



"Committed to Policing Excellence"

Competency Framework

April 2010



TABLE OF CONTENTS

INTRODUCTION	3
VISION	3
MISSION	3
SCOPE/ACCOUNTABILITIES	3
COMMISSION ROLE	3
COMMISSION RESPONSIBILITIES	3
OPPORTUNITIES AND CHALLENGES	5
COMPENSATION	5
NUMBER OF MEMBERS	5
TIME COMMITMENT	5
COMMISSION MEMBER COMPETENCY MATRIX	6
EXPERIENCE	
KNOWLEDGE	
ABILITIES	
PERSONAL SUITABILITY	
COMMISSION CHAIR COMPETENCIES	7
COMMISSION COMPETENCY / SKILLS COMPOSITE	8
COMMISSION TRAINING AND DEVELOPMENT	8

INTRODUCTION

The purpose of this document is to provide a clear understanding of what is expected of prospective and existing Edmonton Police Commission members in the way of responsibilities, time commitment, and the required skills and attributes. The document also serves as a guideline for the recruitment, selection, orientation and continuing development of Commissioners.

VISION

A safe, vibrant city, achieved in partnership through innovative, responsive community policing.

MISSION

Leadership and partnership with diverse communities and organizations to ensure effective, responsive and innovative policing for Edmonton.

SCOPE/ACCOUNTABILITIES

The Edmonton Police Commission is a legislated public body established under the *Police Act*. The Commission is legally responsible for the provision of adequate and effective police services in the City of Edmonton.

COMMISSION ROLE

The Edmonton Police Commission represents the public interest in determining appropriate organizational performance of the Edmonton Police Service, and in providing civilian oversight and governance of Police Service activities.

In carrying out its civilian oversight responsibility, the Commission shall do the following:

- a) allocate the funds that are provided by Council
- b) establish policies providing for efficient and effective policing
- c) issue instructions, as necessary, to the Chief of Police in respect of the policies referred to in clause (b)
- d) ensure that sufficient persons are employed for the purpose of carrying out the functions of the police service (*Police Act, s.31(1)*)

COMMISSION RESPONSIBILITIES

1. In consultation with the Chief of Police, the Commission prepares estimates of all money required for the fiscal year and a yearly plan specifying the level of police service and programs to be provided in respect of the municipality. The estimates and plans are submitted to Council (*Police Act, s.29*)

2. The Council is responsible for the total Police Service budget and the Commission is responsible for allocation of funds within the budget (*Police Act, s.29*)
3. Subject to the ratification of Council, the Commission appoints the Chief of Police (*Police Act, s.36*)
4. The Commission provides orders to the Chief only (*Police Act, s.31(3)*)
5. The Commission may conduct an inquiry into the Police Service or the actions of a police officer or a (civilian) employee of the Police Service (*Police Act, s.32(1)*)
6. The Commission appoints police officers and may delegate the appointment of officers to the Chief (*Police Act, s.36*)
7. The Commission may terminate an officer for reasons other than disciplinary ones, subject to any applicable collective agreement (*Police Act, s.37(2)*)
8. The Commission may establish territorial jurisdiction of any police officer or the Police Commission (*Police Act, s.38(3)*)
9. The Chief of Police is accountable to the Commission for:
 - the operation of the Police Service
 - the manner in which he carries out his responsibilities under subsection (1)
 - the administration of the finances and operations of the Police Service in accordance with the yearly plan
 - reporting to the Commission, any information about the activities of the Police Service that the Commission requests, other than information about individual investigations or intelligence files
 - reporting to the Commission of any complaint made against the Police Service or its members and the manner in which the complaint is resolved (*Police Act, s.41(3)*)
10. Complaints about the Chief are referred to the Chair of the Commission (*Police Act, s.43(2)*)
11. The Chair of the Commission refers complaints about the Chief to the Commission (*Police Act, s.46(1)*)
12. All persons appointed to the Commission shall take the oath of office (*Police Act, s.28(12)*)

