

# OALEP Member Survey Results 2017

---

## Executive Summary

In August 2017, the Ontario Association of Law Enforcement Planners (OALEP) conducted a brief survey of its members to better understand who our members are and how we can better serve them. The survey results confirmed that members have a great range of backgrounds and experience and that there are many opportunities to address our collective communication and professional development needs.

## Methodology

The OALEP Member Survey was launched on August 1, 2017 and was open until August 31, 2017. The survey was conducted electronically using Survey Monkey. Each person on the OALEP distribution list was sent a link to the survey and asked to share the link with any other members in their organization who benefits or could benefit from OALEP. A total of 189 emails were sent and 42 surveys were completed.

## Results

### Who are we?

The current membership in OALEP consists of:

- 14% managers
- 78% civilian / 22% sworn
- The average number of years that members have been working in their current position is 7.6 years. The shortest period of time is less than 1 year and the most experienced OALEP member has been working in their position for 25 years.

### What do we do?

#### Core functions of OALEP members

Survey respondents were asked to identify their core functions from a list of 38 options. The most frequent core functions of OALEP members are:

1. Best Practice Research (63%)
2. Environmental Scanning (58%)
3. Performance Measurement (50%)
4. Administrative Reporting (48%)
5. Business Plan Tracking and Evaluation (44%)

The most frequent minor functions are:

1. Process Improvement / 6 Sigma (61%)
2. Needs Assessments (58%)
3. Academic Research (51%)
4. Process Mapping / Flow Charting (53%)
5. Program Evaluation (48%)
6. Program Development (48%)
7. Policy / Procedure Development (48%)

The most frequent functions that members identified as 'not my job' are:

1. CPTED (89%)
2. Facilities Planning (78%)
3. Capital Project Planning (75%)
4. CompStat Support (75%)
5. World Domination (70%)

Some other functions that other members noted are:

- Advisor on Governance and Legislation
- Corporate Compliance Reporting
- Diversity and Inclusion Community Outreach
- GIS Support for Crime Analysts
- Maintenance and Tracking for Evaluation
- MOU Development
- Privacy Impact Assessments
- Reporting to Police Services Board
- Statistics Reporting
- Training Development

### **IALEP Involvement**

Survey respondents were asked about their membership and certification with the International Association of Law Enforcement Planners (IALEP.) The majority of survey respondents are members of IALEP (74%) and a further 31% have either a basic or advanced certification (Figure 1). Of those who are

