

New Westminster Municipal  
Police Board

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Governance Manual

2022

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## INTRODUCTION

### GOVERNANCE PHILOSOPHY

The New Westminster Police Board takes seriously its mandate to provide the Chief and by extension the Police Department with Policy and Oversight, as mandated by the British Columbia *Police Act*. To this end, the Board commits itself to adopting Best Practices in Governance.

The *Police Act* suggests there is an active partnership and dialogue between the Board and the Department's Chief Constable.

Acknowledging this dialogue, the Board commits itself to being an "active and informed" partner.

To ensure this stance is activated, the Board adopts a Governance Practice that focuses on the Board providing the Chief with "Goals" compatible with, and in the spirit of the *Police Act*.

The Chief has a wide but not totally free range of choice in how he/she delivers progress toward these "Goals" to the Board. The Chiefs range of choice of "means" to achieve the "Goals" is limited by the "Limitation Statements" that accompany the "Goals".

With the "Goals and Limitation Statements" the Chief is free to select the "Means" of obtain successful delivery of the "Ends."

The determination of the Chiefs success each year in delivering progress toward the "Goals" will be by the Board's Annual Evaluation of the Chief.

## **CHAPTER 1: BOARD TERMS OF REFERENCE**

### **A. LEGISLATIVE MANDATE**

The New Westminster Police Board (NWPB) is established as an independent and autonomous authority pursuant to the *Police Act*, RSBC 1996, c. 367. (See [Appendix 1](#))

Section 23 of the *Police Act*, empowers the NWPB to govern the municipal police department.

Part 5 of the *Police Act* establishes four main governance functions for the Board:

- The Police Board is the employer of all sworn and civilian staff of the Police Department.
  - s.26(1) - A municipal police board must establish a municipal police department and appoint a chief constable and other constables and employees the municipal police board considers necessary to provide policing and law enforcement in the municipality.
  - s.26 (3) - Subject to a collective agreement as defined in the Labour Relations Code, the chief constable and every constable and employee of a municipal police department must be (a) employees of the municipal police board, (b) provided with the accommodation, equipment and supplies the municipal police board considers necessary for his or her duties and functions, and (c) paid the remuneration the municipal police board determines.
- The Police Board has primary financial and operational oversight for the Department.
  - s.27(1) - On or before November 30 in each year, a municipal police board must prepare and submit to the council for its approval a provisional budget for the following year to provide policing and law enforcement in the municipality.
- The Police Board establishes priorities and policies that set direction for the Department.
  - s.26 (2) - The duties and functions of a municipal police department are, under the direction of the municipal police board, to: (a) enforce, in the municipality, municipal bylaws, the criminal law and the laws of British Columbia, (b) generally maintain law and order in the municipality, and (c) prevent crime.
  - s.26 (4) - In consultation with the chief constable, the municipal police board must determine the priorities, goals and objectives of the municipal police department.
  - s.26 (5) - The chief constable must report to the municipal police board each year on the implementation of programs and strategies to achieve the priorities, goals and objectives.

s28 (1) - A municipal police board must make rules consistent with this Act and the regulations respecting the following: (a) the standards, guidelines and policies for the administration of the municipal police department; (b) the prevention of neglect and abuse by its municipal constables; (c) the efficient discharge of duties and functions by the municipal police department and the municipal constables.

s. 29(1) A police board may study, investigate and prepare a report on matters concerning policing, law enforcement and crime prevention in its municipality.

The Police Board has authority for policy and service complaints, and the Board Chair is the discipline authority for complaints against the Chief and Deputy Chief Constables.

Lastly, Section 69 (2) of the *Police Act* requires the Board assess the appropriate balance between open to the public and closed to the public Board meetings, taking into account the requirements set out in the *Act*.

## **B. RELATIONSHIPS**

### **1. Board and Board Member**

The Board will conduct its business in a manner respectful of the skills and competencies brought to the table by each member. Business will be conducted with full and open discussion. At the end of which, it is agreed that the Board will “speak with one voice” on all issues. (While members may cast dissenting votes, it is agreed that the majority decision of the Board is the Board’s will and all will speak in support of any decision)

Members will respect their oath of office by ensuring they attend meetings prepared to discuss the items on the agenda. Where a member cannot attend a meeting, best efforts will be made to participate by technology (phone, video, etc.)

### **2. Board and Chief**

The Board provides the Chief Constable with direction through “Ends” statements. The Board will work with the Chief and the senior management team to develop the Strategic Plan, and annual budget that delivers the “Ends” expected by the Board.

The Chief Constable is responsible selecting the “means” for the day-to-day management and operation of the New Westminster Police Department within the “ends” described in the strategic plan, the annual budget, and the “limitations” established by the Board.

The Board and Chief Constable commit to the following guiding principles with respect to their relationship and responsibilities:

- (1) The Chief recognizes the Board’s mandate to set the “ends” for the organization.
- (2) The Board recognizes the Chief Constable’s mandate to select the “means” to achieve the departments “ends”
- (3) Both Parties:
  - a) acknowledge the importance of goodwill between each other;

- b) respect each other's roles, interests and accountabilities;
- c) give each other the benefit of the doubt, accept honest mistakes and seek explanations before reacting;
- d) recognize and respect each other's decision-making processes and lines of authority;

Communications between the Board and Chief shall:

- (1) promote common understanding
- (2) promote quick and effective resolution of issues, and
- (3) build stronger relationships.

Information shall be shared to the fullest extent possible and be undertaken in an atmosphere that promotes clarity, transparency, openness and trust.

Subject to the Board's "limitation statements" the Chief has command of the Police Department, and is accountable to the Board acting as a body.

The Board acknowledges the Chief operates the Department to achieve the "goals" by selecting the "means" but that the Chief also has legislative roles and duties are set forth in s. 34 of the *Police Act*.

Board authority is delegated through the Chief, so that all authority and accountability of staff/members, in so far as the Board is concerned, is considered to be the authority and accountability of the Chief.

The Board instructs the Chief through "Goals," "Limitation Statements," and the "Annual Evaluation of the Chief."

Only decisions of the Board acting as a body are binding upon the Chief:

- (1) Decisions or instructions of individual Board Members or committees are not binding on the Chief except in those instances when the Board has specifically authorized such exercise of authority.
- (2) In the case of Board Members requesting information or assistance without Board authorization, the Chief has the option of bringing such requests to the Board if, in the Chief's judgment, a material amount of staff time or funds are required.

The Chief shall ensure that his/her actions and those of the Police Department will not compromise the independence of the Police Board.

The Chief may delegate authority to the extent that he/she considers appropriate, but remains personally responsible for all activities of the Department.

### 3. Board and City

The legislative intent behind the creation of a Police Board is to ensure that the Police Department remains a separate and independent body from the City of New Westminster.



The Police Board has a unique relationship with City Council that exists to insulate the Police Department from the political decision making process.

The New Westminster City Council provides the funding for the operation of the New Westminster Police Department. This relationship necessitates a collaborative and constructive working relationship between the New Westminster Police Department (the “NWPD”) and Board and the New Westminster City Council and Staff.

#### 4. Board and Public

The Board will always be mindful that they are developing ““goals”” intended to keep the citizens of New Westminster safe and their property secure.

The Board will always be mindful of the opportunity any member of the public has to attend any of the Board’s regular meetings and will publish a schedule each year to encourage dialogue.

Acknowledging the need for an “engaged” public, the Board will hold at least one Annual Public Meeting to provide information on the Departments Annual Report.

#### 5. Board and the Province of British Columbia

To ensure clarity with the Province of British Columbia, the Board shall establish a collegial relationship with officials of the Ministry of Public Safety and Attorney General and shall fulfill all reporting requirements established under the *Police Act*. This includes filing of Board Minutes and Policies with the Ministry, thus enabling the Board’s decisions and rules to be enforced.

## **CHAPTER 2: “GOALS”**

The New Westminster Police Board embraces the concept that the “best” plans are those that are developed collectively with the New Westminster Police Department. From this dialogue the Board will use the following to:

1. Set direction for the Department,
2. Provide direction to the Chief, and,
3. Evaluate the Chief’s performance annually

### **2.1 Vision: We Serve Everyone with Integrity, Excellence and Compassion**

### **2.2 Strategic Priorities**

- 2.2.1 Strengthening Community Engagement
- 2.2.2 Modernizing Community Safety
- 2.2.3 Investing in our People

### **2.3 Strategic Goals and Measures**

- 2.3.1 Listening to our Community (measured by public satisfaction, public trust of police and stakeholder satisfaction)
- 2.3.2 Serving our Community (measured by crime rates, response times, police costs and police effectiveness)
- 2.3.3 Supporting our People (measured by employee engagement, attrition and vacancy)

## **CHAPTER 3: “LIMITATION STATEMENTS”**

### **3.1 General Executive Constraint/Complaint about or Appeal of the Executive**

In operating the Department the Chief is empowered to use his discretion in all areas provided all decisions are consistent with Board policy and within the current year's budget.

In the case of complaints about the sworn and civilian staff, the Chief will address each as required and inform the Board of the results.

In the case of complaints about the Chief or members of the Executive team, the Chief will advise the Chair and Board immediately to permit the Board to consider timely responses and be prepared to answer questions from the public.

### **3.2 Directors Policy, Practice and/or Conduct**

The Chief has the right to set internal policy and procedure in support of the departmental goals. If any of these policies or procedures conflict with Board Policy, the Chief will bring the conflicting concern to the Board for consideration. If the Board selects to amend policy in response to the Chiefs request the internal practice in question may proceed. If not, the Chief must not implement the change.

### **3.3 Treatment of Staff**

The Chief will ensure that sworn and civilian members are respected and treated in a manner consistent the appropriate collective agreements, the Canadian Human Rights Charter, and the British Columbia Labour Code.

### **3.4 Communication and Support to the Board**

The Board and the Chief will maintain a positive face to the public. If the Chief is concerned about the operation or policy direction of the Board he must bring that concern to the attention of the Board. In response to the concern the Board must respectfully dialogue with the Chief to find an effective solution or resolution to the concern.

### **3.5 Compensation and Benefits**

The Chief will ensure that all sworn and civilian staffs are compensated as per the terms of the collective agreement. In the event, the Chief believes there is a reason for additional compensation or benefits beyond the contract minimum he may institute the additions only if he has budget “room.” Where budget “room” does not exist the Chief must make a request to the Board for budget adjustment.

### **3.6 Asset Protection**

The Chief must ensure that there are adequate policy and procedure in place to provide the Board assurance that all of the department's physical and human assets are available to address day to day operations and major events.

**3.7 Financial Stability**

It is the Chiefs responsibility to create and monitor the budget, purchasing, and receivables of the department. The Board understands that there may be a need to make financial decisions within the fiscal year that may not have been contemplated at the beginning of the fiscal cycle. In these cases the Chief may exceed budget line items on the condition that the yearend financial statements reflect the surplus or deficit set by the Board at the beginning of the fiscal year.