COMMISSION OPPORTUNITIES AND CHALLENGES

1. Ensuring the Edmonton Police Commission and the Edmonton Police Service are transparent and accountable to the public as determined by the *Police Act*
2. Generating public confidence in the commitment of the Commission as an oversight body to provide an appropriate level of scrutiny
3. Providing effective oversight of the Edmonton Police Service without interfering with operational matters
4. Screening the Police Service from direct partisan political demands by mediating between the requirements of public accountability and those of police independence
5. Educating the public about the role of the Police Commission
6. Ensuring a community policing model is in operation in Edmonton
7. Practicing informed decision making in a complex environment
8. Balancing community expectations for enhanced policing with fiscal realities

COMPENSATION

Commission members are compensated with a honorarium for duly recognized meetings of the Commission or its committees and other activities as set out in the honourarium policy. Compensation is fixed by Council (*Police Act, s.28*). Members are compensated for expenses reasonably incurred in the course of doing business on behalf of the Commission.

NUMBER OF MEMBERS

The Commission shall consist of not less than five members and no more than nine members appointed by Council, two of whom may be Councillors or employees of the City (Bylaw 9304, *The Police Commission Bylaw, s.3.*).

TIME COMMITMENT

Members spend about 30-40 hours per month on Commission business, which can increase substantially depending on the circumstances. The Commission meets on a monthly basis. The regular meetings are usually held on the third Thursday of every

month. The session normally begins at 2:00 p.m. and ends by 9:00 p.m. If required, supplementary meetings are held.

The standing committees include Finance, Governance and Internal Affairs. The Finance and Governance Committees meet monthly, Internal Affairs meets at least quarterly. Members are assigned to committees and are expected to attend committee meetings to which they are assigned.

Briefing sessions are held quarterly with City Council. The Commission also responds to requests to speak at various community events and attend community meetings. Commission members are expected to attend a variety of conferences, seminars, workshops, training sessions, and Edmonton Police Service functions.

COMMISSION MEMBER COMPETENCY MATRIX

To achieve its mandate of providing sound governance and oversight to the Edmonton Police Service, individual Commission members must possess the values, skills, abilities and experience necessary to fulfill their role. To ensure qualified, competent candidates are recruited and selected, the Commission has adopted a Competency Matrix that sets out the required attributes the Commission believes candidates need to possess.

Competency Matrix

EXPERIENCE	<ul style="list-style-type: none"> • Working knowledge in one or more of the following areas: <ul style="list-style-type: none"> ○ Business management ○ Finance / budget ○ Legal ○ Governance ○ Strategic planning ○ Risk management / audit ○ Municipal / provincial government ○ Communications ○ Human resources / labour relations ○ Information technology • Service on other governance bodies or boards • Community development, outreach or leadership
KNOWLEDGE	<ul style="list-style-type: none"> • Role, responsibilities and accountabilities of a police commission and police service • Public safety and law enforcement issues • Edmonton’s social and cultural environments • Community issues

ABILITIES	<ul style="list-style-type: none"> • Strategic decision making and critical problem solving • Shape a vision and develop strategies to achieve desired results • Identify risks and assess the capacity to manage those risks • Consensus building, conflict resolution and negotiation • Encourage and promote others to contribute in decision making • Work effectively with individuals and diverse groups • Effectively advocate within one's role
PERSONAL SUITABILITY	<ul style="list-style-type: none"> • Demonstrates integrity and high ethical standards • Values diversity • Strong public service orientation • Open to new and different ideas and approaches and to change • Appreciates the necessity of working together • Believes that diversity of opinion is healthy • Committed to moving the goals of the organization and Commission forward • Able to meet time commitments of the Commission • Willingness to participate in ongoing training and development • A successful security clearance / criminal reference check

COMMISSION CHAIR COMPETENCIES

In addition to the above, the Commission Chair is expected to:

1. Provide effective leadership to the Commission
2. Effectively manage the work of the Commission and meet all legislative requirements
3. Build and maintain effective working relationships with Commission stakeholders, including the Mayor, Council and other orders of government
4. Build and maintain an effective working relationship with the Chief of Police
5. Represent the Commission at official functions and act as the official spokesperson for the Commission
6. Commit and additional 20-30 hours per month over and above the duties of a regular Commissioner

COMMISSION COMPETENCY / SKILLS COMPOSITE

In order to achieve its mandate of providing sound governance and oversight, Commission members must collectively possess experience in a wide range of subjects, have the attributes necessary to effectively meet their responsibilities, and be representative of the community.

In an effort to ensure the Commission collectively possesses the necessary skills, experience, attributes and representational factors, a Competency / Skills Composite setting out the desired minimum number of members the Commission believes should possess each requirement has been adopted.

