



# Taber Municipal Police Commission

## Policy Manual

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## **Section 1: Framework**

**1.1 Intent**  
(Alberta Policing Oversight Standard OM – 1.1)

This policy manual includes policies designed to assist the Commission in:

- (1) conducting its own business as effectively, efficiently, and transparently as possible; and
- (2) providing direction to the Chief of Police.

While the [Police Act](#) outlines the legal obligations of the Commission, as a “local government body”, the Commission may be subject to a variety of other pieces of legislation/regulations depending on the nature of police service agreement. A limited alphabetical list includes:

- (1) *Alberta Employment Standards Code*
- (2) *Alberta Labour Relations Code*
- (3) *Alberta Municipal Government Act*
- (4) *Alberta Peace Officer (Ministerial) Regulation*
- (5) *Alberta Peace Officer Act,*
- (6) *Alberta Peace Officer Regulation*
- (7) *Alberta Police Officers Collective Bargaining Act*
- (8) *Alberta Police Service Regulation*
- (9) *Canadian Charter of Rights and Freedoms*
- (10) *Criminal Code of Canada*
- (11) *Freedom of Information and Protection of Privacy Act*
- (12) *Freedom of Information and Protection of Privacy Regulations*
- (13) *Municipal Bylaw*
- (14) *Provincial Policing Standards and Evaluations*
- (15) *Public Inquiry Act*

Please forward any suggested amendments to the:

Chair, Taber Municipal Police Commission

For questions regarding the application of this information to the development of policies and procedures for your Commission, please contact:

Chair, Taber Municipal Police Commission

## 1.2 Police Commission Legislative Obligations

The Police Commission is an independent organization established by Council pursuant to **Section 28(1)** of the [\*Police Act\*](#).

Council, in the *Police Commission Bylaw* ([\*15-2023\*](#)), has

- (1) prescribed the rules governing the operations of the Commission; and
- (2) allowed for the appointment of members to the Commission.

## 1.3 Mission Statement

To work in partnership with the citizens to ensure transparent, effective, and responsive policing throughout the municipality.

## 1.4 Vision Statement

To be a leader for municipal stakeholders in the civilian oversight of policing.

## 1.5 Values

- (1) **Respect:** We respect our people and the community we serve.
- (2) **Accountability:** We are accountable to each other and those we serve.
- (3) **Honesty:** We are forthright, direct and honest with our community and ourselves.
- (4) **Integrity:** We conduct ourselves in an ethical manner; maintaining confidentiality, trust and objectivity.

## Section 2: Policies for the Commission

Policies, adopted by the Commission, to govern its members, relationships, staff and activities, and guidelines used by members and staff of the Police Commission in carrying out the Commission's responsibilities and obligations under the [Police Act](#), the *Freedom of Information and Protection of Privacy Act* and *Police Commission Bylaw* [15-2023](#)

## 2.1 Selection and Appointment of Commission Members

In the selection and appointment of Commission members, the Council adheres to **Section 28(1-13) and 28.1(1-2)** of the [Police Act](#). Applicable portions of information are also taken directly from the *Police Commission Bylaws 15-2023*. (Alberta Policing Oversight Standards – RR1.1 – 1.3)

- (1) The Police Commission will have up to nine (9) members, two (2) of which are Council members, and up to two (2) members appointed by the Minister.

Council members should take into consideration criminal backgrounds and prior police involvement before making Commission appointments. All individuals including Council members should submit a police information check prior to appointments being made. The police information check should reveal no adverse information at the discretion of the Council.

- (2) All those appointed to the Commission shall take the oath set out in **Schedule 1** of the [Police Act](#) and will sign and acknowledge the Taber Municipal Police Commission Code of Conduct and Ethics found in Appendix 'C' of the Policy Manual.
- (3) The recruiting of Commission members will be undertaken by the Town Council. The Chief Administration Officer will be made aware of any vacancies in order to commence the process of advertising for applicants. The Town of Taber has adopted the Taber Municipal Police Commission Policy manual as the process for appointing members to the Police Commission. (see Appendix 'A')
- (4) All efforts will be made to select those community members who are of exemplary character and would be considered beyond reproach. Efforts will be made to recognize community diversity and take into account special skills or abilities that may enhance the overall function of the Commission and its work. (Alberta Policing Oversight Standard – RR 2.1)
- (5) The Town of Taber will accept an application for the vacancy. Applicants will be provided with an information package containing sections 28 and 28.1 of the Police Act as well as a copy of 1.1 – 1.5 of the Commission Policy Manual, by the Chief Administrative Officer or designate. (Alberta Policing Oversight Standard – RR 2.2)
  - (a) Applications for commission will be provided to the Commission Chair. Commission will develop a sub-committee to review the applications and provide feedback and recommendations to Council.
- (6) An updated list of Commission members shall be provided to the Solicitor General, by the Chief Administrative Officer or designate, when any changes are made. The Town of Taber will maintain a record of each name, contact information, position and appointment date to determine length of service. (Alberta Policing Oversight Standard – RR 3.2)
- (7) When appointing Members, Council shall establish terms in accordance with the *Police Act* so that majority of Members are appointed for a three (3) year term and no Member is appointed for less than a two (2) year term. Staggered appointment by Council is desired for succession planning. Members appointed by the Minister may be appointed for a term of up to three (3) years.
- (8) In accordance with the *Police Act* Members cannot serve longer than 10 consecutive years on the Commission.

- (9) A former member is eligible for reappointment. Members who have previously been tenured in accordance with the *Police Act*, are eligible for reappointment to the Commission, after an absence of 12 consecutive months (e.g. January 1<sup>st</sup> to December 31<sup>st</sup> of the following year).
- (10) Members upon appointment may receive orientation training from the Solicitor General, and/or the Chair, as soon as it is available.
- (11) Any member of the Commission, Council appointed or public appointed shall be disqualified from their position if the member is:
  - (a) hired in any capacity with the Taber Police Service, the Town of Taber, the Royal Canadian Mounted Police, any Alberta Police Service or Bylaw Enforcement Agency, or the Attorney General's Office.
  - (b) no longer residing within the municipality limits; or
  - (c) convicted of any offence under the *Criminal Code of Canada*
  - (d) involved in or engages in behaviors or practices that in the opinion of the Council are in conflict with the stated vision, mission or stated values of the Commission, and according to this policy is deemed cause for dismissal.
- (12) Any member of Commission that has been charged with a criminal offence will be placed on leave from the Commission without prejudice until the matters are resolved before the courts.
  - (a) after a Commission member is appointed, if a Commission member is charged with a criminal offence, they shall report that charge to the Chair of the Commission. If the Chair is charged with a criminal offence, they shall report the charge to the Vice-Chair of the Commission.
- (13) Membership can be revoked by Council for just cause as per **Section 28(12)** of the [\*Police Act\*](#).
- (14) A provincially appointed member to Commission may not be revoked by Council, but may be revoked by the Minister. The Commission Chair or Council may advise the Minister in relation to any breach, in accordance with the Code of Conduct provisions and investigational steps referred to in this policy.

## 2.2 Commission Responsibilities

- (1) As per **Sections 28.1(1,3), 29(1), 31, 32, 36(1,2), 43, 43.1 and 44** of the [\*Police Act\*](#), the Police Commission oversees the police service including the following:
  - (a) allocating the funds that are provided by Council; (**Alberta Policing Oversight Standard – RR 3.1.3.b**)
  - (b) establishing policies providing for efficient and effective policing; (**Alberta Policing Oversight RR 3.1.3.c**)
  - (c) issuing instructions, as necessary, to the Chief of Police in respect of the policies referred to in (1)(b); (**Alberta Policing Oversight RR 3.1.3.d**)
  - (d) ensuring that the police service employs sufficient persons for the purposes of carrying out the functions of the police service; (**Alberta Policing Oversight RR 3.1.3.e**)



- (e) in consultation with police service management, establishing the priorities in policing and participating in strategic planning for police service; (Alberta Policing Oversight Standard - RR 3.1.3.a)
- (f) appointing the Chief of Police, subject to ratification by municipal council; (Alberta Policing Oversight RR 3.1.3.f)
- (g) receiving complaints regarding police service, police officers and policies from the public working with the police service toward resolution;
- (h) reviewing complaints against the Chief of Police;
- (i) considering appeals of the chief's decision in complaints against the police service or police service policy;
- (j) conducting inquiries into matters respecting the police services, the actions of any police officer or any other person employed by the police service; and
- (k) Providing input and approving the annual public report. (Alberta Policing Oversight Standard OM1.1.10)
- (l) The Commission will appoint a public complaint director (PCD) as per **Section 28.1(1-2)** of the Police Act. (Alberta Policing Oversight Standard – RR 3.1.3.g)

**Note:** as per **Section 31(7)** of the Police Act, municipal council is liable for any legal liability incurred by the Police Commission.

### 2.3 Policy Review

- (1) Policies and procedures of the Taber Municipal Police Commission shall be reviewed annually by the Commission.
- (2) The Commission will strike a Committee, on a bi-annual basis, to conduct a holistic review of the Taber Municipal Police Commission Policy Manual and Bylaw.
- (3) Modifications must receive Commission approval.

### 2.4 Commission Member Conduct

- (1) Members of the Commission must perform their official duties and functions and arrange their private affairs in such a manner that public confidence and trust in the integrity, objectivity, and impartiality of the Commission are maintained and enhanced. All members will abide by their oath of office and code of conduct and ethics.
- (2) Commission member actions will respect the dignity of individuals in accordance with the:
  - (a) *Alberta Human Rights, Citizenship and Multiculturalism Act*;
  - (b) *Canadian Charter of Rights and Freedoms*; and
  - (c) *Freedom of Information and Protection of Privacy Act*.

