



EDMONTON POLICE SERVICE

PROFESSIONAL STANDARDS BRANCH

THREE YEAR STRATEGIC PLAN; 2011 ANNUAL OPERATING PLAN

PSB MISSION STATEMENT

*"OUR MISSION IS TO RESOLVE COMPLAINTS WITH PRIDE, PROFESSIONALISM AND INVESTIGATIVE EXCELLENCE.
WE WORK TO DESERVE THE RESPECT, TRUST AND CONFIDENCE OF ALL THOSE WE SERVE AND SUPPORT."*

PSB VALUES

TRUTH, INTEGRITY, COURAGE, HONOR

5 PILLARS OF PSB STRATEGIC PLAN

1. Investigative Excellence:

Objective Statement: To carry out thorough, objective and timely investigations into complaints.

2. Talent Management:

Objective Statement: To attract, develop and retain high quality and committed personnel in all roles in order to achieve and demonstrate investigative and administrative excellence.

3. Process Innovation:

Objective Statement: To standardize and streamline appropriate PSB processes in order to demonstrate enhanced efficiency, accountability, and outstanding case management.

4. Customer Orientation:

Objective Statement: To respond quickly, consistently and professionally to the needs and concerns of our clients and constituents throughout all phases of the complaint investigation / resolution process.

5. Marketing:

Objective Statement: To increase awareness and understanding of professional standards and the mission of the Professional Standards Branch.

Summary by Objective, Timing and Accountability

Objective Investigative Excellence (11) Actions	Q1: 4 Actions <i>Inspector 1</i> <i>Legal Counsel 2</i> <i>PSB Analyst 1</i>	Q2: 5 Actions <i>Inspector 1</i> <i>PSB Management Team 1</i> <i>Investigative Managers 1</i> <i>Training Committee 1</i> <i>Analyst 1</i>	Q3: 1 Actions <i>Inspector</i>	Q4: 1 Actions <i>Investigative Managers 1</i>
Talent Management (18) Actions	Q1: 2 Action <i>Training Committee (c) 1</i> <i>Admin Coordinator = 1</i>	Q2: 8 Actions <i>Inspector 3</i> <i>Training Committee. 1</i> <i>Managers (b) 2</i> <i>Social Committee 2</i>	Q3: 7 Actions <i>Inspector 2</i> <i>Training Cttee. 1</i> <i>Marketing Cttee. 2</i> <i>Intake Mgr 1</i> <i>Social Committee(a) 2</i>	Q4: 3 Actions <i>Inspector 1</i> <i>Training Cttee. 1</i> <i>Managers 1</i>
Process Innovation (16) Actions	Q1: 6 Actions <i>Inspector 1</i> <i>Intake Manager 2</i> <i>Analyst 2</i> <i>Managers 1</i> <i>Investigation Modernization Cttee. 1</i>	Q2: 5 Actions <i>Analyst 3</i> <i>Admin Coordinator 1</i> <i>Investigative Managers 1</i>	Q3: 4 Actions <i>Investigation Modernization Cttee. 1</i> <i>Intake Manager 3</i>	Q4: 4 Action <i>Inspector 1</i> <i>Intake Manager 1</i> <i>Admin Coordinator 1</i> <i>PSB Legal Counsel</i>
Customer Orientation (7) Actions	Q1: 2 Actions <i>Investigative Managers 1</i> <i>Intake 1</i>	Q2: 0 Actions	Q3: 1 Action <i>Analyst 1</i>	Q4: 4 Action <i>Inspector 2</i> <i>Training Cttee 1</i> <i>Marketing Cttee. 1</i>
Marketing 10	Q1: 3 Actions <i>Inspector 1</i> <i>Insp/Marketing/Corp Comms1</i> <i>Marketing Committee 1</i>	Q2: 3 Actions <i>Inspector 1</i> <i>Marketing Cttee. 2</i>	Q 3: 0 Actions	Q4: 4 Actions <i>Marketing/Corp Comms1</i> <i>Insp/Marketing 2</i>

				<i>Investigative Mgrs/Teams 1</i>
Total Actions	Q1: 16 Actions	Q2: 21 Actions	Q3: 13 Actions	Q4: 16 Actions

