



Leadership Education Survey

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Leadership Education Survey

Introduction

Organizational and individual outcomes are commonly attributed, at least in part, to leadership or its absence (Russell, 2017). An examination of instances in which organizations have experienced some level of “failure” in the form of corruption, misconduct, inefficacy, or ineptitude can often be partially linked to the level, quality, and style of leadership (Roberts, Herrington, Jones, White, & Day, 2016). In the context of policing, it is often presumed leadership shapes organizational efficacy, subordinate behaviour and both individual and agency outputs (Haberfeld, 2013). Despite the importance of leadership in shaping police outcomes, it has been argued that effective leaders are often lacking in police organization and more attention should be given to understanding leadership and the development of effective leaders (Haberfeld, 2013).

Leadership is a complex research area and across all sectors there is ambiguity over which styles and behaviours are the most effective (Hoggett, Redford, Toher, & White, 2018). Therefore, the findings of what makes an effective leader are largely based on perceptions rather than on measured outcomes. This can be a very subjective element. One person’s self-centered egotist is another person’s confident visionary.

Contemporary organizations operate in environments characterized by rapid change and complexity. Police organizations are no exception. Police are required to understand and effectively operate in a complex social, political and organizational environment (Casey J & Mitchell, 2007). There is increased demand for accountability, advancements in technology, emergence of new crime types, austerity measures, organizational reforms, increasing need for community engagements and a plethora of additional challenges (Hoggett et al., 2018). How can an organization operate in such demanding conditions? The answer lies in leadership. Leadership is one of the most important predictors of whether an organization will be able to effectively function in a dynamic environment (Peterson, Walumbwa, Byron, & Myrowitz, 2009) and thus, the need for effective police leadership is greater than ever (Davis & Bailey, 2017).

Policing remains one of the few occupations in which sworn leaders enter as recruits and work their way to the top, therefore, many of the future leaders in Canadian policing are currently acting police officers. This poses some unique challenges and opportunities. For example, it can give a strategic advantage to police over other industries whose future leaders may not be connected with their organization until much later in their careers (after leadership training). This allows police organizations and their current leaders to have the strategic foresight to train up the leaders they will need in the future. To do this effectively, they must have knowledge of how to best support future leaders for their roles. Embedding education throughout the career of the future leaders may serve the dual purpose of equipping the workforce as a whole to engage in leadership, while ensuring our future leaders have the high-level critical and creative thinking skills that complex problems require (Huey, Kalyal, Peladeau, & Police, 2017). Additionally, leveraging novel frameworks for leader character development may complement and strengthen other theories of leadership development (Byrne, Crossan, & Seijts, 2018; Crossan et al., 2017). Ensuring our police organizations value education and learning, however, is a cultural challenge that today’s leaders may need to address (Roberts et al., 2016).

This report focuses on formal leadership training currently used in Canada by police services. For the purposes of this report, formal leadership training is defined as leadership courses used by police services to develop leadership skills for sworn and civilian members. This includes in-service training, and other training offered by police academies, post-secondary, or regional training organizations.

Consideration is given to the traits and habits of effective and ineffective leaders, the assessment of leadership efficacy, the development of leaders and the barriers to the expansion of more effective leaders and leadership in Canadian policing. Police leaders face a challenging future, where complex problems require increasingly complex solutions and there is a need for the organization, as a whole, to learn new ways of doing business (Roberts et al., 2016).

What makes great police leader?

Police leaders and leadership remain understudied (Huey, 2017). Difficulties linking leadership with organizational outcomes are particularly pronounced for police since common police performance measures are affected by multiple confounding factors (Herrington, Pearson-Goff, & Herrington, 2013). However, these perceptions do offer an indication of the potential effectiveness of different police leadership styles, competencies and behaviours. It is important to note that leadership is a complex skill and cannot widely be taught purely by one approach alone (i.e. academic courses, on the job training, mentoring, etc). Although this report focuses on formal education approaches, it is estimated that only 10% of development occurs through formal study. Far more weight, 20%, is given to informal learning through peers, coaches and mentors and far more, 70%, occurs on the job through stretch assignments, projects and day-to-day experiences (Herrington et al., 2013).

Limitations of the literature on leadership and especially police leadership.

The evidence base for what constitutes a great police leader is limited and is largely restricted to leaders' impacts on subordinates and subordinates' perceptions of effectiveness of their leaders (Huey, Kalyal, Peladeau, & Lindsay, 2018). Little evidence is available that assesses impact of leadership competencies and behaviours on operational and organizational outcomes. No studies have been found that have a robust experimental research design – due to problems establishing comparison/control groups and controlling for significant confounding factors. This may be because leadership, in general, does not lend itself to this type of research design. This is further complicated by standard police performance measures which are affected by multiple factors. Therefore, evidence to-date, relies heavily on perceptions of outcomes of leadership rather than on actual outcomes.

This evidence indicates that policing requires an approach to leadership that differs to other sectors. Great police leaders must be able to 'command and control', but also need to cultivate participative and supportive styles, competencies and behaviours (Johnson, 2006; Sylven & Crippen, 2018; Vito, Walsh, & Kunselman, 2005)

Objective

The purpose of this research and report is to provide the Canadian police community with an inventory of available leadership training being used across the country for frontline officers, supervisors and executive officers. As well, gaps and overlap in the content that could lead to collaboration opportunities for the benefit of the Canadian policing community are presented. Finally, feedback from services on the application and use of leadership competencies was requested and reviewed.

Survey Design and Methods

An organizational survey was developed and implemented into a web-based survey tool (Survey Monkey®). The objective of the survey was to collect a comprehensive list of formal leadership education courses used by police organizations in Canada and any gaps in the education available. The survey is comprised of questions that would identify a list of leadership courses, their delivery method, training provider, cost and level of leadership targeted. Further questions were asked about leadership competencies addressed or not addressed by the training. Respondents were asked to identify any gaps in leadership training and which level of leadership is most in need of further training. General demographic information was gathered to ensure a representative sample. The survey included closed and open-ended questions as well as Likert scales.

The survey was tested internally by CPKN employees and externally by a small selection of contacts from training units in Canadian police services. After modification based on feedback, a revised survey was distributed to police organizations in Canada. The web-based survey was distributed via email to an appropriate representative in the police service (N=136). The email outlined the objective of the survey, the privacy policy to be employed and the timeline of two weeks to complete the survey. The full survey questions can be found in Appendix A.

To correct for the differing sizes of participating police organizations, raw data was weighted as a factor of organizational total staff size (both civilian and sworn) for 'Needs Assessment' results only. Weights were applied multiplicatively to the raw data to allow accurate comparison and representation between participating organizations. Regional analysis was performed (unweighted) for course list and enrollment results.

