing Excellence Through Performance and Accountability,” and the agenda promises to deliver new insights into how we, as police chiefs, might achieve our shared goals. Perhaps as importantly, the conference presents the opportunity to share ideas and experiences with our peers in a setting removed from the daily demands of our commands. I am confident that the education and conversation that takes place at this year’s conference will positively impact policing efforts across Canada.

On behalf of “K” Division RCMP, it is my pleasure to invite you to Edmonton this summer.

Yours truly,  
R.R. Knecht  
Deputy Commissioner Northwest Region  
& Commanding Officer “K” Division

## La Division K de la GRC vous invite au congrès 2010 de l’ACCP à Edmonton du 22 au 25 août

Les préparatifs du congrès 2010 de l’Association canadienne des chefs de police (ACCP) vont bon train et la Division K de la GRC ainsi que le Service de police d’Edmonton ont bien hâte d’accueillir les délégués dans la capitale de l’Alberta.

Cette année, le congrès a pour thème « L’excellence policière par le rendement et la responsabilisation ». L’ordre du jour promet de nouvelles perspectives sur l’atteinte de nos objectifs communs. Surtout, le congrès nous donne l’occasion d’échanger des idées et expériences dans un cadre qui nous donne du recul par rapport aux exigences quotidiennes du commandement. Je suis convaincu que l’éducation et la conversation qui auront lieu lors du congrès de cette année auront un impact positif des efforts de police partout au Canada .

Au nom de la Division K de la GRC, il me fait plaisir de vous inviter à Edmonton cet été.

Cordialement,

R.R. Knecht  
Sous-commissaire, région du Nord-Ouest  
et commandant de la Division K



## A TIMELY THEME

Edmonton's conference theme, "Policing Excellence Through Performance and Accountability", is especially timely and relevant, as every law enforcement agency in Canada is looking for new ways to improve programs and services. The local organizing committee has invested a tremendous amount of time and energy into compiling a program that addresses a variety of issues. From first-time delegates to veteran members, this conference provides you with valuable opportunities to exchange ideas and to network with your peers. Edmonton looks forward to hosting this important conference while sharing our famous Western Canadian hospitality with you! Here is a preview of what you can expect when you come to Edmonton, August 22–25, 2010.

# A City of Possibilities



**By EPS Corporate Communications**

The city of Edmonton has been called many things... a city of wonders, festival city, a city for all seasons, the gateway to the North, city of champions and a capital city. But no matter which term you believe rings true, Edmonton has something for everyone to do—young, old, and those in between.

In August, Edmonton is buzzing with several festivals celebrating music, theatre, dance, visual arts and food. It's one of the best times of the year to be in Edmonton. The diverse festivities draw visitors from around the world to our city. Our arts community offers dozens of theatres and art galleries to enjoy all year round. On top of all the activities, Edmonton has undergone somewhat of a transformation in the last few years. The pulsing energy of the city is tactile, even for someone who's grown up here.

If you decide to take a stroll through downtown—which is highly recommended to discover all its little gems—perhaps one of the most noticeable changes is Edmonton's new Art Gallery of Alberta. This world-class gallery reopened in late winter of this year after a multi-million dollar makeover. The downtown cityscape now boasts one of the most unique buildings, inside and out, designed by world-renowned architect Randall Stout. Now that's something to be proud of!

The revitalization of downtown continues like a race car out of the start line at the Edmonton Indy. Formerly known as Downtown East, a historical area dating back to the late 1800s is undergoing a modernization. It's to be called The Quarters Downtown, a bold city-led redevelopment of the 18 city blocks directly east and adjacent to downtown Edmonton. Over the next 15 to 20 years

*continued on page 16*

**The conference agenda promises to deliver new insights into how we, as police chiefs, might achieve our shared goals.**



# Une ville de possibilités

Par Service des communications de l'EPS

Edmonton a reçu de nombreuses épithètes : ville des merveilles, ville des festivals, une ville pour toutes les saisons, la passerelle vers le Nord, la ville des champions et la capitale. Mais quel que soit le terme choisi, Edmonton a de quoi plaire à tous.

En août, Edmonton sera en effervescence avec plusieurs festivals célébrant la musique, le théâtre, la danse, les arts visuels et la gastronomie. C'est l'un des meilleurs moments de l'année pour visiter Edmonton. Les festivités diverses attirent des visiteurs de partout dans le monde. Notre communauté artistique propose des dizaines de théâtres et de galeries d'art. En plus de toutes ces activités, Edmonton a subi toute une transformation au cours des dernières années. L'énergie palpitante de la ville est bien tangible, même pour quelqu'un qui a grandi ici.

Si vous décidez de faire une promenade au centre-ville – chose fortement recommandée pour en découvrir toutes les perles – vous remarquerez peut-être surtout le nouveau Musée des beaux-arts de l'Alberta. Ce musée de classe mondiale a rouvert à la fin de l'hiver, après des rénovations de plusieurs millions de dollars. Le paysage urbain du centre-ville dispose désormais d'un des bâtiments les plus uniques, conçu par le célèbre architecte Randall Stout. Il y a de quoi être fier.

*suite à la page 16*

**L'ordre du jour promet de nouvelles perspectives sur l'atteinte de nos objectifs communs.**

## UN THÈME D'ACTUALITÉ

Le thème du congrès d'Edmonton, « L'excellence des services policiers par la performance et la responsabilisation », est particulièrement opportun alors que les corps de police cherchent à améliorer leurs programmes et services. Le comité organisateur a investi beaucoup de temps dans la compilation d'un programme qui aborde une multitude de questions. Que ce soit votre premier ou votre vingtième congrès, il vous offrira de précieuses occasions d'échanger et de réseauter avec vos pairs. Edmonton a hâte d'accueillir cet important congrès et de partager avec vous la célèbre hospitalité de l'Ouest canadien! Voici un aperçu de ce que vous pouvez vous attendre à trouver à Edmonton, du 22 au 25 août 2010.



# In August, Edmonton is buzzing with several festivals celebrating music, theatre, dance, visual arts and food.

# Edmonton

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the area will be transformed into a vibrant, diverse and inclusive community that is well connected to the central business and cultural district, as well as the river valley. Once completed, The Quarters Downtown will be an environmentally sustainable, walkable, diverse community with appealing design, inclusive housing and green spaces. It will accommodate up to 20,000 people.

If you continue your walk westward on Jasper Avenue, you'll discover several new gourmet eateries have opened up in the last year in the city's core, adding even more variety to Edmonton's 30 types of international cuisine. If you arrive really early for the conference, you can experience food from every ethnic corner of Edmonton in one place at the Heritage Festival in Hawrelak Park (July 31-August 2). It's a three-day festival celebrating food and the city's cultural diversity.

Continuing farther west on Jasper Avenue, you'll reach 124 Street, a historical district with more restaurants, unique galleries, and bustling boutique shops.

You can also unwind the way the local folks do, by taking in a play. One of the biggest and most anticipated highlights in August is the Edmonton International Fringe Theatre Festival, with more than 100 performance troupes in more than 1,000 live performances over 10 days. That number grows every year. It is the second largest Fringe Festival in the world, second to its original held in Edinburgh. There's no other place on earth—well, except Edinburgh—where you can experience every theatre genre in one day.

If you like to revel in the last few lazy, hazy days of summer, Edmonton's river valley is the place to go. It's the longest stretch of urban parkland in North America, and 22 times bigger than New York's Central Park. One of the most popular events in Edmonton's river valley is the Dragon Boat Festival on the North Saskatchewan River. It's a good way to get your heart racing without having to break even one bead of sweat.

Gallagher Park is home to the Edmonton Folk Festival. Audiences bask in sunlight on a hill in the river valley, five minutes from downtown. The festival features some of the biggest musical headliners of any festival in North America. Or, if you feel like dancing in the street and noshing on spicy fare, the Cariwest Caribbean Arts Festival is guaranteed to satisfy the senses.

While taking part in any or all of these activities, don't be surprised when a complete stranger strikes up a conversation with you on the street. Edmonton was crowned the Most Sociable City in 2009 and it shows. So, whether you're planning on strolling through our river valley, or sampling one of Edmonton's famous festivals, there's sure to be something to make you feel right at home. ◆

suite de la page 15

La revitalisation du centre-ville continue comme une voiture de course à la Edmonton Indy. Anciennement connu sous le nom de *Downtown East*, le quartier historique datant de la fin des années 1800 est en cours de modernisation. On appellera désormais *The Quarters Downtown* les 18 pâtés de maisons remis en valeur selon un concept audacieux. Au cours des 15 à 20 prochaines années, le quartier sera transformé en une communauté dynamique, diversifiée et accueillante. Une fois terminé, *The Quarters Downtown* sera une communauté respectueuse de l'environnement, accessible aux piétons, diversifiée avec un design attrayant, des logements sociaux et des espaces verts. Il pourra accueillir jusqu'à 20 000 personnes.

Si vous poursuivez votre promenade vers l'Ouest sur l'avenue Jasper, vous découvrirez plusieurs restaurants gastronomiques inaugurés l'an dernier en plein cœur de la ville, ajoutant encore plus de variété à la trentaine de cuisines étrangères qu'on peut trouver à Edmonton. Si vous arrivez très tôt pour le congrès, vous pourrez goûter à toutes les cuisines ethniques de la ville au *Heritage Festival*, dans le parc Hawrelak (du 31 juillet au 2 août). C'est un festival de trois jours célébrant la nourriture et la diversité culturelle de la ville.

Plus à l'ouest, sur l'avenue Jasper, vous atteindrez 124 Street, un quartier historique avec encore plus de restaurants, de galeries uniques et de boutiques animées.

Vous pouvez également vous détendre en assistant à une pièce de théâtre. L'un des moments forts du mois d'août est l'*International Fringe Theatre Festival*, avec plus de 100 troupes de théâtre et quelque 1000 représentations étalées sur 10 jours. Ce nombre augmente chaque année. C'est le deuxième festival de théâtre alternatif au monde après celui d'Édimbourg. Il n'y a aucun autre endroit sur terre – à part Édimbourg – où vous pourrez découvrir tous les genres de théâtre en un jour.

