

**“Source: *The Police -- A Policy Paper*, 1980.
Department of Justice Canada.
Reproduced with the permission of the Minister of Public
Works and Government Services Canada, 2007.”**

TABLE OF CONTENTS

	Page
SUMMARY	1
PART I -- DEFINITION OF THE ISSUES	3
A. Introduction	3
B. Absence of a Theoretical Base	4
C. Police Discretion	5
D. Political Discretion	6
E. Resource Allocation	8
1. Apportioning Responsibility for Crime	8
2. Apportioning Responsibility for Services	11
F. Societal and Institutional Change	13
PART II -- PRESENT SOLUTIONS	15
A. Introduction	15
B. The Constitutional Organization of Public Policing	16
C. Public Police Organization	20
1. Functional Divisions	20
2. Human Resource Development	23
(a) Recruitment and Selection Procedures	23
(b) Education and Training	25
(c) Promotion Policies	28
(d) Labour Relations	30
PART III -- ADVANTAGES AND DISADVANTAGES OF CURRENT ARRANGEMENTS	33
A. Introduction	33
B. Constitutional Arrangements of Public Policing	33

C.	Public Police Organization	40
1.	Functional Divisions	40
2.	Human Resource Development	47
(a)	Recruitment and Selection Procedures	47
(b)	Education and Training	49
(c)	Promotion Policies	53
(d)	Labour Relations	56
PART IV	-- PREPARING THE POLICE FOR THE FUTURE	63
A.	Introduction	63
B.	Political Discretion	64
(a)	The Capability-factor and the Optimum Size of a Police Force	64
(b)	Selective Enforcement and the Constitutional Position of the Chief of Police	65
(c)	Human Resource Development	65
(i)	Recruitment and selection	65
(ii)	Education and training	66
(iii)	Promotion policies	66
(iv)	Labour relations	67
C.	Police Discretion	67
(a)	Preventive Policing Philosophy	67
(b)	Use of Detective Resources	68
(i)	The Re-active function	68
(ii)	The Pro-active function	69
D.	Conclusion	71
Endnotes	73