



University of Victoria  
Division of Continuing Studies

## CERTIFICATE PROGRAM IN JUSTICE AND PUBLIC SAFETY LEADERSHIP



### Introduction

This new program is the first integrated certificate program offered by a Canadian university specifically designed to enhance the leadership skills and knowledge of individuals employed in the justice and public safety professions.

The certificate will enrich and augment front-line leadership skills, team development abilities, critical incident management, media relations strategies and coaching/mentoring attributes. It is intended for mid-career individuals involved in leading teams, interacting with other justice and public safety organizations, and representing their justice and public safety organization within the community.

#### Specifically, the justice and public safety sector includes:

- emergency services (police, fire, ambulance)
- corrections
- border services
- campus security
- environmental protection agencies
- other justice and public safety organizations

#### The goals of this certificate are to:

- fulfill a growing need for justice and public safety leadership training for front-line leaders tasked with serving and protecting members of the community as well as upholding municipal, provincial and federal laws and regulations;
- integrate new theoretical and practical models of leadership for justice and public safety professionals;
- better understand relationships and communication among justice and public safety organizations, and between these organizations and the public; and
- improve strategies for deterring and managing a crisis.

Participants will further their education through distance learning and on-campus, immersion sessions while

continuing with their professional obligations. Public safety organizations will benefit from the professional development of front-line leaders without increasing demands on staffing.

### Rationale for Creating this Certificate

Front-line leadership in justice and public safety organizations requires a unique combination of complex knowledge and professional skills. These individuals must understand the dynamics of their organization's mandate and vision and help develop positive behaviour and culture among the organization's membership. In addition, the public expects their justice and public safety leaders to identify with the diversity within their community, understand the importance of transparency within public institutions and respect the rights and liberties of the citizens they interact with.

There is a growing need for justice and public safety leadership training for front-line leaders. Justice and public safety organizations need to assist their personnel in responding to the rapidly changing requirements of their profession.

The goal of this certificate is to develop the knowledge and skills to act effectively in developing and leading diverse teams; deterring and managing critical incidents; and interacting with the public, media and other justice and public safety organizations.

#### Participants will:

- develop an understanding of theoretical and practical models of leadership;
- work with theoretical and practical models of organizational culture;
- learn to enhance communication among agencies and with the public;
- develop a practical understanding of media relations;
- develop an understanding of the role of ethics and integrity; and
- plan for deterring and managing crisis.

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## Who Should Take this Program

This program will serve a diverse range of professionals involved in justice and public safety supervision and administration within a variety of organizations such as police, fire, ambulance, border services, corrections, environment protection, campus security and other similar public service fields. This certificate will benefit:

- individuals wishing to develop their knowledge and skills and apply for supervisory positions within their organizations; and
- front-line supervisors and managers wishing to expand their knowledge and skills and acquire certification in leadership.

The program will utilize a combination of distance education and on-campus immersion courses. The student cohort model will bring together students with diverse organizational backgrounds and professional activities and affiliations. Participants will share a number of common characteristics. They will be:

- experienced and motivated specialists in the justice and public safety sector, many of whom will hold an undergraduate degree in topics that relate to their area of professional practice;
- dealing with a range of justice and public safety issues with relatively little formal education and training in the area of leadership;
- seeking specialized justice and public safety leadership programming available to them in their local areas; and
- requiring flexible and accessible distance education opportunities that will be relevant to the needs and concerns of their workplace and community, and that will connect them with faculty and colleagues who share similar interests and concerns.

It is expected that most students will continue to work full time while studying on through distance education and on-campus immersion coursework. It is anticipated that the students will come from all provinces and territories in Canada.

## Criteria for Admission

This is a cohort-based program. Students are required to have a minimum of two years' experience in their profession and their supervisor's approval prior to program approval.

Admission to the Certificate in Justice and Public Safety Leadership also requires one of the following:

- university degree (or relevant professional qualifications) and two years' work experience; or
- high school graduation and three years' work experience; or
- a combination of equivalent education and work experience.

Applicants must complete an application form and pay a nominal fee (\$40). Your application will be reviewed and you will be advised of the registration process. Following registration, you will be placed on an interest mailing list to ensure advance notification of the course registration.

The Certificate Program in Justice and Public Safety Leadership combines distance education with mandatory on-campus immersion learning formats. Students must be able to travel to the University of Victoria during the immersion-based courses. Please refer to the course schedule to determine which courses require on-campus immersion learning.

## Overview of the Curriculum

Completion of the certificate requires eight courses: six required courses and two of the four elective courses. The certificate will be offered in an immersion format with the majority of courses delivered by distance education. Some courses will be delivered by intensive, two-week, on-campus residency.

Students pursuing the certificate must complete the prerequisite course, JPSL401 – Fundamentals for Front-Line Leaders, before registering in other courses. The students in this course will proceed through the required courses as a cohort group.