Si vous aimez vous délecter des longs jours d'été, il faut aller au parc River Valley d'Edmonton. C'est le plus grand parc urbain d'Amérique du Nord, 22 fois plus grand que Central Park. L'un des événements les plus populaires du parc River Valley est le *Dragon Boat Festival* sur la rivière Saskatchewan Nord. C'est un bon moyen de connaître des sensations fortes sans la moindre goutte de sueur.

Le parc Gallagher accueille l'*Edmonton Folk Festival*. Le public se prélassé au soleil sur une colline à cinq minutes du centre-ville. Le festival met en vedette certains des plus grands noms de la musique nord-américaine. Si vous avez envie de danser dans la rue et de grignoter des plats épicés, le festival d'art caribéen Cariwest vous comblera à coup sûr.

Ne vous surprenez pas, pendant l'une ou l'autre de ces activités, si un parfait inconnu engage la conversation avec vous sur la rue. Edmonton a reçu le titre de ville la plus sociable en 2009 et on voit pourquoi. Donc, que vous ayez l'intention de vous promener dans le parc River Valley ou de découvrir l'un des célèbres festivals d'Edmonton, vous trouverez sûrement une activité qui vous convient. ◆



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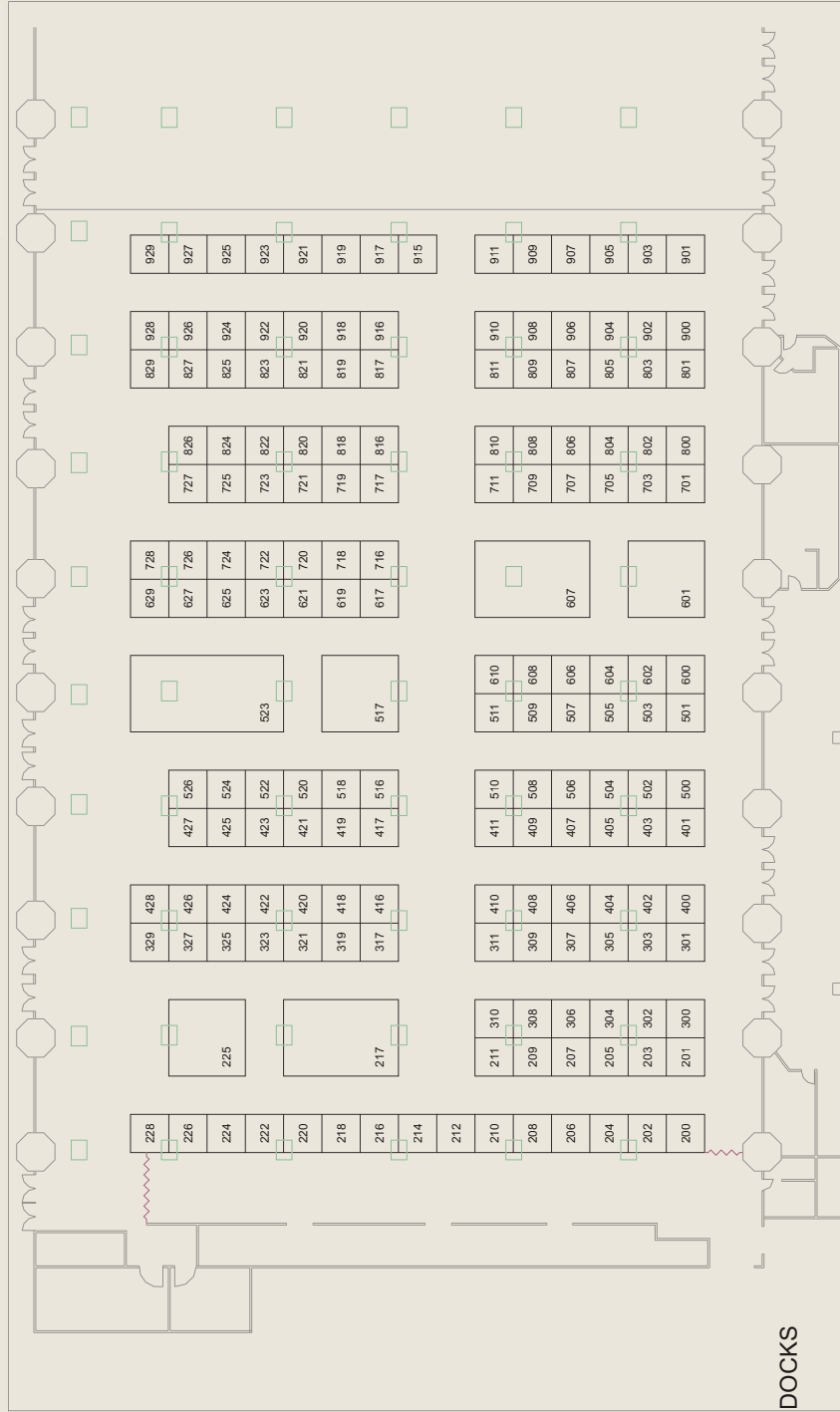


# Edmonton



## Canadian Association of Chiefs of Police

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# One Size Does Not Fit All: Quality Assurance (QA) Case Studies

**By CACP Quality Assurance in Law Enforcement Committee (QALEC)**

A recent study by QALEC shows approaches to quality assurance (QA) vary in terms of the underlying framework and context. Some are prescriptive and compliance-driven (e.g. the Commission on Accreditation for Law Enforcement Agencies, CALEA). Others are focused on “continuous improvement” and are aimed at building a quality culture throughout organizations in any sector (e.g. the International Standards Organization (ISO) 9001).

In the Edmonton Police Service (EPS), Internal Audit, Integrated Risk Management (IRM) and QA functions all report directly to the Chief of Police. IRM provides an explicit and systematic approach to managing strategic, operational and project risk to organizational objectives, and is being aligned with strategic planning. In day-to-day operations it is implemented through patrol level risk management around training and daily repeating contingencies.

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# On n’entre pas tous dans le même moule : quelques cas d’assurance-qualité (AQ)

**Par le Comité policier sur l’assurance-qualité (CPAQ) de l’ACCP**

Une étude récente du CPAQ montre que les approches en assurance-qualité (AQ) varient selon le contexte. Certaines, comme la Commission on Accreditation for Law Enforcement Agencies (CALEA), sont normatives et axées sur la conformité. D’autres adoptent le modèle « d’amélioration continue » visant à bâtir une culture de la qualité, par exemple la norme ISO 9001.

Au service de police d’Edmonton (EPS), les fonctions d’audit interne, de gestion intégrée du risque (GIR) et d’assurance-qualité se rapportent toutes directement au chef de police. La GIR fournit une approche explicite de la gestion du risque stratégique, opérationnel et par projet des objectifs organisationnels; elle s’aligne avec la planification stratégique. On l’emploie chaque jour par une gestion du risque à l’échelle des patrouilles, autour de la formation et des contingences quotidiennes récurrentes.

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## Approaches to quality assurance (QA) vary in terms of the underlying framework and context.

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EPS has been engaged in the CALEA accreditation process since 1988 and recently received its sixth accreditation. The model is quite prescriptive with over 400 standards. Many define the essential components of a required policy or procedure; such as, criminal investigation or court security. Organizations must track their own performance and provide proof of compliance, typically through sampling. Self study and annual reporting are coupled with intensive reviews by accreditation teams. Software provides support for data collection. While the initial investment in accreditation was significant, the costs of ongoing re-accreditation are much lower and the processes are now just part of doing business.

The EPS has strong feedback loops. Results of community surveys are published externally (although results of employee engagement surveys are not). All managers are required to respond, correct and implement findings and recommendations with accountability being held within the chain of command. Follow up for implementation is undertaken to ensure recommendations have been implemented.

The RCMP has four levels to the accountability framework. The Internal Audit unit provides senior management assurance regarding the soundness of controls, risk management practices and information for decision-making. These objective assessments are conducted by a dedicated group of professionals and presented to the Departmental Audit Committee (DAC) to identify issues, opportunities for improvement and high-level controls that could mitigate risk.

Regional and Program Reviews are conducted at the request of the heads of business lines or regional senior management. These are an important part of any ongoing program management cycle and are intended to provide performance information regarding regional or program operations.

Management Reviews (MR) are an independent assessment of a unit's management and investigative performance providing regional, divisional and business-line managers with risk-based assessments of administrative and operational practices. MRs focus on tasks that are fundamental to a unit achieving objectives through good management. The process:

1. Select units for review based on a risk assessment
2. Conduct MR and report using trained reviewers
3. Monitor corrective action and promote sound practices

Unit Level Quality Assurance (ULQA) is an ongoing, internal, self monitoring tool. Annually, the RCMP units select unit-level activities for a QA review through formal risk analysis and prioritization. Taken together, the RCMP four-level approach provides a range of tools which allow it to address both local operational needs and corporate strategic goals.

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## Les approches de l'assurance-qualité (AQ) varient selon le cadre et le contexte.

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L'EPS participe au processus d'accréditation CALEA depuis 1988 et vient d'obtenir sa sixième accréditation. Le modèle assez contraignant comporte plus de 400 normes, dont plusieurs définissent les éléments essentiels d'une politique ou procédure requise (par exemple, l'enquête pénale ou la sécurité au tribunal). Les organisations doivent suivre leurs propres performances et fournir une preuve du respect des normes. L'autoformation et les rapports annuels vont de pair avec d'intensives révisions réalisées par des équipes d'accréditation. Un logiciel permet la collecte des données. Malgré un investissement initial important, les coûts de réaccréditation sont bien moindres et les processus sont maintenant choses communes.

L'EPS a de fortes boucles de rétroaction. On publie à l'externe les résultats des sondages communautaires (mais pas ceux des sondages sur l'implication du personnel). Tout gestionnaire est tenu de répondre aux conclusions, les corriger et mettre en œuvre les recommandations. La reddition de comptes suit la chaîne de commandement.

La GRC possède un cadre de responsabilisation à quatre niveaux. L'unité d'audit interne fournit une assurance à la haute direction quant à la validité des contrôles, des pratiques de gestion du risque et de l'information pour la prise de décision. Un groupe de professionnels réalise ces évaluations et les présente au Comité ministériel de vérification (CMV).