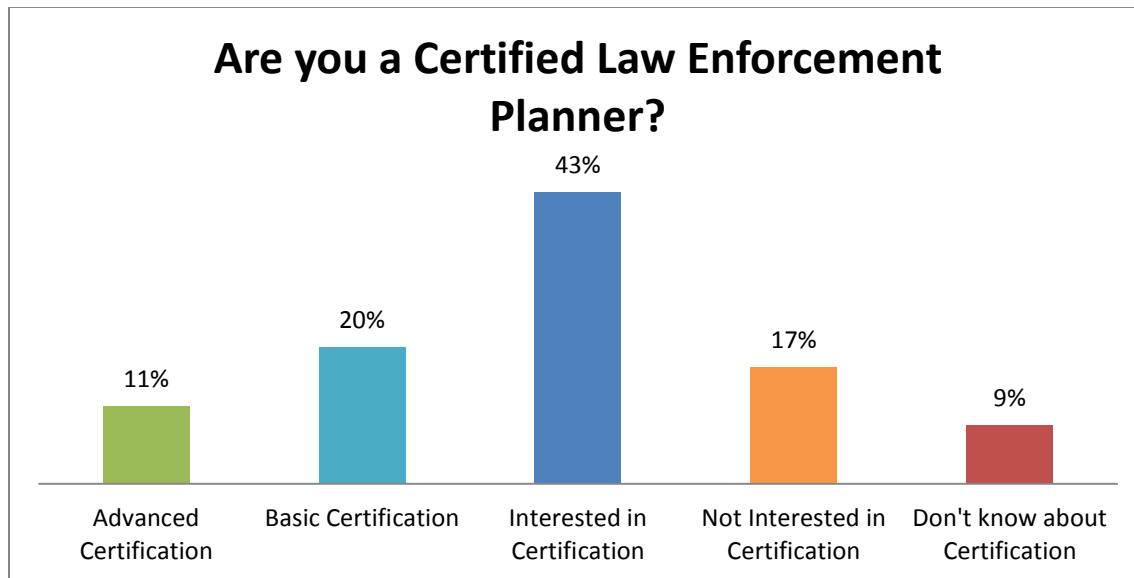


Figure 1: Responses to the question 'Are you a Certified Law Enforcement Planner?'

### Professional Designations or Certifications

OALEP members are clearly a highly educated and qualified group of professionals. 19 survey respondents listed professional designations or certifications that have helped them in their career as a law enforcement planner. In addition to the many who listed graduate degrees among their qualifications, the following were noted:

- Accredited Municipal Clerk Treasurer
- Advanced Practitioner for Innovation in a Box
- Alternative Dispute Resolution
- Associate Business Continuity Planning with the Disaster Recovery Institute Canada
- Benefits Management Practitioner
- Canadian Evaluation Society
- Certificate in Applied Social Research
- Certified Change Management Professional
- Certified Crime and Intelligence Analyst
- Certified Management Consultant
- Certified Municipal Manager
- Crime Prevention Through Environmental Design (CPTED)
- Facilitation
- FBI Law Enforcement Executive Development
- Lean Six Sigma
- OACP Designation
- OACUSA Designation
- Performance Indicators in Government: Measurement and Management
- Process Mapping
- Project Management Certificate

- Project Management Professional
- Risk Management
- Senior Police Administration Course

## How can we improve?

### Training

When asked “in what areas would you like OALEP to offer more training,” responses fell into either a category of specific topics or themes for training or into a category of how OALEP could approach training.

Suggestions for specific topics or themes included:

- Advanced statistical tools
- Benefits realization management
- Business case writing
- Career development
- Data (big data analytics, data collection, data sharing)
- Developing a quality management system
- Developing issues facing policing
- Evaluation methods and best practices
- Future of data and analytics (including citizen data scientists, developing an open data strategic plan)
- Grant Writing
- Operational Planning
- Performance Measurement (specifically which measures are most meaningful)
- Policy and Procedure Development
- Privacy / Freedom of Information
- Process Improvement
- Public Engagement
- Research
- Resource Allocation
- Staffing
- Survey Design
- Tools and Software
- Training Development

Suggestions about OALEP’s approach to training

- Offering training geared towards more experienced planners, rather than entry level planners
- Offering training on broad skills that are applicable to all regardless of role (such as facilitation)
- Offering training targeted to a specific sub-group of planners (such as developing effective goals, objectives and performance measures for those who work on business plans)

- Aligning training with adequacy standards
- Offering joint training events with organizations such as the Society for Evidence Based Policing or Public Health
- Including support on how to apply projects from large service to small services

## Communications

OALEP is looking into different options to improve communication with and among its members. In order to do this, we must first understand the methods of communication that are currently being used.

Figure 2 below shows the methods that respondents use when seeking assistance from other law enforcement agencies.