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## Course Descriptions: Required Courses

### Fundamentals for Front-Line Leaders (JPSL 401)

*Distance education; prerequisite to all other courses within the certificate.*

Today's justice and public safety leaders need a solid foundation in leadership theory. Society demands that these professionals are responsive and accountable to community safety needs. This course will provide front-line leaders with an overview of leadership theory, ideas for building effective teams, strategies for achieving organizational success, and techniques for identifying and developing leadership skills. Students will have the opportunity to explore their own leadership style and capacity through the examination of contemporary leadership theory.

### Developing Human Networks (JPSL 402)

*Combination on-campus immersion and distance education*

By working in concert, justice and public safety professionals can maximize their efficiency and collectively improve the level of services their teams and partner agencies deliver to the public. Through necessity, justice and public safety organizations often find their activities interconnected with another organization within their jurisdiction. Through this course students will develop a basic understanding of the importance of interagency cooperation and discover how to maximize the quality of service their own organization provides.

### Strategies for Deterring and Managing Crises (JPSL 403)

*Distance education*

Justice and public safety professionals need to know how to prevent potential crises and be prepared to respond when a crisis develops. International events such as a G8 Summit or localized events such as a chemical fire or train derailment provide examples of when front-line leaders work to deter or manage crises. In these circumstances, front-line leaders must have the skills to coordinate resources and respond in an organized, timely fashion.

### Media Relations for Public Safety Leaders (JPSL 404)

*Combination on-campus immersion and distance education*

The influence of the news media on justice and public safety organizations is an important leadership issue. Front-line leaders must understand how to establish and maintain positive media relations. This course explains the role of media and how it operates, and provides strategies on how to interact with the various media groups. Students will learn to construct effective media relations strategies, give interviews, and evaluate media relations within their own organization.

### Leadership and Organizational Culture (JPSL 405)

*Distance education*

Justice and public safety leaders need to understand their organization's culture and sub-cultures. Issues of recruitment, orientation, promotion, evaluation, coaching and goal setting are all associated with the development and maintenance of organizational culture. How leaders influence organizational culture, group behaviour and the various systems that contribute to an organization's successful operation will be examined. Students will develop approaches for assessing and promoting positive change within their own organizational culture.

### Values, Integrity and Ethics in Public Safety Delivery (JPSL 406)

*Combination on-campus immersion and distance education*

Society demands justice and public safety professionals perform their duties with the highest of ethical standards. To maintain the respect and support, front-line leaders must understand the importance of values, ethics and integrity when carrying out their duties. Students will develop an understanding of values and ethics through the examination of contemporary events and by using their own organization's code of conduct to answer ethical and integrity-based problems.

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## Course Descriptions: Electives

In addition to the six required courses listed above, certificate students must select two of the following four elective courses.

### Developing and Leading Diverse Organizations (JPSL 407)

*Distance education*

For justice and public safety organizations to effectively serve their communities, they must embrace diversity, encourage respect and inclusion, and work toward eliminating discrimination. Canadian society is culturally, linguistically and socially diverse. Recognising this rich diversity can contribute to the strength and safety of our communities by fostering respect for cultural and lifestyle differences. This course examines how front-line leaders can foster understanding of the social, linguistic and cultural diversity within their organization and community.

### Evaluating Justice and Public Safety Programs (JPSL 408)

*Distance education*

Justice and public safety leaders must be able to evaluate whether or not an initiative or program is achieving success in an affordable and effective manner. Initiatives such as fire safety education, wilderness safety and drivers' safety are all important initiatives—however, are they being delivered in a cost-effective manner to the largest possible audience? Students will develop problem-solving models, establish competence in collecting and interpreting data, and present their findings in an understandable manner.

### Public Safety Coaching and Team Building (JPSL 409)

*Distance education*

Teamwork is the basis of any effective justice and public safety organization. Communities depend on their first responders to work effectively and efficiently. Students will learn how to select team members, establish and achieve team goals, and identify and develop future leaders. Develop and apply techniques for team building. Issues of internal conflict resolution, group evaluation and sustainable success will be explored.

### Effective Communication Strategies (JPSL 410)

*Distance education*

Knowing how to get a message out to team members and community stakeholders is paramount in any communications strategy. Front-line leaders need to know how to communicate internally and externally so as to maintain the integrity of their organization's mandate and protect clients' privacy, while remaining transparent to the public. Students will familiarize themselves with the various forms of communication and learn how to best deliver a message to their team and the public in general.

## Course and Program Fees

Fees for individual courses are CDN \$495 if students register at least two weeks before commencement of each course and CDN \$550 when students register within the two weeks preceding the course start date. All course materials, textbooks and course packages will be in addition to the course fee. Travel and accommodation associated with on-campus, immersion courses will also be an additional cost.

## Further Information

### Certificate in Justice and Public Safety Leadership Program

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