



Overview of the CAPG Research & Policy Committee Survey

The Survey was conducted in May-June, 2018. A total of 38 responses were received with the majority being from Ontario and Alberta. 80% of the respondents were Board members or Chairs. The objective of the Survey is to determine the most important topics for research by CAPG to support its mandate. As such, two tracks were pursued: governance research needs and policing policy issues. With respect to the later, the Survey asked the same questions on policing issues as those asked of members of the Canadian Association of Chiefs of Police last year.

Almost half (45.9%) of the respondents have 1-3 years' experience as a Board member, while 27% had 3-6 years' experience.

The bottom line is that the respondents are calling for an **action-based research program** focused on their core governance functions, but that a sharing of leading practice, case studies and the development of shared knowledge in practice would be the general direction for the Research Committee.

Top Governance Research Issues

The top research issues were prioritized as:

1. Strategic Planning
2. Accountability Tools
3. Sound Oversight of Operational Effectiveness
4. Assessing Board/Commission Performance
5. Performance Information

When asked to prioritize issues for longer-term consideration for research, the same topics were given the highest priority.

Top Policing Policy and Operations Issues: Comparison with CAPC

Top Five CAPG National-Level issues: <ul style="list-style-type: none">• Cyber-crime & Technology• Legalization of Marijuana• Mental Health• Policing Persons with Disability	Top Five CAPC National-Level Issues: <ul style="list-style-type: none">• Cyber-crime & Technology• Mental Health• Policing Persons with Disability• Domestic Violence
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<ul style="list-style-type: none"> • Public Trust & Confidence 	<ul style="list-style-type: none"> • Technology Requirements for Officers
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There is considerable similarity in the policy issue both organizations identify.

When asked to identify and prioritize emerging issues, the two organizations’ responses were:

<p>Top 10 Issues Identified for CAPG Consideration</p> <ul style="list-style-type: none"> • Development of Core Competencies for Police Executives • Truth and Reconciliation Commission • Person with Mental Illness • Gang Related Crimes • Police Act/Regulations Reform • Longitudinal Research to Track Police Officers Performance Over Extended Time • Besides providing good governance, fiscal responsibility is the task of the Board. Unrealistic financial requests put a strain on all aspects of functioning collaboratively • Rising Cost of Policing • Infrastructure • Do Police Boards Add Value? 	<p>Top 10 Issues Identified for CAPC Consideration</p> <ul style="list-style-type: none"> • Human Resources • Social Issue • Evolution of Police Discipline • Impact of Crime • Police Accountability • Technology & Tools • Cost of Policing • Public Trust & Confidence
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Commentary

It is useful note the relative inexperience of board members with those with 1-3 years’ experience being the largest number responding. However, the point has rightly been made that many Board/Commission members come to the role with considerable governance experience in local government and NGOs. That does not detract from the considerable learning curve challenge in police governing. It begs the question of possible research in this area.

The research priorities have a strong focus on the functioning of the Board, which, from a governance perspective, is a good thing. The degree to which the prioritization of strategic planning, accountability tools, sound oversight of operation assessment reflects the inexperience of the respondents is a debatable question. There is a great deal of material on these topics already available, although not adapted to the police governance context, especially in relationship to the oversight of operational effectiveness area. A preliminary

conclusion is that the respondents are signally the need for a research program that would focus on practice, case studies and comparative information on the experience of other boards and commissions. This would be an **action research program** rather than one focused on policing policy issues or the building of theoretical understanding. An action research agenda would be a positive move forward.

Canadian Association of Police Governance
Research & Policy Committee