**3.8 Organizational Culture**

The Chief will work to create an organizational culture that attracts above average candidates for hire. That is flexible and responsive in the face of challenging events.

## **CHAPTER 4: ETHICAL STANDARDS**

### **4.1 Code of Conduct**

- 4.1.1 Effective governance by the Police Board is achieved by board members fulfilling their roles and responsibilities with the highest standards of conduct. Members shall perform their duties in a manner that will instill public confidence in the abilities and integrity of the Board.
- 4.1.2 Members shall perform their duties with due diligence, honesty, impartiality and in good faith and in accordance with the *Police Act*, any other Act and any regulation, rule or bylaw, as provided for in their oath or affirmation of office.
- 4.1.3 Members shall regularly attend Board meetings, adequately prepare for the other duties expected of a Board Member, and use their knowledge and expertise when dealing with the affairs of the Department.
- 4.1.4 Members shall not interfere with the Police Department's operational decisions and responsibilities or with the day-to-day operation of the Police Department.
- 4.1.5 Members shall keep confidential any information disclosed or discussed at an in camera or closed in camera meeting of the Board, as required under the oath of office.
- 4.1.6 No Member shall purport to speak on behalf of the Board unless he/she is authorized by the Board to do so. Board Members shall adhere to the Board's Communications Policy.
- 4.1.7 Members shall refrain from engaging in conduct that would discredit or compromise the integrity of the Board or the Police Department.
- 4.1.8 Members must give un-conflicted loyalty to the interests of the community. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. This accountability supersedes the personal interest of any Board Member acting as an individual consumer of the organization's services. Board Members shall not use their office to advance their interest or interests of any person or organization with whom or with they are associated.
- 4.1.9 Members shall not use their office to obtain employment with the Board or the Police Department for themselves or any family member (family member means the parent, spouse, child of the person, or any other related person occupying the same residence).
- 4.1.10 If a Board Member wishes to apply for employment with the Police Department, the Member shall first resign their Board position.
- 4.1.11 Members shall keep informed as to the policies, business and affairs of the Department and shall enhance their capabilities as Board Members by participating in Board training events and, where possible, other outside training opportunities.
- 4.1.12 A Member seeking political office shall take a leave of absence from the Board if a nominated candidate and shall resign if elected.

## 4.2 Conflict of Interest

- 4.2.1 Members are expected to perform duties conscientiously and in a manner that will not put their personal interests in conflict with the best interests of the Police Board and Police Department.
- 4.2.2 A conflict of interest arises when a member's private interests supersede or compete with the member's dedication to the interests of the organization. This could arise from real, potential, or apparent conflict of interest:
- A "real" conflict of interest occurs when a member exercises an official power or performs an official duty or function and, at the same time, knows that in the performance of that duty or function or in the exercise of power, there is the opportunity to further a private interest.
  - A "potential" conflict of interest occurs when there exists some private interest that could influence the performance of a member's duty or function or in the exercise of power, provide that he/she has not yet exercised that duty or function.
  - An "apparent" conflict of interest exists when there is a reasonable apprehension that a reasonably well-informed person could properly believe, that a real conflict of interest exists on the part of the member.
- 4.2.3 A member has an obligation to declare a conflict of interest and make a full disclosure prior to discussion of an issue. This enables the Board to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty can arise.
- 4.2.4 Upon declaration of a conflict, the person recording the events of the meeting should duly note the declaration.
- 4.2.5 Upon declaration of a conflict of interest, the member declaring the conflict must absent themselves from the proceedings during discussion or voting on that particular matter, contract or arrangement.
- 4.2.6 Board Members concerned that either the Chair or another member may have a conflict of interest, must immediately bring the perceived conflict to the attention of that Chair or member. Conflicts must be resolved in a manner that enhances public confidence and trust in the objectivity and impartiality of the Board.

## **CHAPTER 5: BOARD ADMINISTRATIVE STANDARDS AND PRACTICES**

### **5.1 Independence**

- 5.1.1 The legislative intent behind the creation of a Police Board is to ensure that the Police Department remains a separate and independent body from the municipality. The Police Board has a unique relationship with the municipal council and it exists, in part, to insulate the Police Department from the political decision making process. The Police Board is responsible for ensuring that the police provide effective and efficient services. The municipal council provides the Police Department with an annual budget to achieve these objectives.
- 5.1.2 The work of the Police Department necessitates confidentiality and adherence to security protocols and, to that end, the Police Board has adopted regulations and procedures to closely restrict access to, and disclosure of, information under the authority of the Police Department. The Police Board's independent status is achieved by ensuring accountability for the management of the Police Department and its employees.
- 5.1.3 The New Westminster Police Board is responsible for ensuring that the security and confidentiality interests of the Police Department, and the safety interests of the public and Department are protected. Advancing of joint ventures or shared services with municipal council or any other agency can only occur where the Board is satisfied that confidentiality and security issues have been properly addressed.

### **5.2 Composition of Board**

- 5.2.1 The *Police Act*, Part 5, s. 23(1), requires that the Board consist of the Mayor, who is designated as chair, one person nominated by the municipal council, and not more than seven persons appointed by the Lieutenant Governor in Council.
- 5.2.2 All members of the New Westminster Police Board are appointed and their terms of office set by the order of the Lieutenant Governor in Council based on recommendations put forward by the Solicitor General, after consultation with the Director of the Police Services Division, Board Members are appointed to a term not to exceed four years, although they may be re-appointed.
- 5.2.3 The Board will determine the composite skills it requires to meet its responsibilities and maximize its success, and the elements it requests with respect to tenure and the rotation of members. The Board will forward this information to its appointing bodies.

### **5.3 Oath of Office**

- 5.3.1 In accordance with s. 70(1) of the *Police Act*, a person appointed to the New Westminster Police Board must take an oath or affirmation in the prescribed form before assuming office and exercising any power or perform any duty or function as a Member of the New Westminster Police Board. When reappointed to the Police Board, a Member must retake their oath of office.
- 5.3.2 The oath or affirmation specified in s. 1 of the *Police Oath/Solemn Affirmation Regulation* shall be made before the Chief Constable for the New Westminster Police Department, or

alternately, before a commissioner for taking affidavits for British Columbia. A copy of the signed oath/affirmation shall be filed with the Ministry of Public Safety and Solicitor General, as designated in s. 2 of the Regulation.

## 5.4 Board Governance

5.4.1 As a statutory governance body, the Police Board must be and be seen to be:

- (1) operating in all ways mindful of its civic trusteeship obligation to the public and accountability for the governance of the Police Department;
- (2) independent of Police Department administration and management, political affiliation and interest groups;
- (3) subject to the needs of confidentiality and security, open, transparent, and accessible to both the public and Police Department; and
- (4) responsive to the community.

5.4.2 The New Westminster Police Board shall govern by establishing “goals” that emphasizes outward vision.

5.4.3 The Board encourages strategic leadership rather than administrative detail and shall maintain a clear distinction between Board governance and the Chief Constable’s role as chief executive officer of the Police Department.

5.4.4 The Board, and not the Chief or Board staff, shall be responsible for excellence in governing. The Board itself shall be the initiator of policy through the development of “goals”.

5.4.5 Where the Chief Constable believes there is need for additional or altered “goals” he may bring these forward for the Board’s consideration at any time.

5.4.6 The Board shall use the expertise of individual Board Members to enhance the performance of the Board as a body.

5.4.7 The Board shall direct, control and motivate the organization through the careful creation of “goals” that reflect the community’s values.

## 5.5 Board Meetings

a) Role of Chair at Board Meetings

- i) The Chair of the Board presides over meetings of the Board. Should the Chair not be present, or vacate the chair temporarily or permanently, an alternate will be appointed by the Chair to act in the Chair’s place.
- ii) The duties of the Chair with respect to the Board meetings shall include:
  - a) calling the meeting to order;
  - b) announcing items of business;
  - c) deciding, subject to appeal, all questions of order and procedure;
  - d) preserving order and decorum;
  - e) developing the Board meeting agenda, in consultation with the Chief Constable; and



- f) managing difficult issues in Board meetings to ensure consensus.
- b) Quorum
- i) A majority of Members of the Board holding office constitutes a quorum. A meeting of the Board, where notice has been given, and at which a quorum is present, is competent to exercise all or any of the authorities, powers and discretion vested in or exercisable by the Board generally.
  - ii) The Chair will call the meeting to order after the hour fixed for the meeting, once quorum is present.
  - iii) At the Chair's direction, but no sooner than half an hour after the fixed time for the meeting, should no quorum be present, the names of the Members present will be recorded and the meeting shall be adjourned.
  - iv) If a quorum should be lost during a meeting and is not regained within fifteen minutes, the meeting must stand adjourned until the next meeting.
  - v) Whenever there is a matter of urgency which requires the immediate attention of the Board, the Chair may, via telephone conference and e-mail polling, solicit a motion from the Members dealing with the matter. The motion shall be valid and in effect if passed by a majority of the Board. It shall be recorded in the Minutes of the Board at the next meeting.
- c) Procedural Rules - The Board shall adhere to the following meeting procedural rules:
- (1) After the meeting of the Board is called to order, the business of the Board shall be dealt with in the order set out in the meeting agenda or notice, unless the order is amended by resolution of the Board.
  - (2) Every Member, before speaking to a question or motion shall first receive recognition from the Chair and then the Member shall speak through the Chair.
  - (3) When a Member wishes to speak to any question, motion, or item, they shall in an orderly fashion attempt to obtain the Chair's attention to indicate that such Member wishes to speak, and the Chair shall keep a list of those Members who wish to speak in the order in which their intentions come to the Chair's attention and appear on the list.
  - (4) All remarks and comments must be relevant to the question under consideration and the Chair shall be the judge of such relevancy.
  - (5) The Chair shall maintain order and decide all questions of order at meetings.
  - (6) A Member may appeal the decision of the Chair on a question of order, or on a question on how the business of a meeting should be conducted.

- (7) The Chair's decision will be voted on by the Board, with a majority determining the appeal. Once the Board has voted on the appeal, the decision is final and cannot be reconsidered.
  - (8) All motions shall have a mover and a seconder.
  - (9) All notices of motion and motions shall be worded in the affirmative, where possible, and shall express fully and unambiguously the intention of the mover.
  - (10) All substantive motions and resolutions shall be in writing.
  - (11) All substantive amendments shall be in writing.
  - (12) Any Member can request a recorded vote immediately prior or immediately subsequent, to the taking of the vote. Otherwise, voting shall be by a show of hands.
  - (13) Pursuant to s. 25(3) of the *Act*, in case of a tie vote at a meeting of the Board, the Chair may cast the deciding vote. Other than a tie vote, the Chair shall not vote.
  - (14) Repealing, rescinding or altering any decision of the Board shall require a two-thirds (2/3) majority.
  - (15) Corrections of the Minutes require a majority vote of the Board.
  - (16) If a question of procedure should arise during the course of a meeting that is not specifically covered by these rules, it shall be determined by the Chair with reference to Robert's Rules of Order.
  - (17) A direction to the Chief Constable shall be authorized by the majority of the Members present.
  - (18) Actions to be pursued by the Board arising from the agenda shall be clearly identified at the meeting.
- d) Regular and *In Camera* Meetings
- 1) Pursuant to s. 69(1) of the *Act*, meetings and hearings of the Police Board shall be open to the public. The Board shall not exclude a person therefrom, except for improper conduct or public safety.
  - 2) Pursuant to s. 69(2) of the *Act*, the Board may hold meetings in absence of the public (*in camera*), if the subject matter being considered concerns:
    - (i) A matter concerning public security, the disclosure of which could be reasonably expected to seriously impair effective policing or law enforcement.
    - (ii) A matter concerning a person's financial or personal affairs, if the

person's interest in the matter outweighs the public interest in the matter.

