



Economics of Policing: Police Education & Learning

planning for a sustainable future

Summary of Follow-Up Meeting

On December 4, 2013, twenty-six representatives from police services, military police, academies, universities, consultants, Canadian Association of Chiefs of Police, Canadian Police Association, Canadian Association of Police Governance, as well as federal and provincial governments met in Toronto for a follow-up meeting to the *Police Education and Learning Summit* (Charlottetown, September 2013). As described below, the group was tasked with 'next steps' in three primary areas: Cost of Training; Efficiencies through Collaboration; and the Next Generation of Training.

1. Cost of Training

Objective

To identify ways to accurately categorize, capture and analyze the costs associated with police training, enable efficiencies, and articulate the benefits of police training; and to consider a national template for reporting training costs.

Discussion

The discussion largely focused on the challenges associated with this task. Specifically, there is no standardized lexicon for training terminology or for coding training expenditures with HR systems. The unique culture within organizations, their varied approaches to training, and an overall lack of urgency among many organizations also complicate the issue. In order to accurately reflect the true costs of training, a national template must consider both direct (tuition, fees, travel, accommodation, bricks and mortar) and indirect (salaries, overtime) costs associated with training. There will be cost implications associated with reducing these obstacles.

Action Items

A. National Methodology

- Public Safety Canada to research and develop a methodology/framework to capture costs - large services (RCMP, Vancouver, London, York, Edmonton, Durham, Peel, Toronto, Winnipeg) agreed to encourage organizational involvement if an "approved" methodology is developed

B. National "Review of Learning"

- There is interest in a "state of the art" diagnostic of the current learning environment (potentially leverage the 2009 CCL study) to identify opportunities and to better prepare/deliver in future

C. Training Standards

- A designated group will explore the issues around training Standards & Guidelines – potentially to fall under a sub-Committee of CPKN's National Advisory Committee
- Continue to pursue and implement competency-based role standards when developing new training or assessing the impact of existing curriculum

2. Efficiencies Through Collaboration

Objective

To identify ways to share knowledge and best practices, while reducing effort and training development costs; overcome jurisdictional barriers to collaborate on training; and identify subjects (i.e. mental health) that may be conducive to a collaborative effort.

Discussion

The group agreed that greater collaboration was necessary for the future of training to improve workforce management and normalize training (thereby improving defensibility in court settings). Jurisdictional silos and policing culture create obstacles and represent vulnerable approaches in the current economic environment. In contrast, training, communication, and other collaborative initiatives could be facilitated by networks and communities of practice. At present, the primary challenges lie in a lack of motivation among training practitioners – they're working status quo with little evidence or incentive change practices/processes. Also the loss of a national "integrator" like the Sector Council and greater fiscal restraint reduces opportunities for travel and networking. Furthermore, there is little leadership from national organizations/committees and no clear role identified for entities like CAPE, CACP, CPA, or provincial HR committees (OACP).

Action Items

A. Data Capture and Communication

- CPKN to expand National Inventory to include general curriculum areas from police services and academies; large services/academies will make courses and curriculum available to others
- CPKN to create a calendar of training events and meetings (national, provincial, regional)
- Public Safety to create a research repository and add innovative training initiatives to the *Index of Policing Initiatives*

B. Expand CPKN National Advisory Committee

- CPKN to expand National Advisory Committee membership to ensure representation from the largest police services, to facilitate collaboration on nationally relevant curriculum, and to support access to/action from subject matter experts

C. Increase Leadership Among National Organizations (CACP, CAPG, CPA)

- Ensure collaboration in the areas of training, education and development is on the national agenda
- Leverage multi-agency meetings to address cooperative action (annual meeting of CACP, CAPB, CPA –being hosted by CAPB this year)
- Focus Economics of Policing agendas on the efficiencies of professionalization
- Support research and innovation in the areas of skills acquisition and perishability

3. Next Generation of Training

Objective

To find ways to improve training effectiveness through better research, support, and information dissemination (i.e. initiatives, best practices, and innovative approaches).

The session ran out of time so there was no discussion on this issue. This should be the main focus of the next iteration of this group at the next session, yet to be planned.

There are expectations that significant progress can be made on these areas before the next Stanhope conference. All participants indicated a sense of urgency for action and agreed to participate as called on or to encourage participation from their own organizations.