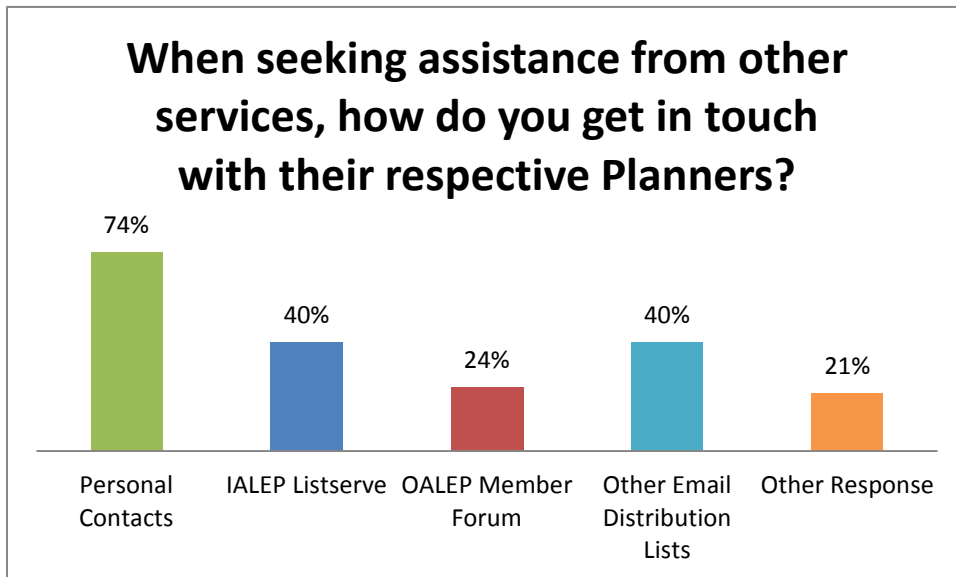


Figure 2: Responses to the question 'When seeking assistance from other services, how do you get in touch with their respective Planners?'

Respondents were also specifically asked about their use of the IALEP listserv and RF Connect. The responses can be seen in Figure 3 and Figure 4 respectively.

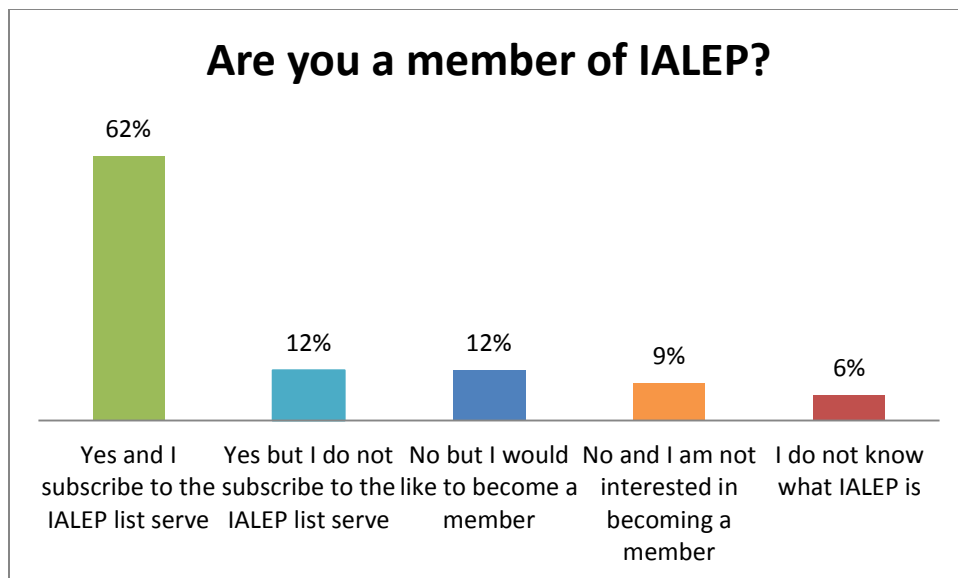


Figure 3: Responses to the question 'Are you a member of IALEP?'