(iii) A matter concerning labour contract discussions, labour management relations, layoffs or another personnel matter.

(iv) A matter concerning information that a person has requested that he or she is allowed to provide in private to the Board.

3. No person other than Board Members, Board Executive Assistant, Chief Constable, Senior Management Team, and other persons invited by the Board for specific agenda items shall attend *in camera* meetings. Persons shall leave the meetings if requested to do so by the Chair.
4. Attendance at the closed *in camera* meetings of the Board are at the sole discretion of the Board.
5. Any and all information obtained at an *in camera* meeting shall be treated as confidential by any and all persons in attendance.

e) Notice of Meetings

1. Notice of regular or *in camera* meetings of the Board shall be given at least five calendar days prior to the meeting. On an exigency basis, the notification period may be reduced.

f) Special Meetings

1. The Chair or an authorized Board delegate may, at any time, call a special meeting of the Police Board and the Board Executive Assistant may call a special meeting whenever requested by a majority of the Members of the Board.
2. Written notice of a special meeting shall be given to each Member of the Board setting out the time and place of the meeting and the matters to be considered. The notice may be made by personal service, or by leaving a copy at the Member's recorded address as submitted by the Member, or by sending the notice to the Member's facsimile number or e-mail address as submitted by the Member.
3. A special meeting of the Board may be called by verbal notice provided that a majority of the Board consent to the time, the place and the matter to be considered and that the decision to call the meeting is later ratified by the Board.
4. Notice of a special meeting shall state the business to be considered and no business other than that stated shall be considered, except if all Members of the Board are present.

g) Agenda

1. As a general rule, the Board shall deal with matters in the order established by the order of business and as shown on the agenda. The Chair may, at his/her discretion, alter the order established to facilitate the business of the meeting.
2. The general order of business for Board Meetings is as follows:
  - i) Call the meeting to order
  - ii) Regrets
  - iii) Delegations
  - iv) Presentations
  - v) Adoption of the Agenda
  - vi) Approval of Minutes
  - vii) Correspondence
  - viii) Reports
  - ix) Unfinished / Ongoing Business
  - x) New Business
  - xi) For Information/Miscellaneous
3. Prior to each meeting, the Board Executive Assistant shall prepare a draft agenda of all business to be brought before the Board. Decisions on the inclusion or exclusion of agenda items shall be made by the Chair of the Board or designate, in consultation with the Chief Constable or designate.
4. Wherever possible, Members shall give notice regarding a matter to be added to the agenda prior to the agenda review with the Chair.
5. Under “New Business”, a Member may introduce new business with the consent of the majority of the Members present at the meeting.
6. Board members may request that additional discussion on a regular agenda item take place *in camera* if this discussion falls under s. 69(2) of the *Police Act*.
7. During consideration of an *in-camera* item by the Board, the Board may direct that the decision on that item, or the item in its entirety, be reported back to the regular meeting.

h) Delegations

1. Any person or persons (a “delegation”), not being a Member or employee of the Board, wishing to address a regular Meeting of the Board, shall make a request to the Board Office and include the agenda item or topic that the delegation is speaking to. There may be a limit on the number of delegations able to appear at a given Board meeting.

2. Speaking time for a delegation shall be limited to a maximum of five minutes. A time extension may be given by agreement of the Board.
  3. A written submission by the delegation and a list of persons attending, wherever possible, shall be filed with the Board Office for distribution with the meeting agenda.
  4. Members shall not enter into debate with the delegation upon the completion of their presentation. Members should only ask questions for clarification and obtaining additional, relevant information.
  5. No delegation at either a regular Meeting or Special Meeting of the Board shall:
    - i) speak disrespectfully of any person;
    - ii) use offensive words or unparliamentary language;
    - iii) speak on any subject other than the subject for which they have received approval to address the Board; or
    - iv) disobey the rules of procedure or a decision of the Chair.
  6. The Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this policy and, where the Chair rules that the delegation is concluded, the delegation shall immediately withdraw.
  7. The Board will not hear any delegation concerning a conduct complaint against officers of the New Westminster Police Department, but will refer the delegation to the appropriate oversight body, which is the Office of the Police Complaint Commissioner.
- i) Meeting Schedule and Location
1. The Board shall by the end of November approve its annual meeting schedule for the next year, unless otherwise decided by the Board. (See [Appendix 4](#) for current schedule)
  2. The Board may, by majority vote of Members present at a scheduled meeting, direct that the date, time or location of a subsequent meeting be changed.
  3. The Board may cancel any meeting, if the circumstances require.
  4. The annual regular Meeting schedule shall be available on the Police Board website ([www.nwpolice.org](http://www.nwpolice.org)) or upon request from the Board Office.
- j) Minutes
1. The Minutes of the Board shall be retained by the Board Executive Assistant in the Board Office or under Board Office control in a designated archive storage facility.

2. The Minutes of the New Westminster Police Board meetings shall contain a record of the formal actions undertaken at the meeting. The Minutes of the regular, *in camera*, closed *in camera* and special meetings of the Board shall be distributed to the Members of the Board prior to the next meeting, at which time they are considered for approval.
  3. Any action of the Board shall be upheld by resolution of the Board, and entered in the Minutes of the Board.
  4. The Board is required by s. 71 of the *Act* to keep minutes of its meetings and hearings, and records of its inquiries. Further, in accordance with s. 28(2) and s. 69(3) of the *Act*, the Board shall file copies of its approved Minutes with the Police Services Division of the Ministry of Public Safety and Solicitor General.
- k) Community and Media Information
1. The public shall be notified of the time and place of the public board meetings by the schedule posted on the Police Department's website ([www.nwpolice.org](http://www.nwpolice.org)) and by notification included on the monthly meeting agenda.
  2. The Board's regular minutes, once approved by the Board, will be posted on the Police Department's website.

### 5.6 Confidentiality

- 5.6.1 The work of the Police Department necessitates confidentiality and adherence to security protocols and, to that end, the Police Board has adopted regulations and procedures to closely restrict access to, and disclosure of, information under the authority of the Police Department.
- 5.6.2 Notwithstanding the need for Members to make informed decisions on issues before the Board by obtaining input from internal and external sources, Members are to ensure that information that is normally considered confidential (i.e. financial, legal and personnel issues) is not disclosed to any outside person unless authorized.
- 5.6.3 Municipal police departments and municipal police boards in British Columbia are subject to the *Freedom of Information and Protection of Privacy Act*. Members have a duty to understand the key sections of this Act and must avoid disclosing any verbal or written material that is meant to be confidential concerning the Department, its officers, staff members or clients.
- 5.6.4 Members must not disclose or use confidential information gained by virtue of their association with the Department for personal gain, or to benefit friends, relatives or associates.
- 5.6.5 The electronic documents received by Board Members are to be construed and protect as if they were paper documents.

5.6.6 As a practice, all Members will delete all electronic records, or provide to the Board Secretary with all paper copies for destruction.

5.6.7 The Board Secretary will keep all records of Board meetings for one year.

## **5.7 Board Travel and Training**

5.7.1 Members are encouraged to participate in training sessions and conferences of the BC Association of Police Boards and Canadian Association of Police Boards, and to take advantage of other training opportunities that will increase their knowledge and capabilities as a Board Member. (See [APPENDIX 7](#) for current Police Board Affiliations)

5.7.2 When training session and/or conference information becomes available, it will be included in the Board package for discussion. Board member participation in training and conferences is at the board member's discretion.

5.7.3 Board Members are eligible to be reimbursed for all reasonable expenses incurred while on Board business travel or attendance of training sessions outside the area of the Metro Vancouver Regional District.

5.7.4 A Member's expenses are reimbursed upon the submission of receipts and explanatory expense statements, and must be in accordance with the Police Board Travel Policy.

5.7.5 Business travel of Board Members outside of BC requires authorization of the Chair in advance, if expenses are to be paid by the Board.

5.7.6 A per diem of \$100 will be paid for attendance at official Board meetings of the BC Association of Police Boards (BCAPB) and the Canadian Association of Police Governance (CAPG).

The per diem is expected to cover out-of-pocket and incidental expenses (e.g. parking, printing costs, cell phone, telephone and child care) incurred by the member in the course of carrying their Board duties. Extraordinary childcare will be reviewed on a case-by-case basis by the Board.

5.7.7 Per diems are not paid for:

- Participation at social events or awards/recognition ceremonies
- Informal meetings with Board members and NWPD staff
- Outside workshop and events

5.7.8 Travel cost and per diems are paid out on completion and processing of a Expense Report as in [Appendix 2](#).

5.7.9 The Board may approve additional travel deemed to be in the interest of the police board.

## **5.8 Oversight**

5.8.1 The New Westminster Police Board has determined that the legislation and general best practices for boards result in the Board having the responsibility for:

- a) working with the Chief Constable and senior management to identify those rules and policies which require NWPB approval;
- b) monitoring compliance with all significant rules, policies and procedures by which the NWPB is operated;
- c) developing and approving a written Code of Conduct and Ethics for both the NWPB and NWPB; and
- d) ensuring systems are in place which are designed to ensure that the NWPB and NWPB operate at all times within applicable laws and regulations, and to the highest ethical and moral standards.

## **5.9 Governance Calendar**

- 5.9.1 To ensure “repeatability” of the Board’s governance practices, a calendar is attached in [Appendix 3](#) that will guide the development of Agendas and meeting schedules.

## **5.10 Strategic Plans**

- 5.10.1 The “best practices” in Governance require the New Westminster Police Board have responsibility for:

- a) working with the Chief Constable and senior management to develop and approve a strategic planning process that meets the needs of the NWPB and the NWPB;
- b) working with the Chief Constable and senior management in developing and approving, at least annually, a strategic plan that implements the “goals” developed by the Board, acknowledging the funding capabilities of the City of New Westminster;
- c) reviewing and monitoring, on a quarterly basis, the performance of the NWPB against the strategic plan and annual operating budget.