Action, Timing and Accountability Matrix

PILLAR & OBJECTIVE STATEMENT	ACTION	TIMELINES	ACCOUNTABILITY	SUCCESS MEASURE
<p><u>Investigative Excellence</u></p> <p>To carry out thorough, objective and timely investigations into complaints.</p>	<p>1. PSB legal counsel to:</p> <p><i>a.</i> Improve quality by reviewing completed statutory complaints and strategic PSR investigations.</p> <p><i>b.</i> Provide real-time investigative advice during the investigative process.</p> <p><i>c.</i> Reviewing disposition letters prior to chief signing for statutory and strategic PSR investigations.</p> <p>2. Create PSB Review Panel.</p> <p>3. Create and implement Quality Assurance checklists to address high-risk, low-frequency elements of investigative / approval process.</p> <p>4. Develop mandatory training requirements for PSB Investigators.</p>	<p>1. Q1 & ongoing</p> <p>2. Q1 & ongoing</p> <p>3. Q2</p> <p>4. Q2</p>	<p>1. PSB Legal Counsel, LAS, Field LLP</p> <p>2. Inspector PSB</p> <p>3. PSB Management Team</p> <p>4. Training Committee</p>	<p>1. Timelines – Statutory Investigations: -Simple 6 mo or less -Complex 9 mo or less</p> <p>1. Timelines – complaint (PSR) -Typical 6 mo or less -Strategic 12 mo or less</p> <p>1. Legal counsel will review all statutory and strategic PSR investigations as well as associated disposition letters.</p> <p>1. Reduction in successful LERB appeals.</p> <p>1. Zero send backs from LERB and Review Panel for further investigation.</p>

	<p>5. Temporarily increase investigator positions (2-4) for 2011.</p> <p>6. Transition sworn investigative roles to civilian.</p> <p>7. Increase Investigation Supervision & Case Management: <i>a.</i> Implement principles of Major Case Management, <i>b.</i> Use investigative plans, (statutory and PSR) investigative and or supervisory summaries.</p> <p>8. Develop matrix for prioritizing investigations</p> <p>9. Monitor investigative timelines. (<i>work on success measure</i>)</p> <p>10. Monitor LERB appeals.</p> <p>11. Initiate a minimum of one investigative project designed to identify and conclude older and high-risk PSB files and to pilot MCM methodology in the conduct of these investigations.</p>	<p>5.Q2</p> <p>6.Q3</p> <p>7.Q2</p> <p>8.Q2</p> <p>9.Q1& ongoing</p> <p>10.Q1& ongoing</p> <p>11.Q4</p>	<p>5.Inspector PSB</p> <p>6.Inspector PSB</p> <p>7.Investigative Managers</p> <p>8.PSB Analyst/Siddell</p> <p>9.PSB Analyst</p> <p>10.PSB Legal Counsel / Paralegal</p> <p>11.Investigative Managers</p>	<p>3.Meet mandatory requirements <i>eg overdue tasks.</i></p> <p>5&6.Addition of at least two full-time civilian investigators by year end.</p> <p>7.Reduction in # of open files.</p> <p>11.Investigative Project to result in the identification and conclusion of at least 30 dated/high-risk PSB files.</p>
--	--	--	---	---

<i>Talent Management</i>	<i>Attraction/Recruitment</i>	<i>Timelines</i>	<i>Accountability</i>	<i>Success Measure</i>
<p>To attract, develop and retain high quality and committed personnel in all roles in order to achieve and demonstrate investigative and administrative excellence.</p>	<u>1.</u> Recruit Executive Director.	<u>1.</u> Q 2	<u>1.</u> Inspector	
	<u>2.</u> Transform role of Inspector i/c PSB to Operations Officer: With selection of ED	<u>2.</u> Q3	<u>2.</u> Inspector	
	<u>3.</u> Recruit ADR Coordinator.	<u>3.</u> Q3	<u>3.</u> Intake Mgr	
	<u>4.</u> Update Job Descriptions for all positions: a. Review / update annually	<u>4.</u> Q4	<u>4.</u> Managers	
	<u>5.</u> Develop minimum standards for investigative experience and training for new Investigator position.	<u>5.</u> Q2	<u>5.</u> Training Committee	
	<u>6.</u> Create personality profiles for Investigator, Investigative Supervisor, and Executive Director.	<u>6.</u> Q2	<u>6.</u> Inspector	
	<u>7.</u> Host information sessions to market the branch.	<u>7.</u> Q3	<u>7.</u> Marketing Committee	
	<u>8.</u> Convert 4 sworn investigator positions to civilian roles.	<u>8.</u> Q4	<u>8.</u> Inspector	

