

Key Research Findings

This analysis was based on the pre-determined criteria and measures listed below:

Section	Description	Measures
Student Demand	<p>Includes an assessment of OCAS (2007 - 2011) enrolment data at other colleges in terms of mean growth rate with a specific focus on Fleming's direct competitors where appropriate (Georgian, Sheridan, Seneca and Durham)</p> <p>Trends in certificate, diploma, degree, apprenticeship and continuing education (where available).</p> <p>Click Below to Access Full Source Document: Fall Enrollment Trend</p>	<ul style="list-style-type: none"> ● Strong = Fleming enrolment growth is outpacing system and is equal to or greater than 3% ● Moderate = Fleming enrolment growth is equivalent to system demand and is between 1.0 to 2.9% ● Weak = Fleming enrolment growth is less than the system demand and is less than 1%
Labour Market	<p>Includes projected employment rate growth based on a consolidation of various Ontario, Canadian, and US sources including HRSDC, Sector Council Reports US Bureau of Labour Statistics, and the MTCU Employment Profile.</p>	<ul style="list-style-type: none"> ● Strong = Between 5-6 positive labour market indicators ● Moderate = Between 3-5 positive labour market indicators ● Weak = Between 1-2 or no positive labour market indicators
Competitive Analysis	<p>Includes the number of actual colleges offering the program as well as the ratio of applications to acceptances at Fleming compared to other colleges and specific comment about Fleming's direct competitors where appropriate (Georgian, Sheridan, Seneca and Durham)</p> <p>Click Below to Access Full Source Document: Fall Conversion Report</p>	<ul style="list-style-type: none"> ● Strong = Fleming conversion ratio is greater than 2 below the system ● Moderate = Fleming conversion ratio is 1 above, below or equal to the system ● Weak = Fleming conversion ratio is greater than 2 above than the system
Financial Analysis	<p>Includes a review of Contribution to Overhead (CTO) for existing programs (2010-11)</p> <p>Click Below to Access Full Source Document: Costing Analysis</p>	<ul style="list-style-type: none"> ● Strong = CTO is greater than 35% ● Moderate = CTO is between 30 - 34% ● Weak = CTO is between 20 – 30% <p>No Contribution = 19% or less</p>

Key Research Findings

Key Performance Indicators	<p>Includes KPI trends from the Key Performance Indicator Summary 5 Year Historical Overview KPI Data from Reporting Years 2008-2012.</p> <p>Click Below to Access Full Source Document: Key Performance Indicators</p>	<ul style="list-style-type: none"> ● Strong = Above system average in 6-7 indicators ● Moderate = Above system average in 3-5 indicators ● Weak = Above system average in 0-2 indicators.
Resource Analysis	<p>Requires school level assessment regarding space, technology, capital equipment and human resources. Recommendations from recent Program Review Reports included here</p>	

Key Research Findings

Police Foundations (53008)

Student Demand¹

• **STRONG**

The following information consists of OCAS yearly student fall registration data as well as a mean growth rate and average student registration for each program under these categories:

Diploma

- Currently, 15 colleges offer this program, including two direct competitor (Durham and Georgian)
- Fleming has a mean growth rate of **147%**, which is higher than the system **(4%)**
- Durham has a mean growth rate of **9%** and Georgian has a **5%** mean growth
- Overall, Fleming has the highest mean growth and Loyalist has the lowest **(-2%)**
- Algonquin has the highest average registration of **422 students** and Conestoga has the lowest of **3 students**

Degree

- Georgian is the only school to offer a degree program, and it has a mean growth rate of **17%** and an average registration of **45 students**

¹ Registration data obtained from the Program Counts by Applicant Type Report (RPT0050P) in the OCAS Reporting and Analytics Cube December 7, 2011.

Some programs/colleges may not be included because they were missing MCU codes in the OCAS dataset

Prepared by Fleming Data Research (07-2012)

Key Research Findings

Diploma

Program: 53008 - POLICE FOUNDATIONS

	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
ALGONQUIN	420	421	0	421	428	2	428	418	-2	418	424	1	0	422
CAMBRIAN	67	75	12	75	87	16	87	81	-7	81	93	15	9	81
CANADORE	68	79	16	79	94	19	94	85	-10	85	64	-25	0	78
CENTENNIAL	109	138	27	138	139	1	139	143	3	143	150	5	9	136
COLLÈGE BORÉAL	26	21	-19	21	12	-43	12	25	108	25	24	-4	11	22
CONESTOGA	1						4			4	4	0	0	3
CONFEDERATION	60	80	33	80	70	-13	70	67	-4	67	67	0	4	69
DURHAM	136	143	5	143	189	32	189	173	-8	173	187	8	9	166
FANSHAWE	349	353	1	353	338	-4	338	349	3	349	364	4	1	351
FLEMING	178	170	-4	170	166	-2	166	21	-87	21	164	681	147	140
GEORGIAN	175	188	7	188	202	7	202	215	6	215	209	-3	5	198
HUMBER	293	351	20	351	417	19	417	370	-11	370	391	6	8	364
LA CITÉ COLLÉGIAL	155	193	25	193	230	19	230	255	11	255	247	-3	13	216
LAMBTON	46	62	35	62	69	11	69	70	1	70	68	-3	11	63
LOYALIST	84			108			108	103	-5	103	103	0	-2	100
Total	2167	2274	5	2274	2549	12	2549	2379	-7	2379	2559	8	4	2386

Degree

Program: 83008 - BACHELOR OF APPLIED HUMAN SERVICES (POLICE STUDIES)

	2007 2008 % Change (07-08)			2008 2009 % Change (08-09)			2009 2010 % Change (09-10)			2010 2011 % Change (10-11)			% Mean Growth Rate (07-11)	5 Year Average Reg. Students
GEORGIAN	38	29	-24	29	36	24	36	65	81	65	57	-12	17	45
Total	38	29	-24	29	36	24	36	65	81	65	57	-12	17	45

Key Research Findings

Labour Market

• **STRONG**

Employment Ontario²

Police Officers (NOC -6261)

- Employment Ontario Rating (2009-2013):
 - **Average**
- Demand
 - “Opportunities for employment in this occupation are expected to be average over the period from 2009 to 2013. A more security-conscious society and population growth will contribute to the increase services. In addition to openings from employment growth, many openings will be created by the need to replace workers who retire and those who leave local agencies for Federal jobs and private sector security jobs.”
 - “However, the level of employment for police officers is determined by the level of government spending. The number of job opportunities, therefore, can vary from year to year and from place to place. Less competition for jobs will occur in departments that offer relatively low salaries or those in urban communities where the crime rate is relatively high.”