## **5.11 Risk and Control Systems**

- 5.11.1 In creating “goals” the Board has the responsibility:

- 1) to ensure management identifies the principal risks of the NWPB and takes all reasonable steps to ensure the implementation of appropriate systems to manage these risks; and
- 2) for directing management to ensure systems are in place for the implementation and integrity of the NWPB’s internal control and information technology systems.
- 3) while respecting NWPB’s need for independence, to ensure that the NWPB explores opportunities to share resources with the City and with other police organizations that will enhance operational efficiency and effectiveness; and to review and approve shared resource agreements.



## 5.12 Board Member Orientation

5.12.1 To ensure all Board Members are able to contribute to the ongoing operation of the Board it is imperative that each newly appointed member receive a thorough and complete orientation to the legislative mandate and the governance practices of the Board.

5.12.2 Additionally, each newly appointed member must receive a thorough and complete orientation on the operation and function of the department to better prepare them to understand the need for policies from the Board and the potential impacts of those policies.

5.12.3 To accomplish the above targets, the Board has created the Orientation Procedure in [Appendix 5](#).

## CHAPTER 6: COMMUNICATIONS

### 6.1 External Communications

- 6.1.1 The Board's "end statements" must reflect the community need and enhance the effectiveness of the police service. In creating the "goals" the Board will consider both the community and police viewpoints, needs, and will serve as a communication link to enhance understanding and working relationships amongst the Department, the public it serves and Government.
- 6.1.2 The Board operates within a highly public environment and recognizes that the actions of the Department have a significant public impact. Accordingly, the Board shall:
- (1) Provide opportunities for the community to give input on areas of interest or concern to them, via such mechanisms as designated meetings with the Board and environmental scans.
  - (2) Provide opportunities at Regular Meetings of the Board for a person or persons to appear as a delegation and present to the Board comments relevant to the agenda items.
  - (3) Share crime statistical information and crime trends with Government, community organizations, businesses and members of the public, and ensure timely reporting of any other developments that have a significant and material effect on the Department.
  - (4) Ensure that the financial performance of the Department is available to the public on a quarterly basis.
  - (5) Build relationships with board members of other police services at the provincial and national levels and, where possible, have at least one representative at meetings of the BC Association of Police Board, the Canadian Association of Police Boards, and special consultations with Government.
- 6.1.3 The Board recognizes the value in having consistent messaging to ensure a cohesive public profile. To this end, the Chair of the Board is the official spokesperson for the Board. The Chair or Board may appoint a Board Member as a spokesperson for specific matters.
- 6.1.4 Media inquiries made to the Board Office will be directed to the Chair or appointed Board spokesperson.
- 6.1.5 The Board spokesperson shall consult with the Board prior to responding to media requests for interviews on significant or sensitive matters and, as appropriate, consult with the Chief Constable.
- 6.1.6 When responding to media enquires related to public complaints against the police or legal matters, the Board spokesperson shall be cognizant of the confidentiality and process provisions, including appeals, under the Police Act and the Freedom of Information and Protection of Privacy Act, and that the Chief Constable is the Discipline Authority for sworn members under the rank of Deputy Chief Constable. The Board may wish to seek legal advice in determining appropriate public comment for its spokesperson.
- 6.1.7 A Board spokesperson shall be careful to only speak on matters within the jurisdiction and mandate of the Board, and not interfere with the legislated authority of the Chief Constable.

6.1.8 To the extent reasonably possible the Board and the Police Department shall be sensitive to the impact of public statements on stakeholders such as the City, the Police Complaints Commissioner, the Solicitor General, the RCMP and other police departments and shall make reasonable attempts to notify and collaborate with such stakeholders prior to releasing of information.

## **6.2 Internal Communications**

6.2.1 The Board will communicate with the Chief. The Chief will provide those communications to the Department, except in the case of the appointment of a new Chief.

6.2.2 The Chief shall take all reasonable steps to ensure that the Board is fully informed about all major issues that may be of concern to the community, as soon as is practicable.

6.2.3 The Chief shall direct that all official media releases be provided to the Board, as soon as is practicable following release.

6.2.4 The Board/Members shall direct all requests for information to the Office of the Chief Constable, or as otherwise determined in consultation with the Chief Constable.

6.2.5 The Board shall require internal mechanisms to be in place to: ensure a common understanding of strategic issues and directions within the Department; provide opportunities for employee input and feedback; and maintain open communications links among the Police Executive, the Board and Unions.

## **6.3 Submissions to City Council**

6.3.1 In consideration of the Board's governance responsibility for the Police Department under the *Act*, all formal reports and information tabled with City Council or any of its committees with respect to the budgetary requirements and operations of the New Westminster Police Department shall be reviewed and endorsed by the Police Board first.

6.3.2 The Police Board must be notified, as soon as is practicable, of any request to the Police Department to make a formal presentation to City Council, a Standing Committee or other City Department or agency.

## **6.4 City Council**

6.4.1 Formal communication between the Board and the Council, or Board and Administration of the City of New Westminster, is conducted through the Chair and/or the Board Executive Assistant, unless otherwise specified by the Board.

6.4.2 The Board shall pursue a positive and productive working relationship with City Council and promote opportunities for dialogue between the Board and Council.

6.4.3 The Board Office shall be available as a resource to City Council and respond to information questions, where possible, and appropriate to the Board's mandate. Council requests concerning police operational matters shall be directed to the Chief Constable.

6.4.4 The Board shall, at least annually, schedule an informal session or workshop with City Council so City Council, the Police Board, and the Police Department have an opportunity to understand each other's current priorities and issues.

## CHAPTER 7: HUMAN RESOURCES

### 7.1 Police Board as Employer

- 7.1.1 The Board is the legal employer of all sworn and civilian employees in the New Westminster Police Department, pursuant to s. 26(3) of the *Police Act*. Employees are paid the remuneration the Board determines, pursuant to s. 26(3)(c) of the *Act*.
- 7.1.2 The Board and Department shall strive to be frank, fair and honest with employees and respectful of their rights, and shall work to achieve respect in the working relationship.
- 7.1.3 The Board will coach the Chief Constable and other senior officers to create a culture of integrity throughout the NWPDP.
- 7.1.4 The Board will ensure that plans have been made for management succession including appointing, training and monitoring senior management.

### 7.2 Appointment of Chief Constable

- 7.2.1 The Board has the authority to determine the executive search process to be utilized, to select and appoint the Chief Constable, and to determine the remuneration.
- 7.2.2 The Chief Constable shall be on contract with the Board.
- 7.2.3 The Chief Constable reports to, and takes policy direction from the Police Board in accordance with applicable legislation and the “goals and objectives established by the Board”.
- 7.2.4 The Board delegates to the Chief Constable the authority to appoint all other sworn and civilian employees of the Police Department.
- 7.2.5 The Board delegates to the Chief Constable its authority to provide for an opportunity to be heard, and to make a decision thereafter concerning termination of employment.
- 7.2.6 In the event that the services of the Chief Constable are not available due to an emergency or extraordinary circumstance, the Board shall appoint an interim Chief Constable.

### 7.3 Relationship to City of New Westminster Human Resources

- 7.3.1 The Board requires the Chief Constable to have a working protocol with the City of New Westminster Human Resources Department as the NWPDP utilizes a number of human resources services of the City, while the Board remains the legal employer. While a degree of consistency between terms and conditions of employment for City and New Westminster Police Department employees may be desirable, all employment issues must be dealt with by the Board.

### 7.4 Labour Relations and Collective Bargaining

- 7.4.1 On receipt of notice to commence collective bargaining, the Board shall in consultation with the Chief Constable develop a “preferred outcome statement” and then delegate to the Chief Constable the authority to appoint a bargaining committee for the employer.

- 7.4.2 The Board may utilize the services of a labour relations consultant in collective bargaining with bargaining units of employees of the Board, unless otherwise determined by the Board.
- 7.4.3 The Board shall be briefed at the conclusion of bargaining or when an arbitration award is issued.
- 7.4.4 If acceptable, the Board shall ratify the negotiated collective agreement and then forward it for the reference of New Westminster City Council.
- 7.4.5 The Board shall ensure that communication goals and objectives are such that the Department shall strive to keep employees well informed on labour matters affecting them, their jobs and the Department in general.

## **7.5 Exempt Employees**

- 7.5.1 Compensation for employees who are exempt from union membership will be reviewed following agreements reached by the Police Association and CUPE employees; or as established by individual contracts, or as otherwise determined by the Board.
- 7.5.2 The Board recognizing the uniqueness of the NWPD police environment. All reviews and restructuring of NWPD exempt positions will be conducted in consultation with the City Human Resources Department or an external consulting agency determined by the Board.
- 7.5.3 The Board shall approve all job classifications for its exempt employees.

## **7.6 Employment Equity**

- 7.6.1 The Board is committed to the principle of equal opportunity-for employment, promotions, training and career opportunities for all candidates and employees of the New Westminster Police Board and Police Department.
- 7.6.2 The Board requires the Chief Constable to ensure that appropriate policies and procedures are implemented so that the Department abides by applicable federal and provincial human rights legislation and regulations.

## **7.7 Disciplinary Action, Suspension, and Discharge**

- 7.7.1 Upon being notified that the discipline authority has suspended a police officer with pay under s. 110 of the *Police Act*, the Board shall consider whether it is appropriate to discontinue the police officer's pay and allowances.
- 7.7.2 Section 110 of the Police Act provides for the standard and process for considering the discontinuance of pay and allowances during suspension.
- 7.7.3 The Chief Constable shall be responsible for ensuring that the Department has investigation and discipline guidelines in place for civilian employees, and such guidelines shall be consistent with Labour Law principles.
- 7.7.4 Discipline procedures for police officers shall be in accordance with the *Police Act*.

## **7.8 Evaluation of Chief Constable**

- 7.8.1 Immediately following the completion of each fiscal year, the Board shall evaluate the performance of the Chief Constable. (See [APPENDIX 8](#) for format)
- 7.8.2 The evaluation will be based on the department's success in achieving the goals and objectives established by the Board and the Chief at the beginning of the year "goals" and compliance with the approved budget for the period.
- 7.8.3 Prior to the commencement of each fiscal year the Board will establish the evaluation criteria with input from the Chief.
- 7.8.4 The Board will provide these criteria to the Chief Constable to ensure that he is aware of the evaluation criteria throughout the fiscal year.
- 7.8.5 At the end of the fiscal year, and prior to the Board's evaluation; the Chief Constable shall provide to the Board a self-evaluation based on the criteria provided.
- 7.8.6 The evaluation will be conducted by the Chair of the Police Board or his/her designate based on the pre-determined criteria and input from other board members and/or senior staff as required.
- 7.8.7 The Board will then meet in closed session to review all of the inputs provided to create a final evaluation of the Chief.
- 7.8.8 On receipt of the annual evaluation, the Chief will be provided an opportunity, in closed session, to discuss the evaluation with the Board with the intent of arriving at a mutually agreeable evaluation.