À la demande des chefs de secteurs d'activité ou de la haute direction régionale, on effectue des évaluations régionales et on évalue les programmes. Ces évaluations fournissent des renseignements sur le rendement des activités régionales et des programmes.

La revue de direction (RD) est une évaluation indépendante de la gestion et du rendement d'enquête d'une unité donnée. Elle offre des évaluations des pratiques administratives et opérationnelles selon les risques. Les RD insistent sur les tâches essentielles pour qu'une unité atteigne ses objectifs par une saine gestion. Le processus consiste à :

1. Sélectionner les unités à contrôler en fonction d'une évaluation des risques.
2. Demander à des évaluateurs formés d'effectuer la RD et de faire rapport.
3. Surveiller les correctifs et promouvoir des pratiques saines.

L'assurance-qualité au niveau de l'unité (AQNU) est un outil interne d'autocontrôle continu. Chaque année, les unités de la GRC sélectionnent les activités des unités qui feront l'objet d'un examen d'AQ. Dans son ensemble, l'approche à quatre niveaux de la GRC offre une gamme d'outils qui lui permet de satisfaire ses besoins opérationnels et objectifs stratégiques.

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*CEO, Zebra Child Protection Centre, Edmonton, Alberta*

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The Sûreté du Québec follows the Québec Quality Movement's strategy for improving management practice. These processes are explicitly linked to the Strategic Plan (2007-2012) and have education and training goals. Priorities for improvement are identified by general agreement within the management team. Specific units for diagnosis are selected followed by the analysis and development of a plan for improvement, implementation of the plan and a continuous feedback loop.

Tools focused on specific operational and technological goals are also used. At the district and detachment level, the focus is on 20 norms and standards in proximity policing with measurable and observable indicators including: knowledge of the territory and the context of the unit; internal communication and mobilization; and external communication and partnership networking. Through performance indicators, units are evaluated and accredited annually if their results are 90% or above.

Unique to the Sûreté is its use of the Qualimètre® diagnostic tool which provides a structure for systematic analysis and benchmarking against sector averages, with a particular focus on "customer" needs. Best practices are developed for generic management categories including: Leadership, Strategic Planning, Customer and Market-focused, Measurement, Analysis and Knowledge Management, Human Resources, Management of Processes and a Focus on Results.

Ottawa's Professional Accountability and Corporate Excellence (PACE) is an inter-disciplinary decision-making group that supports Ottawa Police Service (OPS) operations by ensuring a proactive and coordinated response to risk management, QA and professionalism by:

- Identifying and prioritizing operational issues that need to be addressed;
- Directing and coordinating operational changes on an organization-wide basis;
- Monitoring and evaluating responses to recommendations and issues.

Matters are addressed to the executive and the organization as required and support timely response to urgent matters. PACE also acts as a resource on emerging issues and anticipates and provides proactive and preventative responses through the coordination of existing OPS functions.

OPS has strong feedback loops with monthly reporting to the executive and reports to the Board every six months. The risk assessment and QA results are important inputs to divisional plans along with other policing priorities and the business. In addition, Ottawa has broken new ground with both internal surveys of employee engagement and external surveys of client satisfaction, and in making the results of these surveys available to increase transparency and accountability.

The Fredericton Police Force uses the International Standards Organization (ISO) approach to continuous improvement. In addition to mitigating risk, the model is focused on building corporate knowledge and a culture of continuous improvement and QA. Rather than stressing compliance and finding fault, Fredericton takes a positive approach, focusing on "catching people doing things right." Participation in review teams is viewed as professional

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• La Sûreté du Québec suit la stratégie d'amélioration des pratiques de gestion du Mouvement québécois de la qualité. Ces processus, explicitement liés au plan stratégique (2007-2012), s'assortissent d'objectifs éducatifs et de formation. L'équipe de direction doit s'entendre sur les priorités d'amélioration. Pour le diagnostic, on choisit des unités spécifiques, puis on effectue l'analyse et on développe un plan d'amélioration.

• On utilise aussi des outils axés sur des objectifs opérationnels et technologiques précis. Au niveau du district et du détachement, on met l'accent sur vingt normes de police de proximité assorties d'indicateurs mesurables, notamment : la connaissance du territoire et le contexte de l'unité; la communication interne et la mobilisation; enfin, la communication externe et les réseaux de partenariat. On évalue les unités à l'aide d'indicateurs de performance. Celles qui obtiennent une note de 90 % ou plus sont accréditées pour un an.

• Seule la Sûreté utilise le Qualimètre®. Cet outil fournit une structure d'analyse systématique et comparative par rapport aux moyennes sectorielles, avec un accent particulier sur les besoins des « clients ». On développe des pratiques exemplaires pour diverses catégories de gestion, dont : leadership, planification stratégique, accent client et accent marché, gestion des mesures, analyses et connaissances, ressources humaines, gestion des processus et accent sur les résultats.

• Le groupe de décision interdisciplinaire Professional Accountability and Corporate Excellence (PACE) d'Ottawa soutient les opérations du service de police d'Ottawa (SPO). Il répond de manière proactive et coordonnée aux questions de gestion du risque, d'AQ et de professionnalisme :

- en identifiant et hiérarchisant les problèmes opérationnels à traiter;
- en dirigeant et en coordonnant les changements opérationnels pour toute l'organisation;
- en assurant le suivi et en évaluant l'effet des recommandations et des problèmes.

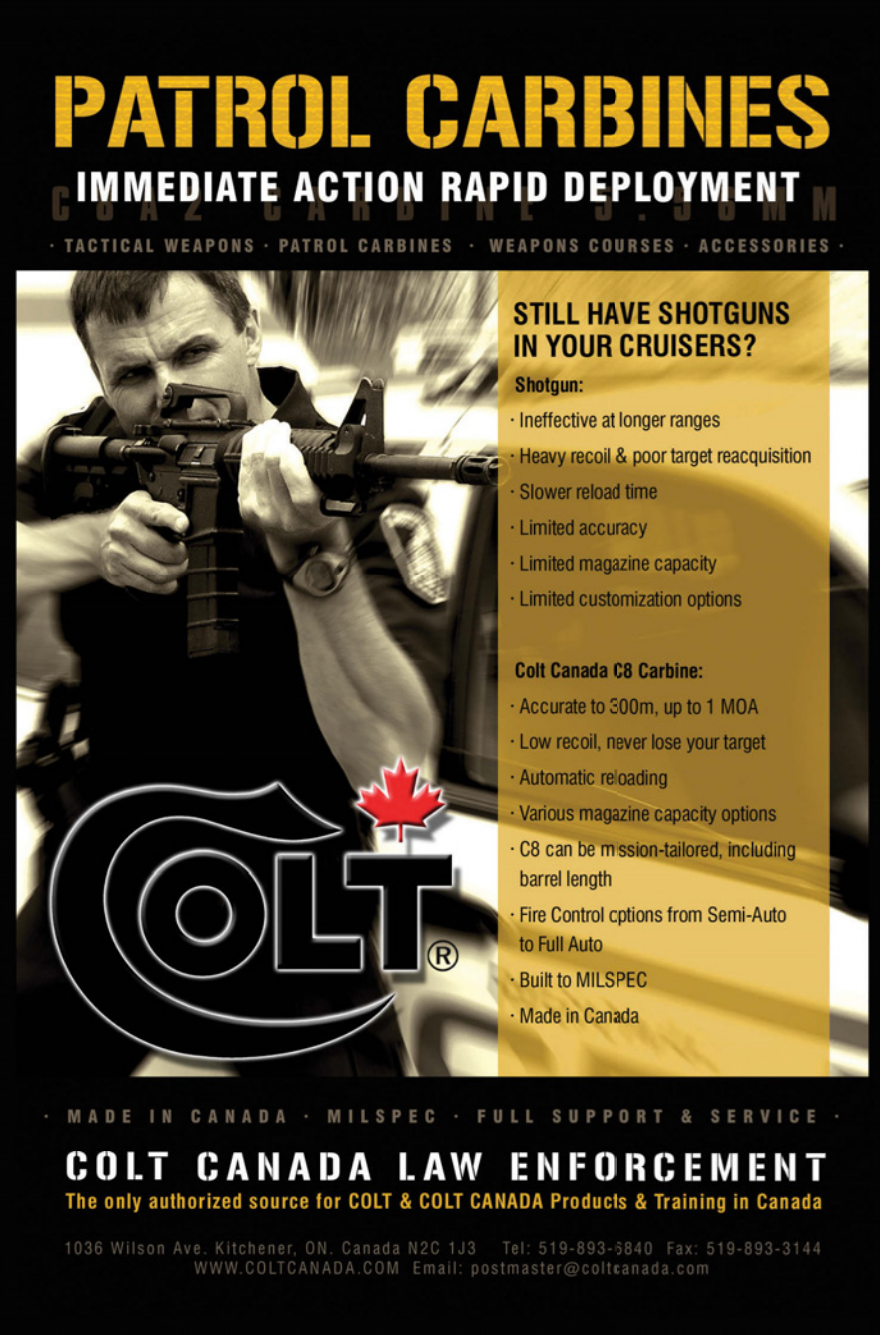
• Au besoin, les enjeux sont portés à l'attention de la haute direction. Une réponse rapide est fournie dans les cas urgents. Le programme PACE sert aussi de ressource sur les questions émergentes. Il

anticipe les réponses, qu'il fournit proactivement et préventivement en coordonnant les fonctions existantes du SPO.

Ce dernier dispose de fortes boucles de rétroaction avec rapports mensuels à la direction et rapports tous les six mois au CA. L'évaluation des risques et les résultats d'AQ constituent d'importants ajouts aux plans de la division. En outre, Ottawa a innové avec des enquêtes internes sur la motivation des employés et des enquêtes externes de satisfaction des clients.

La Force policière de Fredericton utilise l'approche d'amélioration continue de l'Organisation internationale de normalisation (ISO). Ce modèle se concentre sur le renforcement des connaissances et une culture d'amélioration continue et d'AQ. Plutôt que d'insister sur le respect des normes et la recherche de la faute, Fredericton adopte une approche positive qui cherche à « pincer les gens à faire le bien ». On perçoit la participation à des équipes d'examen comme

• suite à la page 26



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development with the intention of involving as many staff as possible. This promotes “buy-in,” erodes silos and builds trust. The result has been transformational: it is now ingrained in staff language and they “own” it. The Chief has direct links with the field and front-line constables to promote understanding. All aspects of the system are available to staff.