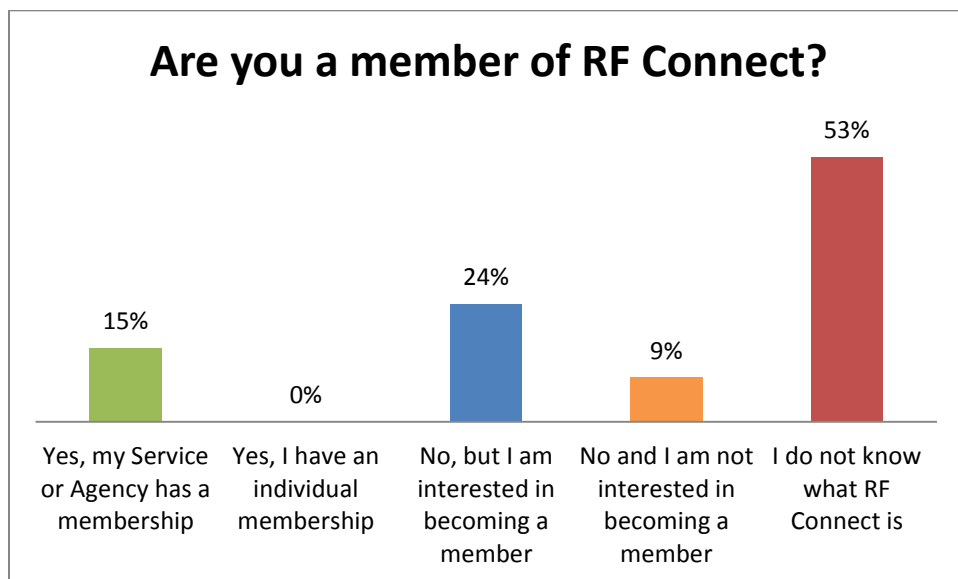


Figure 4: Responses to the question 'Are you a member of RF Connect?'

Distribution lists that respondents use to get in touch with other law enforcement agencies include:

- Quality Assurance Committee
- Ontario Crime Analyst Network
- OALEP lists
- Province-wide Committees

Many recommendations for improving communications were made, including:

- Listing contact details of OALEP members online
- Confirming contact information on a quarterly or bi-annual basis

- Identifying a primary contact at each member organization
- Publishing a newsletter or blog
- Establishing a twitter feed

### Updates to the Website

While several survey respondents noted that they rarely go to the OALEP website, excellent feedback was gathered for features that could be added to the website to increase its use including:

- A current email distribution list of OALEP members
- Upcoming events
- Catalogue of research paper announcements, listing of ‘white paper’ research studies, news articles, etc.
- Updating the website to be more dynamic
- Providing a secure place to share policies and other documents
- Post pictures from events
- Link with RF Connect
- Notifying members through twitter when new content is added to the website
- Including a repository of previous questions and responses

### Other Comments and Suggestions

Other feedback provided includes:

- Expanding OALEP to be a nation-wide network of law enforcement planners
- Planning more frequent events of a smaller nature
- Coordinating training opportunities with IALEP
- Sending members to other IALEP Chapter events to gather outside perspectives
- Offering a tutorial or introductory conversation to new OALEP members in order to engage them and help them understand all that OALEP offers
- Scheduling structured roundtable sessions at the symposium (not at the end when people leave)
- Hire an external facilitator to have a ‘critical conversation’ around key topics with the outcome potentially including white papers from the Ontario planner community that could be leveraged by the membership to drive the business
- Encouraging OALEP members to support the Board in their governance role

### Next Steps

These survey results and the specific recommendations will be reviewed by the OALEP Executive in the fall. We will specifically address:

- Updates to the OALEP website
- Developing a communication strategy to help improve communication between our members

- Recommendations for training

The actions identified by the Executive will be published in the winter edition of the Blueprint.

Further, these survey results will be shared with the IALEP Executive to assist them with identifying ways to further support their Chapter members.

Thank you to all who took the time to fill out the survey and provide your feedback, suggestions and ideas. If you have further information you would like to provide to OALEP, please contact any of the OALEP Board Members at any time. Contact information is available on our website at <http://oalep.ca/index.php/about-us/oalep-executive.html>