



EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: 2019 APR 08

SUBJECT: EPS 2018-2022 People Plan

RECOMMENDATION(S):

That this report and presentation be received for information at the Public Edmonton Police Commission (EPC) meeting on April 18, 2019.

INTRODUCTION:

This report and presentation will provide information to the EPC on the Edmonton Police Service's 2018 – 2022 People Plan.

BACKGROUND:

In June of 2017, Human Resources Division (HRD) began developing a five-year People Plan to facilitate strategic alignment of its practices. The intent of the plan is to assist the EPS in remaining competitive as a leader in policing, to maintain pace with public expectation, and to provide the EPS the ability to attract, develop and retain effective employees throughout their careers.

COMMENTS / DISCUSSION:

In recent years, the local, national and international community has placed significant expectations on the EPS and other police organizations. There is an expectation that the EPS will maintain pace with the increasing complexity of crime, court requirements, and community needs. In alignment with these expectations, the EPS has set a goal of being recognized as a leader in policing.

Knowing that the EPS is an employee driven organization given that over 80% of the police budget is spent on its employees, HRD has worked with internal and external partners to develop a five year People Plan. This comprehensive plan is aimed at the EPS achieving long term benefits by strategically focusing on three priorities: Workforce Sustainability, Organizational Excellence, and Creating the Conditions for Employee Success.

Through the development of the goals and strategies aligned to these priorities, the EPS has established a roadmap to ensure it is effective in not only dealing with the daily HR needs of the organization, but also in strategically moving the EPS forward.

CONCLUSION:

The People Plan has been communicated to the EPS membership. To ensure the success of the People Plan, a People Plan Steering Committee, chaired by Acting Deputy Chief Tawfik and with representatives of all EPS employees has been established. Human Resources Division is currently developing 2019 Operating Plans outlining specific initiatives and actions to move the People Plan forward and will be seeking the input from the Edmonton Police Commission in relation to oversight and governance..

ADDITIONAL INFORMATION ATTACHED:

- Attachment 1 – EPS 2018-2022 People Plan PowerPoint Presentation

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Acting Executive Director
Human Resources Division

Approved By: Acting Deputy Chief Chad Tawfik
Corporate Services Bureau

A blue ink signature of Chad Tawfik, with the number 1957 written below it.

Chief of Police: _____

Date: April 11, 19



Presented by:

Corrina Chetley-Irwin
Acting Executive Director
Human Resources Division

Chad Tawfik
Acting Deputy Chief
Corporate Services Bureau

April 18, 2019

1



Presentation Objectives

- Plan Background and Purpose
- Priorities, Goals and Strategies
- Next Steps



2



Why a People Plan and Why Now?

- Plan Background & Purpose



3



People Plan Purpose

More than any other factor, our employees are the key to our success. Building on our strong culture and commitment to excellence, the 2018 – 2022 People Plan will guide us as we continue to invest in people as the primary asset through which the EPS goals are achieved.



4

We are a People Driven Organization!

85% of failures are deficiencies in the systems, structures & process rather than people. The role of leadership/management is to change the system, structures & process rather than badgering individuals to do better.

W. Edwards Deming
5

A Roadmap to Excellence

Accountability

We are responsible for our own decisions and actions

Capability

We will create a work environment that will support people in doing their best work.

- Provide strategic focus and direction
- Ensure strategies are aligned and sequenced
- Enable tracking and reporting toward goals
- Engage the whole organization in the work

6



Why is a People Plan Important?

- Our people are 80% of our budget
- Declining pool of police recruit applicants
- Increasing number and importance of civilian members
- Growing expectation that the EPS reflect the diversity of the communities we serve
- Growing public interest in the professionalism and oversight of policing