- (3) Commission members will not share information deemed sensitive or confidential. Such information will not be used for personal gain, or to benefit friends, relatives or associates. Breaches may be cause for dismissal from the commission.
- (4) Commission members will abide by, and adopt Town of Taber Bylaws, Policies, Procedures, and Code of Conducts, where they are not at odds with relevant provincial legislation.
- (5) Commission members are required to attend all scheduled meetings of the Commission and all committee meetings on which they are serving. Absences should be reported to the Chair prior to meetings. Non-attendance of three consecutive meetings shall be cause for dismissal from the Commission, unless such absence is authorized by resolution of the Commission and recorded in its minutes.
- (6) A breach, or breaches, of the Code of Conduct and Ethics may result in the dismissal of a member from the Commission.

A breach may include, but is not limited to:

- Attending a meeting while impaired by the influence of drugs or alcohol
  - Behaving in a disrespectful, impolite, discriminatory, or harassing manner while carrying out Commission business
  - Sharing confidential or sensitive information
  - Publicly sharing information that is deemed to be inappropriate or that lacks integrity (example: social media posts, etc.)
  - Non-Compliance with Municipal, Provincial, or Federal laws
  - Non-Compliance with Commission Bylaws, Policies, and Procedures
- (7) Complaints may be received against a member of the Taber Municipal Police Commission for breaches of the Commissions Code of Conduct and Ethics.
    - (a) Conduct complaints made against members of the Commission will be given to the Chair. Complaints against the Chair will be dealt with by the Vice-Chair.
    - (b) Complaints will be in writing, and the name of the complainant and address shall be contained within the complaint. Anonymous complaints will not be addressed except through the Town of Taber Whistle Blower policy.
    - (c) Once a complaint is made, the Chair will review the complaint and determine its merits. If the matter is criminal in nature, the Chair will notify the Chief of Police. All other complaints will be dealt with by the Chair or Vice-Chair as may be the case.
    - (d) The Chair may cause an investigation into the matter by striking a committee of three non-involved commission members to undertake that investigation. The Chair of the Committee may involve the assistance of an outside agency to assist with the investigation.
    - (e) Steps should be taken to mediate or informally resolve complaints against commission members.
    - (f) If the Chair is unable to informally resolve a complaint, or if the complaint is of a serious nature, the Chair will cause it to be investigated.
    - (g) Once an investigation is complete, a field report will be generated, and the Chair will deliberate on its merit. The Chair shall bring the complaint to the Commission with their decision.

The Chair may:

- Dismiss the complaint
  - Find the complaint founded in part or in its entirety.
- (h) On disposing of the complaint, the Chair may issue a counseling to the Commissioner, verbally or in writing. The Chair may ask Council or the Minister to revoke the appointment of the Commissioner for cause.
- (i) The complainant will be notified of the outcome of the complaint and may appeal the decision of the Chair to the Commission within 30 days of receipt of their notification.
- (j) An appeal to the Commission will be in writing, and the reasons for the appeal clearly made out within its contents. The Commission will deliberate on the matter and render a decision. The decision of the Commission is final, and the complainant will be notified of that decision within 30 days.

## **2.5 Conflict of Interest**

Conflict of interest refers to a conflict between a member's personal and/or business interests and the member's responsibility as a Commission member. This conflict may exist whether or not there is financial gain.

- (1) Commissioners, personally or in relation to their colleagues, must declare all potential or perceived conflicts of interest. The Commission member who declares a conflict will exclude themselves from discussion and voting on the matter.
- (2) All stated reasons for conflicts and actions taken regarding the conflict must be entered into the minutes.
- (3) Conflicts brought to the attention of the Chair must be resolved in a manner that conserves and enhances public confidence and trust in the integrity, objectivity and impartiality of the Commission.
  - (a) The Chair is the arbitrator of conflicts of interest.
  - (b) Any Commission member who has believes that another Member has not declared or addressed a perceived conflict of interest, may forward their concerns to Council.
- (4) Undisclosed conflict of interest may result in dismissal from the Commission as per the final decision of Council.

## **2.6 Remuneration**

- (1) Expenses will be reimbursed using the Town's current travel and subsistence policy and procedure.
  - (a) Expenses by Commission Members, the Secretary or the Public Complaints Director must be approved and signed by the Chair of the Commission.
  - (b) Expenses by the Chair must be approved and signed by the Vice Chair.
- (2) Money for expenses will be obtained from the Police Commission annual budget as granted by Council following the municipal budgetary cycle.

- (3) In keeping with Section 28(5) of the [\*Police Act\*](#), the following gratuity is allowable to the publicly appointed members of the Taber Municipal Police Commission:
  - (a) For attendance at regularly scheduled meeting of the Commission: \$100.00 each meeting.
  - (b) There is no remuneration for attendance at the Alberta Association of Police Governance Annual General meeting for Commission training, or Special Meetings.

## 2.7 Orientation of New Members

- (1) New Commissioners should participate in an orientation session regarding their roles and responsibilities. This orientation shall take place as soon as practicable upon appointment. New members will be encouraged to attend the Alberta Solicitor General and Public Security Orientation, or on-line training as available. (Alberta Policing Oversight Standard – PA 1.1.a)
- (2) New Commissioners will be given copies of:
  - (a) *Police Act*;
  - (b) *Police Service Regulations*;
  - (c) *Police Commission Bylaw*;
  - (d) *Taber Municipal Police Commission Policy and Procedures Manual*; (Alberta Policing Oversight Standard RR 2.4)
  - (e) *Freedom of Information and Protection of Privacy Act*;
  - (f) *Council Code of Conduct Bylaw* and,
  - (g) Any other applicable Town of Taber Bylaws, Policies, or Procedures.
- (3) Commissioners will receive an overview from the chair or designate regarding:
  - (a) Commission budget;
  - (b) communication strategies and policies (with members, Commission staff, external services, media public, police service, etc.);
  - (c) current goals of the Commission;
  - (d) event schedules and expected attendance;
  - (e) meeting procedures and schedules;
  - (f) mission and vision of the Commission;
  - (g) organizational structure of Council;
  - (h) organizational structure of the police service;
  - (i) past annual reports (Commission and police service);

- (j) police service business plan;
  - (k) policy regarding personal and corporate gifts;
  - (l) roles and responsibilities of Commission staff;
  - (m) structure and function of committees;
  - (n) time commitments;
  - (o) travel and subsistence policy; and
  - (p) Policing Oversight Standards (**Alberta Policing Oversight Standard PA 1.1.e**)
- (4) Commission members may participate in ongoing developmental opportunities as time permits including but not limited to;
- (a) attendance at conferences;
  - (b) introduction to community societies and non-profits;
  - (c) meeting Council;
  - (d) mentoring (including for succession planning);
  - (e) police service tour;
  - (f) policing standards review;
  - (g) ride along;
  - (h) overview of victims of crime services; and
  - (i) training provided by Alberta Solicitor General and Public Security or other provincial partners.

## **2.8 Roles and Responsibilities of Chair and Vice-Chair**

- (1) The Chair (**Police Act Section 28(10)**) as elected by the membership at the commencement of each year, presides over Commission meetings. Should the chair not be present, or vacate the position either temporarily or permanently, the vice-chair (**Police Act Section 28(10)**) will act in the Chair's place.
- (2) Neither a member of Council, provincially appointed member, nor an employee of the municipality may be Chair or Vice-Chair. (**Police Act Section 28(11)**)
- (3) Should neither the Chair nor Vice-Chair be available, the Commission shall elect an Acting Chair for the meeting until such time the Chair or Vice-Chair is available.
- (4) The Chair is to be advised of a policy, bylaw or **Police Act** legislative breach/potential breach by a Commission member or Chief of Police. Breaches by the Chair should be referred to the Vice-Chair.
- (5)

- (6) The Chair/Vice-Chair as the case may be may engage an outside agency as required to investigate allegations of a breach. The Commission will review findings and recommend (or not) the revocation of the member's appointment to Council.
- (7) The Chair will designate a member, in the absence of the Council appointed employee of the Commission, to record during all meetings, hearings or inquiries.
- (8) The Chair is the signing authority for all contracts representing the business of the Commission.
- (9) The Chair and Vice-Chair are responsible for coordinating the selection, hiring, evaluation and paying of employees of the Commission via the funds allocated by the municipality.

## **2.9 Roles and Responsibilities of the Secretary to the Commission**

- (1) The Secretary to the Commission may be an employee of the Commission.
- (2) The Secretary will not have a vote.
- (3) The Secretary will sit in on all meetings including Closed Session portions applicable to their duties, and may be excluded from any part of the Closed Session portion of the meeting at the Chair's prerogative.
- (4) Upon dissolution of the Commission, or change in Commission membership, the Secretary will prepare a letter providing notification to the Ministry responsible to the Town of Taber Chief Administrative Officer for further forwarding on behalf of the municipality.
- (5) Notify all members and advisors of the Commission of the arrangements for the holding of each regular or special meeting of the Commission;
- (6) Keep proper and accurate minutes of the proceedings of all meetings of the Commission, true copies of which shall be filed with the Town Office as soon as possible after each meeting;
- (7) Meet with the Chair of the Commission, to discuss and complete the agendas for each meeting of the Commission.
- (8) Ensure the Commission agendas electronically approved by the Chair prepared and circulated at least five (5) days prior to any regularly scheduled meeting.
- (9) Ensure the minutes from previous meetings are prepared and added to the agenda for approval at the next subsequent meeting of the Commission.
- (10) Appropriately disseminate and reply to the correspondence of the Commission.
- (11) Process expenses for Members of the Commission, including the Chair.
- (12) Carry out such other administrative duties as the Commission may specify.

