

## Appendix A. EDP Program Evaluation

### Executive Development in Policing (EDP) Program:

#### Program Design

To be effective, leaders must recognize the values and attributes that shape a leader's character (BE), possess the skills and competencies required to do the job (KNOW), and apply those skills and competencies (DO).

Based on the Be, Know, Do model (Hesselbein and Shinseki, 2004) of the highly successful leadership training program in the US Armed Forces, and the writings of Mintzberg in *Managers not MBAs* (2004), the Executive Development in Policing program is a police executive development program designed to challenge senior law enforcement leaders to expand their strategic leadership knowledge, skills, and abilities. Students completing this program will build their individual, team and organizational leadership competencies to address the challenges of emerging organizational and community needs – undertaken internally or as a result of an externally imposed mandate (i.e. new legislation, direction, or policy), competencies that are not readily acquired merely from advancing through the ranks. They will have the unique opportunity to join a community of practice made of senior ranked law enforcement executives in Canada and outside of Canada.

#### EDP Learning Objectives

Students completing the program will:

1. Reflect on self as a leader, on leadership style, on communication style, and on strategic thinking style
  - *Foundations of Executive Leadership*
2. Acquire the knowledge and ability to lead at the executive organizational and strategic level.
3. Acquire the ability to communicate at various executive levels namely personal, in teams, internal and external to the organization
  - *Police Executive Strategic Development*
4. Acquire the ability to develop a comprehensive research project while developing analytical, critical and research skills
  - *Organizational Strategic Change Research*
5. Increase one's awareness to improve personal effectiveness as an executive police leader

**Target Audience:** this program is designed for senior law enforcement leaders and decision makers at the inspector or superintendent level or an equivalent.

**Course Pre-Requisites:** to be accepted in the program, applicants must meet the following selection criteria, they must:

- Currently be at the commissioned officer level or an equivalent,
- Have completed the CPC Senior Police Administration Course (SPAC) or an equivalent management and leadership related course(s),
  - Senior Police Administration Course (SPAC) is open to: newly or recently promoted middle managers or those officers in preparation a possible promotion who:
    - have two years of supervisory experience;
    - supervise personnel exercising a variety of functions or
    - manage agency-wide or national level programs.
  - SPAC Topics include
    - Leadership and management concepts
    - Managing people
    - Police accountability
    - Strategic police organizations

### EDP Course Structure

Course	Title	Contact Time	Homework Hours
1	Foundations of Executive Leadership	12 weeks – online	48
2	Police Executive, Organizational, and Strategic Development	2 weeks – in class	6
3	Organizational Strategic Change Research Part I	12 week – online s	108
4a	Part A: Organizational Strategic Change Research Part II	10 weeks – online	90
4b	Part B: Police Executive Communication Development	1.5 weeks – in class	3
Total		120 hours	255

LGSB courses in the MBA, MAdmin (Leadership) and MHRM programs average 40 hours of contact between students and faculty plus 120 hours of student homework/study. Two courses would therefore total 80 contact hours plus 240 hours of student homework/study.

### Evaluation

The EDP program students must pass each of the four courses in order to receive the program certificate. The passing grade for each course is 70% as is passing grade for the overall program.

Students will be assessed during the program using a variety of evaluation methods:

Course 1: written assignments, online discussions, and learning contract

Course 2: scenarios, case studies, and discussions

Course 3: strategic change research project

Course 4: written assignments, and online discussion presentation

### **EDP Course Content**

#### Course 1 – Foundations of Executive Leadership

Module 1.1: Learning skills

Module 1.2: Leadership style and relationships (personality traits and types, effective working relationships, tailoring leadership styles)

Module 1.3: Strategic thinking development (critical vs strategic vs executive, managing creative, thinking, climate for strategic thinking)

Module 1.4: Introduction to strategic development and planning (forces for change, barriers / challenges to strategic planning, identify strategic change research project)

Module 1.5: Develop individual learning objectives (learning contract)

#### Course 2 – Police Executive, Organizational, and Strategic Development

Module 2.1: Reading, writing, research

Module 2.2: Work life balance and wellness

Module 2.3: Police executive leadership (values based leadership, visioning, organization structure, chief and executive responsibilities)

Module 2.4: Executive team (competencies and skills, defining requirements for success, team effectiveness, succession planning)

Module 2.5: Effective relationships and team dynamics

- External relationships (environment, power structures, diverse communities)
- Key components of relationships, engagement (employees, communities)
- Challenges (political, organizational, operational)
- MBTI and team dynamics (managing a diverse workforce)

Module 2.6: Managing a diverse workforce (generational groups, millennials, and policing)

Module 2.7: Organizational development and planning (organizational development and capacity, strategies and objectives, change drivers, planning, strategy and operations)

Module 2.8: Police organizational accountability (fundamentals of accountability and stakeholder analysis, accountability frameworks, roles and responsibilities, formal and informal governance)

- Module 2.9: Organizational and strategic change management (change theory and leadership styles, organization systems and change)
- Module 2.10: Risk management (risks in policing, mechanics of risk management, strategy/risk management link)
- Module 2.11: Financial considerations in decision making (financial management, cost-benefit analysis, operational financial concerns)
- Module 2.12: Executive ethical leadership (values, ethics and morality, ethical leadership, ethics in decision-making, role models)
- Module 2.13: Strategic communications (fundamentals, communications strategy development, internal/external)
- Module 2.14: Measuring police performance (performance management and measurement, tools, models)
- Module 2.15: Introduction to research project (decision-making principles, decision-making challenges)
- Course 3 – Organizational Strategic Change Research Part I
- Module 3.1: Strategic planning and development research project (forces for change and diagnosis)
- Module 3.2: Strategic organizational planning and change management (change management, police organizational challenges)
- Module 3.3: Strategic planning and development research
- Course 4a – Part A: Organizational Strategic Change Research Part II
- Module 4.1: Research – strategy implementation (change strategy, communication strategy, financial strategy, implement strategy)
- Module 4.2: Self-reflection on leadership
- Module 4.3: Project strategy evaluation
- Course 4b – Part B: Police Executive Communication Development
- Module 4.4: Learning journey – finalize learning contract
- Module 4.5: Communication tools for executives
- Module 4.6: Media relations techniques (media, interview, on-camera, press conference)
- Module 4.7: Issue management and crisis communication
- Module 4.8: Briefing public officials
- Module 4.9: Future of policing