8.Increase the number of substantive detectives applying to PSB by 10%

	<p><i>Training/Development</i></p> <p>9. Create staff development strategy</p> <p>a. Create PSB Investigator Certification Process (3 yr).</p> <p>b. Develop mentoring program (Investigators, Managers and Non-Sworn).</p> <p>c. Initiate PSB ‘Lunch and Learn’ opportunities</p> <p>10. Create Orientation package for all new staff.</p> <p>11. Complete annual performance evaluations.</p> <p>12. Develop and complete individual development plans.</p> <p><i>Retention</i></p> <p>13. Annual planning retreat (2012).</p> <p>14. Create Branch Social Committee :</p> <p>a. Host/ organize Branch social functions</p> <p>15. Create reward & recognition</p>	<p>a. Q3</p> <p>b. Q2</p> <p>c. Q1</p> <p>10. Q1</p> <p>11. Q2</p> <p>12. Q4</p> <p>13. Q3</p> <p>14. Q2</p>	<p>a. Training Committee</p> <p>b. Managers and Supervisors</p> <p>c. Training Committee</p> <p>10. Administrative Coordinator</p> <p>11. Managers</p> <p>12. Managers & Admin Supervisor</p> <p>13. Inspector</p> <p>14. Social Committee</p> <p>15. Social Committee</p>	<p>Decrease turnover –reduction in # of staff leaving in 2 years or less as compared to 2010.</p> <p>a. Creation of a recognized PSB Investigator Certification process by year end including formal assessment and placement of existing PSB investigative staff.</p> <p>b. A minimum of two new employees will have been mentored by existing staff by December 31, 2011.</p> <p>c. PSB will host a minimum of 6 formal ‘Lunch and Learn’ staff development opportunities in 2011.</p> <p>10. Updated and comprehensive orientation package for new staff (sworn and non-sworn) by the end of Q1.</p> <p>11. All 2011 performance evaluations completed December 31 (includes sworn and non-sworn staff).</p> <p>12. A minimum of two Level I-</p>
--	---	---	--	---

	<p>program for PSB staff: a. Wall of Fame b. Annual staff photo</p> <p>16. Research possibility of partnering with other CoE departments in establishing an on-site fitness facility in the CN Tower.</p> <p>17. Develop and distribute Staff Survey.</p> <p><i>Budget</i></p> <p>18. Align PSB training budget \$'s with needs.</p>	<p>a. Q3 b. Q2</p> <p>16. Q3</p> <p>17. Q3</p> <p>18. Q2</p>	<p>16. Social Committee</p> <p>17. Marketing Committee</p> <p>18. Inspector</p>	<p>II promotions out of PSB in 2011.</p> <p>14. PSB will hold at least two formal staff social functions by December 31, 2011.</p> <p>15. Annual staff photographs for the years 2010 and 2011 will be displayed in PSB offices by the end of Q2.</p>
--	---	--	--	---

<i>Process Innovation</i>	<i>Activities</i>	<i>Timelines</i>	<i>Accountability</i>	<i>Success Measure</i>
To standardize and streamline appropriate PSB processes in order to demonstrate enhanced efficiency, accountability, and outstanding case management.	1. Intake Section to handle all matters not requiring formal investigation: <ul style="list-style-type: none"> a. Review current capacity. b. Conduct best practices relating to ADR & present recommendations. c. Research and develop list of local mediation service agencies. d. Develop and document process for managing external mediation resources. 	1. Q3 <ul style="list-style-type: none"> a. Q1 b. Q3 c. Q1 d. Q2 	1. Intake Manager	1. An increase in informal resolutions for minor complainants.
	2. Develop policy & procedures for dealing with High Conflict People / Personalities (HCP's).	2. Q3	2. Intake Manager	
	3. Develop & maintain list of HCP's.	3. Q4	3. Intake Manager	
	4. Enhance analysis of patterns/trends.	4. Q2	4. PSB Analyst	
	5. Review PSB complaint investigation process to update & identify efficiency opportunities.	5. Q3	5. Intake Manager	5&6. Zero dormant files. 5. Zero missed 46.1 notifications where the information was immediately available. 5. Zero missed 43(11) notifications where the

	<p><u>6.</u> Review PSB workflow processes to update & identify efficiency opportunities.</p> <p><u>7.</u> Launch updated PSB Guideline Manual to all PSB staff.</p> <p><u>8.</u> Identify, review & revise areas of PSB operations impacted by changes in <i>Police Act & Police Regulation</i>.</p> <p><u>9.</u> Update all reference materials / manuals as result of changes to Police Act.</p> <p><u>10.</u> Develop standards/guidelines for implementation of changes to GoA's Complaint and Use of Force Reporting Initiative.</p> <p><u>11.</u> Develop / maintain relationships with CPS & other Canadian Police Agencies to identify & implement best practices of complaint handling, investigation & prevention.</p>	<p><u>6.</u>Q1</p> <p><u>7.</u>Q2</p> <p><u>8.</u> Q4</p> <p><u>9.</u>Q4</p> <p><u>10.</u>Q1</p> <p><u>11.</u>Q4</p>	<p><u>6.</u> Investigation Modernization Committee</p> <p><u>7.</u>Administrative Coordinator</p> <p><u>8.</u> PSB Legal Counsel</p> <p><u>9.</u>Administrative Coordinator</p> <p><u>10.</u>PSB Analyst</p> <p><u>11.</u>Inspector</p>	<p>information was immediately available.</p> <p><u>6.</u> Reduction in extension requests presented to EPC as compared to 2010.</p> <p><u>6.</u> Process compliance exceeds 80%</p> <p><u>11.</u> Attend or host a minimum of one meeting with other police agencies to share ideas/collaborate regarding PSB best-practices.</p>
--	---	--	---	---