## **2.10 Selection of the Public Complaints Director (PCD)**

- (1) The Public Complaints Director is appointed by the Commission.
- (2) The PCD may be a member of the Commission, an employee of the Commission, an employee of the municipality, another person, other than a member of Council, or a former police officer, if

that police officer was not in the same municipality where the police officers was employed, who in the opinion of the Commission is qualified to serve in that capacity.

- (3) If the PCD position is vacant, and the Commission requests for an external candidate to fill the role, the position will be advertised.
- (4) A Selection Committee will be struck once applications have been received. The Selection Committee will interview a short list of applicants, and provide a recommendation to the Commission for ratification.
- (5) The Selection Committee must consider the following when reviewing applications:
  - (a) The applicant must reside in the Town of Taber;
  - (b) The applicant must be able to use software and a computer;
  - (c) The Committee shall take careful consideration of the selection of a Public Complaints Director, as they should have competencies in effective communication, dispute resolution, de-escalation, patience, negotiation, and mediation; and,
  - (d) The applicant must be beyond reproach and clearly understand the rules of confidentiality.
- (6) The Commission's chosen Public Complaints Director must pass an enhanced security clearance, once selected by the Commission, prior to being sworn in for the position. An enhanced security clearance includes a verification of personal declarations relating to family, character, personal history and financial history. (Alberta Policing Oversight Standard RR 2.3)

## **2.11 Role of Public Complaints Director (PCD)** (Alberta Policing Oversight Standard – PA 2.1)

- (1) The PCD is a position designated by the Commission as required.
- (2) The Commission will strike a Committee to perform an annual review and evaluation of the Public Complaints Director, which will be brought forward to the Commission for ratification.
- (3) The PCD receives complaints from the public on behalf of the Commission. The PCD is delegated the authority by the [Police Act](#) to receive complaints, liaise with the chief and perform other duties as on behalf of the Commission as per **Section 28.1(3 (a - g))** of the [Police Act](#). The Police Service and the PCD shall make available to all complainants information pamphlets (See App 'B'). The PCD will offer alternate dispute resolution and notify the Chief of Police that this has been done. (Alberta Policing Oversight Standards – PA 2.2 & 2.3)
- (4) Complaints are recorded in writing by the PCD and forwarded on behalf of the complainant to the police chief who decides if the complaint should be managed by the police service or the Commission as per **Section 43(1)(2)** of the [Police Act](#). Complaints will be tracked on IAPRO and provided quarterly to the Solicitor General.
- (5) The PCD monitors the complaints process of the police service as per **Section 24** of the [Police Service Regulation](#) including reviewing documents or attending disciplinary proceedings arising from public complaints.
- (6) The PCD reports in writing monthly to the Commission within a standing item on the agenda.

- (7) The PCD should meet with the Commission Chair to discuss any matters that will be raised within the Commission meeting.
- (8) The PCD will attend Closed Session meetings of the Commission when required.
- (9) The PCD attends meetings as coordinated by the provincial PCD as a representative of Alberta Solicitor General and Public Security. (*Alberta Policing Oversight Standard – PA 2.2*)
- (10) The PCD will ensure that all public complaints are recorded in IAPRO. The retention schedule will be in accordance with applicable privacy legislation and in any event synchronized with the assigned retention schedule within IAPRO.

## **2.12 Selection of Chief of Police**

- (1) When selecting a new Chief of Police, the Commission may do one, or all of the following:
  - (a) Establish a Search and Selection or Hiring Committee;
  - (b) Request advice as to the process and procedures from the Town of Taber Human Resources Department; and,
  - (c) Hire a Consulting firm, if required to assist in the process.
- (2) If a Chief of Police Hiring Committee is formed, the Committee will:
  - (a) Advertise for the position;
  - (b) Review and short-list the candidate applications received;
  - (c) Present and review the chosen list of candidates to the Commission for review;
  - (d) Interview chosen candidates;
  - (e) Present the successful applicant to the Commission
- (3) Once a Chief of Police candidate has been chosen, the Commission Chair will request a Request for Decision to be prepared for Council's review, and for ratification.
  - (a) If ratified, an employee contract will be drafted, terms negotiated, and a job offer will be presented.
  - (b) If ratification does not occur, the Commission must select a new candidate.

## **2.13 Commission Personnel**

- (1) The Chief of Police is the only employee of the Taber Municipal Police Commission within the Taber Police Service.
- (2) The Commission may hire or contract additional administrative or support staff.
- (3) Commission staff does not have the right to vote on Commission decisions.
- (4) Employees will be evaluated on yearly basis by the Commission.
- (5) Employees will be given official job descriptions and are subject to all applicable Federal and Provincial Legislation including, but not limited to:
  - (a) *Alberta Employment Standards Code*; and



- (b) *Alberta Labour Relations Code.*

#### **2.14 Formation of Committees**

- (1) The function of a committee is to assist the Commission in completing its responsibilities.
- (2) The Commission may form either standing or ad hoc committees to examine and report on issues that fall under the authority and responsibility of the Commission.
- (3) The Commission sets the terms for the committee, appoints its chair and participating members. Any Commission member may attend a committee meeting.
- (4) The Commission may appoint subject matter experts from the public or Commission staff to assist in committee business.
- (5) The committee must provide copies of its agenda and minutes of its meetings for storage by the Commission.
- (6) The committee provides options to the Commission.
- (7) The committee may not speak or act for the Commission unless it has formally been given authority and then only for a specific or time-limited purpose.
- (8) The committee shall report regularly to the Commission, the schedule to be determined by the Commission.

#### **2.15 Legal and Professional Services**

- (1) Legal and other professional service contracts must be approved in advance by the Commission and are only provided at the request of the Commission.
- (2) Fees are paid by the Commission.

#### **2.16 Meetings**

- (1) At the annual organizational meeting as specified in the Taber Municipal Police Commission Bylaw, the Commission shall schedule all meetings occurring in that year. The yearly schedule is made public. The meetings generally take place the 3rd Wednesday of each month, excepting July, August and December or at the discretion of the Chair. Unless notified one (1) week in advance, all meetings begin at 4:30 PM, in Council Chambers. The Commission may choose to hold meetings at differing places within the community. Meeting schedules will be posted to the Town of Taber website and advertised in the Taber Times *(Alberta Policing Oversight Standard OM 2.3)*
- (2) Commission Members who are unable to attend meetings in person, under extenuating circumstances, have the option to participate in the meeting through teleconference services or electronic communication services.
  - (a) Commission Members may attend the meetings via teleconference, meaning a suitable electronic method to participate in the live (real-time) meeting, allowing Members to participate in discussion, debate, resolutions, and voting.
  - (b) Commission members who wish to use teleconference services or electronic communication services to participate in the meeting must provide notice to the Chair and the Secretary, or their designates, prior to the start of the meeting.

- (3) A majority of commissioners shall form a quorum.
- (4) Each member has one vote.
- (5) The Chief of Police, staff and other attendees have an advisory capacity only and therefore no voting privileges.
- (6) Meetings shall be open to the public. However, in-camera sessions may be held respecting *Freedom of Information and Protection of Privacy* items (FOIP).
- (7) The conduct of all participants will be respectful, using appropriate language and following the rules as outlined by the Chair. Attendees displaying poor conduct may be asked by the Chair to leave.
  - (a) Cell phones and all other electronic devices should be placed on vibrate during Taber Municipal Police Commission meetings. Failure to comply will result in exclusion from the meeting. Recordings of closed session discussions are prohibited.
- (8) Members of Commission may advance a point of order to the Chair if they deem the meeting is out of conduct. The Chair will accept the point of order and pause the meeting to address the point of order before continuing with the meeting.
- (9) The agenda for each meeting is set by the Chair in consultation with Commission staff, the Police Chief, and if necessary, Commission members. The Agenda is to be finalized five (5) days before the meeting. In-camera items are to be clearly marked.
- (10) The agenda is distributed to all Commission members and staff, the Chief of Police, and the public, five (5) days before the meeting. In general, no items will be added to the agenda after this notification. All support material (reports, briefs, letters, last session minutes, etc.) needs to be included. **It is expected that members review all material prior to the meeting and be prepared to discuss in detail at that time.**
- (11) Members of the public (delegation) who wish to address the Commission must request permission from the Chair a minimum of seven (7) business days prior to the meeting. The delegation must detail the names of those attending and the subject to be discussed. Presentations are limited to 10 minutes unless otherwise indicated by the chair. **Complaints about officer conduct are not topics for this forum.**
- (12) The general order of business for Commission meetings as coordinated by the Chair follows the Council Procedural Bylaw as follows:
  - (a) Call to Order
  - (b) Adoption of the Agenda
  - (c) Adoption of the Minutes
  - (d) Business Arising from the Minutes
  - (e) Action Items
  - (f) Delegations
  - (g) Media Inquiries