HRSDC³

Police Officers (NOC -6261)

- Job Openings (2011/2020): **43,300**
- Job Seekers(2011/2020): **42,034**
- Post Secondary Education Graduates: **53,652 (85%)**
- “Expansion demand will be weaker over the 2011-2020 period than it was over the previous ten years because the public safety sector will be facing the same budget cuts as other areas of government spending. However, as in the 2001-2010 period, the majority of job openings will arise from replacement needs, and 65% of job openings will be due to retirements. However, even though retirements will account for the majority of available positions, the retirement rate for police officers and firefighters is not much higher than the average for all occupations. Workers in this occupation are relatively young in relation to the average for all occupations, but they retire earlier than other occupations.”

²"6261 Police Officers." *Employment Ontario*. N.p., n.d. Web. 22 June 2012.
<http://www.tcu.gov.on.ca/eng/labourmarket/ojf/pdf/6261_e.pdf>.

³ "Police Officers And Fire-Fighters (626)." *Human Resources and Skills Development Canada*. N.p., 1 June 2012. Web. 1 June 2012. <<http://www23.hrsdc.gc.ca/occupationsummarydetail.jsp?&tid=75>>.

Key Research Findings

US Bureau of Labour⁴

- Employment Growth (2010/2020): **Increase 7%**
 - **794,300 (2010) to 853,100 (2020)**
- “Continued demand for public safety will lead to new openings for officers in local departments; however, both state and federal jobs may be more competitive.”
- “Because they typically offer low salaries, many local departments face high turnover rates, making opportunities more plentiful for qualified applicants. However, some smaller departments may have fewer opportunities as budgets limit the ability to hire additional officers.”
- “Jobs in state and federal agencies will remain more competitive as they often offer high pay and more opportunities for both promotions and inter-agency transfers. Bilingual applicants with a bachelor's degree and law enforcement or military experience, especially investigative experience, should have the best opportunities in federal agencies.”

⁴ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2012-13 Edition, Police and Detectives, Web. <http://www.bls.gov/ooh/protective-service/police-and-detectives.htm>, June 01, 2012.

Key Research Findings

Sector Councils and Reports⁵

- “Policing appears to hold little attraction for today’s youth. Only 4% of youth listed ‘policing’ as the field in which they are ‘most’ interested to pursue a career in a survey.”⁶
- “The OPP estimates that it will have to increase its recruitment targets from 5% to 9% by 2010 just to maintain its current workforce. The OPP acknowledges that “shifts in demographics and increases in immigration are expected over the next few years, but it has yet to publish a strategy detailing the shifts to come in its recruitment efforts.”⁷
- “The workers’ satisfaction with their work may also be an issue to address. “Findings of the 2007 Toronto Police Service Personnel Survey indicated that as length of service increased, officers were less likely to say that they were satisfied with their work, that they were satisfied with their work environment, or that they felt that their work was meaningful”.⁸
- [Canadian Police Association](#)
- [Police Association of Ontario](#)
- [Police International.com Canadian police associations](#)
- [First Nations Chiefs of Police Association](#)
- [Canadian Association of Police Boards](#)
- <http://www.policecouncil.ca/pages/home.html>

⁵ "Environmental Scanning Labour Market Information Project 2009." *Program Evaluation and Market Research*. Police Sector Council, 2009. Web. 22 June 2012. <<http://www.policecouncil.ca/reports/PSC%20-%20Environmental%20Scan%202009%20FINAL.pdf>>.

⁶Source: Police Sector Council, “Youth Attitudes Towards Policing, Research Update 2007”, <<http://www.policecouncil.ca/reports/PSCYouthUpdate.pdf>>, p. 1.

⁷ Ontario Provincial Police, “2008 Provincial Business Plan/2007 Annual Report”, <http://www.opp.ca/Intranetdev/groups/public/documents/businessservices/opp_002587.pdf>

⁸ Toronto Police Service, “2008 Environmental Scan”, <<http://www.torontopolice.on.ca/publications/files/reports/2008envscan.pdf>>, p. 213.

Key Research Findings

Employment Profile⁹

In 2010-2011, **23%** of graduates were employed in a full time position which related to this program of study provincially

Law and Security					
Total Graduates:	4,051	Total Graduates in Survey:	2,813	Response Rate:	69.6%
<small> 594 graduates were reported after the survey window had closed. While program information for these graduates has been included wherever possible, these graduates are not included in survey results, such as response rates. </small>					
Programs in Law and Security					
Programs	Duration	Total Grads	Total in Survey	Total in Labour Force	Colleges
Advanced Security Management	Post Diploma	72	48	41	Canadore, Conestoga, Durham, Mohawk
Community And Justice Services	2 Years	425	286	215	Algonquin, Boreal, Cambrian, Canadore, Centennial, Humber, La Cité, Loyalist, Niagara, Sheridan, Sir Sandford Fleming, St. Lawrence,
Emergency Management	Post Diploma	36	25	23	Sheridan, Sir Sandford Fleming
Information Security Technology	3 Years	24	15	15	La Cité, Sir Sandford Fleming
Information Systems Security	Post Diploma	19	13	13	Algonquin, Georgian
Investigation – Public And Private	2 Years	31	20	17	Sheridan
Law And Security – Basic	1 Year	12	8	4	Cambrian, La Cité
Law And Security Administration	2 Years	672	468	340	Cambrian, Conestoga, Confederation, Durham, Fanshawe, Georgian, Lambton, Loyalist, Mohawk, Niagara, Sault, Sheridan, Sir Sandford Fleming, St. Clair, St. Lawrence
Natural Resources – Law Enforcement	Post Diploma	15	9	9	Sir Sandford Fleming
Police Foundations	2 Years	2,634	1,856	1,370	Algonquin, Boreal, Cambrian, Canadore, Centennial, Conestoga, Confederation, Durham, Fanshawe, Georgian, Humber, La Cité, Lambton, Loyalist, Mohawk, Niagara, Northern, Sault, Seneca, Sheridan, Sir Sandford Fleming, St. Clair, St. Lawrence
Police Studies – Bachelor Of Applied Human Services	4 Years	31	20	20	Georgian
Protective Security	1 Year	3	1	—	La Cité
Security And Alarms Systems Technician	2 Years	2	1	1	Sir Sandford Fleming
Security Management	2 Years	39	23	18	Algonquin, La Cité
Youth Corrections And Interventions	Post Diploma	36	20	15	Durham

⁹ "Employment Profile." Ontario. N.p., 2011. Web. 19 July 2012.