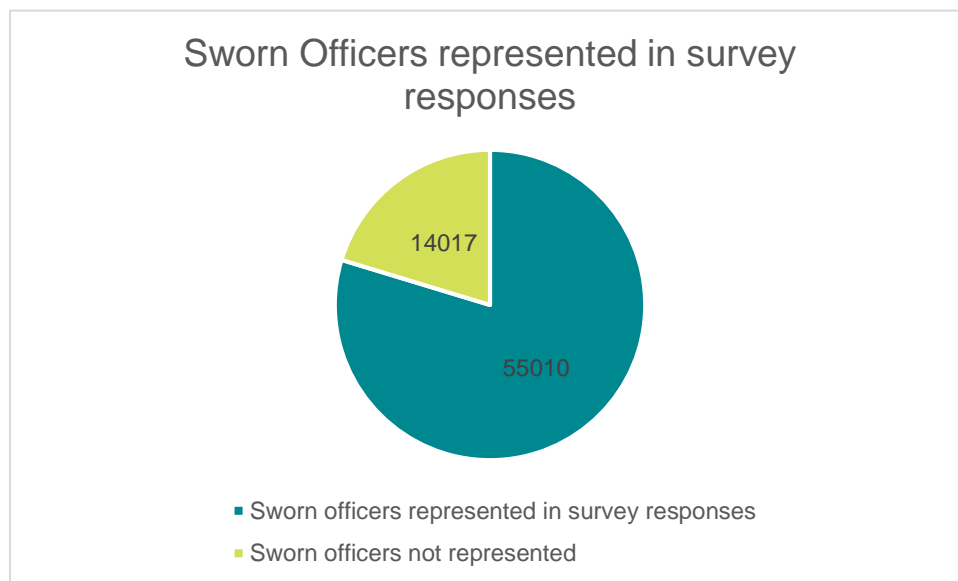
Analysis of the survey responses was performed using R software. A comprehensive list of all leadership education courses was compiled. The number of organizations using each course was calculated as well as the number of members that had taken each course during the 2018 calendar year.

Using the Competency-based Management Framework (CBMF) created by the national police community under the umbrella of the Police Sector Council in 2013, leadership competencies (n=14) were ranked on Likert scales from 1 (not at all effective) to 5 (very effective) on how effective organizations are at developing leadership competencies. Responses are presented in aggregate form.

For the purposes of this report, police services were identified as being small, medium or large. With each being defined as follows: small (<100 members), medium (between 100-750 members), and large (>750 members)

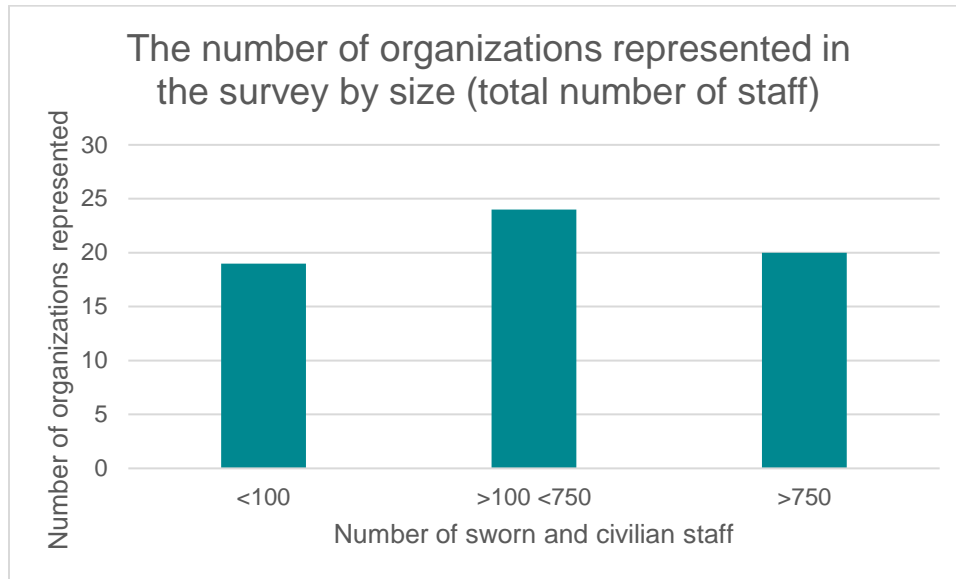
Results & Discussion

A total of 136 surveys were distributed to 136 unique police organizations across Canada. To date, 61 surveys have been returned completed for a response rate of approximately 45%. The 61 services responding to the survey represent 80% of the sworn police population in Canada (<http://www.statcan.gc.ca/pub/85-002-x/2017001/article/14777-eng.htm>).



Responses were successfully gathered from police organizations in Western, Central, Eastern and Atlantic provinces as well as the RCMP.

The survey showed relatively equal response rates from organizations of varying sizes, based on total number of staff (sworn and civilian members). Representation was close to equal for small (19 services), medium (24 services), and large (20 services) police organizations across Canada.



A total of 129 unique formal leadership education courses were identified as being currently used across Canada. Of this, 45 courses are delivered by police services in-house

Respondents were asked to provide the cost and duration of each course listed. Significant response rates and variation was found across the surveys with not all respondents providing data. With some inconsistencies in reported cost and duration, values listed here are averages of survey respondents. Secondary research could be undertaken to validate the cost and duration of the leadership courses identified in the survey.

The numbers reported by participating organizations may be over or under reported depending on how respondents manage their training data. As well, definitions of frontline/supervisor/executive were not provided to respondents and this could have led to some inconsistencies. The results provide a good indication of how many officers take which courses, however, further research should be conducted on the depth and breadth of the different programs and the number of days indicated to reduce the risk of data misinterpretation.

Courses were divided into categories for both sworn and civilian members at the frontline, supervisory and executive employment levels. Below is a summary of the courses for each employment level.

Leadership courses and the number of members enrolled during the 2018 calendar year for each employment level

	Frontline	Supervisor	Executive	Total
Number of members receiving training	2280	1740	351	4371
Number of unique courses	83	41	34	158
Average Cost of course	\$2,799	\$1050	\$5259	\$3036
Average duration of course	11 days	7 days	55 days	24 days
Percent of Total Members Receiving Leadership Trng	3.3%	2.5%	0.5%	6.3%

The number of police officers who are accessing leadership training is 6.3% (assuming 69,000 members in total, across the country - <https://www.cbc.ca/news/politics/police-strength-canada-memo-1.4722294>)

A full list of courses can be found at the end of this report in **Appendix B**. The majority of members that received leadership training during calendar year 2018 are frontline officers. Not surprisingly, there is a larger number of unique frontline leadership courses compared with supervisor or executive leadership courses. When asked to identify which level of leadership required more training, survey respondents most frequently identified frontline members as requiring additional training. Further research could explore if there is an issue with quality or content being offered through existing frontline courses or if resource constraints limit the amount of frontline members who are able to access leadership training. Executive courses are significantly more costly on average than frontline or supervisor courses. Another assumption would be that the cost is increased due to the complexity and level of material being covered. That relationship could also be explored through further research.