## **CHAPTER 8: FINANCIAL**

### **8.1 Legislative Responsibility**

8.1.1 Under the *Police Act*, the Board must:

- (1) On or before November 30, prepare and submit to City Council for its approval a provisional budget for the following year to provide policing and law enforcement (s.27(1));
- (2) On or before March 1 of the year in question, submit any changes to the provisional budget to City Council (s. 27(2)).

8.1.2 In case of dispute with City Council over budget approvals, the Board or Council may apply to the Director of Police Services, Ministry of Public Safety and Solicitor General, to determine whether an item or amount should be included in the budget (s.27 (3)). Subject to this provision, City Council must include the provisional budget costs in its budget, and must pay for expenditures within the submitted budget (s.27 (4) and (5)).

8.1.3 The Board must not make expenditure, or agree to make an expenditure, that is not specified in its budget and approved by Council (s.27 (6)).

### **8.2 Budget Preparation**

8.2.1 Acknowledging the needs of the City of New Westminster to fund the operation of the Police Department and their fiscal cycle, the Board directs the Chief to comply to the greatest extent possible with the City's fiscal program.

8.2.2 Draft operating and capital budgets shall development with the intent funding the strategic plan and the ""goals"" provided the Chief Constable by the Board.

8.2.3 Draft operating and capital budgets are to be approved by the Board before submission to City Council.

### **8.3 Financial Oversight and Control**

8.3.1 The Police Department shall submit quarterly financial variance reports to the Board. These reports shall be considered at the Board's regular meeting.

## **CHAPTER 9: COMPLAINTS**

### **9.1 Service and Policy Complaints**

9.1.1 The New Westminster Police Board is responsible for taking action to respond to complaints made about the services or policies of the NWPB.

As set out in s.168 of the *Police Act*, service or policy complaints are complaints about the general direction, management and operation of a police department, or about the inadequacy or inappropriateness of the police department's:

- i) staffing or resource allocation
- ii) training programs or resources
- iii) standing orders or policies
- iv) ability to respond to requests for assistance
- v) internal procedures

9.1.2 The Board Chair will receive these complaints, in writing, and provide them to the Board for information.

9.1.3 The Board will request any information relevant to the complaint from the Chief Constable, who will provide the information in writing.

9.1.4 The Board will develop a response to the complaint in open session, during which it may or may not invite the complainant.

9.1.5 The Board will provide the response to the complaint to the complainant in writing.

### **9.2 Conduct Complaints against the Chief Constable and Deputy Chief Constables**

9.2.1 As set out in s.76 of the *Police Act*, the Chair of the Board is the discipline authority for conduct complaints (internal discipline or public trust complaints) made against the Chief Constable or a Deputy Chief Constable.

9.2.2 In processing complaints the Chair of the Board shall have regard to the complaints process outlined in Part 11 of the *Police Act*.

9.2.3 The Chair of the Board may at his or her discretion use the Board Office and Board Counsel as resources to assist in the processing of any conduct complaints against the Chief Constable and Deputy Chief Constables.

9.2.4 The Chair shall obtain the approval of the Board before concluding an investigation or imposing any discipline.

### **9.3 Conduct Complaints against other Members of the NWPB**

9.3.1 The Board receives at its monthly meeting a Professional Standards Unit Report of conduct complaints made against members of the Department other than the Chief Constable and Deputy Chief Constables, but the Board has no authority over such complaints.



## **CHAPTER 10: ACCESS TO INFORMATION AND RECORDS MANAGEMENT**

### **10.1 Freedom of Information and Protection of Privacy Act**

10.1.1 The Board is a public body subject to the provisions of the British Columbia *Freedom of Information and Protection of Privacy Act* (FOIPPA) and, under FOIPPA, a separate body from the New Westminster Police Department.

10.1.2 Pursuant to s. 77 of FOIPPA, the Board designates the Chair of the Police Board as the head of the local public body for the purpose of FOIPPA, and the following persons are authorized to perform any duty or exercise any function of the head:

- (1) any member of the New Westminster Police Board;
- (2) any person retained to provide legal advice respecting matters concerning the *Freedom of Information and Protection of Privacy Act*.

### **10.2 Public Information**

10.2.1 The Police Board supports the principle of fair and reasonable disclosure of information to facilitate public participation.

10.2.2 The Board shall make available public meeting materials, including agendas, minutes and reports to the Board from the Police Department, without an individual making a request under FOIPPA, unless disclosure is restricted by provisions of FOIPPA.

10.2.3 Requests for New Westminster Police Board records that are not disclosed at public meetings shall be processed in accordance with FOIPPA.

10.2.4 Notwithstanding that the New Westminster Police Board may be in receipt of reports made by the New Westminster Police Department, the Police Department is considered to be the originator of the Police Department reports.

10.2.5 Request for Police Department reports that are not considered at public meetings of the Board shall be transferred to the New Westminster Police Department Information and Privacy Section for processing in accordance with FOIPPA.

### **10.3 Records Management**

10.3.1 To ensure that all records are kept in a secure manner to avoid unauthorized access the following practices apply to all Board records:

- The Board Secretary shall be responsible for the custody, maintenance, and control of Board records.
- All information and correspondence directed to the NWPB will be received by the Police Board office for inclusion on the Police Board agenda.
- All records of the New Westminster Police Board (NWPB) will be retained in secured storage within the Police Board office.

- All related paper documentation will be kept in secured storage in the Police Board office.
- Paper Board documents will be kept for six months and then may be destroyed.
- Documents that are deemed to have potential historical value will be donated to the New Westminster Police Museum upon the approval of the Board and the Chief.
- All documentation related to NWPB agenda and meetings, and administrative records will be filed and maintained electronically.
- Electronic versions of all records, including police board minutes, agenda, reports, correspondence and related documents will be kept in perpetuity.

## **CHAPTER 11: LEGAL**

### **11.1 Legal Counsel**

11.1.1 The Board shall utilize legal services available from the City of New Westminster Legal Counsel, where in the opinion of the Board:

- (1) there is no conflict of interest;
- (2) the advice can be provided within the necessary time frame; and
- (3) the necessary legal expertise exists.

11.1.2 The Board shall retain outside legal counsel on matters, for which the criteria contained within 11.1.1 cannot be met, or the Board determines the independence and/or jurisdiction of the Board is best served by retaining outside legal counsel.

### **11.2 Indemnification**

11.2.1 Municipal Police Board Members are protected under the Police Act from being held personally liable for actions they take, or fail to take, in the performance of their duties as Board members. The only exceptions are if the Board has been guilty of dishonesty, gross negligence or malicious or willful misconduct. Advice on specific concerns or questions about the interpretation of the Police Act is available from the CNW Solicitor.

11.2.2 A NWPD employee not covered by a collective agreement or contract and who needs to seek legal advice shall submit a written request for indemnification to the Chief Constable for review and recommendation to the Board.

APPENDICES

**APPENDIX 1: BC Police Act**

[Click here for the BC Police Act](#)

**APPENDIX 2: Expense Report Claim**

CORPORATION OF THE CITY OF NEW WESTMINSTER  
EXPENSE REPORT/CLAIM

POLICE BOARD TRAVEL/HONORARIUM ([See Appendix 11](#))

NAME \_\_\_\_\_

FUNCTION \_\_\_\_\_

DATE \_\_\_\_\_

NWPB HONORARIUM \_\_\_\_\_ meetings at \$273.00      \$ \_\_\_\_\_

NWPB HONORARIUM \_\_\_\_\_ meetings at \$548.00      \$ \_\_\_\_\_

TRAVEL PER DIEM \_\_\_\_\_ days at \$100.00      \$ \_\_\_\_\_

PER DIEM EXPENDED FOR MEAL AND INCIDENTALS (RECEIPTS) NOT REQUIRED

\_\_\_\_\_  
(Signed)

EXPENSES TO BE REIMBURSED (RECEIPTS REQUIRED)

HOTEL	
AIR TRAVEL	
TAXIS	
MILEAGE @ .58 Kilometer	
PARKING	
OTHER (Describe)	

SUB-TOTAL	
LESS ADVANCE, IF ANY	

<b>AMOUNT CLAIMED</b>	
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\_\_\_\_\_  
(Signed)

**APPENDIX 3: New Westminster Police Board Annual Governance Calendar**

January	Victim Assistance Service Agreement
February	Chief Constable Year-End Review Report on Human Resources and Training Annual Fiscal Report
March	Spring Recess
April	Police Board/City Council Joint Meeting** Annual Review of Integrated Activities and Plan to Optimize Update on NWPD Communications
May	Report on Core Operations Governance Review Q1 Financial Report
June	Six Month Chief Constable Review Strategic Plan Updates and Review* Annual Budget Preparation (Capital & Operating)
July	
August	Summer Recess CAPG Meetings
September	Draft Budget Report for Next Fiscal Year Q2 Financial Report
October	Budget Presentation Police Board / City Council Joint Meeting Following Year's Meeting Dates
November	Strategic Plan Update** Budget Approval Preliminary Q3 Financial Report Chief Constable's Goals for Upcoming Year
December	Winter Recess

\*In the year preceding the Strategic Plan end, development will occur

\*\*If Applicable

**APPENDIX 4: New Westminster Police Board Meeting Schedule 2022**

Meetings are held the 3<sup>rd</sup> Tuesday of each month.

<b>Month</b>	<b>Date</b>	<b>Time</b>
<b>January</b>	Tuesday, 18 January	0930
<b>February</b>	Tuesday, 15 February	0930
<b>March</b>	<i>Spring Recess</i>	
<b>April</b>	Tuesday, 19 April	0930
<b>May</b>	Tuesday, 17 May	0930
<b>June</b>	Tuesday, 21 June	0930
<b>July</b>	Tuesday, 19 July	0930
<b>August</b>	<i>Summer Recess</i>	
<b>September</b>	Tuesday, 13 September	0930
<b>October</b>	Tuesday, 18 October	0930
<b>November</b>	Tuesday, 15 November	0930
<b>December</b>	<i>Winter Recess</i>	

## APPENDIX 5: Police Board Member Orientation Process

Chair - On receiving notice of a new Police Board Member from the Provincial Board Resourcing Office the Chair will initiate the Member Orientation Process:

- Contact the new member and invite them to an orientation meeting to:
  - Meet fellow Board members
  - Receive and review the NWPB Board Governance Manual NWPB Police Board Governance Manual outlining board rules of operation, orientation procedures and Board practices, contact lists and meeting schedules.
  - Meet the Chief
- Direct the Chief to:
  - Administer the Oath of Office
  - Provide the new member the tools of office and an operational orientation of the department.
- In the absence of the Chair the Chief will undertake the above

Chief – On receiving direction from the Chair, the Chief will:

- Swear In  
Administer the Oath of Office.
- Identification/Access Card  
An ID/Access card will be prepared by the department with the new member's name and photograph. This card allows electronic access to the exterior doors of the police department and the Clarkson Street parkade, which is in close proximity to the police station. When inside the police department, the card is to be visible at all times.
- Parking Permit  
A parking permit that reads On Duty Police will be provided to the new member for use while on police board business only.
- Business Cards  
Business cards will be issued as soon as possible after the Oath of Office has been administered.
- Access to Board Packages and Materials  
An electronic tablet or similar will be issued for electronic viewing of police board meeting files and documents on a secure internal website, [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org).
- Instruction to Access Board Packages and Information  
Each month a Board package is prepared for the Open and In-Camera meetings in PDF format. A few days before the meeting, the packages are uploaded to this internal website for Police Board members and Executives for viewing.