- (h) Closed Session
  - (i) Open Session
  - (j) Close of Meeting
- (13) Minutes of meetings are an honest expression of a summary of what was discussed and decided. Unbiased, accurate minutes will include:
- (a) time the meeting was called to order;
  - (b) names of attendees and non-attendees (and if only attending part of the meeting);
  - (c) name of person who motioned all decisions made during the meeting;
  - (d) items that have been held over to another meeting (for tracking) with deadlines; and
  - (e) the time the meeting moved into Closed Session, Open Session, and was adjourned.
- (14) Notes kept to prepare the official minutes of the Commission are considered transitory records and are destroyed upon approval of the minutes.
- (15) All records of the Commission are stored and archived as per the policies and procedures of the municipality. All minutes will be posted by the Secretary, or delegate, to the Town of Taber website. (Alberta Policing Oversight Standards OM 4.1, 4.2, 4.3)
- (16) The Commission, as a public body must comply with *Freedom of Information and Protection of Privacy* (FOIP) Legislation. The FOIP coordinator for the Commission has been designated in Bylaw 12-99, and further designated by motion, as the Chair. The FOIPP coordinator is responsible for ensuring that personal information is managed in accordance with FOIP legislation including the destruction of information following meetings or terms of members. Requests for information involving the Commission should be directed to the FOIP coordinator for the Commission subject to their fees and policies. (Alberta Policing Oversight Standard OM 4.4)

## 2.17 Records Retention

- (1) General Records Retention
  - (a) The records retention schedule is the authority for the Police Commission to regulate the retention and destruction of records. The retention schedule is designed to reduce the volume of records and eliminate inactive record holdings. It is also designed to identify when the official version of a record transfers from the original written or hard copy format to the electronic format of the record. The schedule has been planned with several objectives in mind, including:
    - (1) the establishment of standard record retention periods;
    - (2) the efficient use of space, equipment and staff;
    - (3) the orderly destruction of records no longer of value;
    - (4) the preservation of records of historical or noteworthy value;
    - (5) the creation of an authority for the destruction of records;

- (6) the development of an efficient means to store records, which will allow for the retrieval of personal information, within a reasonable period of time;
  - (7) reasonable steps that are to be followed to ensure that confidential records containing personal information are protected during their storage, transportation and destruction.
- (b) For the purpose of this Retention Schedule, the word “record” will be that as outlined in the Freedom of Information and Protection of Privacy Act (FOIPP Act). For the purposes of this procedure, the words “General Occurrence” refers to an incident brought to the attention of the Commission, which requires the submission and entry of a report on the Service’s Records Management System.

2. Official Record – Written and Electronic

- (a) A record can be in a hardcopy or electronic format.
- (b) The official version of a record is the format that the record is originally created in. The official version of a record can be lawfully transferred from a hardcopy to an electronic format.
  - (1) For the official version of a record to change from a hardcopy to electronic form, the following criteria must be met;
    - (a) the electronic form is retained in the same format or in a format that accurately represents the hardcopy version of the record;
    - (b) the information in electronic form is accessible for subsequent reference to anyone authorized to require its production.
- (c) The members of the Commission are under a duty to accurately input and maintain the records of the Commission. Therefore, when hardcopy records are converted into an electronic format, the electronic record is considered to be an accurate representation of the hardcopy record.

3. Responsibilities

- (a) It is the responsibility of any member of the Commission who is assigned custody of a record or series of records to apply the retention schedules, as authorized by the Commission Chair or designate.
- (b) Retention periods noted in the attached schedule will be indicated in calendar years except where otherwise noted.
- (c) Destruction of the record at the end of the retention period will include the hard copy as well as any electronic copy that may be used as part of an archival process.
- (d) Working papers consisting of rough notes and preliminary drafts, calculations used in the preparation of the records, are considered transitory records. These become of little value once the finished record has been produced and shall be destroyed as soon as practicable.

4. Historical Records

- (a) Historical records of the Commission are those of historical or noteworthy value after their administrative value expires. It is the responsibility of the Commission to identify, evaluate and archive documents of historical value.

- (b) A record may be considered of historical value if it concerns:
  - (1) the organization and administrative history of the Commission.
  - (2) documents that may be presumed to have a general or continuing interest.
  - (3) major changes concerning the issuing of clothing, equipment, or opening of new buildings.
  - (4) major criminal cases, which may be of interest in the future.

5. Transfer and Destruction

- (a) The Commission Chair or designate will ensure that the records under their control will be handled according to the attached retention schedule.
- (b) Records identified to be destroyed at some future point will have the destruction date clearly affixed to the file box.
- (c) Records will be destroyed when the retention period has been reached.
- (d) At no point should records containing personal information waiting transfer to dormant storage be left in unprotected areas.
- (e) The method of destruction of hard copy records should be by means of shredding or similar method to ensure complete and total destruction. Records shall NOT be disposed of by sale as waste or salvage.
- (f) Personal information shall be disposed of in accordance with regulations of the Freedom of Information and Protection of Privacy Act or any amendments, guidelines or directions from the Minister responsible for the governance of the Act.
- (g) The Freedom of Information and Protection of Privacy Act, and the amendments or regulations thereof, authorize the destruction of records in accordance with a retention schedule established by the Commission. The head of any public body is responsible for establishing and updating the retention schedule.
- (h) The retention schedule may be updated on a periodic basis; however, it shall always contain the latest revision date on the document.

6. Freedom of Information and Protection of Privacy Act

- (a) General: The public has a right to know about the services we perform on their behalf, however, this right is not absolute. The Freedom of Information and Protection of Privacy Act requires that we protect individuals who come into contact with the Commission from unreasonable invasions of privacy. As well, certain operations and tactics must remain confidential in order to maintain their effectiveness. It is, however, the Commission's philosophy to be as open and cooperative with the community as possible, both in a reactive and pro-active mode.
- (b) Delegation: For the purposes of complying with the Freedom of Information and Protection of Privacy Act as it applies to the Commission, the Secretary of the Commission shall assume responsibility as head of the public body.

- (c) The position of FOIP coordinator has been delegated by the Chair of the Commission. Delegated authority for the administration of the FOIPP Act has also been given to the Commission Secretary. The Chief of Police has also directed that the fees as outlined in Schedule 2 of the Act shall be those that will apply to FOIPP Act disclosures.
- (d) The FOIPP coordinator will retain copies of all information provided regarding FOIPP requests and submit a report, outlining the request and the information provided. The report will be read and approved by the Chair.
- (e) The following Records Retention Schedule and Delegation Table further outlines authority delegated by the Chair to fully comply with the obligations and responsibilities of administering the FOIPP Act.

7. Records Retention Schedule (Standards SS 8.6)

<i>Subject Record</i>	<i>Description</i>	<i>Retention</i>	<i>Where Kept</i>
Annual Report	Commission Annual Report	Indefinitely	Secure File Storage
Budget	Commission Final Approved Budget	Current plus 2 years	Secure File Storage
Collective Agreements	Agreements, Arbitration, Letters of Understanding	Agreement expiry plus 7 years	Secure File Storage
Contracts & Agreements	(a) Major Contracts \$25,000 plus (b) Minor contracts	(a) Contract expiry plus 7 years (b) Contract expiry plus 7 years	Secure File Storage
Correspondence	(a) Office of the Commission Chair (c) Email	(a) 4 years (c) 90 days	Secure File Storage
Crime Analysis	Yearly document	5 years	Secure File Storage
Equipment Inventory	Commission Equipment	1 year	Secure File Storage
FOIPP Requests	Requests & Information	Current plus 2 years	Secure File Storage
Health & Safety	As per the Town of Taber Health and Safety policy	As per the Town of Taber Health and Safety policy	Secure File Storage
Labour Relations	Labour Disputes	After resolution – 5 years	Secure File Storage
Media Releases	(a) Media (b) Social media	(a) 1 year (b) 3 months	Social media platforms  Secure File Storage

<i>Subject Record</i>	<i>Description</i>	<i>Retention</i>	<i>Where Kept</i>
Memorandums & Directives	All Personnel memos & Directives	Current plus 2 years	Secure File Storage
Planning & Research	Project information business plans stat reports business plans research projects	15 years	Secure File Storage
Policy	Documents	Current plus 10 years	Secure File Storage
Professional Standards	Internal Investigations & Public Complaints	Current plus 5 years	Secure File Storage
Records of Commission Hearings		5 years	Secure File Storage
Records of Discipline	Complaints against the Chief of Police	5 years	Secure File Storage
Records of Employment	As per the Town of Taber policy	As per the Town of Taber policy	Secure File Storage

## 2.18 Use of the Commission Logo

- (1) The Commission Secretary has the rights to use the Commission logo for official Commission business and will store and protect the digital files for the logo in the formats in which they were originally approved.
- (2) Logo components must not be altered in any way as the colors and design of the shield were granted by the Canadian Heraldic Authority.
- (3) The Taber Police Commission logo contains three colours in its design. The 3-colour logo is the preferred method of use and is required whenever and wherever possible. The following are the official color code for each process.

RGB			
Yellow	Red 228	Green186	Blue 26
Green	Red 0	Green123	Blue91
Black	Red35	Green31	Blue32

- (4) When using the Police Commission logo in digital designs, files are provided in a PNG file format. This file may able to be expanded and reduced in size with minimal to no resolution loss. When creating a design that is intended to be both digital and printed, please use the PNG version.
- (5) Digital formats are to be kept in the Police Commission Secretary's digital filing system.
- (6) The Commission's logo may only be used digitally for the following reasons:

- Official Commission webpage on the Town-owned and operated website(s);
- Commission and Town of Taber-owned and operated social media sites;
- Digital publications that are created by the Commission and Town;
- On websites when the Commission is involved with the program and/or organization through sponsorship, funding, collaboration, servicing, or project implementation (use of the logo must be pre-authorized prior to being placed on a website);
- Digital publications where the Commission is sponsoring and/or involved in the information being publicized.

