



## POLICE LEADERSHIP PROGRAM – draft block schedule

# Rotman

### Week 1: Leadership, Strategy & Operations

Session Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0700-0745	Breakfast					
0745-0815	Introduction	(Takeaways from the previous day)		Breakfast	(Takeaways from the previous day)	
0815-0945	STRAT 1: The Concept of Strategy in Policing	IFM 1: Intro to Financial Statements	STAT 1: Making Data Talk Walid Hejazi	Written Communication Workshop 1	IFM 5: The Politics of Budgeting	STAT 3: Making Data Talk
0945-1000	Break					
10:00-11:30	STRAT 1 Continued ...	Managing Government Relations	STAT2: Making Data Talk	Break	IFM 6: Auditing Police Financials	STAT 3: Making Data Talk (cont'd)
1200-1230	Break	Reflection Team		IFM 3: The Budget Process		
	Lifestyle Workshop					
1230-1330	Lunch					
1330-1415	Study Team	Critical Issues in Policing	Speaker	Critical Issues in Policing	IFM7: The Lease or Buy Decision	Lifestyle Workshop
1415-1500	STRAT2: The Chief as CEO	Reflection Team	Reflection Team	Reflection Team		Reflection Team
1500-1515		Debrief	Debrief	Debrief		Debrief
1515-1545	Break					
1545-1715	STRAT 3: Vision for Policing Strategy	Study Team			Risk Management Session	Study Team
1715-1800		IFM 2: Anatomy of a Budget	Risk Management & Best Practices I	IFM 4: Finalizing the Budget		STAT 4: Making Data Talk
1800-1845	Dinner	Individual Reading and Personal Time				End of Week 1  Pick up Binder for Week II
1845-1945	Co-Consulting Project Introduction	Pub Night (Optional)	Dinner			
1945-2100	Co-Consulting Project Lifeline Exercise		Co-Consulting Project: Problem Definition	Learning Log and Individual Reading	Co-Consulting Project: Problem Definition	
2100-2130	Learning Log and Individual Reading					
		Learning Log and Individual Reading				



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**Week 2: Communications & Strategy**

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Session Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
0700-0745	Breakfast						
0745-0815	( Takeaways from the previous day )						
0815-0945	Plenary COMM 1: Introduction & Concerns	Plenary  COMM 6: Media Training & Communications	LEAD 1: The Leadership Framework	IFM 8: Balanced Scorecard	Written Communication Workshop 2: The Balanced Scorecard	Lifestyle Workshop	
	Breakout COMM 1: Cont'd Media Training & Communications					Written Communication Workshop 3	
	1030- 1045 Break	Break				Break  Building Relationships: Workshop on Aboriginal Peoples II	
1000-1030	COMM 1: Cont'd	COMM 7: Scrum Session	Performance Management 1	Marketing the Police Service to the Community and Other Constituents	Study Team		
	Lunch			Reflection Team	STRAT 4: Business & Strategic Plans		
1030-1200	Plenary COMM 2						
1200-1230	Breakout COMM 2: Cont'd	Lunch					
1230-1330	Breakout COMM 3	Critical Issues in Policing:	Critical Issues in Policing: Speaker: Police Service Board Member	LEAD Study Team – Apply Framework	Work on the Written Communication Memo	Study Team	
1330-1415	Break	Reflection Team	Reflection Team	LEAD 2: The Framework in Action	Reflection Team	STRAT 6: Strategy & Organization II	
1415-1500	Plenary  COMM 4	Plenary COMM 8	Debrief		Debrief		
	Breakout COMM 8: Cont'd						
1500-1515	COMM 5	Break	Break				End of Week II  Pick up Binder for Week III
1515-1545	Breakout COMM 5: Cont'd	Breakout COMM 8: Cont'd	LEAD Study Team – Apply Framework	IFM 9: Balanced Scorecard	STRAT 5: Strategy & Organization I		
1545-1715	Plenary COMM 5: Cont'd	Plenary COMM 8: Cont'd Review & Wrap Up	LEAD 2: The Framework in Action				
1715-1800	Dinner	Leadership Circle Speaker:	The Outsourcing Decision: What should we in house vs. outsourcing	Individual Reading & Personal Time			
1800-1845	Plenary COMM 5: Cont'd Homework Assignment			Managing Government Relations Speaker	Dinner		
1845-1945	Learning Log and Individual Reading	Dinner		Dinner	Co-Consulting Project: Solutions		
1945-2100		Leadership Reflection Team		Reflection Team			
2100-2130		Learning Log and Individual Reading					



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### Week 3: Operations, Corporate Governance, Strategy & Leadership