<<http://www.tcu.gov.on.ca/pepg/audiences/colleges/serials/eprofile09-10/profile10.pdf>>.

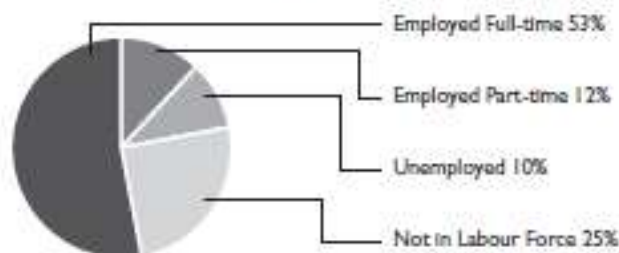
Law and Security

Summary of Survey Data

	Program Cluster	All Programs
Survey Population	2,813	50,622
Labour Force Participation	75%	74%
Employment Rate^a	87%	83%
Employed Part-time ^a	16%	18%
Employed Full-time ^a	71%	65%
Average Annual Earnings – Total	\$30,254	\$33,199
Average Annual Earnings – Female	\$29,369	\$31,897
Average Annual Earnings – Male	\$30,584	\$34,607
Graduate Satisfaction	79%	79%
Employer Satisfaction	95%	93%

a. As a percentage of graduates in the labour force.

Graduate Outcomes for Program Cluster (as a percentage of all respondents)



Top Five Industries of Employment

	#	%
Administrative and Support Services	432	24.9%
Food Services and Drinking Places	160	9.2%
Food and Beverage Stores	101	5.8%
General Merchandise Stores	70	4.0%
Local, Municipal and Regional Public Administration	68	3.9%

Top Five Occupational Categories

	#	%
Security Guards and Related Occupations	394	22.5%
Retail Salespersons and Sales Clerks	142	8.1%
Community and Social Service Workers	83	4.7%
Other Protective Service Occupations	63	3.6%
Customer Service, Information and Related Clerks	51	2.9%

Law and Security

Summary of Graduate Outcomes by Program

	Full-time Employed, Program Related		Full-time Employed, Program Unrelated		Part-time Employed, Program Related		Part-time Employed, Program Unrelated		Unemployed		Not in Labour Force	
	#	%	#	%	#	%	#	%	#	%	#	%
Advanced Security Management	15	31.3	15	31.3	2	4.2	5	10.4	4	8.3	7	14.6
Community And Justice Services	71	24.8	64	22.4	12	4.2	29	10.1	39	13.6	71	24.8
Emergency Management	7	28.0	10	40.0	1	4.0	1	4.0	4	16.0	2	8.0
Information Security Technology	10	66.7	4	26.7	—	—	1	6.7	—	—	—	—
Information Systems Security	6	46.2	3	23.1	1	7.7	—	—	3	23.1	—	—
Investigation – Public And Private	7	35.0	2	10.0	1	5.0	3	15.0	4	20.0	3	15.0
Law And Security Administration	102	21.8	126	26.9	18	3.8	45	9.6	49	10.5	128	27.4
Natural Resources – Law Enforcement	2	22.2	1	11.1	1	11.1	—	—	5	55.6	—	—
Police Foundations	426	23.0	566	30.5	59	3.2	157	8.5	162	8.7	486	26.2
Police Studies – Bachelor Of Applied Human Services	10	50.0	6	30.0	2	10.0	1	5.0	1	5.0	—	—
Security Management	10	43.5	8	34.8	—	—	—	—	—	—	5	21.7
Youth Corrections And Interventions	6	30.0	3	15.0	1	5.0	2	10.0	3	15.0	5	25.0
All Programs In Cluster*	672	24.0	808	28.8	98	3.5	244	8.7	274	9.8	707	25.2

* Does not include 3 programs with fewer than 5 graduates in the labour force.

Earnings of Full-time Employed Participants

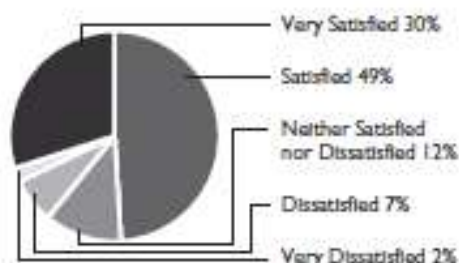
Program	Average – Females	Average – Males	Median – Females	Median – Males	Average for Program	Median for Program
Advanced Security Management	\$25,592	\$30,291	\$26,235	\$30,000	\$28,248	\$29,200
Community And Justice Services	\$29,031	\$31,176	\$26,593	\$27,117	\$29,896	\$27,000
Emergency Management	—	\$45,292	—	\$45,000	\$41,722	\$40,000
Information Security Technology	—	\$40,832	—	\$46,000	\$40,273	\$40,000
Information Systems Security	—	\$45,604	—	\$41,000	\$44,014	\$40,000
Investigation – Public And Private	—	\$27,988	—	\$27,900	\$28,757	\$28,800
Law And Security Administration	\$26,096	\$27,890	\$23,993	\$25,000	\$27,331	\$25,000
Natural Resources – Law Enforcement	—	—	—	—	—	—
Police Foundations	\$30,723	\$30,276	\$25,996	\$26,280	\$30,357	\$26,280
Police Studies – Bachelor Of Applied Human Services	—	\$36,074	—	\$31,286	\$35,143	\$31,286
Security Management	—	\$35,338	—	\$29,826	\$35,176	\$29,930
Youth Corrections And Interventions	—	\$32,552	—	\$29,349	\$31,356	\$28,770
All Programs in Cluster*	\$29,314	\$30,579	\$25,941	\$27,054	\$30,271	\$27,000

* Does not include 3 programs with fewer than 5 graduates in the labour force.

Law and Security

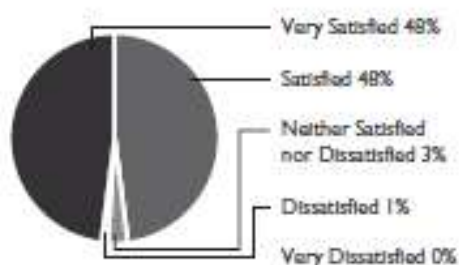
Program Cluster Satisfaction

Graduate Satisfaction with the usefulness of his/her college education in achieving his/her goals after graduation:*



* 2,607 graduates participated in this question.

Employer Satisfaction with employee overall college preparation for the type of work he/she was doing:*



* 388 employers participated in this survey.

