

CORE FUNCTIONS – Responsibilities*

COMMISSION/BOARD	CHIEF
STRATEGIC DIRECTION	
Conduct strategic scan Define future vision & goals Develop strategic direction, goals & objectives Engage external stakeholders Monitor & update strategies Align strategies with Council goals Promote public awareness of Board's goals Establish strategic benchmarks Align strategic objectives with community needs	Provide relevant service & community trends data Recommend realistic objectives Help develop strategic directions Engage external stakeholders & members Report on status of progress & results Seek civic department & external agency partnerships Promote public awareness of the strategic plan Determine & monitor data to assess strategic progress Align strategic objectives with organizational capacity Translate strategic directions into operational work programs
POLICY CHOICES	
Determine policy development process Seek stakeholder/public concerns Determine policy outcomes Approve & evaluate policy outcomes Approve & recommend budget Determine annual priorities Seek legislative changes (<i>advocacy</i>) Develop a risk management framework Seek alignment of policies with Council expectations	Coordinate procedure development Offer policing trends & data Provide quality information Ensure procedural compliance Provide budget scenarios Develop annual work programs Suggest legislative changes Ensure risk management practices Align practices with municipal procedures Address union agreement matters Manage third party contracts
SERVICE DELIVERY	
Determine service levels Evaluate services Promote citizen awareness of services Scan best practices for safe communities Seek public input to community needs Laisse with community interests	Oversee standard operating procedures Provide service data Promote customer service ethic among the service Scan best practices for policing Review citizen feedback to services Promote community relations Schedule staff & resources Seek operational efficiencies Pursue delivery partnerships
SYSTEMS COORDINATION	
Interact with municipal Council Nurture community & agency relations Organize strategic communication Conduct Chief performance & contract review Ensure fiscal accountability Maintain good Association relations Handle service complaints	Liaise with municipal management Nurture community & agency relations Oversee incident communication Confirm member performance management Ensure financial reporting accuracy Manage union/management relations Provide safe workplace practices Ensure timely inquiry response Confirm secure information systems

* The intent is for the specific responsibilities to be aligned, albeit different, as appropriate

CORE FUNCTIONS – Expectations

FUNCTIONS	SUCCESS INDICATORS – Criteria & Expectations
<p>STRATEGIC DIRECTION</p> <ul style="list-style-type: none"> • Vision for the Future • Service Mandate • Long Term Goals • Specific Objectives • Shared Values • Strategic Scan • Short Term Priorities 	<ul style="list-style-type: none"> • Inclusive approach of various interests • Interagency partnership interest in safe community efforts • Attention to looking ahead • Consistent attention to monitoring progress • Objectives/strategies relate to meaningful outcomes • Plans translate into action and member performance expectations • Adaptable to change as required • Chief/management alignment on vision and goals • Member alignment with & awareness of strategic direction • Strategic objectives aligned with organizational & service capacity
<p>POLICY CHOICES</p> <ul style="list-style-type: none"> • Legislative Compliance • Budget Allocations • Policy Decisions • Contractual Arrangements • Legal Matters • Risk Management • Collective Agreement 	<ul style="list-style-type: none"> • Considers a diverse range of views • Legislative compliance & regard for civil liberties • Clear service understanding and alignment of practice • Regular reviews for relevance & desired outcomes • User-friendly for the public and stakeholders • Open and transparent decision-making process • Well-informed decisions based on good debate & data • Objective and quality decision making information • Policy and strategy-based decisions • Avoidance of surprise or impulse decisions
<p>SERVICE DELIVERY</p> <ul style="list-style-type: none"> • Action Plans • Procedural Systems • Resource Schedules • Delivery Strategies • Service Standards • Need Assessment • Service Partnerships 	<ul style="list-style-type: none"> • Attention to obtaining public feedback & input • High and/or enhanced service satisfaction ratings • Diverse means to seek customer feedback • Learning from public, stakeholder & client feedback • Clearly defined service levels • Regular service level reviews or audits • Timely resolution of complaints • Achievement of response protocols • Debriefing service issues and problems • Seeking best practices from other services • Active partnerships with other organizations & groups • Collection and analysis of relevant service data
<p>SYSTEMS COORDINATION</p> <ul style="list-style-type: none"> • Personnel Practices • Information Systems • Financial Accountability • Performance Management • Public Communication • Inter-agency Relations • Records Management 	<ul style="list-style-type: none"> • Fair & equitable personnel practices • Strategic & timely information & data analysis • Meaningful Chief performance feedback & appraisal • Open & trusting Chief/Board communication • High member engagement & satisfaction • Positive internal work culture • High regard by peer services and stakeholders • Safe & productive work environment • Consistent attention to member communication • Innovative public communication & engagement