

TERRY G. COLEMAN, MOM, MHRM, MA, Ph.D

SE., High River,
Ph: 403 516

ColemanTC

EDUCATION

Ph.D – Police Studies – University of Regina: 2007-2012

Dissertation: *A Model for Improving the Strategic Measurement and Management of Policing: The Police Organisational Performance Index (POPI)*

MA – Police Studies – University of Regina: 2003-2006

Nominated for the Governor General’s Gold Medal for Graduate Studies

Thesis: *A Study of Strategic Management and Performance Measurement in Canadian Police Organisations*

Master of Human Resource Management [MHRM] – University of Regina: 1999-2002

Thesis: *A Study of the Relationship between Strategic Human Resource Management in Canadian Police Services and the Evolution of Contemporary Policing*

PUBLICATIONS: PEER REVIEWED

Coleman, T. & J. Foley. March 2003. **“It is time for real change: In search of a compensation strategy for community policing.”** *Canadian Journal of Police and Security Services: Practice, Policy and Management*. V.1, N.1: 19-25

Coleman, T. 2008. **“Managing Strategic Knowledge in policing: Do police leaders have sufficient knowledge about organisational performance to make informed decisions?”** *Police Practice and Research: An International Journal*. V.9, N.4: 307-322

Coleman, T.G. & D.H. Cotton. 2010. **“Reducing Risk and Improving Outcomes of Police Interactions with People with Mental Illness.”** *Journal of Police Crisis Negotiations*.
[V. <http://www.informaworld.com/smpp/title~db=all~content=t792322385~tab=issueslist~branches=10 - v10>](http://www.informaworld.com/smpp/title~db=all~content=t792322385~tab=issueslist~branches=10 - v10), N.1 & 2: 39-57

Cotton, D.H. & T.G. Coleman. 2010. **“Canadian police agencies and their interactions with persons with a mental illness: A systems approach.”** *Police Practice and Research: An International Journal*. V.11, N.4: 301-314

Cotton, Dorothy & Terry Coleman. 2012. **Canadian police agencies’ and their interactions with persons with a mental illness: a systems approach.** In *Police Responses to People with a Mental Illness*. ed. D. Chappell. Oxford, UK: Taylor Francis, 13-26

Coleman, T. 2012. **2010! But is Anyone Counting?** In *Strategic Responses to Crime: Thinking Locally, Acting Globally*. eds. M. de Guzman, A. M. Das & D. K. Das. Boca Raton, FL: Taylor Francis, 43-67

Coleman, Terry & Dorothy Cotton. 2014. **TEMPO: A Contemporary Model for Police Education and Training about Mental Illness**, *International Journal of Law and Psychiatry*.
<http://dx.doi.org/10.1016/j.ijlp.2014.02.002>

Cotton, D., & Coleman, T. G. (2016). **“The Evolution of Police Interactions with People with Mental Health Problems: The Third Generation (Strategic) Approach.”** In C. L. Mitchell & E. H. Dorian (Eds.), *Police psychology and its growing impact on modern law enforcement*. Hershey, PA: IGI Global.

Coleman, T.G., & Cotton, D. 2016. **“A Strategic Approach to Police Interactions with People with Mental Illness.”** *The Journal of Community Safety & Well-Being*. V.1, N. 2: 7-11

SELECTED PUBLICATIONS: OTHER

- Coleman, T. 1987. **“Human Resource Development–A Motivation Tool.”** *The Canadian Manager*. V.12. N.2.
- Coleman, T. 2001. **“Right Pegs in the Right Holes.”** *Yearbook of the Saskatchewan Federation of Police Associations*. Regina, SK: Saskatchewan Federation of Police Associations.
- Coleman, T & Cotton, D. 2003. **Ten Years of Suggestions: A Review of Inquest Recommendations related to the deaths of mentally ill persons from 1992–2002.** Unpublished Research.
- Coleman, T. 2004. **“A Study of the Relationship in Canadian Police Services between Strategic Human Resource Management and Contemporary Policing.”** *The Canadian Review of Policing Research*. Athabasca, AB: CAAP.
- Cotton, D.H. & T.G. Coleman. 2006. **“Contemporary policing guidelines for working with the mental health system.”** Ottawa, Canada: Canadian Association of Chiefs of Police. Available at [https://www.cacp.ca/media/committees/efiles/2/458/Guidelines_for_Police_-_2008_\(2\).pdf](https://www.cacp.ca/media/committees/efiles/2/458/Guidelines_for_Police_-_2008_(2).pdf)
- Coleman, T. 2007. **“Re-imagining Policing.”** Ed. Dennis Cooley. Toronto: U of Toronto Press. (Book Review). *Canadian Public Administration – The Journal of the Institute of Public Administration Canada*. V.50. N.1: 125-127.
- Cotton, D.H. & T.G. Coleman. 2008. **“A Study of Police Academy Training and Education for New Police Officers Related to Working with People with Mental Illness.”** Ottawa: Mental Health Commission of Canada and the Canadian Association of Chiefs of Police. Available at http://www.mentalhealthcommission.ca/SiteCollectionDocuments/PoliceProject/aa%20academy%20report-MHCC_FINAL.pdf
- Coleman, T. 2009. **“Policing and Gendered Justice: Examining the Possibilities.”** M. Corsianos. Toronto: U of Toronto Press. (Book Review). *Canadian Public Administration-The Journal of the Institute of Public Administration Canada*. V.52, N.4: 639-642.
- Coleman, T. 2010. **“An International Review of Education & Training for Police Personnel to prepare them for Interactions with Persons with a Mental Illness [PMI]”** Commission for Public Complaints against the RCMP. Unpublished Research.
- Coleman, T.G. & D.H. Cotton. 2010. **“Police Interactions with Persons with a Mental Illness [PMI]: Police Learning in the Environment of Contemporary Policing.”** Ottawa: Mental Health Commission of Canada. Available at [http://www.mentalhealthcommission.ca/SiteCollectionDocuments/PoliceProject/Police%20Learning%20Model_Jul%2023%20\(4\).pdf](http://www.mentalhealthcommission.ca/SiteCollectionDocuments/PoliceProject/Police%20Learning%20Model_Jul%2023%20(4).pdf)
- Cotton, D.H & T.G. Coleman. 2010. **“Understanding Mental Illness: A Review and Recommendations for Police Education & Training in Canada.”** Canadian Alliance on Mental Illness and Mental Health. Unpublished.
- Coleman, Terry & Cotton, Dorothy. 2014. **TEMPO: Police Interactions. A report towards improving interactions between police and people living with mental health problems.** Ottawa, Mental Health Commission of Canada. Available at: <http://www.mentalhealthcommission.ca/English/system/files/private/document/TEMPO%20Police%20Interactions%20082014.pdf>

