



Risk Management

**The Montreal Police Service «
How to protect your self and your
organisation**





Risk Management

- How to protect your self :
- Ethics Unit
- Deputy Chief
- Executive assistant
- Pay Duty program
- Driver



Ethics Unit

- **MISSION**
- The Ethics Unit guides and supports all personnel to achieve the SPVM Mission Statement through the use of ethics in decision making and risk management applications.
- ***“Ethics to employees is like a lighthouse for boats ”***



Ethics Unit

- Community of Practice and coaching in use of force
- Since May of 2009, the SPVM have used Community of Practice and coaching in matters that require the use of force.
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- The goal of the proposed model:
- help coaches better define and deal with ethical dimensions of debriefings
- help tackle existing feedback
- To become more systematic, less intuitive.



Ethics Unit

- This Model:
- makes it easier to directly approach the challenges of values linked to use of force
- helps Police Officers to better understand the finality and legitimacy of their interventions
- better defines sources of disorder that they could cause, for themselves or others.
- aims to make people more aware of the consequences of their actions
- allows better self-understanding
- makes it easier to talk with others about whether their actions are justified or not.



Ethics Unit

- Above all:
- this model offers an integrated vision that helps establish a general picture for specific situations that convey clear judgement.
- a kind of 'radar' to treat the aspects involved in situations requiring the use of force: legal, technical, organizational, physiological.
- This model requires an exercise in Risk Assessment allowing those involved to put a critical eye on their ways of acting and thinking



Ethics Unit

- * Since 1999, the SPVM have taken many ethical strides.
- * Civilian employees and Police Officers were sensitized on how to include ethics in their actions and decisions.
- * FIRST PHASE OF THE PROCESS in 1999:
- ethical diagnosis of the entire SPVM
 - The diagnosis gave way to an ethics action plan for our organization
 - Led to training for all personnel
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- * Major goals:
- help civilian personnel and Police Officers think deeper about decisions
- explore the discomfort when confronted on the accuracy of their decisions



Ethics Unit

- * Ethical discourse and dialogue:
- shared values
- creating favourable work conditions
- improved work relations
- * Several strategies used:
- surveys
- meetings
- training
- conferences



Ethics Unit

- * Since 2006:
- New collaboration with Sherbrooke University to maintain high staff academic standards
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- * ***3 mandatory education sessions offered to various staff:***
- First training session is addressed to our recruits for ethic awareness.
- First training session objectives:
- **Clarification between the concepts of discipline, professionalism and ethics**
- Recognition of ethical challenges connected to their function (red flag) through various concrete cases in conflict resolution approach
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- Second session is addressed to our supervisors.
 - Draft their authority concepts
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- Third session is addressed to managers.
 - Express yourself about the challenges of power within the organization



Ethics Unit

- Since 2008:
- Developed an ad hoc ethics committee gathering great experts from throughout Quebec.
- These experts offer critical input into our strategic development within the organization
- Contemplation days:
 - Ethical challenges were customized and developed and set-up for our employees within the neighbourhood unit framework
- It is in a context of exchange and dialogue that we approach change, collaboration and respect.
- THE SECOND PHASE :
- For the next decade
- * We will direct our actions on:
- integration of the transmitted concepts
- development of operational “ethical abilities”
- will work in liaison with the communities of practice in use of the force to develop an ethical approach for our “people” in the field.



Ethics Unit

- Collaboration:
- it is thanks to the participation of various experts in use of the force that we have succeeded in integrating ethical concepts in regards to use of force.
- * Innovation:
- integrating ethics into the daily lives of our police officers
- continue our involvement with the existing communities of practice and those becoming part of the organization.
- * In 2009:
- An analysis was made of the reality certain neighbourhood stations face
 - created contemporary portrait of our organization in regards to ethics
 - enabled us to target the specific culture of a neighbourhood station
 - build tools adapted to present needs of our personnel
 - continue the process of thinking and analysis
 - helps us stay on top of any mounting ethical dilemmas and questions about different values
 - follows the evolution of ethics within the SPVM
- * This approach was put into place to articulate staff sensitization and training



Ethics Unit

- *It will grow through:
- the installation of ethical sharing and exchange networks
- real “communities of practice “
- people able to share and teach in every unit
- reflection and an ethical reflex aimed at awakening ethical questions
- the optimization of decisions in daily situations
- tools developed by our experts in contents on the ground and our experts in ethics showed the relevance to extend ethics to all our spheres of activity

- CONCLUSION :
- - Ethics is defined according to two main tendencies:
- 1 - “In the majority of organizations, the tendency will be to support ethics that aim at reinforcing standards that establish the behaviours to be implemented”.
- 2 - “the other tendency will provide autonomy and result in mechanisms centered on the thinking and dialogue around values. ”
- * The SPVM mainly uses a reflexive approach where ethics is not necessarily synonymous with denunciation, discipline or professionalism, but rather help with the contemplation and decision making.



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SPVM

- **When you do a mistake, there are only three things, you should ever do about it**
- **1- Admit it**
- **2- Learn from it**
- **3- Don't repeat it**



Risk Management

- But remember your are the Chief .
- And what ever happen and the end !