

# Director of Products and Services

## Position Summary

Reporting to the President, the Director of Products Services is accountable for developing and executing the Canadian Police Knowledge Network's (CPKN) product and services strategy and driving the performance, growth, and evolution of the portfolio, in alignment with CPKN's organizational strategy, priorities, and mission.

The Director plays a key leadership role in building, implementing, and continuously evolving CPKN's Product Ownership Model, while establishing and strengthening the structures, practices, and disciplines required to support effective product and service leadership and portfolio management across the organization. The Director ensures that products and services are relevant, sustainable, innovative, and responsive to the evolving needs of policing and public safety organizations.

Working across the organization, the Director manages up to five Product Leads and drives the priorities, performance, and evolution of CPKN's portfolio of products and services. The Director builds strong cross-functional alignment with business development, technology, research, communications, and marketing, client support, and other functions around shared priorities and outcomes.

The Director works closely with the Director of Technology Services to align CPKN's product and service strategy and priorities with CPKN's technology strategy, architecture, capabilities, and capacity. This partnership ensures that decisions are informed by technical opportunities, requirements, risks, and feasibility.

The Director maintains an enterprise-wide view of CPKN's portfolio, ensuring that priorities, investment, and resources are aligned with organizational strategy, client needs, market opportunities, mission impact, and long-term financial sustainability.

As a member of CPKN's senior leadership team, the Director contributes to organization-wide strategy and decision-making and plays a key role in identifying opportunities for growth, innovation, and the continued evolution of CPKN's products and services in Canada and internationally.

Within CPKN's not-for-profit model, the Director ensures that product and service decisions balance sector impact, client value, market opportunity, and financial



sustainability, enabling CPKN to reinvest in solutions that strengthen the policing and public safety community.

## Key Responsibilities

### Product and Service Strategy and Portfolio Leadership

- Develop, recommend, and execute CPKN's product and services strategy in alignment with the organization's strategic direction, priorities, and mission.
- Provide enterprise-level oversight of CPKN's portfolio of products and services, including Learning and Development, Learning Delivery, Exam Delivery, and other product and service offerings as they evolve.
- Drive the development of clear product and service strategies, priorities, roadmaps, and performance expectations across the portfolio, working closely with the Product Leads.
- Identify opportunities to strengthen, expand, integrate, or reposition existing products and services.
- Assess opportunities for new products, services, and markets based on client needs, sector trends, evidence, market potential, and organizational capacity.
- Recommend investment, scaling, redesign, or retirement decisions based on product and service performance, strategic, and mission value, market potential, and financial sustainability.
- Ensure CPKN maintains an appropriate balance between responding to current client and sector needs and investing in longer-term innovation, growth, and sustainability.

### Product Ownership Model

- Play a key leadership role in the development, implementation, maturation, and continuous improvement of CPKN's Product Ownership Model, helping establish the structures, practices, and disciplines required to embed effective product and service leadership across the organization.
- Establish clear roles, accountabilities, decision rights, governance, and prioritization processes for product ownership.
- Manage up to five Product Leads and provide clear portfolio-level direction, ensuring product and service strategies, priorities, roadmaps, and performance align with CPKN's organizational strategy and priorities.



- Ensure Product Leads have the information, authority, and cross-functional support required to effectively lead the strategy, delivery, performance, and evolution of their respective products and services.
- Establish consistent approaches to product and service planning, roadmaps, prioritization, performance measurement, and reporting.
- Promote strong product and service management practices and a culture of ownership, accountability, collaboration, and continuous improvement.

## Client and Market Focus

- Ensure the voice of the client and the evolving needs of the policing and public safety community are embedded throughout product and service planning, development, and improvement.
- Work closely with the Business Development team to understand client needs, market opportunities, competitive developments, and emerging demand.
- Translate market intelligence, client feedback, research, and sector trends into product and service priorities and opportunities.
- Support the development and positioning of products and services for Canadian and international markets.
- Engage with clients, partners, and stakeholders to validate needs, explore opportunities, and strengthen CPKN's value proposition.
- Participate in relevant CPKN advisory committees and other stakeholder forums, using sector expertise, perspectives, and feedback to inform product and service strategy, priorities, and development.
- Ensure products, services, and related decisions reflect CPKN's commitments to accessibility, official languages, relevance, and value to the diverse organizations and communities CPKN serves, including appropriate consideration of Indigenous perspectives and content.

## Product and Service Development and Innovation

- Provide strategic oversight for the development and introduction of new products and services.
- Establish processes for evaluating new ideas and determining which opportunities should progress from concept through development, launch, and scale.
- Encourage experimentation, evidence-informed decision-making, and responsible innovation.
- Work with various teams and departments to ensure product and service development is feasible, scalable, sustainable, and aligned with client needs.



- Monitor emerging technologies, sector developments, and changing approaches to learning, professional development, and workforce development that may create opportunities or risks for CPKN.
- Foster an environment in which innovation is connected to identified sector needs, organizational strategy, and measurable value.