Fredericton began assessing options in 1999, received initial accreditation in 2004 and was re-accredited in 2007 and 2010. Sustained commitment at the senior level was a critical success factor.

Uniquely, review teams which include non-police members promote cross pollination across departments. Having a “new set of eyes” cast on the operation has proved invaluable.

While QA approaches share common elements, they differ in the extent to which they are based on compliance to defined standards versus process-oriented to a degree of specialization. The strength of feedback loops, follow up and links to strategic planning also differ. Some rely on highly trained specialists, others on “lightly” trained generalists, and sometimes specially trained personnel are involved in the function. Another difference was the level of transparency and access to results. Clearly, no one size fits all. Overall, this organizational cross-section reinforces the growing strategic importance of QA to promote public safety, officer safety and public service, the need to adapt tools and approaches to specific contexts and the tremendous opportunities for sharing best practices. ◆

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du perfectionnement professionnel. Outre favoriser l’engagement, le décloisonnement et la confiance, cela a transformé la culture, le personnel ayant fait sienne cette approche. Le chef entretient des liens directs avec le terrain et les agents de première ligne afin de promouvoir la compréhension.

Fredericton a commencé à évaluer ses options en 1999. Elle a reçu sa première accréditation en 2004, suivie de réaccréditations en 2007 et 2010. Un engagement durable au plus haut niveau explique son succès.

Caractère unique, les équipes d’examen comptent des non-policiers pour promouvoir la pollinisation croisée entre les services. Le « nouvel oeil » sur le fonctionnement s’est avéré inestimable.

Bien que les approches AQ partagent des éléments, elles diffèrent dans la mesure où elles peuvent se fonder sur le respect de normes définies ou s’axer sur des processus de spécialisation. La force des boucles de rétroaction, du suivi et des liens à la planification stratégique varie aussi. Certaines approches requièrent des spécialistes, d’autres des généralistes, et parfois la fonction exige du personnel spécialement formé. Le niveau de transparence et d’accès aux résultats constitue une autre différence. De toute évidence, il n’y a pas qu’un seul modèle pour tous. Cette organisation transversale renforce l’importance stratégique croissante de l’AQ pour promouvoir la sécurité publique, la sécurité des agents et le service public, la nécessité d’adapter les outils et les approches à des contextes particuliers, ainsi que les énormes possibilités de partage des pratiques exemplaires. ◆

# Professional Standards: Where Do We Go from Here?

# Normes professionnelles : Où allons-nous maintenant?



**By Staff Superintendent Tony Corrie,  
Toronto Police Service**

After watching the incredible opening ceremonies of the 2010 Winter Olympic Games where Canada showed off its heritage and rich diversity, and also being dazzled by the fantastic innovative technical feats, I just couldn't help but feel sorry for the Vancouver Organizing Committee (VANOC). You see, even though it was a spectacular event, I am sure we all knew what the inevitable news media headlines were going to be the next day. And the deluge came locally, nationally and internationally, focusing on the one column that failed to work when the Olympic flame was lit. Too bad!

As police leaders we all know what the VANOC members must have felt when things were going wrong, unable to stop it and then having to face the media the next day. Sometimes, even with the best of planning, with the selection of the right people, providing them with the best equipment, and practicing for the occasion, things can still go wrong. The big difference between

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**Par le surintendant d'état-major Tony Corrie  
Service de police de Toronto.**

Après avoir regardé la cérémonie d'ouverture incroyable des Jeux olympiques de 2010 où le Canada a démontré son patrimoine et sa riche diversité, et après avoir été ébloui par les prouesses techniques innovantes, je ne pouvais pas m'empêcher de me sentir désolé pour le Comité organisateur (COVAN). Vous voyez, même si c'était un événement spectaculaire, je suis sûr que nous savions tous ce que les médias allaient publier le lendemain. C'était la même manchette dans les médias locaux, nationaux et internationaux à propos de la colonne défectueuse. Tant pis!

Comme chefs de police, nous savons tous ce que les membres du COVAN ont dû sentir lorsqu'ils ont affronté la presse le lendemain. Les choses peuvent parfois mal tourner, même si on a bien planifié, choisi les bonnes personnes, fourni le meilleur équipement et fait des répétitions générales. La différence entre le COVAN et un commandement de police, c'est que le premier avait une seule chance de réussir.

Actif depuis 40 ans dans une profession qui sert de sujet aux bulletins de nouvelles, aux séries télévisées et aux films, je suis conscient de l'immense curiosité du public à notre endroit. Parfois, nous sommes peints comme des héros et parfois comme des méchants. Je suis également conscient, même si beaucoup de citoyens nous font confiance, que d'autres se méfient de nous. Afin de répondre à ces préoccupations, les services de police sont devenus plus transparents et ouverts. Cette ouverture nous a non seulement rendus plus responsables et professionnels, mais nous a permis aussi d'établir des relations plus constructives

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the 2010 Vancouver Organizing committee and a police command is that they (VANOC) had only one shot at it.

Working in a profession for the past 40 years that provides subject matter for a large amount of news media, TV programs and movies, I am aware of the general public's immense curiosity and interest in who we are and what we do. Sometimes we are painted as heroes and sometime as villains. I am also aware that while many trust us, there are equally as many that question what we are up to. In order to respond to those concerns, Police Services have become more transparent and open. This new era of openness has not only made us more accountable and, I would argue, more professional, it has permitted us to build more productive and stronger relationships with our communities. But part of being transparent requires a police service to disclose its "dirty laundry" in public, much of which in the past would have been hidden from public view. We now disclose our human failings along with our successes. Some of this disclosure is required by law (McNeil) and in most cases it is done as good policy. Now, in order to beat the headlines, Police Services take a proactive stance when police members are accused or found guilty of serious misconduct: we publicize that information. Unfortunately, like the one column that did not work at the Olympic opening ceremony, our failings can often overshadow all the great work we do. But that is the price we have to pay since being transparent is fundamental in gaining public trust and confidence.

For the past three years I have chaired the CACP Professional Standards (PRS) Committee, a sub-committee of the CACP Human Resources Committee. Meanwhile, my full-time job has been the officer in charge of the Toronto Police Professional Standards Unit, a position I have held for over four years. Being on the committee has given me the opportunity to speak with colleagues from across Canada and attend conferences on PRS issues, which has made me realize that no matter where we sit in this vast country, no matter what the size of the service, we share the same issues. What is also apparent, with a few exceptions, is that what is old is new. Meaning, the very same things that caused officers to get into trouble a half century ago still exist today. Likewise, the same methods to prevent and deter these behaviours have not changed drastically in the intervening years.

A succession of inquiries and reviews conducted in North America (Rampart, Knapp, Mollen and the Ferguson Report) have left us with a recipe for prevention and detection: ensure procedures and policies are relevant and communicated, hire the best, provide the best training, have quality coach officers, supply strong supervision, develop a well-resourced internal investigative unit and, when misconduct is established, ensure appropriate consequences. In addition, most police services now use technology in the form of early intervention software. With many police services following this recipe, we unfortunately still find ourselves facing the occasional headlines of serious police officer misdemeanours which detract from our daily accomplishments

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## Nous devons travailler plus fort et plus intelligemment pour prévenir la moindre faute.

*suite de la page 27*

avec la communauté. Mais la transparence nous demande aussi de « laver le linge sale » en public au lieu de le faire en privé comme auparavant. Nous divulguons désormais nos erreurs autant que nos succès. Cette divulgation est en partie exigée par la loi (McNeil) et, dans la plupart des cas, c'est simplement une bonne politique. Maintenant, pour contrer les gros titres, les services de police adoptent une position proactive lorsque les membres de la police sont accusés ou reconnus coupables d'une faute grave. Malheureusement, comme la colonne qui n'a pas fonctionné lors de la cérémonie d'ouverture olympique, nos faiblesses peuvent porter ombrage à notre excellent travail. Mais c'est le prix que nous devons payer puisque la transparence est indispensable pour gagner la confiance du public.

Je préside depuis trois ans le sous-comité des normes professionnelles de l'ACCP, lui-même rattaché au Comité des ressources humaines. Je suis aussi le responsable de l'unité des normes professionnelles de la police de Toronto, poste que j'occupe depuis quatre ans. Ma participation au Comité m'a permis d'échanger avec collègues de partout au Canada et d'assister à des conférences sur les normes professionnelles. Cela m'a permis de voir que les

problèmes sont les mêmes d'un bout à l'autre du pays. Il apparaît également évident, à quelques exceptions près, que plus ça change plus c'est pareil. Autrement dit : les agents rencontrent les mêmes ennuis qu'il y a un demi-siècle. Les méthodes employées pour prévenir ces ennuis n'ont guère changé entre-temps.

Les nombreuses études sur la question (Rampart, Knapp, Mollen et le Rapport Ferguson) nous ont laissé une recette pour la prévention et la détection : s'assurer que les procédures et les politiques sont pertinentes et bien communiquées, recruter les meilleurs, offrir la meilleure formation, nommer des agents entraîneurs de qualité, assurer une supervision vigoureuse, monter une unité des enquêtes internes bien outillée et donner suite aux cas d'inconduite. En outre, la plupart des services de police utilisent maintenant un logiciel d'intervention précoce. Avec les nombreux services de police qui suivent cette recette, on voit encore des délits graves, commis par des agents et qui font oublier nos réalisations et succès de tous les jours. Même si nous devons prendre très au sérieux chaque cas d'inconduite grave, nous ne devons pas nous fustiger outre mesure. Nous travaillons avec des êtres humains. Les êtres humains ont des défauts, ils ont des faiblesses, ils font des erreurs, ils sont sujets à la tentation, et ils souffrent de maladies. Cela ne veut pas dire que nous devons accepter le statu quo. En fait, cela signifie que nous devons travailler plus fort et plus intelligemment pour prévenir la moindre faute.