SELECTED PRESENTATIONS

- A Strategic Approach to Psychosocial Factors/Organisational Stressors in the Police Workplace.** Presented to CACP/MHCC conference *The Mental Health of Police Personnel: What we Know and What we need to Know and Do*: Gatineau, QC, February, 2017
- A Framework for the Comprehensive Preparation of Police Personnel for Interactions with Persons with Mental Health Issues:** Presented to 34th International Congress on Law and Mental Health: Vienna, July, 2015
- Police Mental Health Learning from a Canadian Perspective:** Presented at International Initiative for Mental Health Leadership (IIMHL) conference: Manchester, UK, June 2014
- Police and Mental Health Learning (TEMPO).** Presented at *Dublin Dialogues: Discussing the Future for Mental Health*: Dublin, Eire, June 2014
- Police and Mental Health Learning (TEMPO).** Presented at annual conference of the Canadian Association of Chiefs of Police: Victoria, BC, August, 2014
- Better Outcomes for Police Interactions with People with Mental Illnesses: Canadian Developments.** Paper presented to 32nd International Congress on Law and Mental Health: Berlin, July, 2011
- Cotton, Dorothy and Coleman, Terry. **A Contemporary Policing Model of Education about Mental Illness for Police Organizations: *The TEMPO Model*.** Presented at the 7th Annual Pacific Forensic Psychiatry Conference, Vancouver. April 2011
- Interactions between the Police, People with a Mental Illness and the Mental Health System: Meeting the Challenges.** Presented at Conference-Into the Light: Transforming Mental Health in Canada: Transforming Mental Health in Canada, Simon Fraser University & Mental Health Commission of Canada, Vancouver, BC. 29 November-1 December 2009
- Interactions between the Police, People with a Mental Illness and the Mental Health System: Meeting the Challenges.** The Osgoode National Symposium on Mental Health Law. Osgoode Hall Law School. York University, Toronto, November 2009 as well as November 2011 and December 2014
- Out of the Shadows at last: From Senate Report to Commission Action.** Presented to the **12th Biennial Symposium on Violence & Aggression**, Saskatoon, June 22-24, 2008
- Psychology for Policing.** Presented at the first Police Psychology Forum with respect to contemporary policing and the value of psychological assessments of applicants for employment with police services, Toronto, 2007.
- Police Interaction with the Mentally Ill.** Presentation to the **Westminster Mental Health/Policing Conference** hosted by the London Metropolitan Police, UK and the Westminster Health Trust, London, UK, February 2007
- Police Actions as Social Support to Persons with Mental Illness.** J. Nandlal, D. Cotton & T. Coleman. Presentation to annual convention **Canadian Psychological Association**, Calgary, June 2006
- 2006!-but who is counting?** Presentation to the **International Police Executive Symposium**, Ayvalik, Turkey, May 2006
- Executive Succession Management-A Change of Culture.** Presentation to the **Canadian Information Exchange Conference on "Strategic HR Planning and Recruitment,"** Ottawa, March 2006
- Nandlal, Joan, Cotton, Dorothy & Coleman, Terry. **Police actions as forms of social support to persons experiencing a mental illness.** Paper presented at the American Psychiatric Association Annual Meeting, Toronto. 2006

- Policing with a Purpose.** Presentation to the 4th Annual Conference of the Canadian Association of Chiefs of Police Canadian National Committee for Police/Mental Health Liaison, Vancouver, November, 2005
- Learning the Hard Way: Inquest Findings from Police Shootings of Mentally Ill Persons.** Paper presented to XXIXth International Congress on Law and Mental Health: Paris – July 2005 with respect to an analysis of those incidents across Canada from 1992 to 2002 that resulted in a person with mental illness dying as a result of an interaction with a police officer(s)
- On Guard: Do you know who is working for you?** Presentation to executive members of the Saskatchewan Crown Corporations and associated cabinet ministers with respect to the threat to the public sector posed by organised crime, Regina, 2005
- Evaluating Contemporary Policing.** Paper presented to annual conference of Canadian Evaluation Society in Saskatoon, SK., 2004
- Organised Crime in my neighborhood.** Presented to the annual conference of Saskatchewan Urban Municipalities Association (SUMA) and published in SUMA’s newsletter *Urban Voice*, March 2003. V.1. N.1
- Strategic Human Resource Management & Human Resource Development.** Presented to Alberta Association of Police Governance in Lethbridge, AB., September 2003 with respect to education of police officers and the accreditation of police officers in Alberta
- The Challenge of Executive Succession Management in Canadian Policing: A Change of Culture.** Paper presented to annual conferences of the Canadian Association of Police Boards in 2001 and 2002. Subsequently published on website of Canadian Association of Chiefs of Police

WORK CITED

- Cotton, D. & Coleman T.G. (2010). **“Canadian police agencies and their interactions with persons with a mental illness: A systems approach.”** *Police Practice and Research*, V.11: 301-314. Cited in P. Woods, D. Leidl, L. Butler, J. Stonechild & J. Luimes. (2017). Police Services Detention Centers: a proposed solution. *Police Practice and Research*, V.18, N.2: 119-131
- Cotton, D. & Coleman, T.G. (2006). **“Contemporary policing guidelines for working with the mental health system.”** Ottawa, ON: Canadian Association of Chiefs of Police. Cited in G.K. Shapiro, A. Cusi, M. Kirst, P. O’Campo, A. Nakhost & V. Stergiopoulos. “Co-responding Police-Mental Health Programs: A Review.” *Adm Policy Ment Health*. September 2014. DOI 10.1007/s10488-014-0594-9
- Coleman, T. G. & Cotton, D. (2010). **“Police interactions with persons with a mental illness: Police learning in the environment of contemporary policing.”** Calgary, AB: Mental Health Commission of Canada. Cited in G.K. Shapiro, A. Cusi, M. Kirst, P. O’Campo, A. Nakhost & V. Stergiopoulos. “Co-responding Police-Mental Health Programs: A Review.” *Adm Policy Ment Health*. September 2014. DOI 10.1007/s10488-014-0594-9
- Cotton, D & Coleman T. G. (2010). **“Canadian police agencies and their interactions with persons with a mental illness: A systems approach.”** *Police Practice and Research*. Vol.11, I.3. Cited in “Policing people who appear to be mentally ill.” November, 2012. Victoria, AU: Victorian Government Printer
- Coleman, T. (2012). **“A Model for Improving the Strategic Measurement and Management of Policing: The Police Organisational Performance Index (POPI).”** Unpublished doctoral dissertation. University of Regina. Cited in A. Maslov. (2014.) “Managing the Performance of the Police: The Perspective of the Public.” Ottawa, ON: Public Safety Canada