The ten courses which had the largest number of enrollments during the 2018 calendar year are listed below by employment level. As stated above, course duration and cost varied among survey respondents and therefore the cost and duration results presented are an average of responses for each course.

Frontline Leadership courses with the highest enrollment numbers during the 2018 calendar year

Course name	Training Provider	Enrolled 2018	Cost (\$)	Course duration (days)
Supervisor Development Program	RCMP	340	30	9
Emotional Intelligence	Toronto Police	267		1
Leadership in Police Organizations	IACP	174	1575	15
Coach Officer	OPC	171	700	5
Front Line Supervisor	OPC	139	\$550	15
Incident Response 300 (Inspectors)	OACP	105		15
Ethics and Inclusivity in the Workplace	Toronto Police	92		5
Supervisors Course (for newly promoted)	In house subject matter experts	90		
Executive Leadership	FBI LEEDA	86	\$2,500	15
Building Leadership Strength Through Self Awareness (Sgt - civilian supervisors)	OPC	77	260	1
TOTALS/AVERAGES		2280	\$2,799	11

Supervisor Leadership courses with the highest enrollment numbers during the 2018 calendar year

Course name	Training Provider	Enrolled 2018	Cost (\$)	Course duration (days)
Supervisor Development Program	RCMP	540	30	9
Manager Development Program	RCMP	340	300	5
Police Leadership and Management Development	Henson College - Dalhousie University	100	100	
Supervisor 100	In Service	95		5
Front Line Supervisor	OPC	68		5
Leadership in Police Organizations	IACP	55	1575	15
Advanced Leadership	Toronto Police	50		10
Operational Leadership	Ottawa Police	48	625	5
Frontline Leadership	Toronto Police	48		15
Civilian Supervisor	Algonquin college	48	2000	5
TOTALS/AVERAGES		1740	\$1050	7

Executive Leadership courses with the highest enrollment numbers during the 2018 calendar year

Course name	Training Provider	Enrolled 2018	Cost (\$)	Course duration (DAYS)
Executive Development in Policing Course (EDP)	Canadian Police College	79	10000	240
York LEADERS	York Regional Police/Region of York	70	230	3
Executive Leadership	FBI LEEDA	34	5000	5
OACP Executive Forum	OACP	23	900	
Front Line Supervisor	OPC	18		10
NCO Course	Saskatoon Police Service	15		5
Leadership in Policing Organizations	IACP	14	1575	15
Senior Police Administration course (SPAC)	Canadian Police College	14	4500	14
Civilian Supervisor	London Police Service	12		2
Management Essentials Program	University of Alberta - Business Faculty	12	10000	
TOTALS/AVERAGES		351	\$5258	25

Overall, the courses with the highest enrollment number are closely linked to police organizations/regions with the highest number of members (e.g. RCMP, Ontario, etc).

Regional analysis was performed to identify the courses with the highest enrollment numbers by regions (Atlantic, Quebec, Ontario, Mid-West and British Columbia). The RCMP was excluded from this analysis as their results were presented from a national perspective.

The top five courses with the highest enrollment numbers for each region are listed below. There is no overlap in the courses with the highest enrollments among regions. This suggests that there is not a clear standardized course or course list that is used across provinces or nationally for leadership development. However, the most highly noted organizations for leadership training programs include provincial police academies (OPC/JIBC), IACP LPO, FBI, and CPC. Police services also seem to rely on in-service training and local post-secondary institutions for additional leadership development.

Leadership courses with the highest enrollment numbers during the 2018 calendar year by region

Region (#sworn officers)	Courses with the highest enrollment	Training Provider	Enrolled 2018	Average Cost (\$)	Duration of course (days)
Atlantic (1835)	Strategic Management Through Evidence-Based Policing	Henson College - Dalhousie University	914	900	4
	SPAC	CPC	30	3500	15
	Hazmat Incident Command	K+1	3		10
	Applied Communication, Leadership, and Culture	University of Prince Edward Island	2		varies by course
	Mental health Crisis Intervention Training	RNC	2	0	10
Quebec (14,876)	Programme court superserie gendarmerie - enquete	UQTR	55	NA	6
	Integration et developement nouveaux sergents-detectives	SPVQ	18		4
	Superviseur de patrouille	ENPQ	15	NA	10
	Integration et developement nouveaux lieutenants	SPVQ	12	NA	5
	Integration et developement nouveaux sergents	SPVQ	5		2
Ontario (24,312)	Emotional Intelligence	Toronto Police Service	267	0	1
	Front Line Supervisor	OPC	223	1080	4
	Coach Officer	Internal Course	171	625	4
	Incident Response 300 (Inspectors)	OACP accredited, PRP instructed	105	480	15
	Ethics and Inclusivity in the Workplace	Toronto Police Service	92	0	5
Mid-West (6644)	Introduction to Management	Saskatchewan Police College	150	1400	1
	Supervisors Course (for newly promoted)	In house subject matter experts	90	0	Self directed learning
	Leadership Development Program 100	CPS and University of Calgary	36	1584	5
	IACP Leadership in Policing Organizations	In house training cadre	30	500	15
	SPAC	CPC	15	4475	5
British Columbia (2452)	Sergeant Education Program - Module 1	VPD	48	0	4
	Acting Supervisor Program	VPD	36	0	15
	IACP Leadership	FBI LEEDA	30	6300	5
	Present a Leader	UBC Saunderson School of Business	30	5000	4
	Acting Supervisor Training	CPKN	23	100	1

When asked what barriers exist, factors that limit police service access to leadership training were identified. The most frequently identified barrier was course availability. Availability of courses was not the only limiting factor; cost was also identified as a major factor for many police organizations in Canada limiting access to quality leadership education. A lack of cost-effective leadership education options for frontline officers, Constable to Sergeant, was identified as a gap by a number of organizations. Due to the variation in course cost from respondents it is hard to draw any conclusion about cost differences across regions. British Columbia does have the two most expensive courses listed, however, cost and duration validation is needed for any further conclusions.