Alors, où allons-nous maintenant? Comme le dit bien le vieux dicton : « Ne vous contentez pas de m'apporter des problèmes,

*suite à la page 31*



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*continued from page 28*

and successes. While it is understandable and important that we take each case of serious misconduct personally; at the same time, we shouldn't beat ourselves up too much. We are in a business of human beings. Human beings have failings, they have weaknesses, they make mistakes, they are open to temptation, and they suffer illnesses. That is not to say that we have to accept the status quo. In fact what it means is, we have to work harder and smarter to minimize every single opportunity for misconduct to occur.

So where do we go from here? As the leadership mantra of old would say, "Don't just bring me problems, bring me solutions." So let me offer you a few additional thoughts from my experience and the experience of my committee:

- Constantly model the behaviour you expect of others. There should be no double standards.
- Put only those who demonstrate exceptional behaviour in positions of leadership or influence.
- Never shy away from having difficult conversations with your staff.
- Don't just accept positive outcomes; find out how things were accomplished.
- Listen to rumours, but act on facts.
- Always be willing to give a member a second chance, but closely watch those who have been involved in serious indiscretions.
- Don't just concentrate on the idle; often the highly productive may be problematic.
- Make sure your members are aware that there are people who seek their friendship with unethical intentions.

- Create processes and mechanisms where members can easily report misconduct of others.
- Provide full support to those who make difficult ethical decisions concerning a colleague's misconduct, but don't put them on a pedestal; they don't want to be there.
- Look at negative trends, analyze and make changes where necessary. When something goes wrong always ask, "How did it happen?"
- Ensure that meaningful consequences occur when misconduct is found, and that the outcomes are published internally.
- Create a healthy and collegial work environment. Happy people have less tendency to stray.

As I write this article, the Olympic Games are still in progress, and I can only imagine that VANOC is working furiously to prevent more mishaps and limit the fodder for the media to pick over. The same applies to those of us in police leadership as we endeavour each day to ensure our officers act in an ethical and professional manner that is a credit to our organizations. While we accept that human beings are susceptible to failings, we also know that behaviour can be influenced and changed. The responsibility for professional conduct is not the sole purview of Professional Standards units; it is the responsibility of every member, but more importantly it has to come from those us who accept and are appointed to positions of leadership. ◆

*Staff Superintendent Tony Corrie is Chair of the CACP Professional Standards in Policing Committee.*

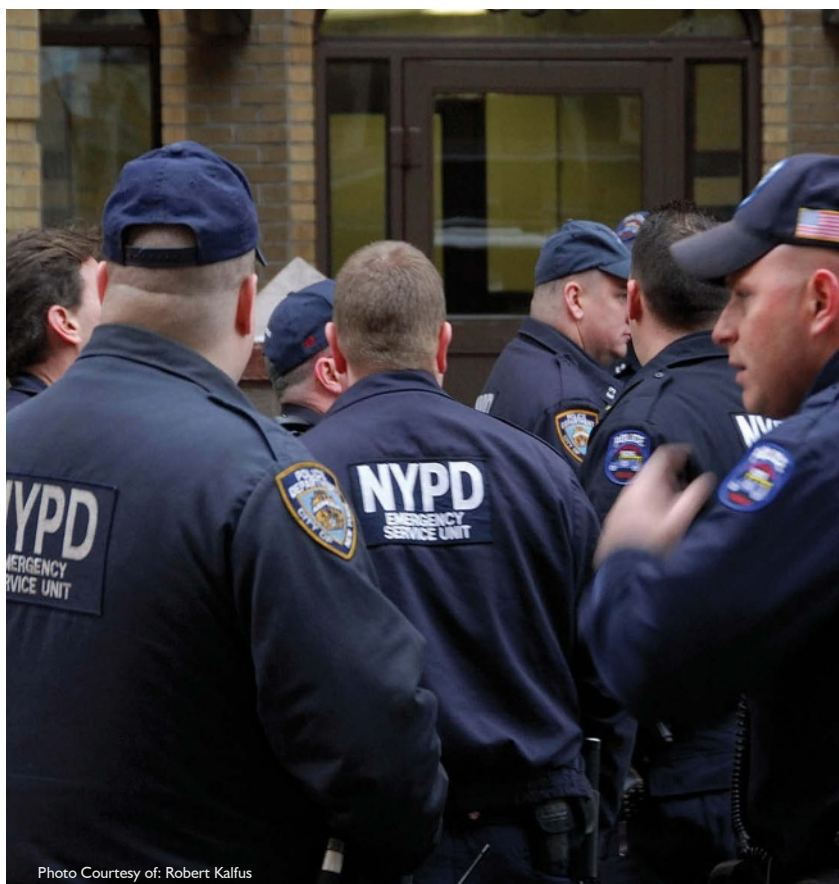


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## Si nous acceptons que les êtres humains sont faillibles, nous savons aussi que le comportement peut être influencé et changé.

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apportez-moi des solutions ». Permettez-moi de vous proposer quelques réflexions supplémentaires sur mon expérience et celle de mon comité :

- Comportez-vous comme vous demandez aux autres de le faire. Il ne peut pas y avoir deux poids deux mesures.
- Accordez les postes de direction ou d'influence uniquement à des personnes qui font figure de modèles.
- N'hésitez jamais à tenir des conversations difficiles avec votre personnel.
- Ne vous contentez pas d'accepter les résultats positifs; voyez comment on y est parvenu.
- Écoutez les rumeurs, mais n'agissez que sur la base des faits.
- Soyez toujours prêts à accorder une seconde chance, mais surveillez de près ceux qui ont été impliqués dans de graves imprudences.
- Ne vous concentrez pas seulement sur les paresseux; les gens très productifs ont des problèmes aussi.
- Assurez-vous que vos agents sont conscients qu'il y a des gens qui cherchent leur amitié avec de mauvaises intentions.

- Créez des processus et des mécanismes permettant aux agents de signaler les fautes des autres.
- Soutenez pleinement ceux qui prennent des décisions éthiques déchirantes concernant l'inconduite d'un collègue, mais ne pas les mettre pas sur un piédestal. Ce n'est pas ce qu'ils cherchent.
- Regardez les tendances négatives. Analysez et apportez des modifications si nécessaire. Quand quelque chose ne va pas, demandez-vous : « Comment cela s'est-il produit? »
- En cas de faute, veillez à ce qu'il y ait des conséquences et à ce que les résultats soient publiés à l'interne.
- Créez un environnement de travail sain et collégial. Les gens heureux ont moins tendance à dévier.

Au moment où j'écris cet article, les Jeux olympiques sont encore en cours, et je peux imaginer que le COVAN travaille avec acharnement afin de prévenir d'autres mésaventures. La même chose s'applique aux chefs de police qui veillent chaque jour à ce que les agents se comportent de manière éthique et professionnelle, ce qui est tout à l'honneur de nos organisations. Si nous reconnaissons que les êtres humains sont faillibles, nous savons aussi que le comportement peut être influencé et changé. La responsabilité n'est pas du seul ressort des unités des normes professionnelles, c'est la responsabilité de chaque agent, mais surtout elle doit venir de ceux qui acceptent des postes dirigeants. ◆

*Le surintendant d'état-major Tony Corrie est président du Comité des normes professionnelles de l'ACCP.*

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# National Collaboration to Address **Leadership**

## **Development:** Expanding the Policing Competency Framework, Guide, and Toolkit

**By Portia Dewhirst M.A., Director of  
Programs, Police Sector Council**

The sector is coming together once again to build national reference material, this time in support of leadership development and succession planning and management. This initiative leverages the collective work of the sector in competency-based management and is designed to target key leadership positions to ensure future sustainability and success of policing. Together, industry stakeholders within the policing community will develop:

- clearly defined leadership levels for the Canadian Policing CBM Framework
- a detailed Guide on police leadership development and succession management to support police services and HR professionals
- additional tools and templates for the Policing CBM Toolkit to simplify and support effective planning and management of policing leadership talent

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# Collaboration nationale sur le développement du leadership : Élargir le cadre de compétences, le guide et la boîte à outils du travail policier

*Par Portia Dewhirst, M.A., directrice des programmes,  
Conseil sectoriel de la police*

Le secteur policier s'unit de nouveau pour se donner des documents de référence nationaux, cette fois en matière de développement du leadership et de planification et gestion de la relève. Cette initiative s'appuie sur le travail collectif du milieu quant à la gestion des compétences. Elle cible les postes clés de direction pour assurer la viabilité et le succès futur de la police. Ensemble, les intervenants du milieu policier mettront au point :

- des niveaux de leadership bien définis pour le cadre de GAC de la police au Canada;
- un guide détaillé sur le développement du leadership et la gestion de la relève pour aider les services de police et les professionnels des RH;
- des outils et modèles supplémentaires pour la boîte à outils GAC, afin de simplifier et d'aider la planification et la gestion efficaces du leadership policier.

Les études pullulent sur les qualités d'un bon chef. Les étagères de la plupart des cadres supérieurs sont bourrées de livres présentant théories et réponses à ce sujet. On trouve plein d'idées dans les dossiers des magazines et journaux. Certains ouvrages cherchent des indices dans les succès et les échecs d'anciens chefs d'état. On passe même les vieux proverbes au peigne fin. Sur ce qui constitue du bon, du grand, de l'excellent leadership, la spéculation va bon train, sans accoucher d'une réponse définitive.

Lorsque vous pensez bon leadership, qui vous vient à l'esprit? Ce sera différent pour chacun de nous, selon la fonction et les qualités que nous jugeons essentiels :

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**Ce comité doit voir à ce que le projet aboutisse à des rôles de leadership clairement définis, des critères de compétences validés et des outils utiles au secteur.**

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There is an abundance of research on what makes a good leader. The office shelves of most senior executives are filled with bursting with book after book espousing theories and answers. Magazines and newspaper articles spout ideas for consideration. There are publications that reach far back in history to the successes and failings of leaders and nations for clues. Ancient proverbs are even combed for key lessons. There doesn't seem to be an end to the speculation about what constitutes good, great or greatest leadership, and there is not one definitive answer.

When you consider good leadership, who comes to mind? For each of us, the example will differ as we reflect upon various roles and the qualities required: a great and patient math teacher, an emotionally moving performer, an accomplished athlete, a charismatic humanitarian, a successful commander. What are we looking for in our leaders; what are the desired qualities that they should possess? What defines a good leader, and what further defines a great leader? What are those qualities that are difficult to put our finger on; what is the X factor that will ensure the future success of our organizations?