(7) Social Media Design Standards

While social media platforms each have a standard design size, they are more forgiving for larger or smaller designs. It is recommended staff make their designs to the social media post sizes.

(8) Minimum Sizing of Logo

The Town logo may be reduced in size so much that the logo is still legible to the viewer, particularly the wordmark. If in doubt compare size to the Town logo.

(9) Email Signature

The Town of Taber provides email addresses to Police Commission members. As such, email signatures shall adhere to all acceptable usage (as defined in Information Technology policy documents), as well as to the following design requirements for any emails sent to external recipients.

All Commission member email signatures shall include the following information (at minimum):

- Sender's name (first and last) in a legible font at the top of the signature;
- Sender's official title (i.e. "Commissioner, Commission Secretary")
- Full mailing address. For notes on proper addressing, please see section on addressing standards;
- Work phone number (Commission members may choose to use their Cellphone)
- The Commission logo (to the left of the signature or below the signature).
- A "Notice of Confidentiality" at the base of the email signature (see below for an acceptable template)

## 2.19 Communication

- (1) The Chair of the Taber Municipal Police Commission is the official spokesperson for the Commission and represents the Commission in all matters before municipal, provincial and federal government. Municipal Council inquiries about the police service may be addressed to those Councillors who sit on the Commission, they can provide information to the Council or arrange for information sessions deemed necessary.
- (2) All correspondence addressed to the Chair that is not a public complaint under the [Police Act](#), is processed by the Chair.
- (3) All correspondence sent or received directly by the Chair or Commission Members are forwarded to the entire Commission for information, response and filing.
- (4) Formal communication between the police service and the Commission is conducted through the Chair and the Office of the Chief.
- (5) The Chair is the media spokesperson for the Commission, however, media releases shall receive approval of the Commission body; such approval to be obtained by most expedient means. (Alberta Policing Oversight Standard OM 5.1)



**2.20 Commission Business Plan**  
(Alberta Policing Oversight Standard OM 2)

This section refers only to that portion of the Business Plan *specific to* the Commission. Please refer to **Section 3.4 Financial** of this document for equivalent with regard to the police service.

- (1) The Commission, in consultation with the Chief of Police, from time to time may include in the priorities, goals and objectives a section particular to the Commission. There will only be one Business Plan on a multi-year cycle to guide both the Police Service and the Police Commission such a plan to include:
  - (a) priorities, goals and objectives;
  - (b) implementation strategies;
  - (c) benchmarks for success; and
  - (d) a budget.
- (2) The plan will be submitted to Council for amendments, ratification, and provision of funds.
- (3) Changes to the budget need approval from the Commission and Council.
- (4) An annual letter signed by the Chair will confirm or amend the business plan at the discretion of the Commission. (Alberta Policing Oversight Standard OM 2.1)
- (5) The financial records of the Commission may be audited at any time by auditors appointed by the municipality.
- (6) The Commission will oversee the preparation of an annual report for submission to Council and made available to the public. The annual report will suffice for both the Police Service and the Police Commission. At a minimum the report will contain: (Alberta Policing Oversight Standard OM 2.4)
  - (a) introduction;
  - (b) overview;
  - (c) composition of the Commission;
  - (d) committee summaries (as they exist);
  - (e) statistical information regarding meetings and activities (such as: attendance, activities, training and development, membership, conference attendance etc.);
  - (f) initiatives;
  - (g) self-evaluation;
  - (h) public complaint summary; and
  - (i) concluding comments.

## 2.21 Complaints

- (1) In general there are 4 types of complaints that the [Police Act](#) identifies (**Section 43, 44, 45, 46, and 46.1**). They include complaints concerning:
  - (a) a police officer;
  - (b) the Chief of Police;
  - (c) policies and services of a police service;
  - (d) serious incidents (including sensitive issues).

Complaints must be submitted within one year of the incident as per **Section 43(11, 13)** of the [Police Act](#).

Complainants must be advised at least once each 45 days regarding the status of their complaint as *per* **Section 44(11)** policies and services, **45(7)** police officers, **46(7)** chiefs of police, and **46.1(7)** serious incidents of the [Police Act](#). The PCD shall have access to all records pertaining to public complaints and shall monitor the process on behalf of the Commission to ensure complainants are kept informed.

The Commission must report all complaints and their subsequent dispositions to the Director of Law Enforcement as per **Section 52** of the [Police Act](#).

### (2) Complaints Regarding Police Officers

- (a) Complaints concerning a police officer are the responsibility of the chief. The PCD forwards concerns regarding police officers to the chief as per **Section 28.1(3)** of the [Police Act](#).
- (b) Complaints against police officers may be resolved informally at any time before or during an investigation with consent as per **Section 43.1(1)** of the [Police Act](#).
- (c) The Commission may become involved in these types of complaints if the chief requests that the chair arrange for investigation of the complaint by another police service. **Section 45(5-7)** of the [Police Act](#).
- (d) A copy of the final decision regarding the complaint is sent to the Commission as per **Section 45(8)** of the [Police Act](#).
- (e) The Commission may be asked by the chief to consider dismissing a complaint when the chief considers the complaint frivolous, vexatious or made in bad faith as per **Section 43(7-8, 12-14)** of the [Police Act](#). Documentation explaining the decision and the right to request a review of the decision is provided to the complainant by the Commission if the Commission agrees it is frivolous, vexatious or made in bad faith.
- (f) Police officers under investigation for misconduct (as per **Section 5** of the [Police Service Regulation](#)) must be charged within the time limits as set out in **Section 7** of the [Police Service Regulation](#) unless an extension is filed and granted by the Commission.

(3) **Chief of Police Complaints**

- (a) Complaints concerning a chief are submitted to the Chair of the Commission for action as per **Section 43(2)** of the [Police Act](#).
- (b) Complaints may be dealt with informally by the Chair as per **Section 43.1(2)** of the [Police Act](#) if both the chief and complainant consent.
- (c) **Section 46(1-7)** of the [Police Act](#) outlines the handling of complaints submitted to the Commission regarding the Chief of Police.
- (d) The Commission may dismiss complaints against the chief per **Section 43(9, 12, and 14)** of the [Police Act](#) at any time before or during the investigation if the Commission believes the complaint is frivolous, vexatious or made in bad faith. Documentation explaining the decision and the right to request a review of the decision is provided to the complainant and the chief.

(4) **Police Services or Policy Complaints**

- (a) Complaints concerning police services or service policies, as per **Section 44(1)(b)** of the [Police Act](#), are referred to the chief who may:
  - (i) deal with the complaint; or
  - (ii) refer the matter to the Commission.
- (b) The Chief of Police must provide a copy of the final decision regarding service or policy complaints to the Commission as per **Section 44(10)** of the [Police Act](#).
- (c) Complaints made regarding police services or policy can be appealed to the Commission as per **Section 44(3-9)** of the [Police Act](#).
- (d) The Commission must provide a copy of the final decision regarding service or policy appeals to the complainant as per **Section 44(9)** of the [Police Act](#).
- (e) The Commission **Section 43(10,12,14)** or chief **Section 43(7)** may dismiss such complaints at any time before or during the investigation if it is believed the complaint is frivolous, vexatious or made in bad faith. Documentation explaining the decision and the right to request a review of the decision is provided to the complainant and the chief.

(5) **Serious Incidents and Complaints**

Serious incidents or complaints (including issues of a sensitive nature), as defined by Alberta Solicitor General and Public Security are managed according to **Section 46.1** and **Section 46.2** of the [Police Act](#).

- (a) The chief shall notify the Commission and the Minister as soon as practicable of incidents or complaints involving serious injury or death of any person that may have resulted from the actions of a police officer as per **Section 46.1(1)** of the [Police Act](#).
- (b) The chief shall notify the Commission and Minister as soon practicable of situations of a serious or sensitive nature that may have related to the actions of a police officer as per **Section 46.1(1)** of the [Police Act](#).

- (c) The Minister, via his/her designate, the Director of Law Enforcement, will decide how the matter is investigated as per **Section 46.1(2)(a-d)** of the [Police Act](#). This may include:
  - (i) assistance of a police officer from another police service;
  - (ii) investigation by another police service;
  - (iii) appointing of the public as overseers; or
  - (iv) as per **Section 46.2** of the [Police Act](#), direction to the Alberta Serious Incident Response Team to investigate, assist in the investigation, or take over the investigation.
- (d) Copies of documentation provided to the complainant during the investigation will also be provided to the Commission as per **Section 46.1(8)** of the [Police Act](#). The investigation findings will be shared with the Commission as per **Section 46.1(4)** of the [Police Act](#).

### Complaint Analysis

As per the *Provincial Policing Standards*, the police service shall analyze, annually, all complaints to evaluate and resolve any trends that may adversely affect public confidence in either the conduct of an individual member or the quality of service delivered. The results of the analysis shall be reported annually to the Police Commission with identification of strategies to address concerns. (Alberta Policing Oversight Standard PA 7.9)

### **Section 3:**

## **Policies for the Governance and Oversight of the Police Service**

Guidelines, policies and directions for the provision of efficient and effective police services.