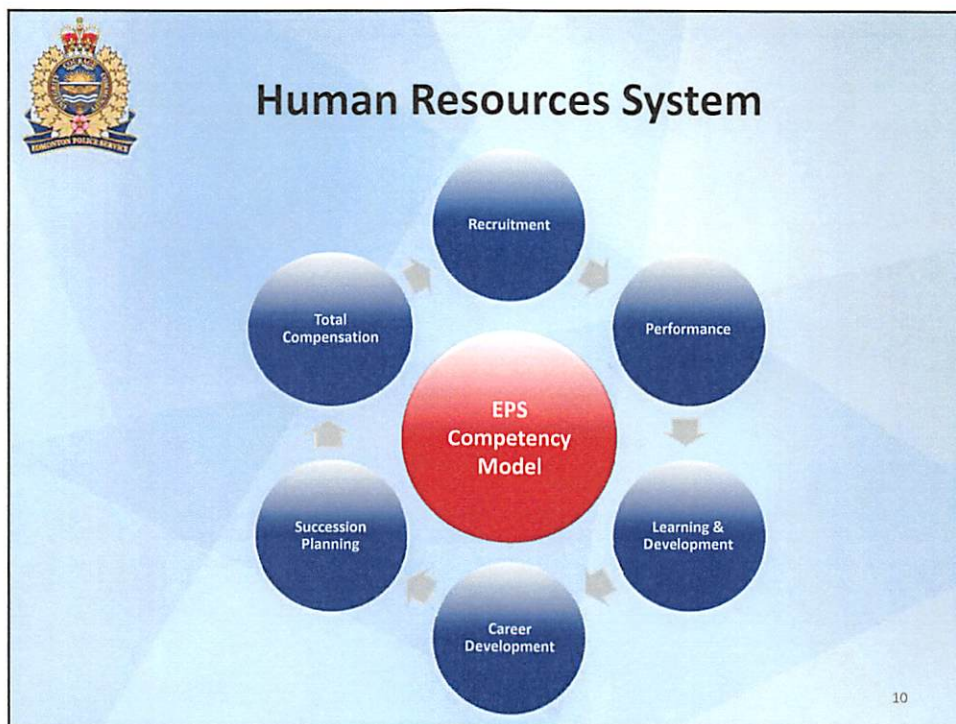
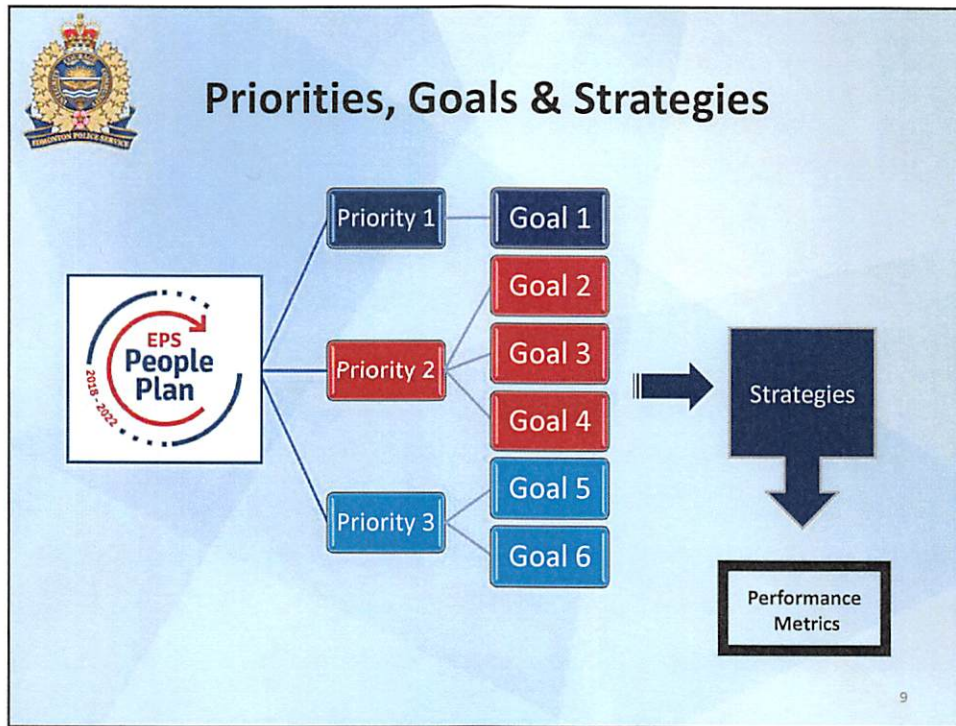
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Why is a People Plan Important?

- Growing needs and expectations regarding member mental health and wellness
- Changing nature and complexity of police work requires new and evolving skills, abilities and competencies
- Increasing need for collaboration across police services requires consistent training, practices and delivery models

8





Priority 1: Workforce Sustainability

Goal 1: Strategically grow the EPS's workforce to meet needs in all areas of the organization, now and in the future.

Strategies:

- 1.1 Increase the number of number of competitive police officer applications from Edmonton and Alberta through collaboration with community organizations and post-secondary institutions
- 1.2 (Leading Practice) Implement innovative approaches to increase the number of sworn members applications from female and other under-representative communities
- 1.3 Develop a long-term succession plan

11



Priority 2: Organizational Excellence

Goal 2: Full implementation of a robust, competency-based organizational development framework.

Strategies:

- 2.1 (Leading Practice) Complete development & implementation of a comprehensive Competency Model
- 2.2 Develop and implement a clear, objective, and results-based approach to employee oversight
- 2.3 Enable self-directed career planning for all employees

12



Priority 2: Organizational Excellence

Goal 3: Implement planning mechanisms to support optimal workforce allocation, ensuring effectiveness and efficiency

Strategies:

- 3.1** Develop & implement a robust data and analytics function to serve as a valuable input into organizational decision-making
- 3.2** Develop a workforce plan to guide appropriate allocation of individual employees to appropriate roles.

13



Priority 2: Organizational Excellence

Goal 4: Establish the EPS as a Centre of Excellence in police-related training

Strategies:

- 4.1** Enhance recruit training to become a model of leading and innovative practices, and become a regional recruit training hub
- 4.2** Develop training and professional development programs aligned to new and emerging policing needs
- 4.3 (Leading Practice)** Establish EPS as a Centre of Excellence in police-related training

14



Priority 3: Creating Conditions for Employee Success

Goal 5: Continue to develop a highly engaging and positive workplace culture across the EPS.

Strategies:

5.1 Build on the EPS's Core Values through continued development of a highly engaging organizational culture

5.2 (Leading Practice) Implement processes that foster and sustain an inclusive and equitable work environment that is free of workplace harassment and discrimination

15



Priority 3: Creating Conditions for Employee Success

Goal 6: Sustain current and develop new leading edge, research-based health and wellness initiatives and supports.

Strategies:

6.1 (Leading Practice) Invest in member resilience while maintaining leading edge member support

16



Current Status

- EPS Steering Committee – Established in Fall 2018
- HR Informatics Business Case – Developed in Fall 2018
- Communication and communication – Commenced Fall 2018
- 2019 Operating Plans – April 2019
- Human Resources Measurement Framework - 2019

17



Questions?

18