What is needed is not more of the same, not any more theoretical hypothesizing or more guess work on the merits of certain qualities over others. No more generalized notions of the perfect combination of traits, the flavour of the day leadership cocktail that is supposed to define effectiveness for leaders in all industries, organizations and roles.

What is needed is a clear and structured approach to address this challenge. We need to gather and analyze many pieces of specific information about leaders in our policing industry: a careful examination of what our leaders do. That means determining the specific activities that they must perform as part of their role. Clearly, one large grouping called "leader" won't suffice. Within policing, the duties and expectations of a leader in charge of a large organization are quite different from the requirements of a leader of a small specialized unit. We need clear snapshots of the roles of policing leaders, defined in terms of activities, scope and levels of accountability. These roles can be grouped into categories or levels that typically align with ranks. For example, we could define an executive role within policing as a chief or deputy chief who oversees the complete administration and operations of a police service, while a front line manager role could refer to sergeants who supervise and monitor units. Once we organize the leadership roles and fully define and document them, we can then determine what each level requires in terms of what individuals must know and what qualities and skills they must possess in order to be effective in their role.

This detailed information can then form the development of a framework and reference tools to build effective recruitment, development and management plans for these unique policing leadership roles and help to create clear succession plans that will support a police organization's future success.

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• suite de la page 33

• un prof de maths très patient, un artiste émouvant, un sportif accompli, un humanitaire charismatique, un commandant qui réussit. Que recherchons-nous chez nos dirigeants? Quelles qualités exigeons-nous d'eux? Comment définit-on un bon leader? Et un grand leader? Quelles sont ces qualités si difficiles à identifier, cette variable inconnue qui assurera la réussite d'un service de police?

• Nous n'avons plus besoin du pareil au même, de théories hypothétiques ou de conjectures sur les avantages de certaines qualités plutôt que d'autres. C'en est assez des généralités sur la combinaison parfaite de traits de caractère, le cocktail de leadership du jour censé définir le leader efficace pour tous les secteurs, organismes et postes.

• Ce qu'il nous faut, c'est relever ce défi à l'aide d'une approche claire et structurée. Nous devons recueillir et analyser de nombreuses informations sur les leaders du milieu policier, un examen attentif de leurs faits et gestes. Et cela implique de déterminer précisément les tâches qu'ils accomplissent dans le cadre de leur travail. De toute évidence, « leader » représente une catégorie trop large. Dans la police, les devoirs et attentes d'un chef à la tête d'une grande organisation diffèrent de ceux du chef d'une petite unité spéciale. Nous avons besoin d'une idée claire des rôles des dirigeants policiers : leurs activités, leur portée et leur niveau de responsabilité. On peut regrouper ces rôles en catégories ou niveaux

qui, en général, suivent les grades. Par exemple, on pourrait comparer le rôle d'un haut dirigeant à celui d'un chef ou d'un chef adjoint qui supervise l'ensemble des activités et de la gestion d'un service de police, alors qu'un gestionnaire de première ligne correspondrait à un sergent responsable d'une unité de surveillance. Lorsque nous aurons classé, défini et documenté les rôles de leadership, nous pourrions déterminer ce que chaque niveau exige au chapitre des connaissances, qualités et compétences pour y être efficace.

Ces informations détaillées permettront alors d'élaborer un cadre et des outils afin de se doter de plans de recrutement, de développement et de gestion propres à chaque rôle. On disposera ainsi de plans de relève clairs qui garantiront la pérennité de nos organisations policières.

Votre Conseil sectoriel a lancé une telle initiative, un autre effort de collaboration visant à satisfaire une préoccupation vitale et répandue dans les milieux policiers. Partout au Canada, les leaders policiers ont exprimé leur inquiétude quant à la préparation des meneurs de demain. Nous avons entendu leur voix. Il existe de nombreuses approches en développement du leadership policier. Plusieurs écoles, cours et programmes servent à former les meilleurs talents du secteur. On s'y fie habituellement à ce qui s'est fait dans le passé, les prochains hauts dirigeants suivant les mêmes cours que leurs prédécesseurs. On reconnaît volontiers que,

suite à la page 36



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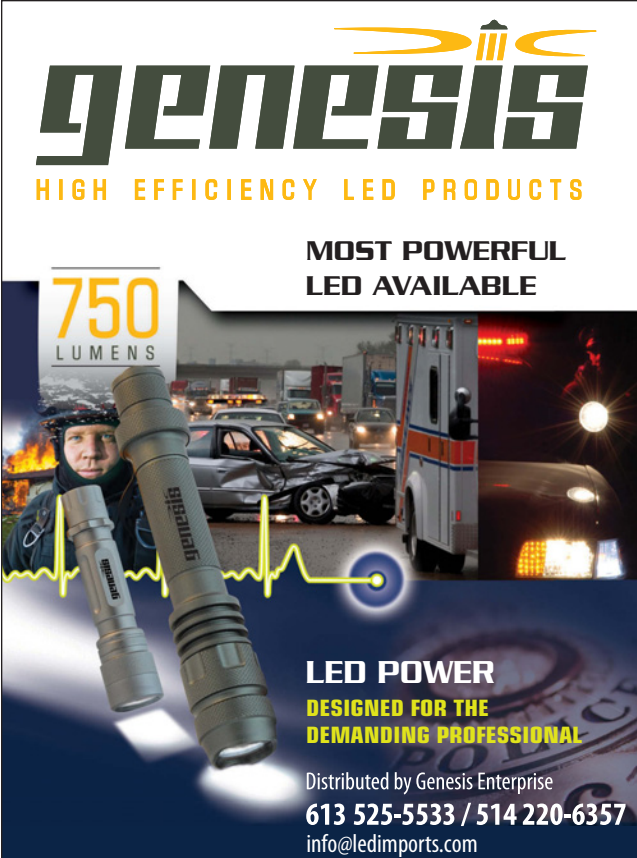


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Your Police Sector Council has embarked upon this exact initiative, another collaborative effort to address a critical and shared concern within the policing industry. We have heard the concerns expressed across Canada from today's policing leaders who are all grappling with how best to ensure that the leaders of tomorrow are well prepared to be effective. Many approaches to police leadership development exist. There are various schools, programs and courses that are used to develop the industry's top talent. Most typical is a reliance on what has been done in the past, where the grooming of senior executives is often supported by having them attend the same programs of their predecessors. There is recognition that although this is a quick fix, it is not necessarily a considered approach.

The Council's Policing Leadership Framework project has been launched to sort this out. It is being guided by a large Steering Committee of policing executives from stakeholder agencies across Canada. Co-chaired by Chief Superintendent Cal Corley of the Canadian Police College and Deputy Chief Norm Lipinski of Edmonton Police Service, the task of this committee is to ensure the project results in clearly defined leadership roles, validated competency requirements, and meaningful tools to support the industry.

This leadership initiative builds upon the recently released Policing Competency Framework, a resource developed in collaboration with over 50 police services and sector stakeholders and over 400 individual subject matter experts. The shared Policing CBM Framework, Guide, and Toolkit will be expanded to address leadership development and succession management issues by leveraging existing knowledge and materials to develop a valuable and shared resource for all.

This initiative includes a research component to examine the latest findings on effective leadership development, both within and outside the policing industry. This will be conducted nationally and internationally to ensure that Canadian police services benefit from an evidence-based and best-practice approach to selecting, developing and managing our future leaders.

Your contribution to this initiative is critical as we set out to fully understand and document what is expected of police leaders, what contributes to your success, and what you feel is required for the future. You will be asked to provide relevant documentation, participate in interviews, and/or complete surveys. We want to hear from all leaders within the industry to ensure we accurately capture all aspects of your work. In this manner, we will ensure that we build a nationally relevant and validated Policing CBM Leadership Framework to address the critical issue of how to best identify, develop, and prepare the next generation of leaders for the future of Canadian policing. By working together, this collective effort will result in meaningful and valuable tools that will be available as shared reference material for our industry by early 2011. ◆

*For more information, please visit the PSC website to access the Policing CBM Framework, Policing CBM Guide and the Policing CBM Toolkit: [www.policecouncil.ca](http://www.policecouncil.ca). If you have any questions or comments, please contact Portia Dewhirst at [pdewhirst@policecouncil.ca](mailto:pdewhirst@policecouncil.ca) or 613-729-5959.*

## **Nous souhaitons comprendre et documenter ce qu'on attend des chefs de police; votre contribution est donc essentielle.**

*suite de la page 35*

bien qu'il s'agisse d'une solution facile, celle-ci n'est pas nécessairement réfléchie.

Le Conseil a lancé son Plan de travail en matière de leadership pour régler cette question. Un grand comité directeur composé de dirigeants policiers appartenant à des organismes-intervenants de partout au Canada le guide. Coprésidé par le surintendant en chef Cal Corley du Collège canadien de police et le chef adjoint Norm Lipinski de l'Edmonton Police Service, ce comité doit voir à ce que le projet aboutisse à des rôles de leadership clairement définis, des critères de compétences validés et des outils utiles au secteur.

Cette initiative s'appuie sur le récent Plan de travail propre aux compétences policières, une ressource développée en collaboration avec plus de 50 services de police et intervenants sectoriels et plus de 400 experts. Nous élargirons le Plan de travail, le guide et la boîte à outils GAC propre aux compétences policières pour y inclure les questions de développement du leadership et de gestion de la relève, en mettant à profit les connaissances et documents actuels pour élaborer une ressource précieuse et partagée par tous.

Cette initiative comprend un volet recherche qui examinera les dernières découvertes concernant le développement du leadership, tant dans le secteur policier qu'ailleurs. Cette recherche nationale et internationale permettra aux services policiers canadiens de profiter d'une approche éprouvée en matière de sélection, développement et gestion de nos futurs dirigeants.

