



Presenting Winning Business Cases to Police Service Boards

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Presentation to CACP Informatics Conference, Victoria, BC
February 17, 2009**



Objective of Session

- When Chiefs present a proposal or business case for projects to Police Service Boards they want to ensure they have all the bases covered.
- This session will identify:
 - Role of board and chief in decision making;
 - What are the critical questions boards need answered;
 - What are the key ingredients that make for a winning plan;
 - Communication, accountability and stakeholder issues.
- This presentation will deal with these and other important issues.



Canadian Association of Police Boards (CAPB)

- CAPB represents more than 75 municipal police boards and commissions across Canada that together employ in excess of 32,000 police personnel - approximately three-quarters of the municipal police personnel in Canada.
- Board governance is a daunting task. Add the very public profile and position of trust of our police services, and it becomes even more challenging.
- Citizen governance & oversight of the police legitimizes the power and authority of the police service by requiring the police to meet community standards, to report to the community and be held accountable by the community.



WHY GOVERNANCE?

- **Board governance is essentially an invisible function. Its practitioners leave daily operations to a chief executive officer who often becomes the public personification of the organization.**
- **It is only when problems surface and the organization is in crisis that the governing entity, and questions about its role and effectiveness, is thrust into the spotlight.**
- **It is only then that the true importance of an effective board emerges.**



Responsibilities of Police Boards

I will sketch out in very general terms the responsibilities of police boards across Canada

The governing body must ensure:

- **that police services are delivered in a manner consistent with community needs and expectations,**
- **that the conduct of officers accords with community values,**
- **that the organization is managed according to best practices and operates effectively and efficiently, and**
- **that the working environment for personnel meets community standards and expectations.**

That describes the ‘what’– the next slide will get into the ‘how’.



How a Board Functions

- Boards can act only in unison; as a collective whole. Individual Board members cannot give instruction to any member of the police service, including the Chief of Police. And, while an obvious restriction, but one that must be emphasized, purely operational matters such as police investigations or charges to be laid, are entirely the responsibility of the police service.
- The Board discharges its governance and oversight role through enacting policies.
- Explicit policies set goals and objectives, clarify roles, and create a framework for the board and the entire organization.



Policies in an effective governance model fall into four categories:

- 1. LONG TERM PLANNING:
- 2. EXECUTIVE LIMITATIONS:
- 3. BOARD-STAFF RELATIONSHIP:
- 4. BOARD PROCESS:



LONG TERM PLANNING:

- This involves the setting of goals and objectives for the entire organization. It is a proactive and positive exercise for it allows the Board to work with its Executive to consider and determine just where the police service needs to go, and how it's going to get there.



EXECUTIVE LIMITATIONS:

- These are policies set by the Board that provide the parameters or limits to its executive, especially the Chief of Police. An example would be a financial control by-law, which would set the limit on how much money the Chief of Police can shift from one area to another without prior Board approval.



BOARD-STAFF RELATIONSHIP:

- These policies set out how the Board should interact with its executive, and how the Board will assess the effectiveness of its senior police personnel. The best example here is a policy setting out how the Board will evaluate the performance of the Chief of Police.



BOARD PROCESS:

- Essentially, these are policies that tell everyone, including Council, new Board members, the members of the police service and your community how the board will govern itself. Examples here are a procedural policy, a code of conduct and so on.
- Categories two through four are defined by the creation of explicit, clear policy. In many cases, they are also defined by provincial regulatory agencies, such as the relevant Ministry or a Police Commission. The existence of effective policy and controls in these areas frees boards to concentrate on category one, the establishment of long range objectives and planning.



ROLE OF THE BOARD

- An effective Board works as a team, considers issues objectively and based on fact, and parks personal agendas at the door.
- But as we all know, an effective Board is only as strong as its individual members.
- The responsibility of each individual Board member is to discharge his or her duties in a manner that lives up to the oath of office, that meets the standard expected by the community - and by the members of the police service - and to devote the time and energy necessary to learn the job and to do the job.