Program Cluster Historical Data

	00-01 Grads	01-02 Grads	02-03 Grads	03-04 Grads	04-05 Grads	05-06 Grads	06-07 Grads	07-08 Grads	08-09 Grads	09-10 Grads
Percentage Employed	92.1%	90.2%	90.3%	90.8%	91.4%	92.3%	92.8%	91.2%	87.6%	87.0%
Percentage Employed Full-time	81.6%	79.1%	77.8%	78.8%	78.5%	79.5%	79.0%	79.2%	70.2%	70.7%
Percentage Employed Full-time Related Jobs	46.9%	45.7%	40.6%	36.9%	36.3%	37.9%	41.0%	41.3%	33.1%	32.1%
Average Annual Salary Full-time Related Jobs	\$29,337	\$29,909	\$28,501	\$29,131	\$29,446	\$29,696	\$32,638	\$33,606	\$33,146	\$32,715

Key Research Findings

Working in Canada¹⁰

Police Officers (NOC -6261)

- Ontario Rating: **Fair** (Except for **Toronto** which is **Limited**)

- **Wage Range by Region:**

Location	Wage (\$/hr)		
	Low	Median	High
Ontario	17.50	36.06	45.00
Hamilton--Niagara Peninsula Region	15.43	36.00	44.51
Kingston - Pembroke Region	17.50	36.06	45.00
Kitchener--Waterloo--Barrie Region	20.51	37.50	45.00
London Region	17.50	36.06	45.00
Muskoka-Kawartha Region	17.50	36.06	45.00
Northeast Region	10.50	37.00	40.95
Northwest Region	17.50	36.06	45.00
Ottawa Region	14.00	38.46	51.00
Stratford--Bruce Peninsula Region	17.50	36.06	45.00
Toronto Region	17.49	37.00	46.70
Windsor-Sarnia Region	19.00	36.54	43.75

Competitive Analysis¹¹

- **WEAK**

The following information consists of OCAS yearly fall application and registration data as well as a conversion ratio for each program under this category:

Diploma

- In 2011, Fleming had a conversion ratio of **5:1**, which is better than the system's ratio of **7:1**
- La Cite had the best conversion ratio in 2011 with **2:1** and Conestoga had the worst with **33:1**

Degree

- Georgian had a 4:1 conversion ratio in 2011 for the degree program

¹⁰ "Police Officers (Except Commissioned) (NOC 6261)." *Working in Canada*. N.p., n.d. Web. 22 June 2012.
<<http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=6261&action=final&s=2&source=3&titleKeyword=#outlook>>.

¹¹ Application data obtained from OCAS College Count Cube October 19, 2011

Registration data obtained from the Program Counts by Applicant Type Report (RPT0050P) in the OCAS Reporting and Analytics Cube December 7, 2011.

Some programs/colleges may not be included because they were missing MCU codes in the OCAS dataset

Prepared by Fleming Data Research (07-2012)

Key Research Findings

Diploma

Program: 53008 - POLICE FOUNDATIONS															
	App. 2007	Reg. 2007	Conversion Ratio	App. 2008	Reg. 2008	Conversion Ratio	App. 2009	Reg. 2009	Conversion Ratio	App. 2010	Reg. 2010	Conversion Ratio	App. 2011	Reg. 2011	Conversion Ratio
ALGONQUIN	1481	420	4:1	1482	421	4:1	1520	428	4:1	1651	418	4:1	1582	424	4:1
CAMBRIAN	367	67	5:1	370	75	5:1	412	87	5:1	426	81	5:1	439	93	5:1
CANADORE	346	68	5:1	350	79	4:1	407	94	4:1	382	85	4:1	338	64	5:1
CENTENNIAL	994	109	9:1	956	138	7:1	1033	139	7:1	1182	143	8:1	1100	150	7:1
COLLÈGE BORÉAL	116	26	4:1	96	21	5:1	106	12	9:1	95	25	4:1	110	24	5:1
CONESTOGA	5	1	5:1	24			0			0	4	0:1	132	4	33:1
CONFEDERATION	233	60	4:1	238	80	3:1	229	70	3:1	250	67	4:1	256	67	4:1
DURHAM	840	136	6:1	845	143	6:1	885	189	5:1	922	173	5:1	960	187	5:1
FANSHAW E	1527	349	4:1	1563	353	4:1	1668	338	5:1	1750	349	5:1	1727	364	5:1
FLEMING	845	178	5:1	793	170	5:1	772	166	5:1	786	21	37:1	743	164	5:1
GEORGIAN	774	175	4:1	816	188	4:1	907	202	4:1	1041	215	5:1	971	209	5:1
HUMBER	1783	293	6:1	1814	351	5:1	2043	417	5:1	2107	370	6:1	2297	391	6:1
LA CITÉ COLLÉGIAL	365	155	2:1	405	193	2:1	480	230	2:1	483	255	2:1	526	247	2:1
LAMBTON	259	46	6:1	283	62	5:1	290	69	4:1	351	70	5:1	300	68	4:1
LOYALIST	438	84	5:1	469			453	108	4:1	466	103	5:1	469	103	5:1
MOHAWK	998			1056			1242			1294			1236		
NIAGARA	950			1038			1078			1060			1082		
NORTHERN	112			95			138			140			132		
SAULT	204			197			198			161			182		
SENECA	1446			1436			1469			1523			1535		
SHERIDAN	1145			1181			1268			1309			1333		
ST. CLAIR	151			138			178			290			308		
ST. LAWRENCE	787			821			875			951			933		
Total	16166	2167	7:1	16466	2274	7:1	17651	2549	7:1	18620	2379	8:1	18691	2559	7:1

Degree

Program: 83008 - BACHELOR OF APPLIED HUMAN SERVICES (POLICE STUDIES)															
	App. 2007 Reg. 2007 Conversion Ratio			App. 2008 Reg. 2008 Conversion Ratio			App. 2009 Reg. 2009 Conversion Ratio			App. 2010 Reg. 2010 Conversion Ratio			App. 2011 Reg. 2011 Conversion Ratio		
GEORGIAN	130	38	3:1	129	29	4:1	137	36	4:1	249	65	4:1	215	57	4:1
Total	130	38	3:1	129	29	4:1	137	36	4:1	249	65	4:1	215	57	4:1

Key Research Findings

Financial Analysis

• **STRONG**

Source: Program Costing Analysis 2010/2011

- Contribution to Overhead: 49.3%
- Program Weight: 1.00
- Funding Unit: 2.00

Key Performance Indicators

• **MODERATE**

Source: Key Performance Indicator Summary 5 Year Historical Overview KPI Data from Reporting Years 2008-2012

KPI1-Graduation Rate	-5% below system
KPI2-Working	-2% below system
KPI3-Working Related	-7% below system
KPI4-Grad. Satisfaction	+4% above system
KPI8-Student Satisfaction-Learning	Even with system
KPI9-Student Satisfaction- Teachers	+2% above system
KPI11-Grad. Satisfaction-Program	+4% above system

Additional Observations and Opportunities

- Some of the areas which police officers can specialize in throughout their career (and are potential continuing education programs that Fleming College could offer) include:
 - Crime Prevention
 - Traffic Law Enforcement
 - K-9 Unit
 - Drug Investigations
 - Counterfeiting Investigations¹²

Resource Analysis

Equipment

Staffing

Space

¹² "Labour Market Information." *Human Resources and Skills Development Canada*. N.p., 17 Nov. 2012. Web. 1 June 2012. <http://www.hrsdc.gc.ca/eng/workplaceskills/labour_market_information/index.shtml>.