Nous souhaitons comprendre et documenter ce qu'on attend des leaders policiers, ce qui vous aide à réussir, ce que votre poste exigera à l'avenir; votre contribution est donc essentielle. Vous aurez à fournir la documentation pertinente, participer à des entrevues ou encore remplir des sondages. Nous voulons l'avis de chaque leader du milieu policier, pour bien couvrir chaque facette de votre travail. Ainsi, nous pourrions bâtir un Plan de travail GAC en leadership national, pertinent et validé; un plan qui abordera la question essentielle de l'identification, du développement et de la formation de la prochaine génération de dirigeants policiers au Canada. En travaillant ensemble, cet effort se traduira d'ici le début de 2011 par des outils utiles et précieux qui serviront de documents de référence communs à tout notre secteur. ◆

*Pour en savoir plus sur le Plan de travail propre aux compétences policières, le guide GAC et la boîte à outils GAC, visitez le site web du CSP au [www.policecouncil.ca](http://www.policecouncil.ca). Si vous avez des questions ou commentaires, communiquez avec Portia Dewhirst à [pdewhirst@policecouncil.ca](mailto:pdewhirst@policecouncil.ca) ou au 613-729-5959.*



## Calendar of Events Calendrier des événements



### **CACP Annual Conference 2010**

**Date:** August 22-25, 2010

**Location:** Westin Edmonton, Edmonton, AB

### **Congrès annuel 2010 de l'ACCPC**

**Date :** du 22 au 25 août 2010

**Lieu :** Westin Edmonton, Edmonton, AB

### **2010 U.S.-Canada Cross Border Interoperable Communications Workshop**

**Date:** September 13-15, 2010

**Location:** Caesars, Windsor, ON

### **Atelier canado-américain sur les communications interopérables 2010**

**Date :** du 13 au 15 septembre 2010

**Lieu :** Caesars, Windsor, ON

### **2010 Traffic Symposium - Innovation in Road Safety: Safe Emergency Vehicle Operations**

**Date:** October 24-26, 2010

**Location:** Crowne Plaza, Niagara Falls, ON

### **Symposium 2010 sur la sécurité routière - L'innovation dans la sécurité routière : l'exploitation sécuritaire des véhicules d'urgence**

**Date :** du 24 au 26 octobre 2010

**Lieu :** Crowne Plaza, Niagara Falls, ON

### **CACP/ADPQ Private Sector Liaison Conference: Building Relationships Today to Improve Public Safety Tomorrow**

**Date:** November 7-9, 2010

**Location:** Hilton Lac Leamy, Hull, QC

### **Conférence de liaison avec le secteur privé d l'ACCPC/ADPQ: Développer aujourd'hui une bonne collaboration, pour améliorer la sécurité publique de demain**

**Date :** du 7 au 9 novembre 2010

**Lieu :** Hilton Lac Leamy, Hull, QC

### **Law Enforcement Quality Assurance "Quality Assurance for the Citizen"**

**Date:** November 28- December 1, 2010

**Location:** Fairmont Chateau Frontenac, Quebec City, QC

### **Conférence sur l'assurance qualité dans l'application de la loi : « L'assurance qualité à l'intention du citoyen »**

**Date :** du 28 novembre au 1er décembre 2010

**Lieu :** Fairmont Château Frontenac, Québec, QC

### **IACP 2010 Conference**

**Date:** 23 - 27 October, 2010

**Location:** Orlando, FL

### **Congrès 2010 de l'IACP**

**Date :** du 23 au 27 octobre 2010

**Lieu :** Orlando, FL

### **The Fourth Canadian Public Safety Interoperability Workshop: A CITIG National Forum "From Action to Results"**

**Date:** December 5-8, 2010

**Location:** The Fairmont Empress, Victoria, BC

### **Quatrième atelier canadien sur l'interopérabilité de la sécurité publique : Un forum national du GICTI « De l'action aux résultats »**

**Date :** du 5 au 8 décembre 2010

**Lieu :** Fairmont Empress, Victoria, C.-B.

### **Canada's National Pipeline/Convoy Conference**

**Date:** May 1-4, 2011

**Location:** Fairmont Royal York, Toronto, ON

### **Conférence nationale du programme Pipeline/Convoy**

**Date :** du 1er au 4 mai 2011

**Lieu :** Fairmont Royal York, Toronto, ON

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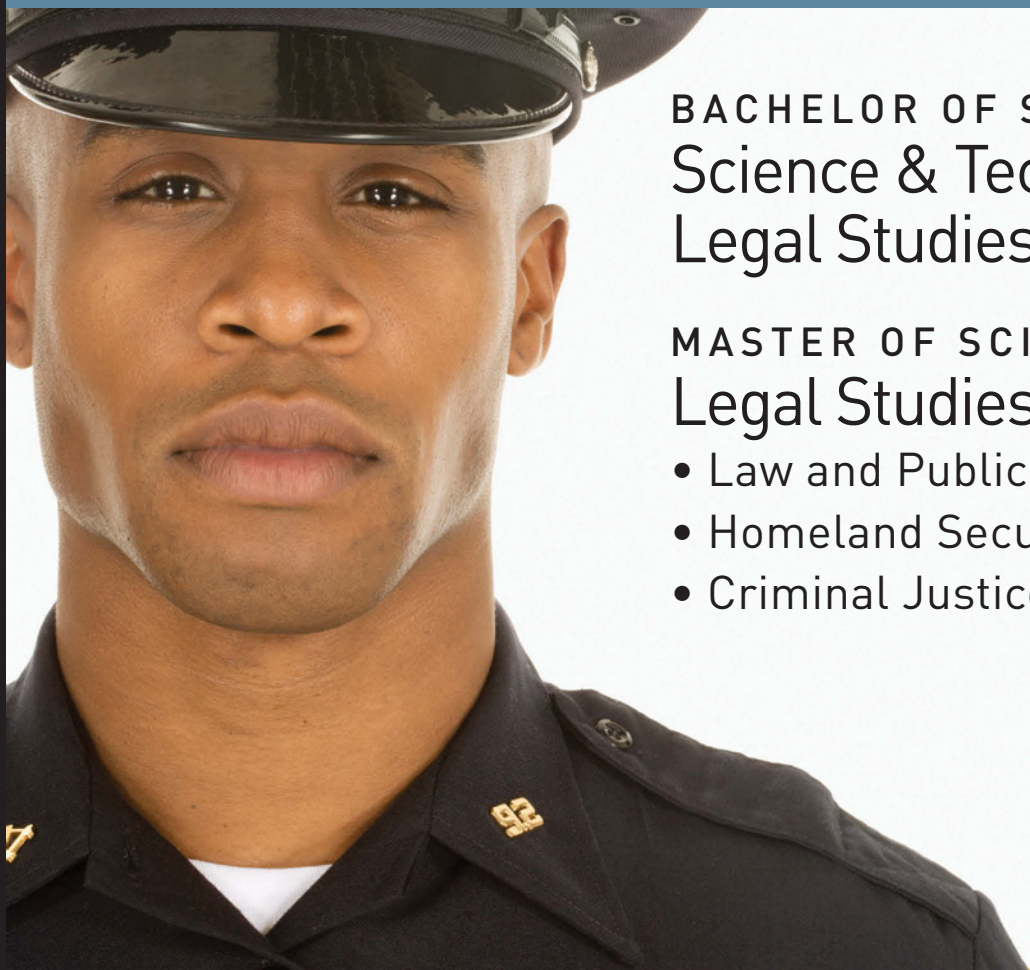
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## NEW CRC OPENS IN KINGSTON!

The Grand Opening of the Kingston Collision Reporting Centre (CRC) on March 29 at 705 Division Street was a momentous event attended by local dignitaries and was covered by the local television station, CKWS.

The Kingston CRC is open Monday through Friday from 10 AM to 6 PM, and Saturday from 10 AM to 4 PM. The new facility is centrally located, in the front lobby of the Police Station. Specific CRC designated parking spots make attending to report convenient.

Deputy Chief Bob Napier had been working hard to bring a CRC to Kingston for some time, and made certain that when the plans were made for the new Police Station, that space for a CRC was included in the design.

The project was supported by Chief Steve Tanner, who was very familiar with the Program and the benefits to the Police, the public, and the Insurance Industry from his prior position as Chief of Police in Belleville. Chief Steve Tanner is looking forward to reaping the benefits of the program in his community. “We are very pleased to be bringing this service to Kingston. It has been very effective and popular in numerous municipalities throughout Ontario and will enable our offic-

ers to spend more time on targeted and proactive enforcement, which should in turn help to reduce the incidence of collisions. We are also looking forward to using the CROMS database as an excellent resource for addressing problem areas and times.”

During the grand opening, Chief Tanner explained to the attendees that this new way of handling collisions could put a dent in the Police workload. “For example, at any time we can pinpoint the ten worst intersections in Kingston for accidents – so the Officers who are now spending time investigating those minor accidents can be at some of those intersections doing proactive enforcement, preventing accidents from happening. We’ll take the 5,000 hours of collisions investigation time and try and turn that into more proactive enforcement and education. We hope that it will be a winning situation for everyone, all around”.

Citizens will be able to report their collisions in a safe and friendly environment with the assistance of trained counselors.

Those who want to report the incident to their Insurer will have the opportunity to report directly from the CRC, giving them a one-stop reporting opportunity. There is no cost to the public or Police for this service, as participating Insurers fund the program through the savings they realize resulting from shorter claim times and customer satisfaction.



L-R- Bob Gutwein, VP, ASSI; Steve Sanderson, President, ASSI; Carol Allison-Burra, Kingston Police Services Board Chair  
Chief Steve Tanner, Deputy Chief Bob Napier

### What’s Inside

- ASSI Moves toward USA Expansion
- Belleville: CRC a Godsend
- CROMS Analytics -Efficient Tool
- On-Line Training
- Haiti Fundraiser
- Profile of a Leader

# ACCIDENT SUPPORT SERVICES MOVES TOWARDS USA EXPANSION

For over 15 years, Accident Support Services International Ltd. (ASSI) has been assisting the Police to stretch their budgets and keep roads safer for both citizens and Police. With the current economical environment in the USA, exploring alternative solutions to assist with policing budget constraints was embraced by the State Association of Chiefs of Police (SACOP).

Alexandria Virginia was the setting for the Mid-year Meeting of the SACOP division of the International Association of Chiefs of Police (IACP). Steve Sanderson, President of Accident Support Services International Ltd. (ASSI), and ASSI Vice President Bob Gutwein had the opportunity to address the delegates, and present a solution to relieve the financial challenges that many Police Forces are facing today.

