

Richmond Detachment Guiding Leadership Principles

Our 10 core leadership principles

- **Managing Expectations.** All of us need to know what is expected of us at work. It just makes sense that we know in advance the “rules of engagement”. This is also called...Positive Discipline. As leaders, it is our job to clarify some of those things that are expected. It makes the work environment that much better when you know what is wanted and expected. Lets just call it **MANAGING EXPECTATIONS!**

*** The key to Managing Expectation is sharing your expectations with your subordinates, peers, bosses and clients also. They need to know what you want.**

Dropping a bombshell on them after it is too late is not the way we do business. (Imagine getting an annual assessment and for the first time having a performance issue – a problem is brought up and you had no idea prior...not a good thing!)

So, every morning at 9am we will manage expectations from a “real time – real person” style of Performance Agreement. Instead of a Performance Agreement on paper, we will discuss our issues in person...in real time. Lets call our 9am meetings... our “daily work out sessions”, or the “CEO’s Inner Circle” (not just a meeting for the sake of a meeting). All rank is left at the door, everyone is equal. This is where we ensure all our expectations are discussed, supported and understood. Everyone is invited to our Wednesday workout session. This is the environment where everything is discussed. Where we keep the little things...little.

- **Proper tools and equipment to do your job. You must have all the tools, equipment, material and safety devices to do your job. Policing is a dangerous job. We must always strive to stay safe.**

We now have the Canada Labour Code that we must respect and

always ensure is in the front of our decision making.

**** Don't forget, you are now being provided a whole bunch of NEW TOOLS to do your job (Restorative Justice, CAPRA Projects (RAV, Casino, Weapons in Schools), Sea-Doos, Shot Guns in PCs, Ice Breakers like the Zero Lease Vehicles, Positive Tickets, Catch and Release Shoplifter Program, Massage and Liquor Establishment Target Teams, Community Safety Cards.**

- **Passion - You are going to be provided and supported to run with your Passion within Policing. We want innovation and creativity to flourish at Richmond Detachment. This includes supporting your team to run with their passion.**

Being part of a team includes utilizing everyone's talents to the best of the Greater Good. It may be GIS, Drugs, Youth, Neighbourhood Station, Restorative Justice, Traffic - It may be lecturing, building websites, learning a new language, getting involved in a community group or facilitating a training session. Whatever the talent is, identify it and champion it.

We have opened up developmental opportunities on the Watches. Let's not stop there. What else should we be doing? Let's have the courage to assess/review our innovative initiatives and adjust as necessary. We celebrate "calculated risk taking" at our Detachment.

*** As a leader, you are also expected to empower your subordinates, your co-workers and even the community (like Volunteers) to run with their Passion. (Root problem solving, Crime Watch, Speed Watch, Street Racing Target Team, etc). Leadership is about letting go and trusting.**

You don't throw the baby out with the bath water...You must assign responsibility and accountability when you empower.

Leadership is about "Letting Go". You release your people giving them the power and authority to do their job. You trust them! You support them!

- **Recognition** – We do not recognize our people *enough* for doing a **Great Job**.

From verbal, to written to a small gift or token, recognition is paramount!

I ask you to go out of your way to recognize those people that serve with you. We can supply you with gifts if that is the appropriate thing to do. We can't do enough of this. You see...We Don't Make anything, we don't Build anything, We provide a Problem Solving service to our community.

This service is through our people. Our People are number one.

If we look after our people and recognize them, then the guaranteed output to our community is going to be first class.

*** As Leaders, don't forget out the 600 volunteers and the thousands of citizens that help us out daily. A friendly "thank-you, or Police pin or a written letter goes a long, long way.**

- **Wellness** – You and your family are most important. We are now a pilot project for workplace wellness and attendance management.

Happy, smiling employees means quality service to the community. You must be happy at work. Wellness is paramount in everything we do. So, you can expect things like places to rest, places to exercise (Detachment and Airport), family support, etc.

Let's ensure wellness remains at the top of our list.

- **Training, Developing, Coaching and Mentoring** – This is fundamental. We all must support Training, we all must continuously develop, and we all must be Coaches and Mentors.

You will continue to see a greater emphasis on Continuous Learning at this Detachment. But our expectations that you will

get involved and your efforts to develop and coach other will increase also.

We have some current training and development opportunities at this Detachment; Morning training, Leadership, Covey 7 Habits, Study Sessions for NCO's and Officers, Bike Course, Jet-Way, etc., etc. But, we cannot stop here. We must move forward!

I ask you to champion and carry on this philosophy. All of us must always encourages development and growth.

- **Your Opinions Matter – The Front Line – Police Work is why we are in business. Your opinions, ideas and direction matter. “Its Your Detachment”!!!!!!!**

**You are the one doing the job! You know what works and what does not work. We need to hear from you!
Management works for you. Our job is to provide you the support, manpower and backing you need to carry out our vision.**

Get involved by providing input and ideas. At meetings have the courage to speak out, get involved in the PRIME meetings, Constables Committee or our expanded Improvement Team Committee. Come to the Wednesday morning meetings and get involved.

*** As a leader you must also LISTEN to others and their thoughts, ideas. We respect differences at this Detachment. There is MORE THAN ONE RIGHT ANSWER. (Meaning...Always pay attention to alternatives or... you stop searching, listening and growing. Respect other's point of view)**

At the end of the day, life is all about relationships. Everything boils down to relationships you have with people. Telling, yelling and not listening will not going to get you very far in life.

- **You MATTER – You will be always treated with the highest of respect and regard. This is the way you will be treated.**

You will make or break this Detachment.

We a TEAM here. We have huge faith and trust in you. We give you Guns, Bullets and Handcuffs. We trust you in taking life or liberty every shift. We will trust you with everything else. But, with that Trust, we expect professionalism and integrity with all these little things you do day in and day out. Please ensure this trust is displayed to the people you supervise. Expect the same from them.

*** As a leader, take the extra time with the public – They Matter Too! Give that Value added service to our community, our clients. It will go a long, long way.**

- **Make A Difference – It MUST be more than just a pay cheque!**

If you can prevent a problem from occurring, if you can protect the community from a crime, capture a bad guy or if you can help a child from making a “bad choice”, these are examples of “Making a Difference”.

Our Vision is ... Safe Homes, Safe Communities.

The RCMP has a 130 year legacy that we must carry forward! Walk the talk by entrenching the way we police our community as a philosophy. Community Policing is not a section or a program. It is the way we do business...it is a philosophy.

Enforcement is still a primary and necessary tool in our tool kit, but so is targeting and having real time intelligence. We must be able to expand and collapse our target teams quicker than the criminals.

We also have other options to “just enforcement”. The new Youth Criminal Justice Act is just one example.

We will not be REACTIVE only at this Detachment. We will not just go from “call to call” and apply a band-aid. We expect everyone to be PROACTIVE...in other words...SELF GENERATE work (solving crimes, develop informants, seizing

drugs/stolen property) and ROOT Problem solve.

Try to prevent a crime or problem from happening in the first place. This is the true test of ROOT Problem solving

- **HAVE FUN!** You won't be a millionaire at this job, but if you want to be RICH... RICH in experiences, RICH in making a Difference, RICH in contributing, then you are in the right job.
* We have the best job in the world. You are "living the good old days right now".

Enjoy it!

Share you enthusiasm!