### 3.1 Approach to Policing

- (1) The Police Commission endorses a community-based approach to policing based on the following definition:

Community policing, which is based on the principles of partnership, ownership, problem solving and quality service, allows police services to respond to the unique policing needs of their communities. Implementing community policing requires ongoing dialogue with the community, taking a collaborative and proactive approach and identifying community needs.

- (2) The Chief of Police must manage the police service in a manner that upholds the Commission's commitment to community-based policing.

### 3.2 Management of the Police Service

- (1) The Chief of Police has command of the police service subject to the policies and general supervision of the Police Commission.
- (2) The Chief of Police may delegate authority but cannot relinquish control or cease to be responsible for the professional administration of the police service.
- (3) If the Chief of Police is unable to fulfill his or her assigned duties, the Commission appoints an interim chief.
- (4) The Chief shall present an annual report to the Commission covering the operations of the police service during the previous fiscal year (**Alberta Policing Oversight Standard OM 3.2**).
- (5) The Chief shall receive an annual evaluation of his performance in managing the police service from the Commission.
- (6) The annual evaluation shall be in keeping with modern day human resource competency based performance management system, such as the Canadian Police Sector Council recommended forms and procedures as outlined in Appendix 'D' of this Policy Manual.

### 3.3 Jurisdiction

- (1) Police officers have jurisdiction throughout the province as per **Section 38(2)**, unless restricted by a Commission as per **Section 31(2a)** and **Section 38(3)**. Even when restricted, however, if the officer is in an immediate pursuit as per **Section 38(4)** powers can be exercised beyond that jurisdiction.
- (2) The consent of the Police Commission must be obtained if police officers are to work outside of their restricted territorial jurisdiction as per **Section 33(1)** of the [\*Police Act\*](#).
- (3) The Commission Chair and the Public Complaints Director will be notified of any requests from other Police Commissions under **Section 45(5)** of the Police Act. The Chair and the PCD will request a recommendation from the Chief of Police taking into consideration operational and financial impacts whether or not TPS can oblige the request. The Chair and PCD can authorize such a request with advice to the Commission as a whole. This process may be expedited when circumstances require it at the discretion of the Commission in consultation with the Chief of Police.

OR

- (4) The Commission Chair will be notified of any requests from other Police Commissions under **Section 45(5)** of the Police Act. The Chair will request a recommendation from the Chief of Police taking into consideration operational and financial impacts whether or not TPS can oblige the request. The Chair can authorize such a request with advice to the Commission as a whole when time is a factor. The Chair will contact and advise the other Commission members of the situation and the decision.

### **3.4 Police Service Personnel**

- (1) The Police Commission delegates to the Chief of Police the authority to appoint sworn members and civilian employees to the police service, with the exception of the Chief of Police.
- (2) The Commission delegates to the chief the authority to approve special leave requests from sworn members and civilian employees.
- (3) The Commission may terminate the services of a police officer for reasons other than disciplinary reasons (Police Act s.37(2)). Where the Commission or the Chief believes that the non-disciplinary termination of a police officer is warranted:
  - (a) The Commission shall direct the Chief to provide the Chair with a Report in writing including the Chief's recommendation and supporting documentation relating to the request for termination of a sworn member under s.37(2) of the Act.
  - (b) The Chair shall notify the affected officer by providing a copy of the report and recommendation. Service of the original notice shall be personal service by sealed envelop and may be conducted by the Chief or a designate who may be a sworn member of the Taber Police Services. Service of the Notice shall include an email address for service of a response on the Chair of the Commission and a physical address for service of originals.
  - (c) The Chair shall invite the affected officer to provide any written submissions in response and inquire as to whether the affected officer requests an in-person meeting to speak to the Commission on their written submission. Service of written submissions shall include an email address for service on the affected officer and a physical address for service of originals.
  - (d) The timeline for any written submissions or request for an in-person hearing from the affected officer shall be no less than 15 days but no more than 30 days of receipt of the correspondence, unless the Chair determines that circumstances warrant an extension which shall not be more than 30 further days.
  - (e) If the affected officer provides written submissions, the Chair shall provide same to the Chief with the opportunity to provide a reply submission. The timeline for any reply submission from the Chief shall be no more than 15 days.
  - (f) If the affected officer requests an in-person meeting, the Chair or designate shall coordinate with the Chief, the affected officer, and the Commission to arrange a suitable date and time. An in-person meeting shall be an in-Camera meeting of the Commission, the Chief, the affected officer. The affected officer may have representation arranged through the Taber Police Association as per the collective agreement. Evidence to be considered shall be the initial Report, the Written Response and oral submission and any Reply Submission. The Commission may ask clarifying questions on the oral submission through the Chair.

- (g) After review of the written submissions from the Chief and affected officer, and following the in-person hearing should such a hearing occur, the Commission shall decide whether to terminate the services of the affected officer for non-disciplinary reasons and shall advise the Chief and affected officer of its decision in writing within 30 days unless the Chair determines that circumstances warrant an extension which shall not be more than 30 further days. All parties will have written notice of the extension and revised deadline.
- (4) The Commission is bound by **Section 8 (11-13)** of the [Police Service Regulation](#) with respect to relief of duty without pay.

### **3.5 Financial**

- (1) In accordance with the budget cycle of the municipality, the Commission, in consultation with the Chief of Police, shall consult the business plan which specifies the level of police services and programs to be provided to meet the needs of the citizens.  
[\(Police Act Section 29\(1-3\)\)](#)
  - (a) The chief presents a policing plan and proposed budget detailing police services, programs and capital expenditures designed to best meet the community needs to the Commission for approval.
  - (b) In consultation with the chief, the Commission determines if community conditions and general community welfare warrant the addition, elimination, reduction, continuation or expansion of specific programs or the level of police service.
  - (c) The budget must reflect all police court fine revenue from the previous years' experience.
  - (d) The Commission submits the police service budget, as approved, to Council in accordance with the specified timetable of the municipality.
- (2) The chief will present monthly reports on the budget of the police service to the Commission. Those reports will be presented to Council by the Commission.
  - (a) The chief reports anticipated variances in the annual budget to the Commission as soon as practicable.
  - (b) Operating funds approved by the Commission in the annual operating or capital budget that are unexpended at year-end (in excess of \$10,000), cannot be spent on operational activities or capital projects that have not been approved by the Commission.
  - (c) The chief may reallocate funds between account categories where necessary to achieve annual objectives or to reflect adjustments to annual objectives based on community requirements. Reallocations of funds that exceed \$10,000 must be reported monthly to the Commission.
  - (d) The chief must advise the Commission of all new leases exceeding \$50,000 over the life of the lease, before these items are presented to Council or a committee of Council.



- (3) Application for expense reimbursement by the Chief of Police is submitted to the Chair or designate for review and approval. Monthly summaries of all expenses for the chief are submitted to the chair for review and approval.
- (4) Private sector donations to the police service must be approved by the Chair and will only be approved if the impartiality of police does not come into question. Amounts in excess of \$1000 will be directed for use as approved by the Commission if not designated to a specific program of the police service. A summary of such donations shall be submitted to the Chair of the Commission at the close of the year.
- (5) The Taber Municipal Police Commission and Police Service employ an accounting system that is provided by the Town of Taber Finance Department. Yearly financial audits are the responsibility of the Finance Department and are carried out employing generally accepted accounting principles that exist from time to time. (Alberta Policing Oversight Standard OM3)

### **3.6 Police Service Policies**

The policies and procedures for the police service must adhere to provincial policing standards developed by Alberta Solicitor General and Public Security. Commission members are responsible for ensuring that the police service has policies that address the standards in the [Provincial Policing Standards Manual](#), as amended.

## APPENDIX ‘A’

## APPOINTMENT AND RE-APPOINTMENT PROCESS

Upon a vacancy for appointment to the Taber Police Commission, at the direction of the Chief Administrative Officer, Administration shall follow the steps contained in this appendix to identify appropriate community members and approve/certify/clear those named for appointment.

- 1) The vacancy shall be advertised in the local media and listed on the Town of Taber website. Applicants shall complete and submit an application available from the Town of Taber Administration office or website, along with a signed release of information. All applicants will provide a police information check with their application. Administration will make a determination to request an enhanced police information check, if required.
- 2) If no or insufficient applications are received the position will continue to be advertised.
- 3) The list of applicants will be provided to the CAO and the Commission Chair. Commission will develop a sub-committee to review the applications and provide feedback and recommendations to the CAO and Council to review in Closed Session.
- 4) The Council shall be made aware of the contents of Section 2.1.3 of the Taber Police Commission Policy Manual relating to the needs of the position. The Council may seek any clarification they deem necessary to assist them in making a decision.
- 5) When a Commission member term of service is over and they remain eligible for re-appointment they must also follow this process. In consideration of their re-appointment the Council shall consider their record of service and may seek such clarification they deem necessary to assist them in this decision.
- 6) Upon appointment a personnel file shall be created and maintained by the Secretary to ensure service dates are recorded, oaths of office are retained and any correspondences can be managed, the file will be destroyed in accordance with the Town's record management system and Records Retention Bylaw.

## APPENDIX 'B'



## Taber Police Service

### Complaints Against Police

Taber is a great place to live. With your help we can make it even better. Working together to keep channels of communication open between Taber's citizens and police is important. If you have a complaint against the Taber Police Service, we encourage you to make your feelings known. We will listen to you and take appropriate action. That's a promise.

#### WHAT HAPPENS AFTER AN INVESTIGATION IS COMPLETED?

If it is found that a criminal offence was committed, the reports and investigation are given to Alberta Justice (crown prosecutor) and s/he decides whether or not charges will be laid.