Key Research Findings

Appendix

The following is the original environmental scan conducted by the Library Researchers to form the basis of the previous summary of Key Research Findings Report.

**Police Foundations
Program Research**

Overview of the Profession

NOC: 6261-B Police Officers (Except commissioned)

<http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=6261&action=final&source=allnoc&titleKeyword=>

Police officers protect the public, detect and prevent crime and perform other activities directed at maintaining law and order. They are employed by municipal and federal governments, some provincial and regional governments and the armed forces. This unit group includes military police and railway police.

Job Duties

Police officers perform some or all of the following duties:

- Patrol assigned areas to maintain public safety and order and to enforce laws and regulations
- Investigate crimes and accidents, secure evidence, interview witnesses, compile notes and reports and provide testimony in courts of law
- Arrest criminal suspects
- Provide emergency assistance to victims of accidents, crimes and natural disasters
- Participate in crime prevention, public information and safety programs
- May supervise and co-ordinate the work of other police officers.

Common Job Titles

RCMP officer, community relations officer, constable, crime prevention constable, detective, harbour police officer, highway patrol officer, military police officer, police cadet, police diver, police officer, police sergeant, railway police officer.

Typical Employers

municipal, provincial and federal governments
police departments

http://www.tcu.gov.on.ca/eng/labourmarket/ojf/pdf/6261_e.pdf

Key Research Findings

Labour Market

Working in Canada

<http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=6261&action=final&s=2&source=3&titleKeyword=#outlook>

Employment potential for the Kawartha Region is FAIR

In Ontario, the outlook for police officers (except commissioned) is expected to be fair over the period 2011-2012. At the time of the 2006 census, there were about 26,500 police officers in Ontario, a moderate increase from the previous census (+13.5%). The highest concentrations per capita exist in Ottawa, Kitchener-Waterloo-Barrie, Northeastern Ontario and Northwestern Ontario. They are employed by the Royal Canadian Mounted Police (RCMP), the Ontario Provincial Police (OPP), the Canadian Forces, Canadian Security Intelligence Service (CSIS), and municipal police detachments. Some First Nations communities also administer their own police services in conjunction with the provincial and federal governments.

A demand for increased security is expected to be the largest contributor of job openings in this occupation. However, employment levels are limited by government funding. Replacement demand is not expected to be significant over the short-term period. Bilingualism is considered a strong asset.

HRDSC

<http://www23.hrsdc.gc.ca/occupationsummarydetail.jsp?&tid=75>

Police Officers And Fire-Fighters (626)

Skill Level:

Occupations Usually Requiring College or Apprenticeship Training

Occupations in this Group:

Police Officers (except Commissioned) (6261), Fire-fighters (6262)

Employment (non-student) in 2010:

110,694

Median Age of workers in 2010:

39.2 years old

Average Retirement Age in 2010:

55 years old

Over the 2008-2010 period, this occupation experienced strong employment growth and the unemployment rate remained very low. The average hourly wage increased at the same rate as for other occupations. Wages are very high compared to other occupations requiring a college diploma. According to key labour market indicators, the number of job seekers was insufficient to fill the job openings in this occupation.

Over the 2011-2020 period, an occupation will be in excess demand (a shortage of workers) if the projected number of job openings is significantly greater than the projected number of job seekers. An occupation will be in excess supply (a surplus of workers) if the projected number of job openings is smaller than the projected number of job seekers. For **Police Officers And Fire-Fighters**, over the 2011-2020 period, job openings (arising from expansion demand and replacement demand) are expected to total **43,300** and **42,034** job seekers (arising from school leavers, immigration and mobility) are expected to be available to fill the job openings.

Based on projections and considering that this occupation experienced excess demand, it is expected that excess demand will continue. In other words, there will be insufficient job seekers to fill the job

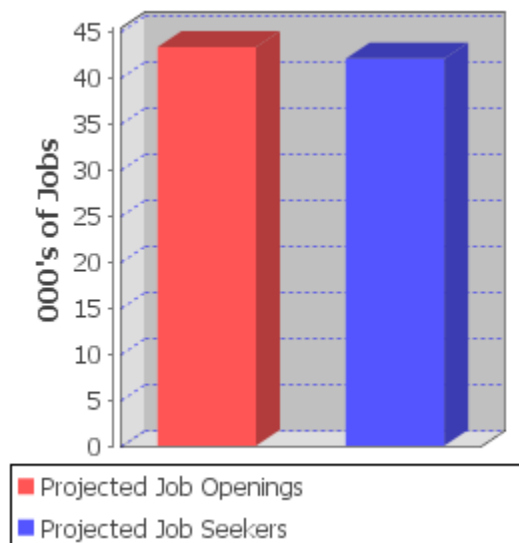
Key Research Findings

openings in this occupation over the 2011-2020 period. Expansion demand will be weaker over the 2011-2020 period than it was over the previous ten years because the public safety sector will be facing the same budget cuts as other areas of government spending. However, as in the 2001-2010 period, the majority of job openings will arise from replacement needs, and 65% of job openings will be due to retirements. However, even though retirements will account for the majority of available positions, the retirement rate for police officers and firefighters is not much higher than the average for all occupations. Workers in this occupation are relatively young in relation to the average for all occupations, but they retire earlier than other occupations. Given the nature of the occupation, the vast majority of job seekers will come from the school system.

