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## ARCHIVÉE - Contenu archivé

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## CACP Board of Directors

### QALEC

#### 2009 Annual Report

It has been almost two years since the Quality Assurance in Law Enforcement Committee (QALEC) was created following the first Quality Assurance Conference for Canadian Law Enforcement Officers that took place in Ottawa in September/October 2007.

QALEC's mandate is: *To promote an integrated approach to quality assurance in Canadian law enforcement to continuously improve the quality of service provided to the public, and to increase public and officer safety by encouraging the adoption of consistent and professional standards of policing.*

Since our last report to the CACP Board of Directors in August 2008, QALEC members have met monthly via teleconferencing and in person (Toronto and Victoria) to discuss issues of a strategic nature such as membership, communications, and developing appropriate terminology (lexicon).

Last winter, further to a suggestion by the Fredericton Police Force, Mrs. Sheila McParland shared her experiences with QALEC members. She is an employee of the City of Fredericton who was directly involved with the implementation of ISO (International Standards Organization) standards in Fredericton. Her presentation, "Culture of Compliance vs. Culture of Improvement", was very well received.

On April 16, 2009, in Victoria, British Columbia, QALEC members attended a very productive workshop. Attendees also came from various police services such as Calgary, Edmonton, Ontario Provincial Police, Peel Regional, Saskatoon, Sûreté du Québec, Vancouver and RCMP National Headquarters and "E" Division (BC). The Police Service Division of the Ministry of Public Safety and Solicitor General of BC was also represented. A consensus was reached about defining Quality Assurance (QA) as well as some of its key words. The following has been uploaded on the CACP Website under QALEC:

**"Quality Assurance in law enforcement is an objective, rigorous process for mitigating risk through evaluation, reporting and measurement. The intent is to foster compliance, accountability and continuous improvement for the benefit of all employees and the community they serve".**

**Accountability: responsible to someone or for some activities**

**Objective (to be): without bias**

**Rigorous: being thorough, systematic and disciplined**

**Mitigation of Risk: The activities or actions that are undertaken to reduce risk to an acceptable level of tolerance**

**Risk: Is a future focused event that can impact of the achievement of an organization's objective**

In early spring, a representative from the Forensic Working Group of the Standards Council of Canada made a short presentation to QALEC in support of an accreditation program for forensic laboratories.

In the 2009 (late spring) edition of the Canadian Police Chief Magazine, a comprehensive article put forward by CACP President Steven Chabot on “Striking a Balance for Continuous Improvement, The Role of Quality Assurance in Canadian Policing” was published and garnered positive feedback.

A second article on Quality Assurance sponsored by QALEC is being published in Blue Line Magazine.

Dr. Wendy Cukier, Associate Dean of the Ted Rodgers School of Management, Ryerson University, completed and disseminated the first ever research on the state of Quality Assurance in Canadian Law Enforcement Agencies. One hundred copies of the final research paper were distributed to QALEC police agency members and to the Canadian Police College. Electronic copies are available on the CACP Website. A second research paper is underway and will focus on case studies.

QALEC and some of its members extended their realm of influence by joining the International Law Enforcement Audit Association (ILEAA), a US counterpart of QALEC, and two QALEC members (Terry Cheslock and Luc Delorme) sit on the ILEAA Board of Directors. Dr. Cukier, and Messrs. Cheslock and Delorme have attended ILEAA conferences in San Jose and Phoenix. At these conferences, more than 150 US and Canadian police officers and professional auditors listened to presentations made by these three Canadian representatives. As a results of this involvement, strong relationships have been promoted.

QALEC is now engaged with ILEAA to hold the first ever International Quality Assurance Conference, anticipated to take place in Canada in 2011/2012. On June 12, 2009, an initial teleconference between the CACP Executive Director, ILEAA President and QALEC Co-chairs took place to discuss plans. All attendees were pleased and encouraged by the discussions and follow-up meetings are now scheduled.

Sûreté du Québec Inspector Daniel Cauchy, a Co-chair of QALEC, has taken the lead role in organizing a second Quality Assurance conference for Canadian police agencies. The conference will likely be held in Québec City at the end of 2010.

Steps continue to be taken with the Canadian Police College to organize a workshop for executives. Dr. Cukier has agreed to design the curriculum and facilitate the event.

Although QALEC members are committed and enthusiastic about the progress made in the last two years, as well as with QALEC's impact on policing, recruiting and retention of law enforcement officers in the Committee remains a challenge. Although Quality Assurance is perhaps not perceived as exciting a topic as others, we believe it makes a difference in the quality of policing. QALEC members will continue to encourage police agencies to join in our efforts to improve policing.

### **Long-Term Goals:**

- Develop a quality assurance mindset in all policing agencies
- Increase the number of police agencies reporting the use of quality assurance from 20 to 40%
- Find a common language or shared framework for quality assurance
- Improve the integration of quality assurance in policing and ensure links to governance
- Share examples of leading practices
- Promote professional development

### **Short-Term Goals - Specific Objectives for 2009**

- Expand membership of the Committee - representation from across the country; build linkages with other organizations (ongoing)
- Produce a best practices case study report of quality assurance in policing agencies across Canada – led by Dr. Cukier (ongoing)
- Identify external best practices through case studies and find models of specific functions (e.g., COSO for laboratories) (ongoing)
- Develop shared resources through a web-based application (e.g., CACP Portal) (ongoing)

### **Goals that have been met:**

- Update survey results and publish the report (baseline) authored by Dr. Cukier
- Develop a common definition of QA and some of its key terms.

Prepared by:

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