ROLE OF THE CHIEF

- The relationship between the Board and the Chief is key. It is vital the Board and the Chief make it work.
- The Chief of Police is accountable for the entire product, result and behaviour of the organization, acting within the parameters established by the Board and by any outside regulatory agency.
- By this definition, the Board has only one employee. If something goes amiss in the organization, the board can hold only one individual responsible.



RESPONSIBILITIES OF CHIEF

- The Chief performs the previously noted functions and allows the board to assess his or her performance by relaying information to the board. This information falls into three basic categories:
 - 1. DECISION INFORMATION:
 - 2. MONITORING INFORMATION:
 - 3. INCIDENTAL INFORMATION:



DECISION INFORMATION

- The Chief provides information to the Board so they can make an informed decision.
- Seemingly self-explanatory, this process involves the Board's governance function.
- What does the Board need to consider to make a decision?



FACTORS TO CONSIDER

- Financial
- Ethical
- Service to the Community
- Safety/Security
- Productivity/Effectiveness



Financial Responsibilities

- Legislative framework usually awards overall responsibility for budgeting and financial control to the Board
- Requirement is generally for Board to set policies
- Chief is responsible for administering the Service in accordance with Board policies



Financial Control

- Legislation usually makes it clear that Board is accountable for financial control - through the Chief
- There is a threat to success of Board and Chief when problems occur
- Police organizations command significant budgets
- Primary funding comes from municipal tax base



Ethical - Oversight in Action

The Board can hold the Chief accountable in areas such as:

- Real or perceived conflicts of interest,
- Following a thorough procurement process for large contracts,
- Expense policy,
- Executive development plan,
- Internal and external audits.



Ethical - Risk Management

- There is risk inherent in everything we do. Organizations such as Police Service Boards with statutory responsibilities must always be mindful of risks—this means examining situations cautiously and thinking ahead to the potential consequences of decisions and actions.
- For Boards, this must be done in a systematic way, integrated into how they set policies and make decisions. In that way, managing risk becomes strategic rather than reactive or sporadic.



QUESTIONS THAT NEED ANSWERS

- Why do we need this course of action/plan?
- Is the proposed course of action/plan in line with the Board's approved objectives and priorities for the coming year and current business plan?
- Do we need legal/financial counsel before we make a decision?
- How soon does a decision have to be made?
- Does the plan/program increase resources to areas that need them? Are there unique reasons or special circumstances that warrant additional police services?



QUESTIONS.....

- What will be the impact on other programs or priorities if we move ahead with this proposal?
- Under what circumstances might our Board and Council be willing to allocate additional resources? Have these circumstances been considered before? Where can we find them?
- What is the public opinion or sentiment about the issue and proposed plan/project?
- What is the financial impact of the proposed project/plan and how will it be financed? (annual and ongoing)



QUESTIONS.....

- If the proposed initiative involves a capital investment, what will be the recurring financial impact on the operating budget?
- Does the program promote a crime prevention or crime control approach to policing and public security?
- What is the impact on the public? Is this in the public's best interest?
- Does the proposed program help ensure that the community's priorities are addressed in a cost effective manner?



QUESTIONS.....

- Will the proposed initiative hinder or help officers do their job effectively? How much time will the proposed change add to an officer's typical day?
- How does the proposed plan/program fit with our risk management policy program?
- Does the proposal ensure equal access to security and police services for every community resident?
- How will the board be able to measure the effectiveness of this proposed program?
- How will we monitor compliance?



When Board & Chief Meet







Making the Decision

Before Board and Chief sit down to review a proposal they should:

- Acknowledge the importance of goodwill between the Board and Chief.
- Respect each other's roles, interests and accountabilities.
- Recognize and respect each other's decision-making processes and lines of authority.



Final Comments

- A police commission or board is a link between the community and the police.
- Good governance by the board means good leadership by the chief.
- Society expects boards to make critical decisions surrounding the conduct of professional police services; they do not expect them to participate directly in any of the resulting actions.
- The Canadian Association of Police Boards is proud to stand behind our members and the critical role they play in our communities.

QUESTIONS and DISCUSSION

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Tuesday,