- Coleman, T.G., & Cotton, D. (2010). **“Police Interactions with Persons with a Mental Illness: Police Learning in the Environment of Contemporary Policing.”** Ottawa: Mental Health Commission of Canada. Cited in Y. Krameddine, D. DeMarco, R. Hassel, & P. H. Silverstone. (2013). *Frontiers in Psychiatry*. V. 4. I. 9: 1-10
- Coleman, T. & Cotton, D. (2010). **“Reducing risk and improving outcomes of police interactions with people with a mental illness.”** *Journal of Police Crisis Negotiations*. V. 10: 39-57. Cited in A. Millie (2014). “The Great Debate: How wide or narrow should the police’s remit be.” *Public Safety Leadership Research Focus*. V. 2, I. 4
- Coleman, T. G. (2008). **“Managing strategic knowledge in policing: Do police leaders have sufficient knowledge about organisational performance to make informed strategic decisions?”** *Police Practice and Research: An International Journal*. V. 9, N. 4: 307-322. Cited in M. Pearson-Goff & V. Herrington. (2013). “Police Leadership: A Systemic Review of the Literature.” *Policing: A Journal of Policy and Practice*. V. 8, N. 1: 14-26.
- Cotton, D and Coleman, T. G. (2010) **“Canadian police agencies and their interactions with persons with a mental illness: A systems approach.”** *Police Practice and Research: An International Journal*, 11(4), 301-314. Cited in “The Criminalization of the Mentally Ill: Insights on Certain Aspects of the Mental Health Commission of Canada’s First Mental Health Strategy for Canada.” *Canadian Criminal Justice Association-Justice Report*, 27(4), 27-30.
- Coleman, T. and Cotton, D. (2010). **“Reducing Risk and Improving Outcomes of Police Interactions with People with a Mental Illness.”** *Journal of Police Crisis Negotiations* Vol. 10: 39-57. Cited in V. H
- Coleman, T. G. & D. H. Cotton. (2010). **“Police Interactions with Persons with a Mental Illness [PMI]: Police Learning in the Environment of Contemporary Policing.”** Ottawa: Mental Health Commission of Canada. Cited in the *Report of the Fatality Inquiry Regarding the Death of Howard Hyde Halifax, Nova Scotia*, November 2010.
http://www.courts.ns.ca/hyde_inquiry/hyde_inquiry_report.pdf
- Cotton, D. & Coleman T. (2003). **Ten Years of Suggestions: A Review of Inquest Recommendations Related to the Deaths of Mentally Ill Individuals from 1992–2002.** Unpublished Research. Cited in “Report into a Complaint Concerning RCMP Treatment of a Person Experiencing a Mental Health Crisis.” Ottawa: Commission for Public Complaints against the RCMP. 20 October 2003
- Coleman, T. (2004). **“A Study of the Relationship in Canadian Police Services between Strategic Human Resource Management and Contemporary Policing.”** *The Canadian Review of Policing Research*. Athabasca, AB: CAAP. Cited in N Sutton. (2005). *Community Policing: Exploring Issues of Contemporary Policing*. Toronto: Emond Montgomery Publications

SOME TEACHING/FACILITATING/INSTRUCTING

Saskatchewan Police College:

Police Manager’s Course (redesigned and delivered)

- **Organisation Development-Understanding Cultures of Organisational Performance/Effectiveness**
- **Organisation Development-Managing Change**
- **Organisation Development-Innovation and Creativity**
- **Strategic Planning and Strategic Management**

Field Training Officer's Course

- **The Organisational Strategy of Community/Contemporary Policing** (designed and delivered)

Basic Police Officers' Training

- **The Organisational Strategy of Community/Contemporary Policing** (designed and delivered)

Canadian Police College–Ottawa:

- **Organisational Strategy; Implementation and Management of Change; Succession Management** (designed and delivered)

Dalhousie University–College of Continuing Education:

- **Strategic Human Resource Management in Police Organisations** (redesigned and deliver)
- **Problem Oriented Policing – Problem Solving in a Police Environment** (redesigned and delivered)
- **Strategic Policing** (designed and deliver)
- **Advanced Police Leadership** (deliver)
- **Organisational Behaviour and Leadership CCE 6438** (deliver on line)

University of Regina:

- **Policing in a Democratic Society [HJ315]** (co-developer of on-line course)
- **Policing in a Democratic Society [HJ315]** (deliver on campus)
- **Police Organization, Administration and Leadership in Canada [JS 498AA]** (deliver on campus)

University of Alberta – School of Business:

- **Management and Leadership in Municipal Government** (designed and delivered)

Royal Barbados Police Force & Royal St. Lucia Police Force:

- **Strategic Policing** (designed and delivered a ten module on-line course)

Athabasca University:

- **Criminal Organisations (Organised Crime) CRJS-492** (deliver on-line)

PROFESSIONAL EXPERIENCE
PUBLIC SAFETY CONSULTANT 2009 –

Teaching and facilitating courses for:

- Dalhousie University College of Continuing Education;
- University of Alberta–School of Business;
- University of Regina; and
- Athabasca University.

