

Strategic Risk Management in Police Organizations: An Integrated Approach

**An Executive Workshop for
Police Executives
April 11-13, 2007**

**Police Executive Centre
Canadian Police College,
Ottawa**



CANADIAN POLICE COLLEGE • COLLÈGE CANADIEN de POLICE

Learning Outcomes

Upon completion of the course, participants should be able to:


- Understand the language, concepts and process of integrated risk management;
- Understand that managing risk is an integral part of the general management and decision-making process in the police organization;
- Understand the changing way in which risk is being managed with a focus on the management of uncertainty as an integrated management activity, rather than seen as an afterthought performed by risk management specialist;
- Understand the risk management process and the different tools, concepts and techniques available to manage risk in the public sector; and
- Apply risk management principles in the design and implementation of programs and policies.

Learning Methods:


- Presentations by experts in risk management
- Presentations by practitioners in the police field
- Lectures to provide information and background
- Facilitated discussions with ample time for participants to interact and learn from each other
- Group exercises: at the beginning of the course, groups will be identified and given case studies of practical organizational risk situations for which they will develop a full risk management plan for presentation at the end of the course; time and equipment will be allotted for group work.


Wednesday, April 11, 2007: Understanding Risk

<p>0830-0930</p> 	<p><i>Overview and Introduction:</i></p> <p>Welcome from the College: Director, Police Executive Centre</p> <p>Course objectives and structure</p> <p>Participants' expectations: “What would be success for me in this course?” A Roundtable</p> <p>Review of learning tools including the case study method and group work: distribution of case study.</p> <p style="text-align: center;">Course co-ordinator: Andrew Graham, School of Policy Studies, Queens University</p>
<p>0930-1200</p> 	<p><i>What is Integrated Risk Management and Why Does it Matter?</i></p> <p>An overview of what integrated risk management is and how it works in various environments.</p> <p>Review of the Risk Management Framework to be applied to the Case Study</p>
<p>1300-1500</p> 	<p>How One Organization Approaches Risk Management in a Risky Business</p> <p style="text-align: center;">John Fraser, Chief Risk Officer, Hydro One</p> <p>Hydro One, Ontario's electricity infrastructure organization faces many risks – operational, financial and strategic. It has developed a reputation for applying</p>

	<p>modern risk management techniques to its overall management. Mr. Fraser is a leader in the field of thinking about strategic risk management in Canada. He will share the Hydro One experience and show how it is applied in real decision-making. He will address some key issues in implementing strategic risk management:</p> <ul style="list-style-type: none"> How to create a risk policy What a risk management framework looks like and how it works Setting risk tolerances Gathering information on risk within your organization and outside Developing a risk profile.
1530-1645	<p>Case Study Introduction and Review: First Phase: Risk Identification and Priorization</p> <p>Groups will work on the first element of the case study: the identification of risks</p>
<p>1800-2000</p> 	<p>Evening Session: Dinner and Discussion:</p> <p style="text-align: center;">Commissioner Julian Fantino, Commissioner of the Ontario Provincial Police:</p> <p><i>“Where Risk Fits: The Uses and Importance of Strategic Risk Management in Complex Police Organizations.”</i></p>


Thursday, 12 April, 2007: Applying Risk Management

0830-0900	<p><i>Go Back and Bring Forward</i></p> <p>What stood out from yesterday's sessions? What do we need to put into the parking lot? What's missing? What's ahead?</p> <p><i>Review of the Risk Management Framework</i></p>
0900-1000	<p><i>First Phase Feedback</i></p> <p>Discussion and validation of the risks presented in this case</p> <p>All groups will input into class discussion</p>
1015-1200	<p><i>Implementing and Integrating Risk into a Police Environment:</i></p> <div data-bbox="228 1010 448 1268"></div> <p>Chief Superintendent Brian Roberts OIC NWR Operations Strategy Branch RCMP, Edmonton Alberta</p> <p>Combining a corporate desire to integrate risk management into its overall operation and the opportunity to test it out in an operational zone, Chief Superintendent Roberts' presentation will address the "if you build it..." question with some results that his organization achieved. He will address the key question of relating real and present risks to resource allocation and strategic planning.</p>

<p>1300-1430</p>	<p><i>Case Study: Phase Two: analyzing and prioritizing risks</i></p> <p>Groups will work on the second phase of the case study: prioritizing risks Feedback will take place for the whole class There will be an agreement on risk priority areas as well as major areas to be addressed Each group will then be assigned a risk area to be addressed in their strategic plan</p>
<p>1430-1700</p> 	<p><i>Reputational Risks and Risk Communications</i></p> <p style="text-align: center;">Derek Johnston, Face Value Communications</p> <p>Derek will lead the group in addressing the issues of how police organizations manage their reputations as part of their risk management strategies and how they communication risk to stakeholders and the public. He will cover such topics as:</p> <ol style="list-style-type: none"> 1. Definition: <i>what is reputation?</i> 2. Building and preserving your reputation 3. How strong is your reputation? 4. On shaky ground: your reputation at risk 5. Building a framework 6. A crisis checklist

Friday, April 13, 2007: Building Successful Practice

0830-0900	<p><i>Go Back and Bring Forward</i></p> <p>What stood out from yesterday's sessions? What do we need to put into the parking lot? What's missing? What's ahead?</p>
0900-1030	<p><i>Integrating Risk Management into a Police Organization: the OPP Experience</i></p> <p>Chief Superintendent Susan Dunn</p> <p>She will address such topics as</p> <ul style="list-style-type: none">Sources of risk and risk informationTrendsThe process of risk managementInquestsFOI – a risk management systemProfessional conductBuilding a risk management system in a complex police organization.
1100-1200	<p><i>Case Study: Finalizing a Risk Plan</i></p> <p>Groups will finalize their risk management plan for the risks they have identified in the case study</p> <p>Each group will be asked to prepare a plan for a specific section of the risk profile</p> <p>It is expected that these presentations will be ten minutes each with a PowerPoint for the presentation following</p>

1300-1430	<p><i>Presentations from Groups on Risk Plans: Discussion and Reaction</i></p> <p>A panel of instructors and presenters will react to the presentations</p> <p>It will be crucial at this stage for each group to relate its response to strategic business issues as well as addressing the specific risk area.</p>
	<p><i>Evaluations, Wrap-up and Thanks with College Personnel</i></p> <p><i>Completing the Course Evaluation</i></p>