In matters that do not involve criminal offences, the Chief of Police reviews the investigation and decides what will be done.

If it is decided that an officer has contravened a section of a service regulation, the Chief can consider three different options:

- (a) conduct an internal disciplinary hearing;
- (b) issue an official warning;
- (c) dismiss the matter.

The Chief of Police notifies the person who has made the complaint what decision was made and what action was taken.

#### WHO IS THE TABER POLICE COMMISSION?

The Taber Police Commission is a seven-member board appointed by Town Council. It is comprised of five citizens from the community and two Councilors. Under the authority of *The Police Act*, the Commission is responsible for the general supervision of the Taber Police Service. These responsibilities include: establishing policy; reviewing public complaints against the Police Service and its members; and issuing instructions as necessary to the Chief of Police.

#### WHAT IS A COMPLAINT?

A complaint is an allegation by any member of the public concerning the:

- (a) services provided; and/or
- (b) conduct

of a member of the Taber Police Service or any other person appointed or employed under *The Alberta Police Act*.

#### MEDIATION

Complaints that are minor in nature can be referred for mediation. Mediation is recognized by the Taber Police Service as an alternate means of resolution to complaints against police.

However, before mediation can occur, the Chief of Police, the complainant, and the member involved must be fully in agreement to participate.

The process is available at all times during and prior to an investigation.

If, however, mediation is not successful, the complaint goes into the formal process for investigation.

#### WHO CAN MAKE A COMPLAINT?

Any person who feels offended by the actions or attitude of a police officer or the services provided by the police service can make a complaint.

Any person can make a complaint on behalf of another person. For example, you can make a complaint on behalf of a minor or on behalf of a person who is incapacitated.

#### HOW DOES A PERSON MAKE A COMPLAINT?

Complaints can be made by telephone, in person, or in writing, to any police officer of the Taber Police Service, to the Public Complaints Director through the Town of Taber Administration office, or directly to the Chief of Police. Members of the police service are on duty 24 hours a day, every day of the week. The Police Act requires that an individual making a complaint must then participate in the investigation by cooperating with investigators. This will consist of providing a statement and relevant information.

#### WHAT HAPPENS AT AN INTERNAL DISCIPLINARY HEARING?

You (the complainant), the Taber Police Service member, representatives of the Service, and any interested parties have a right to be heard. The hearing may be held in public at a date and location that is convenient to the parties involved.

#### WHAT HAPPENS IF THE PERSON WHO MAKES THE COMPLAINT IS NOT SATISFIED?

If the person making the complaint is not satisfied with the findings of a concluded investigation, s/he will be advised of their right to appeal the decision. This appeal may be made within 30 days to:

**The Secretary  
Law Enforcement Review Board  
10<sup>th</sup> Floor, 10365 – 97 Street  
Edmonton, Alberta T5J 3W7**

#### WHAT HAPPENS TO A COMPLAINT AFTER IT IS MADE?

All complaints are treated seriously and no matter where your complaint is made, a copy is sent to the Chief of Police. The police officer(s) named also receives a copy of the complaint. When a complaint is received, the Chief of Police will determine if the complaint is about the actions of a police officer or about the services provided by the police. The Chief of Police will then direct the complaint be investigated as per the direction provided in *The Alberta Police Act*.

While the investigation is being conducted, you will be provided with status reports on a regular basis.

#### HOW ARE COMPLAINTS INVESTIGATED?

All complaints are investigated by the Taber Police Service or by another agency if the Chief of Police and the Police Commission agree that it would be in the public interest to do so. A member assigned responsibility for the investigation will interview or obtain statements from all involved in the complaint and prepare a report for the Chief of Police.

#### ADDRESS AND INFORMATION

Chief of Police  
Taber Police Service  
5700 50th Avenue  
Taber, Alberta T1G 2H7  
(403) 223-8991

## APPENDIX 'C'

## TABER MUNICIPAL POLICE COMMISSION CODE OF CONDUCT AND ETHICS

The purpose of this Code of Conduct and Ethics is to outline the minimum standard of conduct expected and to guide appointed members of the Taber Municipal Police Commission. The expectation is that Commission Members carry out their entrusted duties in a way that displays respect, integrity, transparency, accountability, and to acknowledge that the function of the Taber Municipal Police Commission is, at all times, to serve its community and the public.

Taber Municipal Police Commission members shall govern their conduct in accordance with the requirements and obligations set out in the Province of *Alberta Police Act and Regulations*, and the bylaws and policies enforced by the Town of Taber. This Code of Conduct and Ethics supplements the Taber Municipal Police Commission Policy Manual and the Town of Taber Policies referred to in the Commission Policy.

Therefore, Commission members shall:

1. At all times conduct themselves at the highest standard on both a personal and professional level. They are to be respectful and courteous of other Commission members, Commission staff, members of the Taber Police Service, and the public in order to demonstrate the values of the Taber Municipal Police Commission, retaining the trust, respect, and confidence of the public.

A breach may include, but is not limited to:

- Attending a meeting while impaired by the influence of drugs or alcohol
  - Behaving in a disrespectful, impolite, discriminatory, or harassing manner while carrying out Commission business
  - Sharing confidential or sensitive information
  - Publicly sharing information that is deemed to be inappropriate or that lacks integrity (example: social media posts, etc.)
  - Non-Compliance with Municipal, Provincial, or Federal laws
  - Non-Compliance with Commission Bylaws, Policies, and Procedures
2. Abide by their Oath of Office to preserve the integrity of the Commission and retain the trust, respect, and confidence of the community.
  3. Ensure they are available for orientation, training, and educational opportunities that are offered or required that would assist them in effectively and successfully carrying out their duties.
  4. Commission members will abide by, and adopt Town of Taber Bylaws, Policies, Procedures, and Code of Conducts, where they are not at odds with relevant provincial legislation.
  5. Attend and actively participate in all Commission meetings and report absences to the Chair prior to the meeting. Nonattendance may be cause for dismissal from the Commission.
  6. Not share information deemed sensitive or confidential discussed or disclosed at in-camera or closed meetings.
  7. Declare all potential or perceived conflicts of interests to the Chair. In the case that the breach is related to the Chair, it must be reported to the Vice-Chair. Conflicts of interest can be but are not limited to:
    - (a) personal interests (financial or other),
    - (b) professional/occupational interests (financial or other),
    - (c) interest that may or appear to affect their objectivity,
    - (d) interests that may or appear to affect their judgement,
    - (e) interests that may or appear to affect their ability to act in the best interest of the Commission.
  - 7.1 Conflicts, personally or in relation to a colleague, must be brought to the attention of the Chairperson and handled in a manner that preserves the public confidence, integrity, and

impartiality of the Commission. Failure to disclose a conflict of interest may result in dismissal from the Commission.

- 7.2 If a Commissioner is not certain whether there is a potential, real or perceived conflict of interest, they must bring it forward to the Commission.
- 7.3 The Commission will determine by majority vote if a conflict exists. The Commissioner potentially in conflict shall be absent from the discussion and shall not vote on the issue of whether a conflict exists.
- 7.4 Where a Commissioner has declared a conflict in a matter or a majority of the Commission has voted that a conflict of interest exists for a specific Commissioner in the matter, the affected Commissioner shall leave the meeting room for the duration of any discussion on the matter, abstain from participating in any discussion on the matter, shall not attempt to personally influence the outcome, and shall not vote on the matter.
8. Not use their position to advance their interests or the interests of any person or organization that they are associated with.
9. Not interfere with Taber Police Service's operational decisions, responsibilities, and day to day operations of police services. Commissioners will not attempt to exercise individual authority over the Commission or the Taber Police Service. Commission members have no individual authority over the Chief of Police or other Taber Police Service members.
10. Not speak to the media on behalf of the Commission unless delegated to do so by the Commission Chair. The Chair will be the spokesperson for the Commission. Delegation of this authority may be made as required to designated members of the Commission.
  - (a) If speaking to the media in their individual capacity, individual Commissioners must notify the media that they are not speaking as a spokesperson for the Commission.
  - (b) A Commissioner who expresses disagreement with a decision of the Commission shall make it clear that the member is expressing a personal opinion, and not the opinion of the Commission.
11. Any unbecoming conduct, either personal, electronic, professional, or otherwise, from a member of the Police Commission may be grounds for dismissal as evaluated by either Council, as it relates to the Taber Municipal Police Commission Bylaw, or the Police Commission, after assessment by the Chair or designate, upon recommendation to Council.
12. Report themselves or a colleague of the Commission if they have breached their Oath of Office or Code of Conduct and Ethics, real or alleged, and shall bring that information forward to the Commission.
13. Withdraw as a member of the Commission for the duration of an investigation or inquiry if their conduct or performance is being investigated by the Commission without prejudice.
13. If a Commission member is aware they are being criminally investigated by a police agency they shall take a leave of absence from their Commission duties without prejudice until the investigation ceases or criminal prosecutions are resolved.
14. For a period of twelve months after leaving the Commission, abide by the ethical standards of conduct listed above, except those related to confidential information which shall apply in perpetuity.

Commission members should not assume that any unethical actions not specifically prohibited in the Taber Municipal Police Commission Code of Conduct and Ethics are therefore tolerated. If in doubt about specific action(s) Commission members are encouraged to seek advice from the Chair or from legal counsel.



I acknowledge that I have read and agree to abide by the Taber Municipal Police Commission Code of Conduct and Ethics.