With a co-researcher, completed a contract for the *Mental Health Commission of Canada* with respect to an international literature review and review of extant research in Canada to determine the nature of mental health education/training provided to police personnel across Canada. Subsequently developed and recommended a multi-level Canadian police learning program to prepare police personnel for interactions with persons with a mental illness (TEMPO)

Mental Health Commission of Canada's representative as their coordinator with the Federal/Provincial/Territorial Heads of Corrections working group to develop a National Mental Health Strategy for “corrections” jurisdictions across Canada. This addresses mental health needs of personnel as well as persons sentenced or on remand

Completed a contract for the *Commission for Public Complaints against the RCMP* with respect to an international literature review of the education and training appropriate for the preparation of police personnel for interactions with persons with a mental illness

Recent work also includes:

- ongoing research and consultation for the Mental Health Commission of Canada concerning police interactions with persons with mental health problems;

- a systemic review/risk assessment of a maximum-security penitentiary for the Office of the Correctional Investigator;
- reviews/risk assessments of several police agencies and police colleges/academies for their police/mental health response models and associated training and education;
- two reviews/risk management assessments for a university of:
 - policies and practices relative to alcohol use on campus
 - the police resource officer program on campus

Committee Membership:

- Canadian Association of Chiefs of Police – Human Resources and Learning Committee (1998-date)
- Mental Health and Law Advisory Committee (MHLAC) – Mental Health Commission of Canada (2007-2012)
- MHLAC project management team with regard to a substantial research project to determine the perceptions of persons with a mental illness of their experiences with police (2008-2010)
- High River Policing Committee (Chair)
- Alberta Association of Police Governance (Board Member, Vice Chair)

MEMBER OF COUNCIL-CITY OF MOOSE JAW **2009 -2012**

Committee Membership:

- Municipal Planning Commission: Co-chair
- Drug Strategy Steering Committee: Member
- Transportation Services Advisory Committee: Chair
- Housing Advisory Committee: Member
- Moose Jaw Board of Police Commissioners Member

Board Membership:

- Non-Profit Corporation for Management of Multiplex Recreation Facilities: Vice Chair

GOVERNMENT OF SASKATCHEWAN
Deputy Minister – Municipal Affairs **2008 – 2009**

The work of the Ministry is diverse and includes the review and approval of sub-divisions in municipalities; applications for, and approval of, annexations; processing of applications, distribution and administration of federal and provincial funding for municipal infrastructure programs; receiving and responding to complaints and enquiries from the public as well as municipalities about municipal matters and ensuring disputes are handled appropriately

As the **senior permanent public servant in the Ministry, was leading and managing** approximately 200 employees to meet the government’s goals through work with over 700 municipalities across Saskatchewan. Worked **collaboratively and successfully** with the Saskatchewan Association of Urban Municipalities and the Saskatchewan Association of Rural Municipalities

Operating and Infrastructure Budget of approximately \$250 million

Some Key Additional Responsibilities

Co-chair of cross ministry committee to address social issues, in particular suicides, drug issues and the proliferation of gangs in Northern Saskatchewan

Led the successful implementation of government’s plans to distribute unprecedented infrastructure funding and municipal operating grant monies to over 700 Saskatchewan communities

GOVERNMENT OF SASKATCHEWAN*Deputy Minister – Corrections, Public Safety and Policing***2007 – 2008**

The Ministry has a diverse portfolio with respect to policies, programs and operations. They include, and range from, **adult and young offender corrections facilities and programs**, to responsibility for the provincial police and numerous municipal police services, regulation of amusement rides and pressure vessels and enforcement of same, emergency management including planning for and responding to natural and “man-made” disasters, and to management of the 9-1-1 emergency telephone system and the province wide radio system for all emergency services

As the **senior permanent public servant in the Ministry was leading and managing** approximately 2000 employees through organizational change and restructuring to meet the goals of the government and needs of the public. Responsibility included overseeing the **Saskatchewan Police Commission** and the **Saskatchewan Police College**

Operating Budget approximately \$300 million

Committee Responsibilities

- **Chair-Government Emergency Management Committee**, responsible for ensuring that planning and preparedness was completed for needs internal to government as well as to the external community
- **Chair-Committee for implementation and operation of the province-wide emergency services radio system**

Some Key Accomplishments

- Initiated changes to address serious productivity and organisational culture issues within adult corrections
- Through consultation internally and externally led the restructuring of the Protection and Emergency Services (PES) Branch to be **client focused and better aligned** with external needs
- Initiated program development that would assist corrections employees to manage stress in the workplace
- Initiated and held a leadership/management forum for leaders/managers in the Ministry to explain changes anticipated and **assist employees to understand their role in change**
- Initiated discussion and action to **improve management of the multi-million-dollar resource allocation to the provincial police (RCMP)**, to identify existing personnel deployment and determine required personnel to deliver the government mandate effectively and efficiently
- Initiated and led discussion with the University of Regina with respect to establishing a **public safety institute/justice institute** on campus for the many aspects of public safety.

MOOSE JAW POLICE SERVICE – Chief of Police**1997 – 2007**

Successfully led and managed 100 employees and volunteers through organizational change and restructuring

Some Key Accomplishments

- From 1997 to 2007, **led the design and implementation of change** from a reform/traditional model of policing **to a community-policing model**. This included leading the Police Board and the Police Service through strategic planning, conducting a comprehensive community survey, consultation and collaboration with key stakeholders and community organisations, the geographic deployment and accountability of police personnel, the ongoing development of performance management measures and the establishment of 3-5 year Strategic Plans. Introduced and implemented competency-based human resource management. In addition, revised and aligned structures including internal and external staffing processes, policies, and

procedures with the organisational strategy of community policing to achieve quality valued customer service