Projection of Cumulative Job Openings and Job Seekers over the Period of 2011-2020

	Level	Share
Expansion Demand:	10,500	24%
Retirements:	28,237	65%
Other Replacement Demand:	2,045	5%
Emigration:	2,436	6%
Projected Job Openings:	43,300	100%

	Level	Share
School Leavers:	35,652	85%
Immigration:	613	1%
Net Mobility	1,120	3%
Projected Job Seekers:	42,034	100%



Key Research Findings

Employment Level

	Occupation	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
check box <input type="checkbox"/>	Police Officers And Fire-Fighters	110,696	111,862	113,043	114,352	115,754	116,975	117,857	118,784	119,607	120,386	121,238

Sources: *Human Resources and Skills Development Canada - Reference Scenario 2011*; and; adapted from *Statistics Canada, special tabulation, unpublished data, Labour Force Survey, 2011*.

http://www23.hrsdc.gc.ca/.4cc.5p.1t.3.4nd.1t.1d.2t.1.3l@-eng.jsp?sbmt=Search&component=Emp&KEYWORD=Police&QT=1&tid=626&NOCC=6261&err_component

Wage Estimates

http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=6261&action=final&s=2&source=allnoc&titleKeyword=#report_tabs_container2

Muskoka Kawartha Region: 0 jobs available : Median wage: \$36.06 / hr.

US Bureau of Labour Statistics

<http://www.bls.gov/ooh/Protective-Service/Police-and-detectives.htm#tab-6>

Job Outlook

Employment of police and detectives is expected to grow by 7 percent from 2010 to 2020, slower than the average for all occupations. Continued demand for public safety will lead to new openings for officers in local departments; however, both state and federal jobs may be more competitive.

Because they typically offer low salaries, many local departments face high turnover rates, making opportunities more plentiful for qualified applicants. However, some smaller departments may have fewer opportunities as budgets limit the ability to hire additional officers.

Jobs in state and federal agencies will remain more competitive as they often offer high pay and more opportunities for both promotions and inter-agency transfers. Bilingual applicants with a bachelor's degree and law enforcement or military experience, especially investigative experience, should have the best opportunities in federal agencies.

The level of government spending determines the level of employment for police and detectives. The number of job opportunities, therefore, can vary from year to year and from place to place. Layoffs are rare because retirements enable most staffing cuts to be handled through attrition. Trained law

Key Research Findings

enforcement officers who lose their jobs because of budget cuts usually have little difficulty finding jobs with other agencies.

Police Sector Council

<http://www.policecouncil.ca/pages/home.html>

Industry Standards

This is a non-regulated profession

Professional Associations

[Canadian Police Association](#)

[Police Association of Ontario](#)

[Police International.com](#) [Canadian police associations](#)

[First Nations Chiefs of Police Association](#)

[Canadian Association of Police Boards](#)

Employment Requirements

Employment requirements are prerequisites generally needed to enter an occupation.

- Completion of secondary school is required.
- Completion of a college program or university degree in law and security or in the social sciences may be required.
- A three- to six-month police training program is provided.
- Physical agility, strength, fitness and vision requirements must be met, and psychological or other tests may also be required.
- Experience as a constable and the completion of specialized courses are required for detectives and sergeants.

Working Conditions

Police officers must be available for shift work 7 days a week 24 hours a day, including holidays. While many police duties are routine in nature, the work can be dangerous and physically and emotionally stressful. Police officers can work in many capacities from foot patrol work to investigations including specialized areas such as crime prevention, traffic law enforcement, K-9 unit, drug investigations, counterfeiting investigations, etc. Training is provided to handle restricted firearms, operate vehicles in emergency situations and to evaluate situations to provide an appropriate level of response. It is essential that a police officer be prepared to protect themselves and others from bodily harm and death. While the number of female police officers has grown in Ontario over the past five years, males still largely dominate in this occupation.

[Report Publication Date: 2011-11-17 | Source: [Labour Market Information - HRSDC](#)]

Essential Skills

Key Research Findings

Canadian employers place a strong emphasis on Essential Skills in the workplace. These skills are used in nearly every occupation, in many different ways, and at different levels of complexity.

The Essential Skills include: Reading, Document Use, Writing, Numeracy, Oral Communication, Thinking Skills, Working with Others, Computer Use, and Continuous Learning.

To learn more about the remaining Essential Skills, consult Human Resources and Skills Development Canada's [Essential Skills Profile](#) for this occupation

http://www.workingincanada.gc.ca/report-eng.do?area=8792&lang=eng&noc=6261&action=final&s=5&source=allnoc&titleKeyword=#report_tabs_container2

Educational Competitors & Training Facilities

[Canadian Law Enforcement Training College. Dept. of Police Foundations](#)

[Ontario Police College](#)

[Ontario Provincial Police Academy](#)

[Police Recruit Training in Canada](#)

[Police Programs at Ontario Community Colleges](#)

Program Standard

The approved program standard for Police Foundations program of instruction leading to an Ontario College diploma delivered by Ontario Colleges of Arts and Technology (MTCU funding code 53008).

Ministry of Training, Colleges and Universities, August 2010

<http://www.tcu.gov.on.ca/pepg/audiences/colleges/progstan/humserv/53008.pdf>

College	Approved Program Name	MTCU Code	Program Weight	Funding Unit	Degree Factor
ALGO	Police Foundations	53008	1.00	2.00	2.00
BORE	Techniques Des Services Policiers	53008	1.00	2.00	2.00
CAMB	Police Foundations	53008	1.00	2.00	2.00
CANA	Police Foundations	53008	1.00	2.00	2.00
CENT	Police Foundations	53008	1.00	2.00	2.00
CONF	Police Foundations	53008	1.00	2.00	2.00
CONS	Police Foundations	53008	1.00	2.00	2.00
DURH	Police Foundations	53008	1.00	2.00	2.00
FANS	Police Foundations	53008	1.00	2.00	2.00
GEOR	Police Foundations	53008	1.00	2.00	2.00
HUMB	Police Foundations	53008	1.00	2.00	2.00
LACI	Techniques Des Services Policiers	53008	1.00	2.00	2.00
LAMB	Police Foundations	53008	1.00	2.00	2.00
LOYT	Police Foundations	53008	1.00	2.00	2.00

Key Research Findings

MOHA	Police Foundations	53008	1.00	2.00	2.00
NIAG	Police Foundations	53008	1.00	2.00	2.00
NORT	Police Foundations	53008	1.00	2.00	2.00
SAUL	Police Foundations	53008	1.00	2.00	2.00
SENE	Police Foundations	53008	1.00	2.00	2.00
SHER	Police Foundations	53008	1.00	2.00	2.00
SLAW	Police Foundations	53008	1.00	2.00	2.00
SSFL	Police Foundations	53008	1.00	2.00	2.00
STCL	Police Foundations	53008	1.00	2.00	2.00
SHER	Police Recruit Education And Preparation (prep)	73008	1.00	1.00	1.00

Employment Postings

Peterborough Lakefield Community Police

Recruitment for 4th Class Police Constable

Closing Date: Monday, July 16, 2012

Policing is about working and building relationships with people from many different backgrounds to ensure public safety through crime prevention and law enforcement. We look for candidates from various backgrounds to reflect the community we serve. We believe in building relationships in our community to make a difference in the lives of people.