	<p><u>12.</u> Update file/ information management <i>a.</i> Move from hard copy to electronic storage/disclosure. <i>b.</i> Create electronic reports/court briefs.</p> <p><u>13.</u> Develop internal SME's around specific complaints.</p> <p><u>14.</u> Actively monitor process compliance/develop performance indicators for 2011.</p> <p><u>15.</u> Develop strategic and annual business plan.</p> <p><u>16.</u> Communicate plan including Mission, Vision & Values to all staff.</p>	<p><u>12.</u>Q3</p> <p><u>13.</u>Q2</p> <p><u>14.</u>Q2</p> <p><u>15.</u>Q1</p> <p><u>16.</u>Q1</p>	<p><u>12.</u> Investigation Modernization Committee.</p> <p><u>13.</u>Investigative Managers</p> <p><u>14.</u> PSB Analyst</p> <p><u>15.</u> Managers</p> <p><u>16.</u>Inspector</p>	<p><u>14.</u> Process compliance exceeds 80%</p>
--	--	--	---	---

<u>Customer Orientation</u>	<u>Activities</u>	<u>Timelines</u>	<u>Accountability</u>	<u>Success Measure</u>
<p>To respond quickly, consistently and professionally to the needs and concerns of our clients and constituents throughout all phases of the complaint investigation / resolution process.</p>	1. Provide customer service training to all branch staff.	1.Q4	1. Training Committee	Meet legislated and process requirements. e.g. 45 day letters.
	2. Promote more personal interaction between branch staff and complainant' e.g. phone calls.	2.Q1	2. Investigative Managers	Reduction of complaints/grievances initiated by EPA/SOA over the 2010 baseline.
	3. Review and revise correspondence (initial letter, 45 day & disposition letters) to reflect plain language and complaint process as collaborative venture between complainant and PSB.	3.Q1	3. Intake Manager	Reduction in complaints against PSB employees (all sources) in relation to the performance of their duties in PSB over the 2010 baseline.
	4. Conduct customer service survey to determine how clients view complaint handling process & their interactions with PSB staff.	4.Q4	4. Marketing Committee	A 10% increase in # of informal resolutions / complainant withdrawals over the 2010 baseline.
	5. Host bi-monthly meetings with EPA & PCD	5.Q4	5. Inspector	A 10% reduction in appeals of LERB or EPC over the 2010 baseline.
	6. Engage in Post-Investigation Feedback Sessions to provide & receive direct feedback from subject officers & their supervisors.	6.Upon recruitment of E.D. Q4	6. Inspector	
	7. Review current statistical reporting methods and mediums to make more	7. Q3	7. PSB Analyst	7.Consult with Divisions re: quarterly and monthly reports

--	--	--	--	--

<u>Marketing</u>	<u>Activities</u>	<u>Timelines</u>	<u>Accountability</u>	<u>Success Measure</u>
To increase awareness and understanding of professional standards and the mission of the Professional Standards Branch throughout the Edmonton Police Service.	<ol style="list-style-type: none"> 1. Request designated Corporate Communications specialist to work with PSB. 2. Develop marketing and communication strategy. 3. Create PSB logo. 4. Write articles on complaint trends and or complaint prevention strategies for internal & external publication. 5. Develop / obtain promotional materials to be used to market the branch. 6. Present PSB Business Plan and restructuring to EOT, EPC, EPA. 7. Present Business Plan highlights to EPS 	<ol style="list-style-type: none"> 1.Q1-3 2.Q1/Q2 3.Q1 4.Q4 5.Q4 6 & 7. Pending appointment of new Chief 	<ol style="list-style-type: none"> 1. Inspector 2. Inspector, Marketing Cttee. & Corporate Communications 3. Marketing Committee. 4. Investigative Managers/Teams 5. Marketing Cttee.& Corporate Communications 6 & 7. Inspector & Marketing Committee 	<ol style="list-style-type: none"> 1. Development and implementation of a branch marketing/communications strategy by Q3. 2. Branch to identify top 3 complaint types and develop a plan to address each.

	<p>members generally.</p> <p>8. Attend parades or section meetings to share & receive information.</p> <p>9. Review current PSB training commitments e.g. Recruit Training, Supervisor's Courses, PTO Courses.</p> <p>10. Update all training materials to reflect PSB business model updates and business plans for 2011.</p>	<p>8.Q2</p> <p>9.Q2</p> <p>10.Q2</p>	<p>8.Inspector</p> <p>9. Marketing Committee</p> <p>10. Marketing Committee</p>	<p>8. PSB members to attend a minimum of 2 meetings (parades/divisional meetings/section meetings) per quarter beginning in Q2.</p>
--	--	--------------------------------------	---	---