Leadership Education Needs Assessment

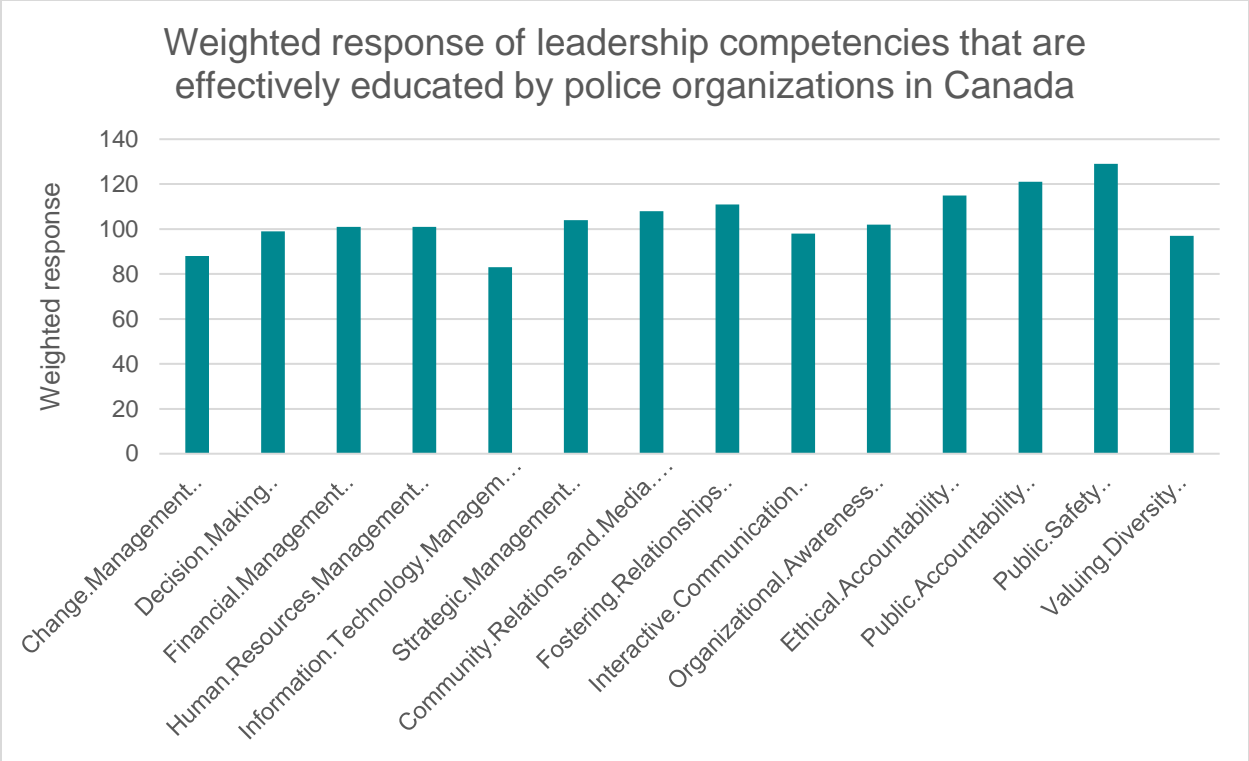
Although there appears to be many leadership courses available, many organizations surveyed believed that additional leadership education would benefit all ranks, especially frontline officers. Of the 61 respondents, 28 (46%) believed that additional leadership education would be beneficial for frontline officers. Twenty-six (43%) believed that additional leadership education would be beneficial for supervisors and 16 (26%) believed the same for executive staff.

“There is a need to develop Leadership training earlier in career of police officers so that the basics are covered off prior to them having the opportunity to lead. Typically, we wait until they are in leadership roles to do this and sometimes it is too late.” – Anonymous Respondent

Survey respondents were asked to identify how they measure “*effective leadership*”. Response options included organizational outcomes, subordinate respect/following, completed formal education on leadership, performance reviews, demonstrated competencies and other.

The most common measure of effective leadership identified was “demonstrated competencies”. This is encouraging for the following results which focus on competencies to identify strengths and gaps in police leadership education. Confirming how services measure competencies so results are consistent will be required in the further research and analysis.

Respondents were asked to rank 14 leadership competencies for their overall leadership staff from 1 (weak) to 5 (strong).



The graph above shows that there is little variation among the education of leadership competencies. However, some competencies were identified as being stronger than others across organizations. The top three competencies identified as being thoroughly covered/taught by current leadership education included “public safety”, “public accountability” and “ethical accountability”. The competencies that were identified as being the least covered in the current leadership education were “change management”, “information technology management” and “valuing diversity”.

Top and bottom three competencies identified in Canadian police organizations



Respondents were also asked to identify any gaps in leadership education (outside of the sector counsel competencies listed). Identified gaps are listed in the table below. This question was an open-ended question with responses aggregated by theme and summarized in the table and discussion below.

Identified gaps in leadership education in Canada

Gaps in leadership education	
Emotional intelligence	Team building
Critical/analytical thinking	Political acuity
Impact and influence	Problem solving
Motivation	Holding employees accountable
Innovation	Organizational excellence

“Empower the frontline supervisors to do their jobs. More often than not, senior managers will approach Constables and detail them without any involvement of the Sergeants. While management may preach Chain of Command, there simply isn’t any structure in that regard.” – Anonymous Respondent

One comment identified the changing workforce that is entering the service and the need to revisit the “top-down” approach to leadership. This is corroborated by the bottom three competencies as well as the list of “gaps in leadership education” where the competencies and many identified gaps align with a more collaborative, innovative and emotionally intelligent approach to leadership. This is also validated by the lack of reported effective leadership education in the areas of change management, information technology management and valuing diversity. Considering the change in demographic and the value of diversity in broadening organizational perspectives, one would expect valuing diversity to rank higher. This may speak to the audience who responded to the survey and not the organizational perspective.

Together, these results point to a need to review current leadership education and what additional resources are needed to implement changes that will be required in the near future. Further discussions within the Canadian police community to inform the ranking of competencies and inclusion in training programs related to leadership training are needed.

*“[Educate] how to lead. Not manage.” –
Anonymous Respondent*

Conclusions

The results of this survey demonstrate a patch-work design of police leadership courses. There are numerous courses, but there appears to be no standardized course list for leadership development that is used across provinces or nationally. Only a small portion of the police community accessed this training during the last calendar year. Pursuing collaborative projects related to leadership training would be an effective way to improve consistency of training.

Further research to compile a more comprehensive leadership course inventory, along with learning outcomes, would validate where overlap exists and if any efficiencies could be gained through the sharing of courseware. Organizations reported the same (or similar) course titles and more research is required to confirm that the content and learning objectives are the same. The inconsistencies that were reported are not able to be clarified within the scope of this project but this is an opportunity for additional research.