- The successful institution of Organisational Learning as a complementary strategy to **Community Policing**, in a previously autocratic and severely demoralised environment
- Provided **strong leadership and direction** while rebuilding a police service that previously had very low organisational esteem
- To reduce resistance to change and build **internal trust and confidence**, established a “users group” of employees to steer the successful implementation of a new Record Management Systems (RMS)
- Moose Jaw Police was **featured as the cover story** of the March 2003 issue of the Canadian police publication “Blue Line” **as an example of a progressive police service**
- **The forging of links with the community** at large and with other agencies responsible for the health, education, and safety of the community. Subsequently working together to focus attention and resources on children and disadvantaged/dysfunctional families with the intent that long term lifestyle changes will take place and reduce their conflict with the justice system
- **Successfully integrated** a Victim Services program and volunteers into the Police Service
- **Chaired-Negotiating Team(s)** for Collective Agreement negotiations with CUPE and Police Association
- **National Crime Prevention Centre: Community Mobilization Program** – Representative for Saskatchewan police services on the Saskatchewan Joint Management Committee. This committee, with an annual budget for disbursement of approximately \$1 million, was responsible for the review and subsequent approval/disapproval of requests from community groups across the Province for funding of Community Mobilization programs. This participation provided substantial interaction with projects of the First Nations and Métis communities
- **Moose Jaw Regional Intersectoral Committee** – Active member of this committee initiated by the provincial government and accountable to the Assistant Deputy Ministers. The committee is responsible for the co-ordination of all agencies, including health, education, and justice, with respect to the Saskatchewan Child Action Plan and related community development. Activities of the committee are directed towards early intervention with children and their families. This decreases the likelihood of conflict with the law and from a larger perspective ensures a healthier community. From a police perspective, it is truly community policing directed at root causes
- **Moose Jaw Alternate School Program-Steering Committee** – For the approximate one-year life of this committee, was a very active member of the committee that planned and established an alternative learning “school” for young people who had dropped out of school and were in conflict with the law and/or were clients of social services/health. The committee conducted a needs analysis, developed a business plan, determined a site, policies and procedures, criteria for staffing, and secured funding. The program is unique in that it involves all 3 school boards, the health district, police, social services, probation, and many other affected agencies. The program has been an outstanding success
- **In 2004, identified a need for a comprehensive drug strategy for Moose Jaw and area** – Obtained the interest, support and participation of agencies of government including health, education, and social services and the community to establish a drug strategy. Consequently, with funding from the National Crime Prevention Center, a Moose Jaw and Area Drug Strategy was constructed for operationalisation. In November 2008, received a community “Award of Excellence – Leadership” for my role in initiating this and obtaining engagement and collaboration of the community
- **Criminal Intelligence Service Saskatchewan [CISS]** – As Chair from 1998-2004, initiated, and subsequently led, negotiations with Saskatchewan Justice for funding of organised crime investigations. Funding was approved from the “proceeds of crime” and Saskatchewan Justice agreed to further funding in

principle. Made presentations to the Government Caucus and Cabinet with respect to the state of organized crime in Saskatchewan. As Chair of CISS was also a Director of the Criminal Intelligence Service Canada

- **Saskatchewan Justice-Organized Crime Strategic Planning Committee** – Co-chair of committee charged with determining the **impact of organised crime** in Saskatchewan and preparing an Organized Crime Strategic Business Plan for Saskatchewan police services and Saskatchewan Justice
- **Saskatchewan Justice-Victim Services** – Member of the Provincial Evaluation Team charged with **evaluating Victim Services programs** across Saskatchewan
- **Saskatchewan Justice-Amendments to Police Act and Discipline Regulations** – Member of committee to discuss and recommend **changes to provincial Police Act and Discipline Regulations**
- **Saskatchewan Justice** – As the President of the Saskatchewan Association of Chiefs of Police, was a member of committee chaired by the Deputy Minister of Justice responsible for successfully **redesigning the police public complaint process** subsequent to findings of two provincial inquiries/commissions
- **Saskatchewan Police Commission** – Chair of committee charged with researching and recommending wellness/physical fitness standards for serving police officers. Subsequently, **developed a “wellness program”** and presented to Saskatchewan Police Commission, Saskatchewan Police Boards and the Saskatchewan Federation of Police Officers
- **Saskatchewan Police Commission/Saskatchewan Police College** – Identified a need for a Strategic Plan for the College. Gained support from the police community as well as Saskatchewan Justice and led the establishment of a Strategic Plan in consultation and collaboration with stakeholders
- **Saskatchewan Police Commission** – **Identified a need** for standards for police service dogs and handlers. Gained support from the police community and the Saskatchewan Police Commission to establish standards which have been implemented
- **Public Service Answering Point (PSAP) & Tri Service Dispatch Centre** – In April 2001, resulting from consultation and collaboration between the City of Moose Jaw, Moose Jaw Fire Department, Moose Jaw & District EMS, Moose Jaw-Thunder Creek Health District, and the Moose Jaw Police, coordinated research and preparation of a proposal, with several options, for a Public Service Answering Point (9-1-1) to be established in Moose Jaw as a PSAP/Tri-Service Dispatch Centre

All parties agreed this model would result in economies but more importantly, would bring all local emergency services together for the first time in Saskatchewan to increase efficiency but, more importantly, increase effectiveness. Such amalgamation was overdue in Saskatchewan despite having already taken place in many communities in North America. This option was subsequently endorsed by City Council and presented to the Provincial Government

- **Founding member and co-chair of the Canadian Police/Mental Health Liaison Committee** [a sub-committee of Canadian Association of Chiefs of Police] which focused on the interaction of police first responders and persons with a mental illness to ensure those in need receive the required services by those best qualified to provide that service. This was a new initiative in a neglected area of public health and safety. The committee delivered successful annual conferences from 2002 to 2007.

At the 2006 Conference of Canadian Association of Chiefs of Police, **received award of excellence** from the Canadian Association of Chiefs of Police for work with respect to the interactions of police and the mentally ill in Canada

In partnership with a psychologist, **conducted research** across Canada with respect to the recommendations of juries/fatality inquests subsequent to a person with a mental illness dying because of a police intervention. The focus of the research was on identifying common denominators that can then be communicated and applied to develop “best practices” for police and mental health first responders