## Product and Service Performance and Financial Sustainability

- Establish meaningful measures of product and service performance, including adoption, client and sector value, client satisfaction, financial sustainability, growth, reach, and strategic and mission impact.
- Regularly assess the health and performance of the portfolio and recommend action where products or services are underperforming or new opportunities emerge.
- Work with Finance and Business Development to develop product- and service-level financial models, pricing approaches, forecasts, and business cases.
- Ensure products and services generate appropriate value and revenue to support CPKN's not-for-profit mandate, organizational sustainability, and continued reinvestment in the policing and public safety community.
- Support the diversification and growth of CPKN's revenue through existing and new products, services, and markets.
- Ensure product and service investment decisions consider mission impact, client and sector value, strategic importance, and long-term financial sustainability.
- Build and establish CPKN's product and service costing capability, working with Finance and other functions to develop a consistent understanding of the full costs associated with products and services. Use this information to support pricing, investment, prioritization, and sustainability decisions.
- Establish and strengthen the data, analytics and reporting practices required to provide reliable insight into product and service performance, cost, revenue, adoption, client, and sector value and impact.

## Cross-Functional Leadership

- Create strong alignment across Product Leads and the functional teams involved in developing, delivering, and supporting CPKN's products and services.
- Lead and facilitate decisions where priorities, resources, or requirements compete across products, services, or functions, resolving matters within the Director's authority and escalating significant organizational, strategic, or financial decisions as appropriate.



- Ensure product and service priorities, decisions, and accountabilities are clearly communicated and understood across the organization.
- Work closely with departments and teams to enable successful product and service development, delivery, and performance.
- Maintain a strong strategic partnership with the Director of Technology Services, ensuring ongoing alignment between product and service priorities and technology strategy, architecture, security, capacity, and delivery, and jointly addressing dependencies, risks, and opportunities across the portfolio.
- Identify and help resolve organizational barriers that affect product and service performance, delivery, or the client experience.
- Foster shared accountability for product and service outcomes while maintaining clear ownership and decision-making responsibilities.

## Strategic Leadership

- Serve as an active member of CPKN's senior leadership team, contributing to the development and stewardship of the organization's vision, mission, strategic direction, priorities, and organizational performance.
- Provide the President and senior leadership with advice on product and service strategy, market opportunities, investment priorities, emerging trends, and risks.
- Contribute to enterprise risk management by identifying, assessing and helping manage strategic, operational, product, service, and emerging risks affecting CPKN.
- Contribute to annual and multi-year business planning, budgeting, and organizational priority setting.
- Contribute to the preparation and delivery of presentations, recommendations, and reporting to CPKN's National Advisory Committee and the Strategic Council and their committees, as required.
- Provide portfolio reporting, analysis, and recommendations to the President, senior leadership, and Board, as required.
- Contribute to the preparation and delivery of presentations, recommendations, and reporting to CPKN's Board of Directors and its committees, as required.
- Contribute to identifying and evaluating strategic partnerships and opportunities that can extend CPKN's reach, capabilities, and impact.
- Champion collaboration, accountability, innovation, evidence-informed decision-making, and a strong client and sector focus across CPKN.



## Qualifications and Experience

- The successful candidate will bring a combination of strategic leadership, business acumen, product and service thinking, creativity, and the ability to lead effectively within a collaborative, mission-driven organization.
- Qualifications and experience may include:
- Significant leadership experience in product management, service development, business strategy, innovation, or a related area.
- Demonstrated experience building, establishing or significantly evolving product and/or service management capabilities, operating models, governance, or ways of working within an organization.
- Demonstrated experience developing and implementing product or service strategies.
- Demonstrated experience leading multidisciplinary and cross-functional teams and initiatives, including influencing outcomes across functions where direct reporting relationships may not exist.
- Strong understanding of product and service lifecycle management, market analysis, client discovery, and performance measurement.
- Demonstrated business and financial acumen, including experience with costing, business cases, pricing, forecasting, budgeting, and investment decisions.
- Demonstrated ability to balance mission, client and sector value, market opportunity, and financial sustainability in decision-making.
- Experience translating client, stakeholder, and market needs into practical products, services, or organizational priorities.
- Demonstrated ability to lead organizational change, build organizational commitment, and successfully introduce and embed new approaches and ways of working.
- Demonstrated ability to build team capability through leadership, coaching, mentorship, and the development of others.
- Strong strategic thinking, judgment, analytical, and decision-making abilities.
- Excellent relationship-building, communication, facilitation, and influencing skills.
- Strong understanding of the policing and public safety sector, including its operating environment, stakeholders, priorities, and emerging needs, or demonstrated ability to develop this level of sector knowledge quickly.
- Experience working within or closely with policing, public safety, or a related sector would be strongly preferred.
- Experience working within a not-for-profit, association, public-sector, or other mission-driven organization would be considered an asset.