Once the inventory is compiled, courses could be mapped to leadership competencies which would shed light on the areas where gaps exist and where additional training is required. According to the survey results:

- Emotional Intelligence
- Critical/Analytical thinking
- Impact and Influence
- Motivation
- Innovation
- Team Building
- Political Acuity
- Problem solving
- Holding employees accountable and
- Organizational excellence

are areas where additional training is needed but this is considered anecdotal based on our survey results. To further address this, a project proposal has been submitted by CPKN to Public Safety Canada looking for resources to update national policing leadership competencies.

The need to educate staff “from day one” was felt to be important and cost was often a limiting factor. The cost and availability of executive leadership education was also identified as a limiting factor towards leadership development of executive staff, especially civilian.

The increasing desire for 'evidence-based' resources within Canadian policing will only continue as our police and other public systems aim to increase accountability. Therefore, not only must we strive for more access to cost-effective courses, but also towards providing courses that have been evaluated and proven effective.

These results corroborate with current literature regarding leadership education in policing. Other studies in this area have suggested that there is a lack of national standards for leadership education (Herrington & Colvin, 2015; Huey, 2016). These results show that Police Sector Council competencies are primarily used as a measure of effective leadership across many police organization in Canada. Survey respondents also indicated the need for a more collaborative, innovative and emotionally intelligent approach to leadership which has been documented in several academic papers on the subject (Crossan et al., 2017; Neyroud, 2011; Sylven & Crippen, 2018).

“[Police organizations] would benefit from more tools and resources to assess the effectiveness of police training in terms of return on investment and behaviour change (e.g. Kirkpatrick level 3 assessment).” – Anonymous Respondent

Next Steps

Consideration should be given to the following when looking at further advancement of leadership training in the Canadian police community:

- Work to create more access to cost-effective courses. Pursuing collaborative projects related to leadership training would be an effective way to improve consistency of training;
- Provide courses that have been evaluated and proven effective;
- Additional research into:
 - o relationship between the type of training institution and the cost of training
 - o relationship between the complexity of the content and the cost of the training
 - o the number of courses available and the number/employment level of members taking courses
 - o cost and duration of courses to remove inconsistencies presented;
- Additional analysis on course delivery options (classroom, blended, online) versus cost;
- Additional analysis on small vs medium vs large services and the training options currently used
- Further research could explore if there is an issue with quality of content being offered through existing frontline courses or if resource constraints limit the number of frontline members who are able to access leadership training;
- Further research to compile a more comprehensive leadership course inventory, along with learning outcomes would demonstrate where overlap exists and if any efficiencies could be gained through the sharing of courseware;
- Map leadership course content to leadership competencies. This would allow the community to more fully understand where training gaps exist when compared with the national CBMF;
- Further work is needed to confirm how services measure competencies so that results are consistent.

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Appendix A

CPKN Leadership Education Survey Questions (English)

Purpose

On behalf of the Canadian police community, CPKN is seeking information about your agency's leadership training and education. The objective is to identify the various types of formal leadership education approaches currently in use for sworn and civilian police members across the country.

Survey Procedure

Please only submit one survey per organization. In this survey you will be asked about what leadership courses your agency uses for sworn and civilian members on the frontline, in supervisory roles, and at the executive level. In addition to the leadership courses identified, you will be given the opportunity to provide an overall summary of the gaps and competencies addressed through your existing courses.

Time Required

The survey will take approximately 30 minutes to complete. If you need to return to the survey to add information or change responses, you can return to the survey link using the same computer and web browser at a later date to add or change information.

Confidentiality

The survey questions are not compulsory. However, your input will be beneficial in examining the current landscape of leadership training and education in Canada. All responses are strictly confidential. At the end of the survey, you will have the option to select if you would like your agency named in the final report, or if you would like your agency's data to be de-identified and only presented in aggregate format.

We appreciate your time and participation. If you have questions about the survey, please contact:

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CPKN Leadership Education Survey

Question Title

What is your organization and province?

Organization

Province

CPKN Leadership Education Survey

Frontline Sworn and Civilian

In the following section, you will be asked to provide information about leadership courses used by your service to develop leadership skills for sworn and civilian frontline members. This includes in-service training, and other training offered by police academies, post-secondary, or regional training organizations.

Question Title

Please provide the course details below. Include one course per page, you will have the option to add additional courses on subsequent pages.

Course Name:

Training provider:

Course duration (in days):

Cost per person:

Question Title

Is the course offered in-service?

Yes

No

Question Title

What delivery mode is used to deliver this course?

Online

Face-to-face

Blended

Other (please specify)

Question Title

Within the 2018 calendar year, how many participants from your organization enrolled in this course?

Question Title

Do you have additional frontline sworn or civilian leadership training courses to add?

- Yes
- No, proceed to supervisory leadership courses

CPKN Leadership Education Survey

Supervisor Sworn and Civilian

In the following section, you will be asked to provide information about leadership courses used by your service to develop leadership skills for sworn and civilian supervisors. This includes in-service training, and other training offered by police academies, post-secondary, or regional training organizations.

Question Title

Please provide the course details below. Include one course per page, you will have the option to add additional courses on subsequent pages.

Course Name:

Training provider:

Course duration (in days):

Cost per person:

Question Title

Is the course offered in-service?

- Yes
- No

Question Title

What delivery mode is used to deliver this course?

- Online
- Face-to-face
- Blended
- Other (please specify)

Question Title

Within the 2018 calendar year, how many participants from your organization enrolled in this course?

Question Title

Do you have additional sworn and civilian supervisor leadership courses to add?

- Yes
- No, proceed to executive level leadership courses

CPKN Leadership Education Survey

Executive Sworn and Civilian

In the following section, you will be asked to provide information about leadership courses used by your service to develop leadership skills for sworn and civilian executive members. This includes in-service training, and other training offered by police academies, post-secondary, or regional training organizations.

Question Title

Please provide the course details below. Include one course per page, you will have the option to add additional courses on subsequent pages.

Course Name:

Training provider:

Course duration (in days):

Cost per person:

Question Title

Is the course offered in-service?

- Yes
- No

Question Title

What delivery mode is used to deliver this course?

- Online
- Face-to-face
- Blended

Other (please specify)

Question Title

Within the 2018 calendar year, how many participants from your organization enrolled in this course?

Question Title

Do you have additional sworn or civilian executive leadership courses to add?

Yes

No, proceed to the final section

CPKN Leadership Education Survey

Education Needs

Question Title

Is there a need to develop additional leadership training for the following members:

	Yes	No	Don't know
Front-line	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional Comments

Question Title

How do you measure effective leadership in your organization? (Select all that apply)

- Organizational outcomes
- Subordinate respect/following
- Completed formal education about leadership
- Performance reviews

Demonstrated competencies

Other (please specify)

Question Title

On a scale of 1 (not at all effective) to 5 (very effective), how effective is your organization at developing the following leadership competencies?

