



Building a Successful Career



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Presentation Outline

- Changing Yardstick
- Policing Profession
- Building Blocks of Success & Leadership Qualities
- Political Astuteness
- Global Issues
- Education
- New Workforce
- 3 P's of Success





The Changing Yardstick

The rules for work are changing. We're being judged by a new yardstick; not just by how smart we are, or our level of expertise. We are now judged by how well we handle ourselves and each other.





Bill Gates' Rules

- Life is not fair – get used to it
- Your school may have done away with winners and losers, but life has not
- Life is not divided into semesters. You don't get summers off and few employers are interested in helping you find yourself. You do that on your own time.
- TV is not real life. In real life, people actually have to leave the coffee shop and go to jobs.
- Be nice to nerds. Chances are you will end up working for one.





Policing Profession

- Policing is a profession that allows you to grow
- Policing offers careers within a career
- What we do as a profession matters a lot
- Our good and bad deeds end up on TV





Building Blocks of Success

- There is power in initiative. It is a perfect bridge upwards
- Volunteer. Stretch yourself, make use of your opportunities
- Become a go to person
- Make career planning and career mapping an annual event.





Today's Definition of Success

Canadians workers were asked to choose what defines success in their career

1. ***Work-Life balance (30%)***
2. ***Challenge of job (14%)***
3. ***Work control (12%)***
4. ***Opportunities (10%)***
5. ***Salary level (9%)***
6. ***Employee loyalty (9%)***
7. ***Vacation time (2%)***
8. ***Title (2%)***





Top 5 Qualities of a Successful *Business* Leader

- Drive – high need for achievement, constant strive for improvement
- Leadership Motivation – Ability to motivate staff
Strong desire & will to lead
- Integrity – Highly valued & inspires the rest of staff
- Self Confidence – Ability to deal with challenges & conflicts
- Knowledge of Business - Essential to success.
Allows you to challenge the so called experts



Top Competencies of *Police Executive*

- Leadership – Ability to influence others
- Communication- Promote high degree of understanding
- HR Management – Ability to develop a flexible organizational structure
- Police Service Delivery – Ability to deliver effective police services





Top Competencies of *Police* Executives continued

- Community Knowledge – Having appropriate knowledge of Citizens & community you serve
- Infrastructure/Financial Management – Acquisition & effective use of resources
- Political Astuteness - Ability to understand and manage relations with oversight agencies and interest groups





Duties of the Chief of Police

- Being Chief is a total life style commitment
- No longer focused solely on law enforcement
- Administering police force
- Overseeing its operations
- Ensure members carry out duties
- Ensure Community Orientated Police Services
- Administer complaints system





Police Accountability

- Policing profession has most oversight
- Police Boards, Special Investigations Unit, Public Complaints, OCCoPS, Courts, Media, Government, Public, Your Officers
- Police Oversight = Police Accountability





Successful Leaders Are Politically Astute

- Understand role of governance & government as it relates to policing
- Maintain positive relationship with Police Board, Municipal Council and Police Associations
- Respect **THEIR** roles in policing
- Don't try to do their jobs
- Don't allow them to do your job
- Don't allow experts to do your job





Successful Leaders Challenge the Experts

- Don't let consultants run police service
- Consulting industry grew rapidly since origins in 1960's
- Consultant experienced professional who provides expert knowledge for a fee
- Works in advisory capacity only
- Not accountable for outcome
- Borrow your watch & then tells you the time





Successful Leaders Set Clear Expectations

- YRP Mission - To Make a Difference in Our Community
- YRP Vision - To Ensure Our Citizens Feel Safe and Secure Through Excellence in Policing
- YRP Values
 - Integrity
 - Community
 - Respect
 - Accountability
 - Competence
 - Leadership
 - Teamwork





Successful Leaders Communicate Effectively

- Police Chiefs need to be candid, clear and consistent
- Keep the message simple
- Successful leaders are great simplifiers
- Don't frame a debate with meaningless words
- Avoid Buzzwords: toolbox, toolkits, dashboard, re-engineering, synergies, stakeholders





Successful Leaders Use Communicate Effectively

- Communicate up, down, across, in and out of organization
- Use Technology: YRPtv
YRPNotebook,
YRPWeb, YRPNet
E-Parade
- Friday Conference Call
- Quarterly Operational
Command Team meetings
- Monthly Staff Leadership team meetings
- Bi-Annual Superintendent Summits





YRP Communication Strategies

- Executive Command Team meetings
- Det/Sgt. and Supervisory meetings
- Civilian Supervisor's meetings
- Trained media relations staff
- Plan for questions from media
- Develop key message
- Control the message
- Control the messenger
- Infuse Crime Prevention Tips





Small Things Matter to Successful Leaders

- You don't get a second chance to make a first impression
- First impressions made by police officers, police cars and police facilities
- No one should be above operational details
- Take care of the little things so don't become big things
- Challenge your supervisors to care about the little things





Community Matters To Successful Leaders

- Police Community Room Naming Ceremonies
- Kamil Sadiq, Barb McDonald, Dr. Herbert Carnegie
- Establish Community Partnerships
- Menorah Lighting, Holocaust Memorials, Friday Prayers, LGBT Events, SJA