Signed the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
Commissioner Member Name (Print)

\_\_\_\_\_  
Commissioner Member Signature

\_\_\_\_\_  
Chair or Designate Name (Print)

\_\_\_\_\_  
Chair or Designate Signature

## APPENDIX 'D'



## Taber Police Service – Chief of Police Performance Management Template

## ***Performance Management Template***

### IDENTIFICATION

Employee Name:	Position Title: Chief of Police
Supervisor Name:	
Review Period: From:	To:

### COMPENTENCY REVIEW

- Both supervisor and employee complete the form on their own and discuss their ratings during the performance review meeting.
- Note that in addition to competencies, performance criteria may be included, such as specific technical knowledge, quality of work, meeting deadlines, helping colleagues, and good attendance.

### Change Management

Facilitates the transition to new organizational processes in response to internal and external needs.

#### Champions change (Level 5)

- Formulates a clear and compelling vision for change and its implications for the organization
- Communicates change initiative and impact to police service employees, police services board, community members, and government agencies
- Advocates for the necessary resources for the change initiative with authorities
- Launches the initiative and celebrates its success
- Reinforces the change message with one's own actions, behaviours and attitudes
- Creates an environment within the executive team that encourages innovation and continuous improvement
- Implements monthly meetings to review performance measures within each business area for the purpose of celebrating success and problem-solving for improvements

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		
Comments:						

## Community Relations and Media Management

Uses media and community events/resources effectively to create a positive public image of the police service, build strong relationships with the community, and to assist in the detection and investigation of crime

Establishes the philosophy and direction of the organization's relationship with the public and media (Level 5)

- Aligns the corporate public affairs and media relations strategy with organizational and public safety priorities
- Represents the organization and the jurisdiction at local, provincial, federal, and international events
- Balances the organization's needs for media exposure with jurisdictional public affairs and media relations philosophy and priorities.
- Makes decisions on how to best leverage public affairs and media relations functions in the best interests of public safety.
- Communicates the expected image that the police service wants to project to the public
- Determines an effective organizational strategy for using media resources proactively and dealing with the media reactively, e.g., major issues or incidents
- Defines the organizational strategy for promoting a positive image of the police service to the public
- Represents the police service during major incidents/operations

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

## Decision Making

Makes decisions involving varied levels of risk and ambiguity.

Makes high-risk decisions in the face of ambiguity (Level 5)

- Makes high-risk strategic decisions that have significant consequences
- Uses principles, values and sound business sense to make decisions
- Makes decisions in a volatile environment in which the weight given to any factor can change rapidly
- Reaches decisions assuredly in an environment of public scrutiny

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

## Ethical Accountability

Takes responsibility for actions and makes decisions that are consistent with high ethical policing standards

Sets the standard for policing ethics and values (Level 5)

- Communicates the organization's values and ethics
- Ensures that standards and safeguards are in place to protect the organization's integrity
- Develops policies and measures to integrate ethics within the organization (applies)
- Facilitates research on best practices
- Participates in defining ethical policing practice

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		
Comments:						

## Financial Management

Applies financial management principles and tools to effectively manage organizational resources (operating, capital, and people)

Leads the organizational financial management strategy (Level 5)

- Identifies and communicates the broader context which impacts policing as a public service – on local, provincial, federal and/or global level as relevant
- Negotiates and advocates with jurisdictional authorities regarding fiscal needs of police service in light of context
- Approves the prioritization of fiscal strategies
- Presents budget to police services board

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		
Comments:						

### Fostering Relationships

Seeks and builds alliances with internal and external stakeholders to meet their needs and further the organization's objectives. Uses an understanding of stakeholder needs, desires and critical success factors to influence priorities, initiatives and objectives and teaches other to do the same.

Sets strategic direction for partnering (Level 5)

- Establishes an infrastructure that supports effective stakeholder relationships
- Identifies and supports creative ways to partner with harder to reach stakeholders
- Profiles excellent examples of partnering within policing organizations and promotes them to other policing groups

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

### Human Resource Management

Applies, implements, and directs the development of human resource management strategies, processes, policies, and practices

Directs the development of human resources management strategy for an organization (Level 5)

- Anticipates and plans for future human resource requirements based on the long-term vision and strategic direction
- Identifies new ways in which human resource management can support the achievement of long-term organizational objectives
- Identifies objectives for human resource management in an organization

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:



### Interactive Communication

Utilizes communication strategies in an effort to achieve common goals, influence and gain others' support

Communicates strategically (Level 5)

- Communicates strategically to achieve specific objectives
- Uses varied communication vehicles and opportunities to promote dialogue, shared understanding and consensus
- Understands the underlying needs, interests, issues and motivations of others. Interprets complex and possibly contradictory or competing signals/messages
- Gains support by capitalizing on the understanding of political forces affecting the organization

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

### Organizational Awareness

Understands and uses organizational awareness to deliver optimal services. Seeks to understand the critical concerns and most important issues of stakeholders to find optimal solutions

Operates effectively in a broad spectrum of political, cultural and social milieu (Level 5)

- Demonstrates broad understanding of social and economic context that can impact policing work
- Understands and anticipates the potential trends of the political environment and the impact these might have on policing work
- Operates successfully in a variety of social, political and cultural environments

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

## Information Technology Management

Maximizes the use of state-of-the-art technology to support operational and administrative work of a police organization

Ensures organizational technical capacity to achieve public safety objectives (Level 5)

- Encourages staff to continuously look for ways to optimize current technology and introduce new one
- Establishes benchmarks for effective use of technology
- Secures funding from authorities to introduce new technology in the organization

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

## Public Accountability

Works effectively within parameters of jurisdictional governance structure (local, municipal, regional, provincial, and national) and associated policing frameworks. Adheres to values of public service. Understands and uses internal and external structures of authority and understanding the roles and responsibilities of external stakeholders in police operations

Leads by example to safeguard and sustain public trust (Level 5)

- Develops effective working relationships with the external stakeholders to which a police service is accountable
- Models behaviour that reinforces openness and transparency in decision making
- Consults with necessary authorities and vets high profile actions and/or communications before going public
- Obtains approval of the organization's strategic plan from the police board, commission, minister
- Advocates with authorities for sufficient funds to support the responsibilities the service takes on
- Effectively maintains independence of the police service from political roles and relationships to ensure transparency and alleviate concerns of political interference

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

## Public Safety

Promotes an intelligence-led and problem-oriented policing philosophy that emphasizes partnerships with community, intelligence gathering, and proactive problem-solving that addresses conditions that can raise issues for public safety

Promotes vision for intelligence-led and problem-oriented policing (Level 5)

- Articulates clear messages, internally and externally, to support an approach that blends intelligence –led and problem-oriented policing.
- Directs the development of policy and procedures to implement an integrated approach to intelligence-led and problem- oriented policing
- Works across multiple jurisdictions in support of the intelligence-led and problem oriented policing
- Participates in national and transnational policing initiatives to develop strategic alliances
- Educates key stakeholders about the approach and outcomes to gain their support
- Presents business case for adequate resources from the police services board, municipality, provincial and federal to ensure sustainability of intelligence capabilities

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

## Strategic Management

Creates a strategic plan for the police organization, translates strategic objectives into operational goals, and works toward their implementation. Creates opportunities for continuous improvement through an ongoing evaluation of external environment and internal issues that hinder organizational sustainability.

Determines a vision and strategic objectives (Level 5)

- Identifies the short and long-term impact of current trends arising from environmental scan (e.g., demographic changes, government policies, etc) on the police service
- Formulates a clear and compelling vision for the police service
- Considers local, regional, provincial, federal and/or transnational policing issues in determining organizational priorities
- Advocates with key jurisdictional partners and authorities to support the achievement of organizational strategic objectives

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

## Valuing Diversity

Understands one's personal attitudes and values related to diversity and enhancing one's own and other's skills, knowledge, behaviours and actions related to diversity.

Promotes a policing culture that embraces diversity (Level 5)

- Actively promotes and supports programs that are designed to increase diversity practices in policing
- Reviews current and emergent demographic trends to determine policing service improvements
- Establishes professional standards and service delivery guidelines that respect diversity
- Develops workplace strategies to encourage the retention of police officers from culturally and linguistically diverse backgrounds

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

## Section 2 – Core Tasks for Current Assignment

<b>Core Tasks</b>	<b>Meets</b>	<b>Requires Development</b>
OVERSEES THE DEVELOPMENT OF POLICE SERVICE STRATEGIC PLAN		
EVALUATES THE SUCCESS OF IMPLEMENTING THE STRATEGIC PLAN		
HOLDS ACCOUNTABILITY FOR POLICE OPERATIONS		
HOLDS ACCOUNTABILITY FOR MANAGEMENT OF FINANCIAL RESOURCES		
HOLDS ACCOUNTABILITY FOR HUMAN RESOURCE MANAGEMENT		
CHAMPIONS THE USE OF INTELLIGENCE-LED AND PROBLEM-ORIENTED POLICING STRATEGIES, PROGRAMS AND TACTICS		
SETS THE DIRECTION FOR AND EVALUATE THE IMPLEMENTATION OF CHANGE		
HOLDS ACCOUNTABILITY FOR COMMUNITY AND MEDIA RELATIONS		
INSTILLS ETHICAL CONDUCT IN OTHERS		
DEVELOPS RELATIONSHIPS WITH LEADERS, ORGANIZATIONS, AND OVERSIGHT AND GOVERNING BODIES		

### Requested Training:

### Member's Comments:

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Chief's Signature

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Date

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Chair's Signature