Change
Management

Decision
Making

Financial
Management

Human
Resources
Management

Information
Technology
Management

Strategic
Management

Community
Relations and
Media
Management

Fostering
Relationships

Interactive
Communication

Organizational
Awareness

Ethical
Accountability

Public
Accountability

Public Safety

Valuing
Diversity

CPKN Leadership Education Survey

Question Title

Do you believe there are leadership competency(ies) not listed above that should have been included?

- Yes
- No
- Don't know

If yes, please include them here.

Question Title

Are there gaps in leadership training for police?

- Yes
- No
- Don't know

If yes, please tell provide information about what gaps exist.

Question Title

Do you have any other comments to make about police leadership training in Canada?

Question Title

No individual names will be published, however, if you consent to having your service's name published in the final report please select yes and enter your email address below.

Yes

No

If yes, please provide your email address.

Thank you for taking the time to complete the survey. We anticipate the results will be released by early May 2019. If you have any questions about the survey, **please contact Sidney Reid by email: sidney.reid@cpkn.ca**.

Appendix B

Frontline Leadership courses with the highest enrollment numbers during the 2018 calendar year

Course name	Training Provider	Enrolled 2018	Cost (\$)	Course duration (days)
Supervisor Development Program	RCMP	340	30	9
Emotional Intelligence	Toronto Police	267		1
Leadership in Police Organizations	IACP	174	1575	15
Coach Officer	OPC	171	700	5
Front Line Supervisor	OPC	139	\$550	15
Incident Response 300 (Inspectors)	OACP	105		15
Ethics and Inclusivity in the Workplace	Toronto Police	92		5
Supervisors Course (for newly promoted)	In house subject matter experts	90		
Executive Leadership	FBI LEEDA	86	\$2,500.00	15
Building Leadership Strength Through Self Awareness (Sgt - civilian supervisors)	OPC	77	260	1
Field Training Officer Course	PRP	64		8
Team Building	OPC	61	260	1
Programme court supersion gendarmerie -enquetes	UQTR	55		
Manager Development Program	RCMP	54	300	10
Sergeant Education Program - Module 1 (newly promoted sgts)	VPD	48		4
YorkLEADS 201	York Regional Police/Region of York	46	2000	5
Site Supervisor for Civilians	OPC	37	\$1,055	5
Leadership Development Program 100	CPS and University of Calgary	36	1584	5
Acting Supervisor Program	VPD	36		15
Influential Police Leadership	OPC	31	480	3
Present a Leader	UBC Saunder School of Business	30	\$5,000	4
Incident Response 200 (Sgts)	OACP	24		8

Patrol Tactics for Supervisors	JIBC	23	\$900	0.5
Acting Supervisor Training	CPKN	23	\$100	1
Fair and Impartial Policing for Supervisors (Sgt - Civilian)	OPC	20	260	10
Certificate in Police Leadership	Ontario Tech University	20	\$790	90
Road to Mental Readiness for Supervisors	Canadian Mental Health Association	17		2.5
Newly Promoted to Sgt.	PRP	17		5
Civilian Supervisor	Algonquin College	12		5
OACP Executive Forum	OACP	11	5000	40
Senior Police Administration course (SPAC)	Canadian Police College	7	4500	14
Coaching and Mentoring	JIBC	7	\$600.00	1
YorkLEADS 101	York Regional Police/Region of York	6		12
NCO Course	In house training at Saskatoon Police	6		5
Coaching Police Professionals (Cst)	OPC	6	1280	2
Reasonable Officer Response for Supervisors	Metro Vancouver Transit Police	5		0.5
Critical Incident Commander	Canadian Police College	5	\$4,500	7
Civilian Supervisor Course	Peel Regional Police Service	5		15
Superviseur de patrouille	ENPQ	3		
Suicide Prevention for Supervisors	Henson College - Dalhousie University	3		5
Hazmat Incident Command	K+1	3		10
Emotional Intelligence	OPC	3	260	1
Mental health Crisis Intervention Training	RNC	2		10
JIBC International Women's Day	JIBC	2	\$245.00	4

Applied Communication, Leadership, and Culture	University of Prince Edward Island	2		varies by course
Performance Management	UBC Saunter School of Business	1	\$200	5
Major Crime investigative Techniques	Royal Newfoundland Constabulary	1	5000	3
International Association of Women in Police Conference	IAWP	1	\$6,400	5
Field Trainer	JIBC	1		5
Communication Supervisor Course	OPC	1		15
Coaching for Police Leaders	Henson College - Dalhousie Universty	1	1200	14
civilian coaching and mentoring	Toronto Police	1	225	1
Bachelor of Human Services Police Studies	Georgian	1	\$5,000.00	3 year part time
Advanced Patrol Training - APT - (Cst)	OPC	1	150	depending on the officier - on line
Supervision Level II	Atlantic Police Academy	0	1800	5
New Supervisors: Skills Training	York Regional Police	0		10
Legal Issues in Policing	Henson College - Dalhousie University	0	1200	80
Initial Critical Incident Response	Canadian Police College	0	1500	80
Temporary Acting Constable Course (TACC)	In house			
Supervisor Development Workshop	Jess Ram		\$500	
Superviseur bureau d'enquate	ENPQ			
Suicide Prevention for Supervisors	CPKN			
Respectful Workplace Training	Internal			5
Public Order Bronze Commander Training	VicPD		\$2,500	

Professional Police Practice - Managing/Delivering Service Excellence	OPC		180	NA
Preparation for Promotion	JIBC		\$600.00	
Police Leadership Level 1	Assiniboine Community Colletge		\$500.00	5
Police Leadership and Management Development	Henson College - Dalhousie University		1200	
Organized Crime	Canadian Police College		5000	NA
MHPS Professional Development Day	Various presenters			
Master of Arts in Leadership	Royal Roads University		\$25,000	20
Management essentials	Winnipeg Police			4.5
Leadership Training	LaSalle Police			1
Leadership Development Program 300	University of Calgary		\$9,866	
Leadership Development Certificate	Camosun College		\$4,385	
Halton Sergeant Cohort Program	Internal			
Foundations of Leadership	RCMP			
Executive Development in Policing Course (EDP)	Canadian Police College		720	3
Effective Teaching with Adult Learners	Toronto Police			
Drug investigative Techniques	Canadian Police College		5000	
Conflict Management for Police Leaders	Atlantic Police Academy			
Civilian Supervisor Course	London Police Service			
Certificate in Applied Leadership	JIBC		\$4,700	27
TOTALS/AVERAGES		2280	\$2,799	11

Supervisor Leadership courses with the highest enrollment numbers during the 2018 calendar year