Session Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
0700-0745	Breakfast						
0745-0815	(Takeaways from the previous day)					Prepare for Group Presentations	
0815-0945	NEGO 1: Intro: Distributive Bargaining	NEGO 4: Stanford Video Guide to Negotiation	Ethics & Governance 1 Len Brooks	LEAD 3: Personal Leadership Agenda 1	LEAD4: Personal Leadership Agenda 2		
0945-1000	Break						
1000-1030	NEGO 2: Negotiation Deadlocks: Why they occur and how to break them	Managing Government Relations Speaker:	Ethics & Governance 2 Len Brooks	Managing Government Relations Speaker:	Reading and personal time	Presentation rehearsals	
1030-1200		Reflection Team		Reflection Team	Performance Management 2		
1200-1230	Lunch						
1230-1330	Critical Issues in Policing:	Leadership Circle Speaker:	Lifestyle Workshop	Reading and Personal Time	Critical Issues in Policing:	Final Group Presentations	
1330-1415	Reflection Team	Leadership Reflection Team	IFM 9: Balanced Scorecard Presentations	Leadership Circle Speaker:	Reflection Team		
1415-1500	Debrief			Reflection Team	Debrief		
1500-1515	Break						Change into uniform
1515-1545	NEGO 3: Integrative Bargaining (Win-Win Negotiation)	Organizational Demographics: Age Gender, Ethnic	STAT 5: Making Data Talk	STAT 6: Making Data Talk	Managing Government Relations Speaker:	Graduation Ceremony	
1545-1715						Reception & Program End	
1715-1800	Reading and personal time		Co-Consulting Project: Action Planning	Reading and personal time	Reflection Team		
					Reading and personal time		
1800-1845	Dinner		Free evening	Dinner			
1845-1945	Co-Consulting Project: Action Planning	Leadership Circle Speaker:		Leadership Circle Speaker:	Co-Consulting Project: Action Planning		
1945-2100		Leadership Reflection Team		Leadership Reflection Team			
2100-2130	Learning Log and Individual Reading			Learning Log and Individual Reading			



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### Course Descriptions:

#### Written Communication Workshop

Workshop 1: Writing an executive summary of a response to a crisis

Workshop 2: Writing a short report of organizational effectiveness as part of the Balanced Scorecard.

Workshop 3: Writing a report recommend an OACP resolution.

#### Police Chief's Workshop

Each week, there will be three workshops led by current Chiefs of Ontario services and the Commissioners of the OPP and RCMP. These chiefs will be asked to speak on specific critical issues for policing. The issues will be selected by the Rotman Program Director on advice from the OACP. After each workshop, participants will work in their study teams to "process" what they have heard from the Chiefs. The study teams will be asked to specifically address implications for the services represented by the teams. A debriefing session will be held to consolidate the learning from each session. Participants will be encouraged to make entries in their learning logs about implications for their own services and issues and initiatives that they will champion on return to their services.

#### Leadership Circle Workshop

Each week, there will be three workshops led by business leaders and CEOs/Mayor from the public sector. These leaders will be asked to speak about specific aspects of their own experiences as leaders. After each workshop, participants will work in their study teams to "process" what they have heard from the speakers. The study teams will be asked to specifically address implications for the services represented by the teams. A debriefing session will be held to consolidate the learning from each session. Participants will be encouraged to make entries in their learning logs about implications for their own services and issues and initiatives that they will champion on return to their services.

#### Managing Relations with Government

Each week, there will be two workshops with speakers from the provincial government and municipalities. Each speaker will be asked to speak on a specific issue selected by the Rotman Program Director on advice from the OACP. The intention of these sessions will be to provide a Police Chief's point of view on the major interactions between the service and specific parts of provincial and municipal government. After each workshop, participants will work in their study teams to "process" what they have heard from the speakers. The study teams will be asked to specifically address implications for the services represented by the teams. A debriefing session will be held to consolidate the learning from each session. Participants will be encouraged to make entries in their learning logs about implications for their own services and issues and initiatives that they will champion on return to their services.

#### Co-consulting Project

Each participant will be asked to come to the workshop with a specific project to undertake in the participant's service after the course. These projects will be agreed with the participant's Chief/Deputy Chief in advance of the course. The OACP will provide Chiefs with a list of potential projects.

During the course, participants will be divided into 3-person Co-consulting teams to work through a carefully structured process on these projects. It will be expected that each participant will complete the high level thinking and planning for the project during specific sessions that have been allocated for this purpose. Participants will be strongly encouraged to apply the learning from the program to their projects as they proceed through the course. Towards the end of the course, participants will be encouraged to craft a presentation on their project that they will make shortly after returning to their services.