The Peterborough Lakefield Community Police Service offers Police Constables a rewarding career in law enforcement with an opportunity for training and advancement within the Police Service.

Our recruitment process consists of several steps including: interviews; psychological testing; medical examination; and background checks. Candidates must successfully pass all steps of the recruitment process in order to proceed to each consecutive step.

The Applicant Testing Services Inc. provides an overview of the steps required to become a Police Constable. The process starts with self-assessment, proceeds to the pre-interview testing with ATS, and concludes with the fine screen process of the Constable Selection System. The ATS website provides further information including the self-assessment:

<http://www.applicanttesting.com/careerpaths/police-constable.html>.

To apply Candidates must submit the following:

- ☐ Detailed Covering Letter and Resume
- ☐ Canadian Citizen or Permanent Resident
- ☐ Proof of successful completion of (OACP) Certificate of Test Results *

(<http://www.applicanttesting.com/>)

- ☐ A copy of all school transcripts including your secondary school and any post secondary school transcripts
- ☐ Preference will be given to candidates that have demonstrated continuous learning beyond high school

and are committed and involved within the community.

- ☐ Current First Aid Certificate and CPR Level "C" Certificate

Once candidates proceed to the Background Investigation Stage, they must provide:

- ☐ Proof a valid driver's license
- ☐ Background information and pass a security clearance/investigation, credit and reference checks

Note: Candidates must be prepared to work shifts including nights, weekends and holidays.

Key Research Findings

* The Ontario Association of Chiefs of Police (O.A.C.P.) certificate of results must be submitted with the application. To obtain this certificate, please contact Applicant Testing Services (ATS) <http://www.applicanttesting.com/> to schedule an appointment for testing. Testing is conducted at various

locations throughout the province of Ontario.

As a condition of employment with the Peterborough Lakefield Community Police Service, new recruits are

required to successfully pass the Basic Constable Training Course at the Ontario Police College (OPC).

The

12-week OPC training program is designed to prepare newly hired police officers to safely and effectively

perform their duties, while meeting the needs of Ontario's diverse communities. Candidates will be required to

pay a fee of \$7,500.00 to the Ontario Police College upon registration.

Qualified applicants are invited to submit completed documentation by **Monday, July 16, 2012 to:**

Peterborough Lakefield Community Police Service

Police Constable Recruitment

Attention: Human Resources Division

500 Water Street,

P.O. Box 2050

Peterborough, Ontario,

K9J 7Y4

We thank you for your application, however only those selected for

[Ottawa Police Service](#) (Click on name for more information)

Is becoming a police officer right for you? Policing is about working with people to ensure public safety through crime prevention and law enforcement. It's also about building relationships in the community and making a difference in the lives of people. Working as an Ottawa Police officer demands many skills, both physical and mental. It's much more than a job - it's a rewarding career and lifestyle choice.

At the same time, one of the fundamental goals of policing is to reflect the diversity of the communities served. At the Ottawa Police Service, we are continually looking to improve our capability to deliver service that is effective and responsive to the needs of our community. As such, the Ottawa Police Service is looking for men and women from all backgrounds and walks of life, including people of various races, cultures and religions or sexual orientation. Everyone who has a strong interest in becoming a police constable, and who feels that she/he meets the qualifications described in this section of the Web site, is encouraged to apply.

Our more than 1387 police officers, along with more than 547 civilian members, work together for a safer community, and this Web page is your best place to learn about becoming a police constable with the Ottawa Police Service. In this section, you can read about all the basic requirements for the position of police constable, the four-stage selection process and the process to follow if you are an applicant with previous police experience. You'll also find all the necessary application forms that you can download.

Thank you for your interest in the Ottawa Police Service.

Key Research Findings

Halton Region Police Service

Are you interested in this job opening? Are you the perfect fit for our organization? Click on Apply Now! and we will walk you through our Online Application process. If you know of someone else who might be interested, please send this opportunity to a friend.

Category Uniform
 City Halton Region
 Province Ontario [ON]
 Country Canada [CA]
 Title Police Constables
 Job ID 2012-02
 What does a Police Constable do?

Position Overview
 A police constable improves and maintains the safety, security and quality of life for Halton residents through the application of community policing methods; contributes to the development of Service goals, and participates in activities and projects; enforces federal, provincial and municipal statutes in response to citizens' complaints, service calls and special assignments; prepares and processes charges under federal, provincial and municipal statutes, and gives evidence in Court. All Applicants must meet the following basic requirements:

Responsibilities/Requirements

- Possess an O.A.C.P. Certificate of Results
- Be legally eligible to work in Canada
- Be 18 years of age or older
- Be of good moral character and habits
- Have successfully completed secondary school or the approved equivalent to the Ontario education system.
- Possess a valid driver's licence (minimum Class G)
- Possess a current Standard First Aid certificate and a current CPR certificate (Basic Rescuer Level C)
- Meet vision standards of uncorrected visual acuity of at least 20/40 binocularly, corrected visual acuity should be at least 20/20 binocularly, with normal colour vision.
- Meet normal hearing standards.

Date Added 1/3/2012

[Apply Now! Tell A Friend](#)

[Parliamentary Precinct Services Constable, Protective Service](#)

areer Opportunity

Constable, Protective Service – Parliamentary Precinct Services

Classification	Salary	Language Requirements	Process No.	Date of Issue	Closing Date
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Key Research Findings

SPS-SEN-05	\$46,211 - \$58,472 (salary is under review)	AXB/AXB – Bilingual Imperative	11-SEC-OC-001	14-MAY-2012	28-MAY-2012
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Nature & Scope:

The Parliamentary Precinct Services Sector is responsible for providing protective services, accommodation planning and building services for the Senate of Canada across different facilities, including the Parliament's East Block and Center Block (Senate Chamber and Senate Offices), as well as administrative buildings in Ottawa and Gatineau. The Sector provides crucial and time-sensitive security and accommodation planning and service delivery to Senators, Senate Committees and other Senate branches while acting as a primary business partner with the Library of Parliament and the House of Commons in developing common and shared strategies to support their clientele with efficient and cost-effective business strategies.