- Police Act  
New Board members will be provided with a copy of the *British Columbia Police Act*, the Chief or his designate will provide an overview of the format of the Act and highlight sections that pertain to the New Westminster Police Board.
  
- Training  
The Executive Assistant to the Chief in concert with the member will monitor Board Member orientation/training sessions offered by:
  - Police Services Division/Ministry of Public Safety and Solicitor General,
  - British Columbia Association of Police Boards
  - Canadian Association of Police Governance
  - Justice Institute of British Columbia (particularly past webinars in the library) and in concert with the new member arrange registration.
  
- Operational Orientation  
The Chief and/or the Executive Assistant will arrange:
  - get acquainted sessions with the Chief Constable, Executive and Chair
  - review of the Organization Chart
  - tour of the police facilities
  - a “ride along” with a member
  - briefing on recent Police Board meetings to provide background for the new members first meeting.

**APPENDIX 6: NWPD Organization Chart**

**APPENDIX 7: Current Board Affiliations:**

- British Columbia Association of Police Boards  
<https://www.bcapb.ca/about-us>
- Canadian Association of Police Governance  
<https://capg.ca/>

**APPENDIX 8: Evaluation of the Chief – Format**

## Chief Administrative Officer (CAO) & Police Chief Constable (PCC) Performance Review Process

The performance review process for the CAO and PCC is the responsibility of the Mayor and Council/Police Board. The following procedure outlines the performance review process.

Approximate Date	Action	Responsibility
<b><i>Goal-Setting for Upcoming Year</i></b>		
<ul style="list-style-type: none"> <li>September of preceding year of review</li> </ul>	<ul style="list-style-type: none"> <li>Notification to Mayor to initiate the Performance Review Process</li> </ul>	HR
<ul style="list-style-type: none"> <li>October of year preceding review</li> </ul>	<ul style="list-style-type: none"> <li>Establish upcoming annual goals for review by Mayor</li> <li>Review competencies outlined in performance review form</li> </ul>	CAO/PCC
<ul style="list-style-type: none"> <li>November/December of year preceding review</li> </ul>	<ul style="list-style-type: none"> <li>Present draft annual goals to Council/Police Board for review and approval</li> </ul>	CAO/PCC
<b><i>Mid-Year Review of Goals</i></b>		
<ul style="list-style-type: none"> <li>May/June of review year</li> </ul>	<ul style="list-style-type: none"> <li>Discuss and review progress of annual goals with CAO/PCC</li> <li>Complete 6 Month (Mid-Cycle) section of the performance review form</li> <li>Update Council/Police Board</li> </ul>	Mayor
<b><i>Year-End Performance Review</i></b>		
<ul style="list-style-type: none"> <li>December of review year</li> </ul>	<ul style="list-style-type: none"> <li>Complete self-assessment section of performance review form for review by Mayor and Council/Police Board</li> </ul>	CAO/PCC
<ul style="list-style-type: none"> <li>January following review year</li> </ul>	<ul style="list-style-type: none"> <li>Engage external consultant to conduct 360 degree feedback for CAO/PCC</li> <li>Conduct 360 degree feedback which will alternate each year between the CAO and PCC</li> <li>Select raters for the 360 degree feedback process</li> <li>Complete a rater feedback questionnaire which will be utilized in alternating years in place of the formalized 360 degree feedback process</li> </ul>	HR and External Consultant  Council/Police Board & other selected raters  Mayor  Council/Police Board

## Chief Administrative Officer & Police Chief Constable Performance Review

<ul style="list-style-type: none"><li>February following review year</li></ul>	<ul style="list-style-type: none"><li>External consultant reviews 360 degree feedback report with Mayor and Council/Police Board</li><li>Compile completed rater feedback questionnaires and forward to the Mayor</li></ul>	External Consultant HR
<ul style="list-style-type: none"><li>March following review year</li></ul>	<ul style="list-style-type: none"><li>Complete year-end performance review form</li><li>Discuss year-end evaluation with Council/Police Board for approval</li></ul>	Mayor
<ul style="list-style-type: none"><li>Following review of evaluation by Council/Police Board</li></ul>	<ul style="list-style-type: none"><li>Meet with CAO/PCC to discuss year-end evaluation and provide coaching based on feedback</li></ul>	Mayor

## Chief Administrative Officer & Police Chief Constable Performance Review

<b>Name:</b> David Jansen	<b>Title:</b> Chief Constable
<b>Start Date in Position (YYYY/MM/DD):</b> 2020/06/09	
<b>Reviewer's Name:</b>	<b>Reviewer's Title:</b>
<b>Date of Last Review (YYYY/MM/DD):</b>	<b>Date of This Review (YYYY/MM/DD):</b>

### ACKNOWLEDGEMENT AND SIGNATURES

**Instructions:** To be signed at the end of the Performance Review process.

This document has been reviewed with me and I agree that they accurately reflect the discussions that transpired with respect to my performance and the plan for my future development and/or improvement.

Name

Signature

\_\_\_\_\_  
Reviewer's Name (Reviewer)

\_\_\_\_\_  
Reviewer's Signature

\_\_\_\_\_  
Date (YYY/MM/DD):

\_\_\_\_\_

# Chief Administrative Officer & Police Chief Constable Performance Review

## SECTION A – GOAL SETTING

**Instructions:** Establish up to three (3) goals at the beginning of the review year. Joint review to be conducted at six (6) months and input the results achieved at the end of the year. The goals should be SMART: Specific, Measurable, Achievable, Realistic, Timely.

<b>Goal 1</b>	<p><b>Annual Goal:</b></p> <p style="text-align: center;"><b>Implementation of the New Westminster Police Strategic Plan</b></p> <p><b>Measurement(s):</b></p> <p style="text-align: center;"><b>The completion of the New Westminster Police Strategic Plan by September 30, 2021</b></p> <p><b>Action Plan including resources needed:</b></p> <ul style="list-style-type: none"> <li>• <b>Review of draft strategic plan completed by June 30, 2021</b></li> <li>• <b>Update on new strategic plan progress to Board by July 31, 2021?</b></li> <li>• <b>New Strategic plan released by September 30, 2021</b></li> </ul>
<b>What was achieved</b>	<p><b>6 Month (Mid-Year) Review Comments:</b> Development of Strategic Plan has been delayed over the past year, but this work item is back on track and these goals seem achievable by the end of the year. Discussed the need to have the new Strategic Plan play a role in developing Goals for the Chief for 2022.</p>
	<p><b>Year-End Results Achieved:</b> <input type="checkbox"/> Yes   <input type="checkbox"/> No</p>
	<p><b>Year-End Review Comments:</b></p>
<b>Goal 2</b>	<p><b>Annual Goal:</b></p> <p style="text-align: center;"><b>Modernization of the New Westminster Police Departments Organizational Wellness Services</b></p> <p><b>Measurement(s):</b></p> <p style="text-align: center;"><b>Complete analysis of current model and implement any recommendations</b></p> <p><b>Action Plan including resources needed:</b></p> <p style="text-align: center;"><b>Review of current Organizational Wellness positions completed by August 31, 2021</b> <b>Assess required needs and recommendations and next steps for Organizational Wellness position by November 30, 2021</b> <b>Implement changes to Organizational Wellness organization wide by January 1, 2021</b></p>
<b>What was achieved</b>	<p><b>6 Month (Mid-Year) Review Comments:</b> Appreciate the interest on member well given the challenging year we have faced. Look forward to seeing this work coming forward to the Board by the end of the year.</p>
	<p><b>Year-End Results Achieved:</b> <input type="checkbox"/> Yes   <input type="checkbox"/> No</p>
	<p><b>Year-End Review Comments:</b></p>



# Chief Administrative Officer & Police Chief Constable Performance Review

## Goal 3

### Annual Goal:

### Operational review of the New Westminster Police

### Measurement(s):

1. Detailed analysis of the current NWPD organizational structure and span of control including possible efficiencies through re-alignment of Department priorities or structural changes.
2. Examination and recommendations on human resourcing, including optimum staffing and deployment, related to service demands, crime severity, population, demographics and geography. This should include both current requirements for policing service and growth forecasts for five and to ten years in the future.
3. Operational deployment data related to calls for service, response times, proactive policing time, administrative time, workload by time of day, day of week including comparisons to industry standards and best practices.
4. Analysis on work conducted by sworn and civilian support units and services to determine optimized level of support to frontline operations.
5. Analysis and recommendations on the Department's Human Resource management, recruiting, retention, talent management and professional development systems.
6. Examination and recommendations on police reforms being conducted across North America and best practices in crisis health management at the local level.
7. A detailed report on the deployment and training related to NWPD equipment and weapons
8. Estimated costing of any proposed changes.

### Action Plan including resources needed:

Event	Anticipated Date
Proposal evaluation and report to Police Board	June 22, 2021
Contract execution	June 28 <sup>th</sup> , 2021
Start of service delivery	July 5, 2021, 2021
NWPD Weapons-Training Report to Police Board	October 19, 2021
Police Reforms report to Police Board	October 19, 2021
Interim Ops Report to Police Board	November 23, 2021
Draft version of Final Ops Report/Deliverables	May 24, 2022
Completion of Final Ops Report	July 19, 2022

# Chief Administrative Officer & Police Chief Constable Performance Review

<b>What was achieved</b>	<b>6 Month (Mid-Year) Review Comments:</b> This work is progressing and RFP for consultant to engage with this important work is on track. Given the importance of this work and spotlight on policing recommended the Chief stay very well connected with this work and be hand on and engaged with the work the consultant will be engaging with.
	<b>Year-End Results Achieved:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
	<b>Year-End Review Comments:</b>

## SECTION B – COMPETENCY ASSESSMENT

**Instructions:** At the beginning of the review year, the reviewer and employee will review the following competencies and discuss how to further develop any applicable competencies. At the end of the year, the employee completes the employee rating and the reviewer completes the reviewer rating and provides detailed comments and specific supporting examples demonstrating the competency, based on observations throughout the year.

**Assessment Scale:**

- **Exceeds:** Performance consistently exceeds expectations and involves going above and beyond what is reasonably expected. Highly effective at performing job under challenging circumstances. Initiatives and innovations have a major impact for stakeholders including Council, employees, external agencies, partners and community members.
- **Meets:** Performance expectations are fully achieved and solidly demonstrated.
- **Does Not Meet:** Performance expectations are partially achieved. Further development is required.