The presentation was a perfect follow-up to an article that was printed in the SACOP November 2009 Bulletin, entitled "Collision Management Solutions for Budget Shortfalls" which spoke about ASSI's line of collision reporting solutions. The address was remarkably well received and generated tremendous interest. At the conclusion of the presentation, ASSI suggested a proposal to SACOP regarding implementing a CRC Program in the USA.

SACOP will be reviewing ASSI's suggested proposal before the Annual Meeting this fall, which would see SACOP endorse the CRC concept, and work with ASSI to educate State Legislators and Insurers in the selected Agency State to enable a State-wide funding program for the successful operation of a CRC Program. Accident Support Services International Ltd. is committed to working with Governmental and Insurer groups to achieve this.



Division of State Associations of Chiefs of Police

As a result of the meetings, ASSI Vice President Bob Gutwein joined the SafeShield division of SACOP, an initiative dedicated to protecting law enforcement officers. The SafeShield committee was designed to focus on officer safety. There has been a long standing belief that 'in the line of duty' deaths are unacceptable, and law enforcement professionals have done everything they can to help reduce them.

We look forward to working with SACOP and the SafeShield committee to help make the roads in North America safer for the public and the Police Officers that patrol them

# BELLEVILLE POLICE REVERE THEIR COLLISION REPORTING CENTRE (CRC)

A recent story featured on page one of the Local News section of the Belleville Intelligencer touted "Collision reporting centre a godsend for city Police".

In the article, Belleville Police Deputy Chief Paul Vandegraaf said that the Belleville Accident Support Services CRC is a vital partner. "It can be time consuming for Officers when they get to the crash scene," he said. "It frees up my Officers to focus on the causes of crashes versus the result of crashes."

Deputy Chief Vandegraaf and his team regularly use the CROMS statistical analysis program which is also provided by Accident Support Services. "If I free up my Officers from the everyday crashes, capitalize on the data we get from those crashes, implement more changes before those crashes happen, then we are better able to treat the more serious crashes with the attention they deserve," he said. His Officers use the information to locate

and target problem areas. The system also reveals in-depth information, such as the cause of the crash and weather conditions at the time of the collision. "That kind of statistical data goes a long way for our Officers in being able to clearly find out what the root causes of collisions are," he said.

"Writing tickets isn't the sole response to road safety," he said. "Road safety starts with a holistic complete approach. It's not about increasing tickets but increasing road safety."

Well said Deputy Vandegraaf. We couldn't agree more!



# POLICE RECOGNIZE THE EFFICIENCY OF THE CROMS ANALYTICS TOOL – DESIGNED BY POLICE FOR POLICE

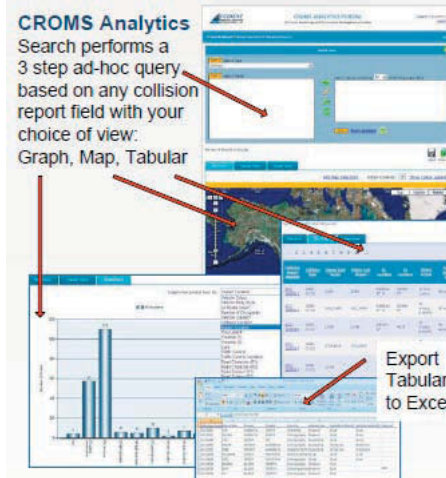
Since ASSI introduced the Collision Reporting & Occurrence Management System's Analytics Portal, Police Services throughout the province are taking advantage of this wonderful no cost tool to make the roads in their communities safer.

The ability to dig down deep through all of the details of all of their crashes reveals patterns and common denominators, helping Police to determine why crashes are happening. Police are able to target specific areas at specific times. Additional police visibility and enforcement tactics naturally reduces problems in these areas.

The Analytics tool has actually been fine-tuned with the help of feedback from Police using the system. Their suggestions have led to enhancements in the product, such as a graph depicting driver's age, as well as by the days of the week.

The system is very user friendly, and minimal training is required. Busy schedules are easily accommodated with either classroom style training for larger groups, or interactive on-line training.

To arrange for Analytics training or a demonstration, please contact [jfountain@accsupport.com](mailto:jfountain@accsupport.com) or 416-745-3301. ■



## ON-LINE INTERACTIVE CROMS TRAINING LEARN AT YOUR CONVENIENCE!

No time to schedule formal training sessions for your group? No problem, we offer free Collision Reporting & Occurrence Management System (CROMS) interactive training through a secure web-conferencing solution, where up to 15 people can log in to a session at one time. This convenient alternative instructional process is also available for our Analytics tool, and has your team members learning how to use and get the best results from CROMS or Analytics, right at their own work stations!

Our experienced trainers can guide you through a hands-on teleconference/web-conference where you can see CROMS and/or the Analytics Portal on your

screen. Or, we can even schedule "one-on-one" hands-on web conference training, giving you actual practical experience using CROMS.

Since it is also a teleconference, participants can ask any questions, just as if the trainer was right there with them.

Accident Support Services International Ltd. has provided on-line interactive training and demonstrations to Insurers and Police from Coast to Coast- from Vancouver to Halifax!

To arrange for a free training session, please contact Jacqueline Fountain at 1-877-895-9111 or [jfountain@accsupport.com](mailto:jfountain@accsupport.com). ■

### TORONTO EAST CRC POLICE & STAFF RAISE FUNDS FOR HAITI DISASTER RELIEF

January of 2010 will always be remembered for the horrific earthquake in Haiti.

The Officers and staff of the Toronto East Collision Reporting Centre held a Fund-raiser Luncheon in aid of disaster relief for the victims of the quake. The idea came from Toronto Police Sergeant Lewis Bryant, who was the driving force behind the event. Other members of the police and Accident Support Services staff were quick to jump on the bandwagon to do what they can to help.

Local television station CP24 and spokesperson Cam Woolley came by to cover the event. A relatively small group of people working together were able to raise \$1,255.00 in a very short time, which was doubled by ASSI President Steve Sanderson, then doubled again when the Canadian Red Cross matched the donation! The bottom line is that because of the effort put forth by these good hearted people, more than \$5,000.00 was sent for disaster relief!

CRC Manager Chris Ham said, "Everyone really came together on this and for a 'last minute' event everything went extremely well. I have notified our Police partners here at the centre and they are just amazed at the amount raised. The generosity from all who attended was truly moving." ■



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# CHIEF STEVE TANNER – PROFILE OF A LEADER

There is an old adage that states “The cream always rises to the top”. This saying especially holds true in law enforcement. We are very fortunate to have great leaders in this profession. One such great leader is Steve Tanner, Chief of Police in Kingston Ontario.

Born in Oakville, Ontario, Steve earned a BA at the University of Guelph before joining the Halton Regional Police Service in the fall of 1982. Here he worked in a variety of areas, including uniformed patrol, criminal investigations, tactical rescue, training, intelligence, and major crime (homicide and forensic polygraph examination). He also served as an elected member and Chair of the Halton Regional Police Association.

In 1998 Steve accepted the position of Deputy Chief of Operations with the Guelph Police Service, a position he held until relocating to Belleville as the Deputy Chief in 2000. He was chosen as Belleville’s Chief of Police in January 2002, having graduated the previous year from the three-year Master of Public Administration degree program at the University of Western Ontario, a program that focuses on municipal government and business and is particularly relevant to Police Management in a municipal setting.

Steve commenced his current assignment as Kingston’s 15th Chief of Police on November 1, 2008.

In a recent interview with Chief Tanner, we asked him what factors he felt contributed to his success. He responded “In today’s environment one has to not only be a leader, but must be a true listener. A Chief must understand the task(s) at hand and the challenges of those within their organization. I have been fortunate in that I had the opportunity to spend the first 16 years of my career in virtually all operational areas of policing. I was most fortunate to gain further valuable experience in the Police Association world; a tremendous as-

set in being able to deal openly and honestly with Police Associations as a Chief, and in reaching a mutual understanding of shifting needs and priorities within our workplace. Education also plays a role in the success of most present day Chiefs. “



When questioned about his plans for the future, he replied “My objectives, simplified, are to make this City the very safest it can possibly be. I am committed to making the Kingston PF the very best and the most professional organization possible, and I will work my very best to secure the resources necessary to do so. I want the City of Kingston to be at the forefront when it comes to policing. “

“Initiatives such as the Collision Reporting Centre (CRC) partnered with Accident Support Services International (ASSI) is an example of making our organization more efficient while at the same time increasing the overall level of service that we provide. This addition will further increase the level of service to anyone involved in a motor vehicle collision. The introduction of our CRC has been welcomed by Senior Staff, the Board, front line members and Officers, and by our Police Association. We are looking forward to a very long and very beneficial relationship with ASSI as we progress. “

Another characteristic of a leader is community involvement. Chief Tanner has sat on many community Boards, including Children’s Aid Society, the United Way, and the Belleville General Hospital. He was the Chair of the Governing Body of CISO (Criminal Intelligence Service of Ontario) for the past two years, and currently serves as the Past Chair of that very important organization.

We asked Chief Tanner what challenges he faces. “It was a great opportunity for me to move to my current position in the City of Kingston. Every Chief - regardless of the size of the department or the issues facing a municipality, faces many similar challenges ranging from staffing to budget issues, and to the pressures of operational needs and unique issues or concerns within any city. The challenges of moving to a new department are largely in demonstrating your leadership capabilities, and in taking the time to get to know your organization, your city, key individuals and members of the Service and the community. You have to take time before implementing broad changes, and make them only when necessary, and not for the sake of change. A Chief is, and needs to be, accountable to their Board, their organization, and to his or her members, and we have to be open to lead in a very transparent environment, and hold ourselves accountable to our stakeholders in much the same way we expect accountability from them“ said Tanner. He stepped down from his Ontario Association of Chiefs of Police (OACP) position as Director for Zone 2 to allow for time learn about his new city and organization when he arrived in Kingston. He is looking to become involved with the Executive Board of the OACP this year.

Perhaps these traits attributed to leadership are also applied in other aspects of his life. With all of these responsibilities, Steve Tanner still finds time to be a dedicated husband and father. As he says “At the end of the day a Chief has to understand people and be an open and fair leader.”