- In February 2005, was invited by the **Standing Senate Committee on Social Issues, Science and Technology** to present, and make recommendations, to the committee with respect to the interaction between police officers and persons with a mental illness
- September 2007 to October 2012, was an **appointed member of the Mental Health and the Law Committee** of the Mental Health Commission of Canada. Participated in research with respect to the interface between police personnel and those with a mental illness
- **2001 Community Crime Audit** – In the fall of 2001, in partnership with the Canadian Institute for Peace, Justice and Security completed a Community Crime Audit of Moose Jaw. This Saskatchewan first, and possibly a Canadian first, surveyed and worked closely with the community and community agencies to identify strategies and tactics to improve safety
- **University of Regina: Advisory Board BA-Police Studies** – In 1998/1999 was actively involved in working with the Saskatchewan Police Commission/Saskatchewan Police College, and the University of Regina to design a new BA Police Studies program. Subsequently, appointed to the Saskatchewan Police Commission/University of Regina Advisory Board for the BA-Police Studies
- **University of Regina** –In 2002, was a member of the **Dean’s Task Force on the Police Studies Program**
- As President of the Saskatchewan Association of Chiefs of Police (SACP) was a member of the **University of Regina Senate**
- **Identified a market for a Canadian peer reviewed police journal** – Subsequently, connected a publisher with Dr. Jeffrey Pfeifer, Canadian Institute for Peace, Justice and Security, University of Regina who agreed to be the editor. Publication of Canadian Journal of Police & Security Services: Practice, Policy and Management commenced in April 2003. Member of the editorial advisory board
- **Canadian Association of Chiefs of Police-Human Resource Committee – Coordinated research and collection of information** from the Prairie Provinces with respect to a national project on the recruitment and selection standards used in Canada for police services. The committee has also completed a Code of Ethics for police executives
- **Canadian Association of Chiefs of Police** – member of committee **developing a proposal for a National Framework for Policing in Canada**
- Member of the **organizing committee for 2005 Institute of Public Administration Canada [IPAC] annual conference** in Regina
- **Received an award** in 2000 from the Institute of Public Administration Canada-Saskatchewan for highest mark in the University of Regina Public Administration graduate course for a paper submitted on "New Public Management"
- Nominated for the Police Leadership Forum **2001 Police Leadership Award**
- **Invested in the Order of Merit in April 2003** as a result of being nominated by staff of the Police Service and Police Board. The citation for which read: *“Chief Coleman is an ardent advocate and practitioner of contemporary policing and strategic planning in the field of organized crime. As Chief of Police in Moose Jaw, he has advanced provincial and national initiatives such as the National Crime Prevention Centre’s Community Mobilization Program. He has also made significant contributions to various local communities”*

1997 WORLD POLICE FIRE GAMES – Management Consultant	January - July 1997
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As the consultant to the CEO and Director of Human Resources, **led and managed the Human Resources team** of 6 staff and 250 volunteers who hired staff as necessary and recruited, selected, trained, educated, equipped, deployed and fed 5700 volunteers for the Games from 28 June - 4 July 1997

Some Key Accomplishments

- **Led the Human Resource Team** in developing, and instituting, measures to economize the number of volunteers required to run the Games and thus reduce costs and ensure a meaningful experience for volunteers and a successful Games
- Prepared for the Organizing Board, a **comprehensive evaluation** of the planning, organising, management, and delivery of the Games. This report was subsequently used in planning and implementing the 1998 CanAm Police/Fire Games in Regina and as a reference document for the 1999 World Games in Sweden and the 2003 World Games in Spain

CONCEPT HEALTH SERVICES LTD
Project/Account Manager - Occupational Health Clinic **May 1996 - January 1997**

Some Key Accomplishments

- **Researched and identified** a new occupational health revenue source for the company. Subsequently **planned, organized, and established** a proactive and reactive drug/alcohol testing program for the transportation industry, in compliance with legislation, by successfully negotiating with suppliers, new clients, and potential partners. Modified this program to serve non-transportation businesses
 - Established a fee schedule and budget as well as written policies and procedures to ensure clients and staff complied with legislation effectively and efficiently
 - **Designed education and training** based on the legislation and related policies and procedures. Subsequently, delivered this to staff and clients

CALGARY POLICE SERVICE **1969 to 1996**

Director-Human Resources - 1997 World Police/Fire Games (seconded from Police Service) 1996

Led, and managed the Human Resources team comprised of 2 staff and 50 volunteers who hired staff as necessary and recruited, selected, trained, educated, and prepared for the deployment of approximately 5,000 volunteers for the Games

Some Key Accomplishments

- **Consolidated and further developed the Human Resources** function by establishing policies and procedures, designing and conducting a training needs survey, and negotiating with suppliers of training with respect to the provision of training by way of sponsorship

Inspector - Professional Standards Division **1994 to 1996**

Managed 7 support staff and police officers responsible for ensuring compliance by 1200 police personnel with the Police Act, disciplinary matters arising from alleged breaches of the Police Act and/or Police Service policies and procedures, and for **responding to complaints and compliments from the public** about service. **Investigated**, led, and coordinated investigations of police officers for alleged offences under provincial and federal statutes. In this capacity was accountable to the Chief of Police

Prosecutor/Presenter from 1991-1996 for disciplinary tribunals pursuant to Police Act

Some Key Accomplishments

- **Successfully worked closely with Police Association** (Police Union) and their **counsel to ensure disciplinary matters**, including hearings, were conducted fairly and effectively in accordance with provisions of collective bargaining and the Police Act
- In order to improve the cohesiveness and effectiveness of the Police Service Executive, **initiated, organized, and co-facilitated** a Team Building workshop for the Chief of Police and Police Service Executive