Course name	Training Provider	Enrolled 2018	Cost (\$)	Course duration (days)
Supervisor Development Program	RCMP	540	30	9
Manager Development Program	RCMP	340	300	5
Police Leadership and Management Development	Henson College - Dalhousie University	100	100	
Supervisor 100	In Service	95		5
Front Line Supervisor	OPC	68		5
Leadership in Police Organizations	IACP	55	1575	15
Advanced Leadership	Toronto Police	50		10
Operational Leadership	Ottawa Police	48	625	5
Frontline Leadership	Toronto Police	48		15
Civilian Supervisor	Algonquin college	48	2000	5
New Supervisor Course	Waterloo Regional Police	45		5
Influential Police Leadership	OPC	41	400	
Executive Leadership	FBI LEEDA	35	4000	
Newly Promoted Course - Sergeant	Calgary Police Service	30		4
Leadership level one	WPS	30		3
Supervisor Course	Police Service	24		8
Integration et developpement nouveaux sergents	SPVQ	18		
HRP Supervisor Skills	Halifax Regional Police	15		4
Superviseur de patrouille	ENPQ	12		
Road to Mental Readiness for Supervisors	Canadian Mental Health Association	12		1
Leadership Coaching Program - Coach	Internal Course	12		8
Integration et developpement nouveaux sergents-detectives	SPVQ	12		
Civilian Supervisor	London Police Service	12		2

Newly Promoted Course - Staff Sergeant	Calgary Police Service	10		2
Senior Police Administration course (SPAC)	Canadian Police College	9	4500	14
Communication Center Supervisor	OPC	7	1680	10
Integration et developement nouveaux lieutenants	SPVQ	5		
Newly Promoted Course - Inspector	Calgary Police Service	4		2
Tactical supervisor	OTAB (Ontario Tactical Advisory Board)	4	750	4
Women's Leadership Institute Training	WLI	2	7400	6
Police Leadership Development	JIBC	2	1900	5
Major Case Management Course Team Commander	Canadian Police College	2	2601.8	10
Women's Leadership Institute Training	OPC	1		5
Public Order - Command	Toronto Police	1		5
Hearing Officer (Insp)	OPC	1		5
Critical Incident Commander	Canadian Police College	1	4500	10
Certificat en gestion policiere	UQTR ou universite de montreal	1		
Supervisor In Service Leadership Course	Toronto Police	0		10
Superviseur bureau d'enquete	ENPQ	0		
Professional Police Practice - Managing/Delivering Service Excellence	OPC	0	180	10
Coaching & Mentoring	JIBC	0		4
TOTALS/AVERAGES		1740	\$1050	7

Executive Leadership courses with the highest enrollment numbers during the 2018 calendar year

Course name	Training Provider	Enrolled 2018	Cost (\$)	Course duration (DAYS)
Executive Development in Policing Course (EDP)	Canadian Police College	79	10000	240
York LEADERS	York Regional Police/Region of York	70	230	3
Executive Leadership	FBI LEEDA	34	5000	5
OACP Executive Forum	OACP	23	900	
Front Line Supervisor	OPC	18		10
NCO Course	Saskatoon Police Service	15		5
Leadership in Policing Organizations	IACP	14	1575	15
Senior Police Administration course (SPAC)	Canadian Police College	14	4500	14
Civilian Supervisor	London Police Service	12		2
Management Essentials Program	University of Alberta - Business Faculty	12	10000	
YorkLEADS 301	York Regional Police/Region of York	12	2700	10
Global Studies	CACP	10	15750	60
Pearls in Policing	PERF	8	12000	10
Critical Incident Manager - Duty Officer	JIBC	6		10
Trauma Informed Leadership Training	Abbotsford Police Dept.	4	600	2
Advancing Women in Leadership	Carleton	3	8000	
Critical Incident Commander	Canadian Police College	3	5000	10
DESS 2e cycle universitaire	ENAP ou UQTR	2		
Influential Police Leadership	OPC	2	480	2
Queen's Executive Program	Queen's University	2	28900	
Community Leadership Development Program	Leadership Victoria	1		
Gold Commander Course	Vancouver Police Department	1	2100	5

LinCT - Leadership in Counter-Terrorism	LinCT	1		
Management Skills	Learning Tree	1	1700	
Professional Management	University of Ontario	1	3500	8
Queen's Labour Relations Certificate	Queen's University	1	14285	
Queen's Law Certificate	Queen's University	1	4800	
South Australian Police Exchange	South Australia Police	1		NA
Major Incident Command	Ministry Accreditation - CTS	0	4500	5
Police Leadership and Management Development	Henson College - Dalhousie University	0	700	80
Camosun College - Leadership Certificate Program	Camosun College			
Credible Leadership Development	Institute for Credible Leadership Development			
Strategic Management of Regulatory and Enforcement Agencies	Harvard Kennedy School		10000	30
TOTALS/AVERAGES		351	\$5258	25

All Leadership courses with the highest enrollment numbers during the 2018 calendar year

Course name	Training Provider	Enrolled 2018	Cost (\$)	Course duration (days)
Supervisor Development Program	RCMP	880	30.00	9
Manager Development Program	RCMP	394	300.00	5
Emotional Intelligence	Toronto Police	267		1
Leadership in Police Organizations	IACP	232		
Front Line Supervisor	OPC	225	550.00	15
Coach Officer	OPC	171	700.00	5
Executive Leadership	FBI LEEDA	155	2400.00	15
Incident Response 300 (Inspectors)	OACP	105		15
Police Leadership and Management Development	Henson College - Dalhousie University	100	1200.00	80
Supervisor 100	Internal Course	95		5
Ethics and Inclusivity in the Workplace	Toronto Police	92		5
Supervisors Course (for newly promoted)	In house subject matter experts	90		
Executive Development in Policing Course (EDP)	Canadian Police College	79	10000.00	240
Building Leadership Strength Through Self Awareness (Sgt - civilian supervisors)	OPC	77	260.00	1
Influential Police Leadership	OPC	74	480.00	3
York LEADERS	York Regional Police/Region of York	70	230.00	3
Field Training Officer Course	PRP	64		8
Team Building	OPC	61	260.00	1
Civilian Supervisor	Algonquin college	60	2000.00	5
Programme court supervision gendarmerie -enquetes	UQTR	55		
Advanced Leadership	Toronto Police	50		10
Frontline Leadership	Toronto Police	49		15