Successful Leaders Know The Politics Of Their Community

- Become a political watcher not a politician
- Know your mayors and councillors
- Campaign literature and promises made regarding policing
- Invite them to police and community events
- District Superintendents are local Chiefs of Police
- They should meet with local Mayor and Councils re crime issues and concerns





Successful Leaders Get Involved In Their Community

- Personal and organizational involvement
- Get to know people and your community
- Break down traditional and perceived barriers
- Canadian Federation Intercultural Friendship
- Chippewa of Georgina BBQ / Recruiting Drive
- Recruiting With a Vision Program
- Special Olympics / St John Ambulance /
Community Living / Adopt a Mission Jamaica
- Pride York Region
- Places of Worship
Tour / Recruit Community
Insight Program





Young People Matter To Successful Leaders

- Make up 20% of society but represent 100% of our future
- YRP has a “Whole School Approach”
- Grades 1 to 5
Community Safety Village
- Grades 6 to 8
Values, Influences & Peers (VIP) Program
- Grades 9 to 12
School Resource Officers





YRP Youth Initiatives

- YRP Sponsored Scholarships – Future Aces Foundation, Association of Black Law Enforcers, Jamaica Canadian Association
- BLEYP Program
- YRP Youth Council
- Empowered Student Partnership
- YRP Venturers and Rovers





Education - Key to Success

- Dimensions of crime & communities problems have changed
- Dimensions of our staff have change
- Change requires commensurate response
- All will change again
- Requires response in technology
- Requires response in education
- Higher education lifelong quest
- Being a good police officer doesn't mean you will be a good Chief of Police





Education and the New Recruit

- Today's recruit much different than 1970s
- Average age 27 years old
- College diploma
- University degree or both
- Life experience
- From other professions
- Often speak more than one language





Successful Leaders Promote Education

- Emphasis on education not new
- Robert Peel spoke about a professionally trained police force in 1829
- University California at Berkeley offered law enforcement courses in 1916
- Ontario Police Services Act only requires at least 4 years secondary school or equivalent





Successful Leaders Stay Connected to the Front Line

- Most important part of police service
- Heart and soul
- First & last impressions made here
- Greatest ambassadors of service
- YRP Breakfast meetings
- Changes on our front line





Successful Leaders Understand Their Staff

- Baby Boomers (1946 – 1963)
- Gen X (1964 – 1979)
- Digital/Net Generation (1980 to present)
- First generation to grow up with computer
- Use internet for education, information, entertainment, self expression
- Capable of multi-tasking & multi-processing
- No tolerance for delays
- Prefer interactive education





Successful Leaders Understand New Workforce

- Differ from Baby Boomers
- More opinionated and impatient
- Struggle with paramilitary approach
- Grew up in great economic times
- Different thought processers
- First priority is to enjoy life





Digital / Net Generation

- Will switch employers and careers
- Like challenge & diversity
- Like excitement in job
- Careers within careers
- Personal rewards
- Like paid time off & vacation
- More focused on output & finished product, not the process





Successful Leaders Build First Responder Partnerships

- Look for partnerships among First Responders
- Police/Fire response Grow Ops & Clan Labs
- Chemical Biological Radiological Nuclear (CBRN) Response
- Emergency Preparedness, Planning, Response
- Vaughan Tornado, SARS, Blackout
- EMS Tactical Paramedic Program
- YRP/EMS Marine Partnership
- Integrated Police Units / CFSEU / INSET/
PWEU/ OIGU/CISO/VICLAS/ BEU/ AOCTF





Successful Leaders Are Alert to Global Issues

- World is a global village
- World is on-line
- Real time communication
- 24x7 news CNN, MSNBC
- Facebook, UTube
- Technology = No Borders
- Technology has changed the way society interacts





Successful Leaders Understand Local Impact of Global Events

- Afghanistan War - 2001
- Invasion of Iraq - 2003
- Israel/Lebanon (Hezbollah) War - 2006
- Israeli/Gaza (Hamas) Conflict - 2008
- Defeat of LTTE in Sri Lanka - 2009
- Election fraud in Iran - 2009





Successful Leaders Create Successors

- Successful leaders create an environment for others to become leaders
- Chief's job to create successors
- Emphasis on leadership training
- Money and time well invested
- Big return on investment
- YRP funds university studies at BA, MA and MBA levels





YRP Leadership Initiatives

- YRP Staff Development Program
- Tenure time lines for positions
- Horizontal movement
- International Commanders Course at Bramshill
- FBI, ISIS, UofT Rotman, EDC, Canadian Forces
- Support CF Secondments and Reserves





3 P's of Success

Pride, Passion and Professionalism

■ Pride

- Be proud and promote pride in profession
- Wear your uniform and encourage other senior officers to do the same
- Be seen in public
- Create community comfort level
- Practice political humility



3 P's of Success

■ Passion

- Passion is infectious
- People will follow passionate leaders
- Set high standards for yourself and encourage others to do the same

■ Professionalism

- Make your force the centre of leadership
- Be a role model and mentor for others
- Identify future leaders early in their careers



**Thank You on Behalf of All of the Dedicated
Men and Women of York Regional Police**

Deeds Speak