<b>Competencies</b> Competencies are observable knowledge, skills, abilities, motivations, or traits defined as behaviours needed for successful job performance.	<b>Employee</b>	<b>Rating</b>	<b>Reviewer</b>	<b>Comments</b> Provide specific examples
<b>Organizational and Political Acumen</b> <ul style="list-style-type: none"> <li>• Possesses strategic skills to anticipate opportunities, assess the political environment and overcome challenges that reflect the City’s operation and purpose while supporting Council’s vision, values and strategic direction</li> <li>• Inspires and influences others and uses opportunities to align work to the City’s strategic priorities</li> <li>• Establishes high standards of service and accountability, fosters a culture that is supportive of continuous service improvement, thinks strategically and makes sound decisions by taking into account external factors and internal resources</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>Communication</b> <ul style="list-style-type: none"> <li>• Communicates openly and with respect by sending timely, clear messages, actively listening, showing empathy, inviting feedback, managing conflicts, and adapting personal style</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>Decision Making</b> <ul style="list-style-type: none"> <li>• Makes appropriate decisions in a timely manner after adequately contemplating various available courses of action</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>Integrity and Accountability</b> <ul style="list-style-type: none"> <li>• Demonstrates commitment to and alignment with organizational goals, as evidenced by taking pride in personal work, demonstrating versatility and initiative, and taking responsibility for personal growth and safety, holds oneself to a high standard of professional, honest, ethical, and objective behaviour</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

## Chief Administrative Officer & Police Chief Constable Performance Review

<ul style="list-style-type: none"> <li>Establishes high standards of service and accountability, fosters a culture that is supportive of continuous service improvement, thinks strategically and makes sound decisions by taking into account external factors and internal resources</li> </ul>				
<p><b>People Leadership</b></p> <ul style="list-style-type: none"> <li>Fosters an inclusive workplace where diversity and individual differences are valued</li> <li>Provides support and resources to the team in improving skills and effectiveness</li> <li>Recognizes individual strengths and supports employees through learning and development opportunities. Fosters an understanding of group responsibility and personal accountability in team outcomes</li> <li>Encourages and supports employees to take calculated risks and respond to changes</li> <li>Models constructive approaches to deal with opposing views when personally challenging the status quo and when encouraging others to do so as well. Establishes direction and context for work of the team</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<p><b>Planning and Management</b></p> <ul style="list-style-type: none"> <li>Plans and organizes time to prioritize tasks and allocates time and resources accordingly to ensure multiple tasks are managed and goals are completed</li> <li>Commits to the responsible use of organizational resources</li> <li>Inspires peers and team to achieve optimal productivity and efficiency</li> <li>Demonstrates sound, responsible, honest, and transparent resource management</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<p><b>Teamwork and Collaboration</b></p> <ul style="list-style-type: none"> <li>Demonstrates inclusiveness, honours differences among people and actively participates in the success of the team by contributing personal strengths, supporting team goals, respecting and valuing the contribution of others</li> <li>Creates and maintains positive relationships with employees and stakeholders</li> <li>Values and cultivates input, expertise, and collaboration opportunities</li> <li>Accountable for perceptions and behaviours and is sensitive to their impact on others</li> <li>Creates an environment where conflict is resolved positively by anticipating and addressing areas where potential misunderstanding and disruptive conflict could emerge</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<p><b>Personal Effectiveness</b></p> <ul style="list-style-type: none"> <li>Anticipates, assesses, and responds effectively to the needs and delivers services with fairness, equity, and respect to diverse customers, both internal and external</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Exceeds Meets Does Not Meet	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

## Chief Administrative Officer & Police Chief Constable Performance Review

<b>Leadership Strength</b> <ul style="list-style-type: none"><li>• Accepts and introduces creative thinking to improve processes, methods, systems, and/or services and takes appropriate risks to deal with or bring forward issues or solutions</li></ul>	<input type="checkbox"/>	Exceeds	<input type="checkbox"/>	
	<input type="checkbox"/>	Meets	<input type="checkbox"/>	
	<input type="checkbox"/>	Does Not Meet	<input type="checkbox"/>	

# Chief Administrative Officer & Police Chief Constable Performance Review

## SECTION C – PROFESSIONAL DEVELOPMENT PLANNING

**Instructions:** Based on Sections A and B, and ongoing performance dialogue, the following section should be completed by the reviewer and employee at the beginning of the year to identify development and growth opportunities for the upcoming year.

## SECTION D – REVIEWER COMMENTS

**Instructions:** Reviewer completes the following section *prior* to meeting with the employee. Provide an overall summary of the employee's performance, highlight strengths, accomplishments, and development needs as they relate to competencies and goals. Also give consideration to any unplanned challenges which may have arisen during the review period.

Summary of strengths:

Summary of areas for development:

# Chief Administrative Officer & Police Chief Constable Performance Review

## SECTION E – EMPLOYEE COMMENTS

**Instructions:** Following the performance meeting, please provide feedback on your highlighted strengths, accomplishments, and development needs as they relate to competencies and goals. Comment on any unplanned challenges which may have arisen during the review period.

Comments regarding the review:

### Form distribution at the end of the review year:

Original: Human Resources

Copy: Reviewer

Copy: Employee

## Chief Administrative Officer & Police Chief Constable 360 Degree Feedback Questionnaire

### City of New Westminster 360 Degree Feedback Ratee Questions

Verita HR Services has been appointed to conduct a 360 degree feedback process for the City of New Westminster. In keeping with the City of New Westminster's goal of continuous improvement, you have been asked to provide feedback for yourself. The survey presents a series of statements and asks for your level of agreement with each.

Verita HR will aggregate all raters' responses and will report the data as a total number compared to your ratings.

Please find 7 to 10 minutes of uninterrupted time to complete this survey.

Thank you for your contribution to this very important process.

#### **Instructions:**

Using the following rating scale, please select the category that best reflects your self-assessment during the past year.

- Strongly agree
- Agree
- Slightly agree
- Slightly disagree
- Disagree
- Strongly disagree

#### **Organizational and Political Acumen**

- 1) demonstrate a clear understanding of the City's operations and purpose
- 2) keep current with the issues that affect the City and its operations
- 3) effectively guide the work of senior management in support of Council's vision, values, and strategic direction
- 4) make decisions that reflect a good understanding of the City and its operations
- 5) anticipate the possible impacts of decisions on the political environment
- 6) possess strategic skills to anticipate opportunities and overcome challenges

### Communication

- 7) provide clear direction for the future
- 8) clearly articulate the City's strategy and plan
- 9) clearly communicate reasons behind decisions, changes, and impact on the organization
- 10) am open to feedback/constructive criticism
- 11) am honest in communication
- 12) have good listening skills
- 13) seek and value others' input and opinions
- 14) encourage and invite feedback

### Decision Making

- 15) make business decisions in a timely fashion
- 16) involve others in decision making

### Integrity and Accountability

- 17) consistently demonstrate the City's values through my behaviours and actions
- 18) display integrity and ethical conduct at all times
- 19) inspire trust
- 20) take responsibility for my own actions
- 21) follow through on commitments
- 22) provide clear objectives for projects/work
- 23) "walk the talk"
- 24) am accountable for my actions

### People Leadership

- 25) always treat other team members with respect
- 26) treat all City employees as the City's most valued asset
- 27) treat mistakes as learning opportunities
- 28) empower employees in their work
- 29) take time to celebrate successes
- 30) hold people appropriately accountable for performance
- 31) create an atmosphere that inspires others to achieve at a higher level
- 32) provide feedback to others in a positive and respectful manner
- 33) effectively deal with issues affecting the team's performance
- 34) coach employees to achieve their goals



### Planning and Management

- 35) use time effectively
- 36) focus more on the “big picture” and strategy than on details
- 37) keep focused on the City’s objectives and priorities
- 38) delegate appropriately
- 39) am an effective project manager

### Teamwork and Collaboration

- 40) am appropriately visible and accessible to others within the City
- 41) am a team player
- 42) collaborate well with others
- 43) often recognize others’ achievements
- 44) encourage open dialogue with different points of view

### Personal Effectiveness

- 45) provide a positive example
- 46) am even-tempered even under stress
- 47) manage their emotions appropriately
- 48) react constructively to setbacks

## Chief Administrative Officer & Police Chief Constable 360 Degree Feedback Questionnaire

### City of New Westminster 360 Degree Feedback Rater Questions

Verita HR Services has been appointed to conduct a 360 degree feedback process for the City of New Westminster. In keeping with the City of New Westminster's goal of continuous improvement, you have been asked to provide feedback for NAME. The survey presents a series of statements and asks for your level of agreement with each statement based on your personal experience and interactions with the individual. The survey also provides an opportunity for open-ended comments.

Please answer each question honestly – the more honest the feedback, the more valuable to the person receiving the feedback. Verita HR will aggregate all raters' responses and will report the data as a total number. Verbatim comments in the open-ended questions will be provided without editing.

A summary of all feedback received will be prepared for NAME to be used as a learning and development tool. Your individual feedback will be averaged into all the responses received in order to protect your anonymity and ensure that the results are completely confidential. No one at City of New Westminster will have access to an individual's responses.

Please find 7 to 10 minutes of uninterrupted time to complete this survey.

Thank you for your contribution to this very important process.

#### **Instructions:**

Using the following rating scale, please select the category that best reflects your rating of NAME's performance during the past year.

- Strongly agree
- Agree
- Slightly agree
- Slightly disagree
- Disagree
- Strongly disagree
- Unable to rate

**NAME of Ratee:** \_\_\_\_\_

### Organizational and Political Acumen

- 1) demonstrates a clear understanding of the City's operations and purpose
- 2) keeps current with the issues that affect the City and its operations
- 3) effectively guides the work of senior management in support of Council's vision, values, and strategic direction
- 4) makes decisions that reflect a good understanding of the City and its operations
- 5) anticipates the possible impacts of decisions on the political environment
- 6) possesses strategic skills to anticipate opportunities and overcome challenges

### Communication

- 7) provides clear direction for the future
- 8) clearly articulates the City's strategy and plan
- 9) clearly communicates reasons behind decisions, changes, and impact on the organization
- 10) is open to feedback/constructive criticism
- 11) is honest in communication
- 12) has good listening skills
- 13) seeks and values others' input and opinions
- 14) encourages and invites feedback

### Decision Making

- 15) makes business decisions in a timely fashion
- 16) involves others in decision making

### Integrity and Accountability

- 17) consistently demonstrates the City's values through their behaviours and actions
- 18) displays integrity and ethical conduct at all times
- 19) inspires trust
- 20) takes responsibility for their own actions
- 21) follows through on commitments
- 22) provides clear objectives for projects/work
- 23) "walks the talk"
- 24) is accountable for their actions

### People Leadership

- 25) always treats other team members with respect
- 26) treats all City employees as the City's most valued asset
- 27) treats mistakes as learning opportunities

- 28) empowers employees in their work
- 29) takes time to celebrate successes
- 30) holds people appropriately accountable for performance
- 31) creates an atmosphere that inspires others to achieve at a higher level
- 32) provides feedback to others in a positive and respectful manner
- 33) effectively deals with issues affecting the team's performance
- 34) coaches employees to achieve their goals

#### Planning and Management

- 35) uses time effectively
- 36) focuses more on the "big picture" and strategy than on details
- 37) keeps focused on the City's objectives and priorities
- 38) delegates appropriately
- 39) is an effective project manager

#### Teamwork and Collaboration

- 40) is appropriately visible and accessible to others within the City
- 41) is a team player
- 42) collaborates well with others
- 43) often recognizes others' achievements
- 44) encourages open dialogue with different points of view

#### Personal Effectiveness

- 45) provides a positive example
- 46) is even-tempered even under stress
- 47) manages their emotions appropriately
- 48) reacts constructively to setbacks

#### Open Ended Questions

- 49) Describe this individual's greatest leadership strengths.
- 50) Describe what this individual could do to become a more effective leader.