Operational Leadership	Ottawa Police	49	625.00	5
Sergeant Education Program - Module 1 (newly promoted sgts)	VPD	49		4
YorkLEADS 201	York Regional Police/Region of York	48	2000.00	5
Site Supervisor for Civilians	OPC	46	1055.00	5
New Supervisor Course	Waterloo Regional Police	45		5
OACP Executive Forum	OACP	39	12500.00	5
Acting Supervisor Program	VPD	36		15
Leadership Development Program 100	CPS and University of Calgary	36	1584.00	5
Leadership level one	WPS	30		3
Newly Promoted Course - Sergeant	Calgary Police Service	30		4
Present a Leader	UBC Saunder School of Business	30	5000.00	4
Senior Police Administration course (SPAC)	Canadian Police College	30	4500.00	14
Road to Mental Readiness for Supervisors	Canadian Mental Health Association	29		2.5
Incident Response 200 (Sgts)	OACP	24		8
Supervisor Course	Police Service	24		8
Acting Supervisor Training	CPKN	23	100.00	1
Patrol Tactics for Supervisors	JIBC	23	900.00	0.5
NCO Course	Saskatoon Police Service	22		5
Certificate in Police Leadership	Ontario Tech University	21	790.00	90
Fair and Impartial Policing for Supervisors (Sgt - Civilian)	OPC	20	260.00	10
Integration et developpement nouveaux sergents	SPVQ	18		
Newly Promoted to Sgt.	PRP	17		5
HRP Supervisor Skills	Halifax Regional Police	15		4
Superviseur de patrouille	ENPQ	15		
Civilian Supervisor	London Police Service	12		2

Leadership Coaching Program - Coach	Internal Course	12		8
Management Essentials Program	University of Alberta - Business Faculty	12	12.00	
YorkLEADS 101	York Regional Police/Region of York	12		12
Global Studies	CACP	10	15750.00	60
Newly Promoted Course - Staff Sergeant	Calgary Police Service	10		2
Critical Incident Commander	Canadian Police College	9	4500.00	7
Communication Center Supervisor	OPC	8	1680.00	10
Pearls in Policing	PERF	8	12000.00	10
Coaching and Mentoring	JIBC	7	600.00	1
Tactical supervisor	OTAB (Ontario Tactical Advisory Board)	6	750.00	4
Coaching Police Professionals (Cst)	OPC	6	1280.00	2
Critical Incident Manager - Duty Officer	JIBC	6		10
Integration et developement nouveaux lieutenants	SPVQ	6		
Newly Promoted Course - Inspector	Calgary Police Service	6		2
Reasonable Officer Response for Supervisors	Metro Vancouver Transit Police	6		0.5
YorkLEADS 301	York Regional Police/Region of York	6	2700.00	10
Civilian Supervisor Course	Peel Regional Police Service	5		15
Integration et developement nouveaux sergents-detectives	SPVQ	5		
DESS 2e cycle universitaire	ENAP ou UQTR	4		
Mental health Crisis Intervention Training	RNC	4		10
Queen's Executive Program	Queen's University	4	28900.00	

Trauma Informed Leadership Training	Abbotsford Police Dept.	4	600.00	2
Advancing Women in Leadership	Carleton	3	8000.00	
Emotional Intelligence	OPC	3	260.00	1
Hazmat Incident Command	K+1	3		10
Applied Communication, Leadership, and Culture	University of Prince Edward Island	2		varies by course
JIBC International Women's Day	JIBC	2	245.00	4
Major Case Management Course Team Commander	Canadian Police College	2	2601.80	10
Major Crime investigative Techniques	Royal Newfoundland Constabulary	2	5000.00	3
Police Leadership Development	JIBC	2	1900.00	5
South Australian Police Exchange	South Australia Police	2		NA
Women's Leadership Institute Training	WLI	2	7400.00	6
Advanced Patrol Training - APT - (Cst)	OPC	1	150.00	depending on the officer - on line
Bachelor of Human Services Police Studies	Georgian	1	5000.00	3 year part time
Certificat en gestion policiere	UQTR ou universite de montreal	1		
Civilian coaching and mentoring	Toronto Police	1	225.00	1
Coaching for Police Leaders	Henson College - Dalhousie University	1	1200.00	14
Community Leadership Development Program	Leadership Victoria	1		
Field Trainer	JIBC	1		5
Gold Commander Course	Vancouver Police Department	1	2100.00	5
Hearing Officer (Insp)	OPC	1		5
International Association of Women in Police Conference	IAWP	1	6400.00	5
LinCT - Leadership in Counter-Terrorism	LinCT	1		
Management Skills	Learning Tree	1	1700.00	

Performance Management	UBC Saunder School of Business	1	200.00	5
Professional Management	University of Ontario	1	3500.00	8
Public Order - Command	Toronto Police	1		5
Queen's Labour Relations Certificate	Queen's University	1	14285.00	
Queen's Law Certificate	Queen's University	1	4800.00	
Women's Leadership Institute Training	OPC	1	1780.00	5
Initial Critical Incident Response	Canadian Police College	0	1500.00	80
Major Incident Command	Ministry Accreditation - CTS	0	4500.00	5
New Supervisors: Skills Training	York Regional Police	0		10
Police Leadership Courses	Henson College - Dalhousie University	0	700.00	80
Professional Police Practice - Managing/Delivering Service Excellence	OPC	0	180.00	10
Superviseur bureau d'enquete	ENPQ	0		
Supervision Level II	Atlantic Police Academy	0	1800.00	5
Supervisor In Service Leadership Course	Toronto Police	0		10
Camosun College - Leadership Certificate Program	Camosun College			
Certificate in Applied Leadership	JIBC		4700.00	27
Conflict Management for Police Leaders	Atlantic Police Academy			
Credible Leadership Development	Institute for Credible Leadership Development			
Drug investigative Techniques	Canadian Police College		5000.00	
Effective Teaching with Adult Learners	Toronto Police			
Foundations of Leadership	RCMP			
Halton Sergeant Cohort Program	Internal			
Leadership Development Certificate	Camosun College		4385.00	

Leadership Development Program 300	University of Calgary		9866.00	
Leadership Training	LaSalle Police			1
Management essentials	Winnipeg Police			4.5
Master of Arts in Leadership	Royal Roads University		25000.00	20
MHPS Professional Development Day	Various presenters			
Organized Crime	Canadian Police College		5000.00	NA
Police Leadership Level 1	Assiniboine Community College		500.00	5
Professional Police Practice - Managing/Delivering Service Excellence	OPC		180.00	NA
Preparation for Promotion	JIBC		600.00	
Public Order Bronze Commander Training	VicPD		2500.00	
Respectful Workplace Training	Internal			5
Strategic Management of Regulatory and Enforcement Agencies	Harvard Kennedy School		10000.00	30
Suicide Prevention for Supervisors	CPKN			
Supervisor Development Workshop	Jess Ram		500.00	
Temporary Acting Constable Course (TACC)	In house			
Total		4373	\$2478	13