- **Leader of a team** that conducted a needs survey and analysis, for the design and successful delivery of Team Building and Customer Service training to 160 employees assigned to a **Team Community Policing** pilot project. This pilot project was subsequently implemented citywide
- In July 1995 was invited to be the **Director, Human Resources** of 1997 World Police/Fire Games. The previous Director was having serious problems in handling the task and this critical position and function required reorganizing and refocusing. As a volunteer in this position, from July '95 to Feb '96, created a team that established a process to recruit, select, educate and train, and deploy 4500-5000 volunteers to run this event. During the 8 months, built a strong qualified team of staff and volunteers that met the needs of clients. In addition, established practical policies and procedures to ensure effectiveness, efficiency, and accountability
- **Researched, prepared, and presented** to the Chiefs of Police, Fire and RCMP, a **comprehensive staffing needs report** for the World/Police Fire Games. This report identified and recommended the secondments required from the Police Service and Fire Department in order for the Games to be successful. In addition, the report identified organisational deficiencies including skill and experience of some key persons and recommended a planning process for successful and efficient delivery of the 1997 Games
- **The Police Service representative on the Police/School Boards Committee** whose purpose was to establish procedures for handling violence and crises in schools. Drafted changes to existing procedures of both School Boards and amended Police Service procedures to improve customer service to the Calgary School Boards
- **Initiated and led a team that planned, organized and delivered** a Crisis Negotiation Seminar. The 2 1/2 day seminar consisted of case studies from Canada and United States delivered by the negotiators who conducted/commanded the incidents subject of the case studies. The 90 presenters and delegates were from 8 provinces and 2 states. This Canadian first was very well received and under budget. It has subsequently grown and remains an annual event in Calgary
- **Identified a problem** with how victims of major incidents/disasters were tracked and matched with potentially thousands of incoming enquiries and how victims subsequently are identified. Initiated a meeting with stakeholders, including Red Cross, to form a multi-agency response to this problem
- Worked with the Calgary Exhibition and Stampede community for 6 years, planning and **successfully delivering problem-free policing at Stampede Park** for the annual 10-day Stampede and parade
- **Planned, organized and conducted** numerous inter-agency major incident exercises, including 2 full-scale Aircraft Hijack exercises, which substantially improved the skills and readiness of all emergency services. Also, led the Emergency Planning Team in planning and executing a successful full-scale kidnap/hostage exercise with Corporate Security, Husky Oil
- **Policy and Procedures Review Committee** - Led this committee responsible for drafting Policy and Procedure amendments and additions and for final review of the new Administration & Operational Procedures Manual. This Manual was developed to the standard of an accredited police service and is currently in use

Inspector - Special Investigations Section

1991 to 1994

Managed 60 police officers and support staff in the following Units: Commercial Crime, Arson, Crime Stoppers, Centralized Analysis, Polygraph, Second-Hand/Pawn, Youth - Missing Persons Coordinator - Youth Involvement Program - Serious Habitual Offender Comprehensive Action Program (SHOCAP) - a community and multi-agency response to youth crime

Some Key Accomplishments

- **Emergency Planning Committee**

For 6 years, starting in 1991, in addition to core duties **led a team** responsible for the operational readiness of the Police Service to participate in multi-agency (including Calgary Airport Authority, Calgary EMS, and Calgary Fire Department) responses to disasters/major incidents. Established due diligence policy and procedures, acquired necessary equipment, ensured training, including multi-agency training and real time exercises, was designed, budgeted for, and delivered

- For 8 months **planned, organized, coordinated and led the Police Service response** (all 5 Districts, Community Services Section and Traffic Section) to the 1993 Calgary Grey Cup. As the Police Service coordinator was a member for 8 months of the 1993 Calgary Grey Cup Committee. The coordinated 5-day response, involving approximately 300 police officers, with other City Departments and the Grey Cup Committee, successfully anticipated and provided for a problem-free Grey Cup Week. Due to the planning, organization, and co-operation gained, internally and externally, policing of this event was substantially under budget
- **Recruited skilled investigators** for Commercial Crime & Arson Units to decrease the time required for file completion and thus increase quality service to clients. Provided training and development to further enhance skill levels of investigators and thus improve client service
- **Initiated and wrote, in consultation with the Fire Department, the first comprehensive agreement between the Police Service and the Calgary Fire Department** for the Joint Forces Arson Unit. The objective was a formalised business relationship to improve the efficiency and effectiveness of arson investigations
- **Restructured the Centralised Analysis Unit** to better focus on strategic and tactical analysis in support of criminal investigations as well as provide projections for planning and intelligence-led policing rather than the historical data previously supplied. **Initiated** and provided new reports of crime trends for Chief, Executive, and Police Commission that more accurately reflected status and enabled issues to be addressed proactively
- **Project Manager of Serious Habitual Offender Program Evaluation and Advisory Committee** for federally funded evaluation of Police Service Serious Habitual Offender Program. The evaluation determined the concept was viable and suitable for implementation elsewhere in Canada. The resulting reference document was published by the Federal Government and has been used to implement programs elsewhere including Saskatchewan
- **Organised and facilitated workshops** for Canadian Association of Chiefs of Police and Correction Services Canada Committee, including Aboriginal Policing and Family Violence. These were attended by police and social agencies from across Southern Alberta and were a success in raising awareness and sensitivity to these issues
- At the direction of Alberta Minister of Justice, **investigated the Chief and Deputy Chief of Taber Police Service** for disciplinary offences and audited the operation of Taber Police Service. Recommendations made resulted in the dismissal of the Deputy Chief
- Because of an increase in real and perceived crime at University of Calgary campus, **successfully problem solved with the University community**, in particular the Students Union. Subsequently, CrimeStoppers was implemented and promoted on campus
- Assisted the Manager of Physical Plant and Campus Security at University of Calgary to establish a practical **major incident/disaster policy, procedures and plan**

Inspector - Tactical Support Section

1989 to 1991

Managed 34 police officers and 2 support staff in:

- ❑ Two Tactical Support Unit Teams (special weapons/explosives teams for resolution of high-risk Incidents)
- ❑ Canine Unit

- Mounted Patrol Unit

Some Key Accomplishments

- **Identified a need** for a proficient team of Crisis Negotiators [Hostage Negotiators] to reduce the need for lethal force. Successfully created, trained, and developed the Crisis Negotiator Team to a state of operational readiness. Led this team for 6 years
- **Initiated and, subsequently, negotiated with Alberta Solicitor General** an arrangement whereby the Calgary Police Service Crisis Negotiators negotiate barricaded/hostage incidents within Provincial Correctional Institutes in Calgary. These arrangements increased the experience potential for Calgary Police officers and removed the necessity for the Correctional Institutes to train and maintain negotiators. This was a new concept that was subsequently approved for use in Edmonton
- **Reviewed and analyzed all vehicular pursuits** from the perspective of cause, reason, preventability, and breaches of policy. Submitted a monthly report to the Police Commission and made recommendations for policy and procedure changes when appropriate for disciplinary action
- **Initiated and drafted substantial amendments to Pursuit Policy and Procedures** to reduce the likelihood of death and injury during pursuits. The Policy and Procedures were, subsequently, adopted by the Police Commission
- **Initiated and wrote**, in consultation with Alberta Provincial Fish and Wildlife Division and the City of Calgary Law Department, Animal Control Policy and Procedures; in particular, with respect to the use of firearms

Duty Inspector

1988 to 1989

Responsible on a shift basis for media liaison and the overall management and supervision of the operations of the Police Service

