

CPA EXECUTIVE LEADERSHIP PROGRAM PROFESSIONAL CERTIFICATE



Introduction

The Telfer School of Management at the University of Ottawa has delivered a very successful, three module program, in Executive Leadership for the Canadian Police Association since 2009. To date over 150 graduates have received their Professional Certificates in Executive Leadership. Module I, offered in November 2018, started the seventh cohort of the full program.

Program Design

The program is designed primarily for elected leaders and executive staff of the constituent associations of the CPA and their international colleagues. Representatives of other employee associations or unions will also be invited to participate. The main elements covered in the program design include:

Module I - Leadership, Advocacy and Communications

Spring 2020

- Leadership development and performance
- Advocacy and government relations,
- Media and communications

Module II - Advanced Negotiations and the Psychology of Bargaining

Fall 2020

- Bargaining
- Negotiation
- Member Issues

Module III - Strategic Choices, Implementation and Governance

Nov. 20-22, 2019

- Strategy choices and planning,
- Implementation of strategic plans
- Governance

Module III commences at 8:30am on Wed. Nov. 20th and concludes by 5:00pm Fri. Nov. 22nd, 2019.

Professional Certificate

Those who complete all *three* courses will receive a special 'Professional Certificate in Executive Leadership' offered jointly by the Telfer School of Management and the Canadian Police Association.

Location

The course is offered at Telfer's Centre for Executive Leadership at 99 Bank Street, Suite 200, Ottawa. The Marriott Ottawa Hotel is within walking distance.

REGISTRATION LIMITED! This offer is exclusively open to CPA member associations and other public service associations and unions. Register now and avoid disappointment.

Registration fee per Module of \$2,500 includes:

- all program materials
- three days of instruction from leading experts
- 3 breakfasts, 3 lunches and nutrition breaks
- course certificate from Canadian Police Association and University of Ottawa.

CANADIAN POLICE ASSOCIATION
EXECUTIVE LEADERSHIP PROGRAM

Module III- Strategic Choices, Implementation and Governance

November 20-22, 2019



Canadian Police Association
Association canadienne des policiers

REGISTRATION FORM:

NAME:

BIRTHDATE:

_____ YYYY _____ MM _____ DD

ASSOCIATION:

TITLE:

PHONE:

CELL:

FAX:

E-MAIL:

ADDRESS:

CITY/PROVINCE

POSTAL CODE:

Fees:

\$2,500/participant + HST = \$ **2,825.00**

Payment Terms:

100% of the total fee is due with application. Please mail the completed application form and cheque to the CPA. In the event of a cancellation within 5 business days before the start of the program (*Nov. 13*), a \$250 administration fee will apply to cover costs for printed materials and food that would have already been incurred.

Air Canada conference code:

If you are travelling with Air Canada, please use the conference code **22P7UMG1**.

Marriott Ottawa Hotel:

We have secured a rate of \$228 single or double per night plus taxes with the Marriott Ottawa Hotel, 100 Kent Street. Participants are responsible for booking their own accommodations by calling 1-800-853-8463 or at this web address:

<https://book.passkey.com/e/49865919>

Please identify the group room block held for the “Canadian Police Association”. Room block will be held until *October 19, 2019*.

Please mail the completed application form and payment before October 18, 2019 to:

Canadian Police Association
100-141 Catherine Street
Ottawa, ON K2P 1C3
Tel: 613-231-4168 ext. 224
Fax: 613-231-3254

(Do you have any dietary restrictions of which we should be aware? Please specify if it is an allergy.)



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Module I Leadership, Advocacy and Communications

The objective is to help participants develop leadership skills which enable them to exercise effective leadership, taking into account the diverse needs of associations which rely on volunteers. The focus is on understanding individual leadership styles, appreciating differences and learning how to build team leadership which allows associations to grow and evolve while meeting new challenges.

The ability to communicate effectively to internal audiences and external stakeholders is essential to the exercise of leadership. Clarity of objectives and strategy and concise messages are equally important. An understanding of media relations can help maximize positive impact and to minimize negative consequences. Effective advocacy is also a major challenge – to identify partners and stakeholders, to align the membership, to have realistic objectives and to identify the 'influencers' who can get to decision-makers. Instructors will lead a number of exercises which will help participants learn how to meet these challenges, including small group exercises, role playing and mock media events.

Module II Advanced Negotiations and the Psychology of Bargaining

Negotiation is central to the role of police association executives. Module II will address how to increase your power at the table, how to better understand the psychology of bargaining and how to prepare for a contract negotiation, including a clear strategy, an environmental scan, and consultation with members, community politicians and leaders. It will also examine how to assess the other side, building power and alliances, and researching to expand the understanding of the bargaining environment. The process of preparation needs to anticipate possibilities of confronting difficult truths about what is possible, how to resolve conflicting objectives among members and how to anticipate major communication efforts with members and media. This will affect the composition of the bargaining team, research needs, and the choice of priority issues. Interest-based arbitration will also be examined.

Module III Strategic Choices, Implementation and Governance

The purpose of this module would be to lead participants through a series of exercises and learning sessions which would help them understand the importance of setting strategic direction for the association, awareness and appreciation of the external environment, seeking feedback and direction from the members, the importance of understanding the nature of the choices being made, alignment of the organization and how the governance of the association contributes to and supports effective implementation and leadership of the organization. It will also examine the challenges of good governance, constitutions and succession planning for the PA board. The examples, exercises and cases used would be relevant to the experience of the police associations in Canada.

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