Prior to vacancies being created, the Commission will assess its collective skills and compare them to the Competency/Skills Composite to identify gaps. The Commission will then communicate to the selection body the competencies needed to complete its composite. Recruitment and selection efforts will be tailored towards fulfilling the desired minimum competencies and community representation.

Competency / Skills Composite

EXPERIENCE / BACKGROUND	DESIRED MINIMUM REPRESENTATION
Business Management	1
Management of similar sized agency	2
Finance / Budget *	2
Legal	1
Strategic planning	1
Risk management / audit	1
Municipal / provincial government	2
Communications	1
Human resources / labour relations	1
Information technology	1
Service on governance bodies / boards	3
Community development or leadership	2

**Having the ability to read and understand a balance sheet, income statement and cash flow statement in accordance with the Canadian GAAP; having the ability to analyze and understand a full set of financial statements, including the notes attached thereto, in accordance with the Canadian GAAP.*

COMMISSION TRAINING AND DEVELOPMENT

The Edmonton Police Commission recognizes the importance of pursuing excellence in governance through appropriate orientation and an ongoing commitment to training, education and development, and has adopted this policy to formalize training and ongoing learning requirements for its members.

In order to facilitate ongoing education and development, each Commissioner has access to funding to attend conferences, seminars, workshops or other educational opportunities directly related to their responsibilities.

ORIENTATION

New Commissioners shall take their Oath of Office within the first two weeks of January, enabling them to participate in all Commission affairs during the first month of the New Year.

New Commissioners should have a governance orientation prior to the first meeting in January. This orientation should include the following:

1. An overview of the *Police Act*, the *Police Service Regulation* and City Bylaw 14040;
2. An overview of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act and how it applies to the Commission, as well as other pertinent legislation;
3. An overview of the relationship of the Commission to the Edmonton Police Service and City Council;
4. Instruction on conflict of interest;
5. An overview of the policies of the Commission;
6. An overview of key Commission procedures;
7. A description of the duties, responsibilities, and performance criteria for Commissioners (including Form C from City Policy 476B);
8. A description of the public complaints process;
9. An overview of Commission policies on discrimination and harassment; and
10. Other topics as appropriate.

The Edmonton Police Service will provide an operational orientation to new Commissioners, including a review of key aspects of its priorities, operational areas, structure, authority, and human resources.

MENTORSHIP

Newly appointed Commissioners are encouraged to partake in an informal mentoring period with a serving Commissioner. The objective of the mentoring period is to ensure that new Commissioners receive appropriate orientation regarding the operation of the Commission and background information on Commission and Police Service matters. The Chair will select mentors for new Commissioners. The length of the mentoring will vary, depending on the new Commissioner's comfort level in their role.

TRAINING & DEVELOPMENT

During first year of appointment Commissioners are encouraged to attend:

1. Any orientation sessions provided by the Police Service and Executive Director
2. The EPS Citizen's Police Academy
3. Site visits and/or ride-alongs
4. Town Hall meetings
5. Training in parliamentary procedures/Robert's Rules of Order

Within the first two years of being appointed, Commissioners should attend the annual conferences of at least two of the following organizations:

1. Alberta Association of Police Governance (AAPG)
2. Canadian Association of Police Boards (CAPB)
3. Canadian Association of Civilian Oversight of Law Enforcement (CACOLE)

The Commission shall be represented by at least one member at each of the following:

1. Annual AAPG conference
2. Annual CAPB conference
3. Annual CACOLE conference

OTHER DEVELOPMENTAL OPPORTUNITIES

Commissioners are also encouraged to attend other learning opportunities related to governance or policing such as those offered by, but not limited to:

1. The Canadian Police College
2. The Canadian Association of Chiefs of Police
3. The Canadian Association of Civilian Oversight of Law Enforcement
4. Post secondary institutions (i.e. Institute of Corporate Directors)
5. Municipal and provincial governments or their agencies

The Executive Director will assist Commissioners in identifying and enrolling in educational and developmental opportunities.

Commission training as a whole will take place through inviting guest speakers to make presentations or deliver workshops on issues pertinent to governance, commission responsibilities or emerging trends in policing, with an emphasis placed on issues of a strategic/governance nature.