Staff Sergeant - Strike Force Unit

1985 to 1988

Managed and led 3 Teams comprised of 5 Sergeants and Detectives, 18 Constables and one support person responsible for surveillance of assigned targets and investigations of “outlaw motorcycle gangs”

Some Key Accomplishments

- Volunteered to lead the Unit after an Internal Audit had revealed serious problems in the Unit. Subsequently, **rebuilt the Unit** into a cohesive, well-trained, and productive team that successfully investigated outlaw motorcycle gangs and provided critical surveillance of potential terrorist targets prior to, and during, the 1988 Winter Olympics in Calgary
- **Initiated and successfully negotiated** the first contract between Police Service and an aircraft supplier for long-term lease of two aircraft, hangar, and maintenance. This involved negotiation with the Department Head of Purchasing and the Law Department and resulted in the acquisition of two Cessna 182s
- Because of a serious problem with outlaw motorcycle gangs, including drug trafficking and several murders, **problem solved and enacted a rarely used section of the Criminal Code**. Simultaneous search warrants executed across Alberta led to seizure of many weapons and firearms. This led to a substantial decrease in criminal activity and a cessation of the murders
- **Established and led a co-operative surveillance program** comprised of 3 RCMP and 3 Police Service teams to conduct surveillance prior to and during the 1988 Winter Olympics. Surveillance of perceived threats and enforcement contributed to a problem-free Olympics

Staff Sergeant - Special Investigations Section

1983 to 1985

Managed and supervised 9 investigators and 3 constables in:

- ❑ Arson Unit
- ❑ Polygraph Unit
- ❑ Second-Hand Pawn Shop Unit
- ❑ Crime Stoppers Unit
- ❑ Crime Information

Some Key Accomplishments

- **Initiated review** of job functions and workload in Polygraph Unit and Second Hand Pawn Shop Unit that resulted in elimination of staff positions and thus a budget saving

Staff Sergeant - CrimeStoppers Unit

1982 to 1986

Managed CrimeStoppers Unit and liaised with the media and community Board of Directors to ensure community participation in a successful joint venture

Some Key Accomplishments

- **Conceived, planned, organized and implemented an Alberta Provincial Advisory Board for CrimeStoppers** and the first Canadian National CrimeStoppers workshop. As a result, CrimeStoppers is now in place nationally
- Was selected, based **on experience and investigative reputation**, to be a member for 6 months of a "priority team" to reinvestigate a crime spree by an escaped murderer suspected of a homicide, and numerous housebreakings and sexual assaults

Detective - CrimeStoppers Unit

1982

Researched, planned, organised and established the first Canadian CrimeStoppers program

Some Key Accomplishments

- **Recruited, and initially directed, a community board** to be responsible for the community and media participation, administration, and funding of the CrimeStoppers program. This unique and effective community/media/police program has since become national in scope

Detective - Major Crimes Section/Sex Crimes Unit

1978 to 1982

Investigated a wide array of sex offences ranging from homicide to child abuse

Some Key Accomplishments

- **Redesigned**, and subsequently delivered, the interrogation training for the Service. This training, including a sixteen-hour course, resulted in a major increase in proficiency
- Because of observations and subsequent personal research in the United Kingdom and the USA, **submitted a plan for reducing basic training time for police recruits and a plan for ongoing training during "probation"**

Detective - General Investigation Section

1976 to 1978

Investigated a wide range of criminal offences including theft, break and enter and fraud

Constable

1969 to 1976

Included 3 years as a community-policing member of a geographic area of the city

PROFESSIONAL ASSOCIATIONS

American Criminal Justice Society
Member (2009-)

American Criminology Society

Member (2009-)

Canadian Association of Chiefs of Police

Director (2004-2008)

Member (1997-)

Canadian Criminal Justice Association

Member (2009-)

Canadian Evaluation Society

Member (2004-2008)

Canadian Institute of Certified Administrative Managers (CICAM)

Member (1985-2006)

Chair, Southern Alberta Chapter (1987-1989)

Rejuvenated the branch which was previously almost defunct

National Director (1988-1990)

Canadian Institute of Management (CIM)

President (1994-1996)

Marketing Director (1993-1994)

Program Director (1992-1993)

Member (1986-2008)

Awarded Professional Manager Designation - P.Mgr (1992)

Human Resource Management Association

Member-Regina (1997-2007)

Member-Calgary (1995-1997)

Institute of Public Administration Canada

Member (1998-2014)

Institute of Public Administration Canada – Saskatchewan

Executive member (2004-2010)

Vice President (2008-2010)

International Association of Law Enforcement Planners

Member (2001-2008)

Institute of Certified Administrative Managers of Alberta (ICAMA)

President (1988-1991)

Member (1985-1991)

Saskatchewan Association of Chiefs of Police (SACP)

President (2004-2008)

Vice President (1997-2004)

COMMUNITY ACTIVITIES

High River Policing Committee

Chair (2013-date)

Alberta Association of Police Governance

Board Member (2012-date)

Mental Health Commission of Canada – Mental Health and the Law Committee

Member (2007-2012)

Canadian Corps of Commissioners (South Saskatchewan Division)

Honorary Governor (2001-2007)

Governor (2007-2014)

Member of Executive Committee (2009-2014)

Chair (2012-2014)

Rotary Club International

Member (1997-2013)

Lions Club International

Member (1998-2007)

Canadian Club (Moose Jaw)

Member (2003-2009)

Calgary Chamber of Commerce

Speakers Bureau Committee (1994-1995)

Member (1993-1996)

High River & District Victim Assistance Association

Director and Chair Fund Raising (1994-1997)

Canadian Red Cross Society

Volunteer (1993-1997)

Calgary Board of Education - Division of Continuing Education

Photographer (Volunteer) for Continuing Education Brochure (1991-1997)

Mount Royal College

Advisory Committee for Conflict Resolution/Mediation Certificate Program

Member (1993)

Airways Business Association

Member (1990-1992)

The University of Calgary - Faculty of Continuing Education

Management Development Certificate Advisory Committee

Chair (1989-1990)

Member (1986-1991)

Alberta Provincial Crime Stoppers Advisory Board

Member (1983-1985)

Calgary Crime Stoppers Association

Executive member (1982-1985)