The Senate Protective Service ensures the protection of the Senate, senators, their administrative staff and Senate employees, including the security of all buildings and their contents under the jurisdiction of the Speaker as well as security for visiting dignitaries and visitors to the Senate. In this context, the Corporal has ongoing responsibility to perform front line supervision of a team of constables delivering operational security to the Senate, its occupants, visitors and in the context of Senate Sittings, high profile visits of dignitaries, diplomats and special events. The Constable conducts day-to-day security operations as the first line of security that controls access to and movement within Senate buildings, while also ensuring external security of Senate premises and the overall security and safety of senators, senators' staff and Senate employees. Uniformed constables operate on a rotating schedule of assignments on a 24/7 basis, and are strategically positioned throughout the Parliamentary Precinct to ensure optimum security and address specific security and threat levels. Front line operational security personnel are assisted by the Operational Support group which provides technical security services and equipment (e.g. technical security apparatus; intrusion and fire alarms; motion sensors; video surveillance; expanded card-key access control system) that assist in day operations, while allowing effective security during night and weekend shifts when there are reduced numbers of security personnel. Constables ensure effective communication while at their assigned posts through an effective short wave radio system that supports effective coordination of security activities across the various security teams. Senate security teams work in collaboration with Parliamentary partners from the RCMP on exterior grounds, and House of Commons security services in shared tenancy premises.

Summary of Duties:

- Protect life and property and maintain peace and order within the Senate Precinct.
- Respond to any emergency as first responder, conduct building security checks, and perform ceremonial duties, when required.
- Delivering Senate security services in the field, including the access control to and movement within Senate buildings, the operation of technical equipment to detect potential threats, the inspection of Senate rooms, the patrol of the Senate's interior or exterior premises, the performance of procedural duties during sessions of the Senate or special events and the control of traffic and parking on external Senate grounds
- Accountable for implementing specific security instructions and operational orders pertaining to defined security and threat assessments, for responding to incidents and disturbances and ensuring the peace and respect of Senate protocol, and responding to emergency situations.
- Applying the appropriate methods and techniques in conducting building searches, in restraining or expelling individuals disturbing the peace and in administering first aid, CPR, defibrillation, oxygen in medical emergencies
- Completing the relevant logs and reports on all incidents; for acting as a valued team member in

Key Research Findings

assisting the security team on various security activities and collaborating with Parliamentary Precinct security partners on joint security matters.

Organization Structure | The generic pool of Constable positions is divided into teams that report to one of 7 Corporal positions leading Senate security operations in the field. The Constable position does not have any supervisory responsibilities.

Statement of Merit Criteria and Conditions of Employment

Important Note: *To be considered, applicants must meet all of the screening requirements (") as indicated below. Failure to do so will result in the application being screened out without further consideration. Therefore, applicants are responsible for FULLY demonstrating, in writing, at the time of application, HOW they meet ALL of the screening requirements. Screened-in candidates will be assessed on all the essential qualifications, including the Technical Competencies, Behavioural Competencies, and the Senate Administration Institutional Competencies. Candidates are also encouraged to demonstrate in their application if and how they meet the asset qualifications. The asset qualifications and organizational need may be used, all or in part, and become factors in the selection of the candidates for the position.*

Essential Qualifications

1. Post-secondary diploma in a field related to the position (i.e. Police Foundations, Techniques policières, Criminology, Security Management, etc.) **OR** successful completion of high school (or an equivalency approved by a provincial or territorial ministry or department of education) **AND** an acceptable combination of related training and a minimum of two years of experience in a field related to the position
2. Bilingual imperative – AXB/AXB (*Basic proficiency in reading and intermediate proficiency in oral interaction, in the second official language*)
3. Knowledge of the methods and practices of security operations

Technical Competencies:

- Experience using e-mail and word processing computer applications
- Good written communication skills in first official language

Behaviour Competencies:

- Action Management
- Adaptability
- Communication
- Dependability
- Teamwork and Cooperation

Senate Administration Institutional Competencies:

- Integrity
- Respect
- Service

Asset Qualifications

1. Recent post-secondary education in a field related to the position (i.e. Security Management, Police Foundation)
2. Significant, recent, and relevant experience in the security field
3. Defensive Tactics certificate
4. First Aid certificate

Key Research Findings

5. Cardiopulmonary Resuscitation (CPR) certificate
6. Automated External Defibrillation (AED) certificate
7. Experience using MS Outlook and MS Word

Operational Requirement | Candidate must be willing and able to work overtime, if and when required

Conditions of employment *Candidates must meet the condition of employment at the time of appointment and throughout the period of employment in the position.*

- Candidates must consent to supply personal information and obtain a secret-level security accreditation in order to be eligible for appointment
- Candidates must successfully pass the physical and medical requirements to qualify
- Candidates must pass each individual module of the training program to be eligible for an appointment
- Ability to work shifts in order to provide 24 hours a day, 7 days a week service

Additional Information

- Candidate must be Canadian citizen have the permanent resident status
- The Senate of Canada is committed to having a skilled, diversified workforce reflective of Canadian society, and to the equitable representation of women, aboriginal peoples, persons with a disability and members of a visible minority group. We encourage members of these designated groups to self-identify
- Authenticity of certificates and diplomas will be verified
- Alternative selection tool methods and/or reasonable accommodation are available upon request
- A variety of assessment tools may be used to assess candidates
- Travel expenses related to this selection process and relocation expenses are the candidate's responsibility
- We thank all those who apply, however, only those selected for further consideration will be contacted

For a detailed job description please email Sonia at: makhls@sen.parl.gc.ca

Acting HR Advisor	HR Assistant	How to Apply
Sonia Makhoulf Telephone: (613) 943-0343 makhls@sen.parl.gc.ca	Soumaïa Allal Telephone: (613) 995-5805 allals@sen.parl.gc.ca Fax: (613) 992-3827	Send your application with the process number in the subject box by 11:59 p.m. Eastern time on the closing date to senemp@sen.parl.gc.ca . Please provide your cover letter and resumé in one document (.pdf, .doc, .docx), saved under the following format: Last name, Given name. View the job description for additional information. Please complete and send the <i>Supplementary Information</i> form with your application. You will find this form at www.parl.gc.ca under the Employment tab – Senate – Employment Opportunities and select this career opportunity.

Contact Information

Phone Number: 613-995-5805

Posting Date: 14-May-2012 Job Stream: Security Job Type: Permanent, Full-Time Salary/Rate: \$46,211-\$58,472/yr Number of Positions Open: 1 Start Date of Employment: ASAP