## City of New Westminster Chief Administrative Officer & Police Chief Constable Feedback Questionnaire

The City of New Westminster will work with a third party provider to implement a formalized 360 degree feedback process, which will alternate each year between the Chief Administrative Officer and the Police Chief Constable. The following questionnaire will be utilized in place of the formalized 360 degree process to provide performance feedback by Council or the Police Board.

The feedback you provide in the questionnaire below will be collected by Human Resources in confidence and provided to the Mayor to assist in completing the annual performance review form for the Chief Administrative Officer or the Police Chief Constable. Your feedback will also help support continuous improvement, growth and development for the Chief Administrative Officer or the Police Chief Constable.

The questionnaire includes a series of descriptions and competency statements that are a part of the performance review form. There is also an opportunity to provide additional feedback through open-ended comments.

**Reviewer Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### **Instructions:**

Your contribution to this very important process is greatly appreciated. Please find approximately 10-15 minutes of uninterrupted time to complete the following questionnaire.

Please use the following rating scale to select the rating that best reflects your assessment of the ratee's performance during the past year.

- Exceeds
- Meets
- Does Not Meet

Details regarding specific examples or observations can be outlined in the "Comments" column.

Competency Description/Statement	Rating	Comments Provide specific examples as applicable
<p><b>Organizational and Political Acumen</b></p> <ul style="list-style-type: none"> <li>• Possesses strategic skills to anticipate opportunities, assess the political environment and overcome challenges that reflect the City’s operation and purpose while supporting Council’s vision, values and strategic direction</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>• Inspires and influences others and uses opportunities to align work to the City’s strategic priorities</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>• Establishes high standards of service and accountability, fosters a culture that is supportive of continuous service improvement, thinks strategically and makes sound decisions by taking into account external factors and internal resources</li> <li>•</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Communicates openly and with respect by sending timely, clear messages, actively listening, showing empathy, inviting feedback, managing conflicts, and adapting personal style</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<p><b>Decision Making</b></p> <ul style="list-style-type: none"> <li>• Makes appropriate decisions in a timely manner after adequately contemplating various available courses of action</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<p><b>Integrity and Accountability</b></p> <ul style="list-style-type: none"> <li>• Demonstrates commitment to and alignment with organizational goals, as evidenced by taking pride in personal work, demonstrating versatility and initiative, and taking responsibility for personal growth and safety, holds oneself to a high standard of professional, honest, ethical, and objective behaviour</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	

<ul style="list-style-type: none"> <li>Establishes high standards of service and accountability, fosters a culture that is supportive of continuous service improvement, thinks strategically and makes sound decisions by taking into account external factors and internal resources</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<p><b>People Leadership</b></p> <ul style="list-style-type: none"> <li>Fosters an inclusive workplace where diversity and individual differences are valued</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Provides support and resources to the team in improving skills and effectiveness</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Recognizes individual strengths and supports employees through learning and development opportunities while fostering an understanding of group responsibility and personal accountability in team outcomes</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Encourages and supports employees to take calculated risks and respond to changes</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Models constructive approaches to deal with opposing views when personally challenging the status quo and when encouraging others to do so as well. Establishes direction and context for work of the team</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<p><b>Planning and Management</b></p> <ul style="list-style-type: none"> <li>Plans and organizes time to prioritize tasks and allocates time and resources accordingly to ensure multiple tasks are managed and goals are completed</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	

<ul style="list-style-type: none"> <li>Commits to the responsible use of organizational resources</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Inspires peers and team to achieve optimal productivity and efficiency</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Demonstrates sound, responsible, honest, and transparent resource management while committing to the responsible use of organizational resources</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<p><b>Teamwork and Collaboration</b></p> <ul style="list-style-type: none"> <li>Demonstrates inclusiveness, honours differences among people and actively participates in the success of the team by contributing personal strengths, supporting team goals, respecting and valuing the contribution of others</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Creates and maintains positive relationships with employees and stakeholders</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Accountable for perceptions and behaviours and is sensitive to their impact on others</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	
<ul style="list-style-type: none"> <li>Creates an environment where conflict is resolved positively by anticipating and addressing areas where potential misunderstanding and disruptive conflict could emerge</li> </ul>	Exceeds <input type="checkbox"/> Meets <input type="checkbox"/> Does Not Meet <input type="checkbox"/>	



<p><b>Personal Effectiveness</b></p> <ul style="list-style-type: none"> <li>Values and cultivates input, expertise, and collaboration opportunities</li> </ul>	<p>Exceeds <input type="checkbox"/></p> <p>Meets <input type="checkbox"/></p> <p>Does Not Meet <input type="checkbox"/></p>	
<ul style="list-style-type: none"> <li>Anticipates, assesses, and responds effectively to the needs and delivers services with fairness, equity, and respect to diverse customers, both internal and external</li> </ul>	<p>Exceeds <input type="checkbox"/></p> <p>Meets <input type="checkbox"/></p> <p>Does Not Meet <input type="checkbox"/></p>	
<p><b>Leadership Strength</b></p> <ul style="list-style-type: none"> <li>Accepts and introduces creative thinking to improve processes, methods, systems, and/or services and takes appropriate risks to deal with or bring forward issues or solutions</li> </ul>	<p>Exceeds <input type="checkbox"/></p> <p>Meets <input type="checkbox"/></p> <p>Does Not Meet <input type="checkbox"/></p>	

**REVIEWER COMMENTS:**

Please provide any further comments, examples or suggestions as related to the individual’s annual performance, strengths, areas for development, and professional growth.

## APPENDIX 9: Board Contact Information

### **Police Board Members**

Mayor Jonathan Coté [mayor@newwestcity.ca](mailto:mayor@newwestcity.ca)

Exec Asst: Sophie Schreder

Heather Boersma [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org)

Ruby Campbell [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org)

Drew Hart [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org)

Shirley Heafey [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org)

Patrick Lalonde [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org)

### **New Westminster Police Department**

Chief Constable Dave Jansen [inf@nwpolice.org](mailto:inf@nwpolice.org)

Daisy Dyer [nwpb@nwpolice.org](mailto:nwpb@nwpolice.org)  
*Police Board Secretary/Exec Assistant*

Deputy Chief Constable Paul Hyland

Inspector Trevor Dudar  
*Patrol Division*

Inspector Aman Gosal  
*Prevention Services Division*

Inspector Andrew Perry  
*Administration Division*

Inspector Eamonn Ward  
*Support Services Division*

Jacqueline Dairon  
*Finance Supervisor*

**APPENDIX 10: Police Speak for Civilians**

<b>ACRONYM</b>	<b>DEFINITION</b>
AA	Abuse of Authority
AG	Attorney General
BCACP	BC Association of Chiefs of Police
BCAPB	BC Association of Police Boards
CACP	Canadian Association of Chiefs of Police
CAD	Computer Aided Dispatch
CAPG	Canadian Association of Police Governance
CCC or CC	Criminal Code of Canada
CFSEU	Combined Forces Special Enforcement Unit
CHRA	Canadian Human Rights Act
CISBC	Criminal Intelligence Service of BC
CPC	Canadian Police College
CPIC	Canadian Police Information Centre
CPCR	Code of Professional Conduct
CPRC	Canadian Police Research Centre
CSC	Correctional Services Canada
DC	Discreditable Conduct
DM	Deputy Minister
DVRT	Domestic Violence Response Team
ECOMM	Electronic Communications
ERT	Emergency Response Team
FIS	Forensic Identification Section
FOIPPA	Freedom of Information & Protection of Privacy Act
IACP	International Association of Chiefs of Police
INSET	Integrated National Security Enforcement Team
ICS	Integrated Canine Section
INTERPOL	International Criminal Police Organization
IRSU	Integrated Road Safety Unit
JIBC	Justice Institute of BC
K-9	Canine Section
LOU	Letter of Understanding
MIERT	Municipal Integrated Emergency Response Team
MOU	Memorandum of Understanding
MRU	Marine Response Unit
NCO	Non commissioned officer
NOD	Neglect of Duty
OSU	Operational Support Unit
PRIME	Police Records Information Management System
SCU	Street Crime Unit
VAU	Victim Assistance Unit

## **APPENDIX 11: New Westminster Municipal Police Board Honorarium**

### **1. ELIGIBILITY**

Members of the Police Board, other than the Mayor as Chair, are eligible to receive an honorarium.

### **2. PURPOSE**

The honorarium is a token payment designed to express appreciation for voluntary hours and to cover out-of-pocket and incidental expenses (e.g. parking, transportation, printing costs, cell phone, telephone, and child care) incurred by the member in the course of carrying out their Board duties. The honorarium is not designed to compensate a Board member for actual hours worked.

### **3. HONORARIUM RATE REVIEW**

The honorarium will be reviewed by the Board annually. Provided the Board is satisfied that the honorarium rate remains appropriate and in line with similar boards, the rate may be adjusted at the time of review to ensure it is equivalent to the previous year's honorarium plus an increase in line with inflation.

### **4. BOARD MEETING HONORARIUM RATES**

Effective January 1, 2022, the following honorarium rates will apply for Board meetings:

- a) \$273 per meeting of four hours or less and \$548 per meeting of four to eight hours. If the Board meets for more than eight hours consecutively, a further honorarium will be paid.
- b) Meetings that occur next to each other, on the same date, will be considered as one continuous meeting.

### **5. ELIGIBLE MEETINGS FOR HONORARIUM**

The Board meeting honorarium will be paid for attendance at:

- a) Official regular and in-camera Board meetings.
- b) Official Board workshops organized by the Board (e.g. annual Strategic Planning workshop).
- c) Official meetings for Board members who are serving on the Board of Directors for the Canadian Association of Police Governance (CAPG) or BC Association of Police Boards (BCAPB).
- d) Other special official meetings determined by the Board; and,

- e) Attendance at an eligible meeting may be in-person, via tele-conference call or by virtual attendance.

## **6. MINIMUM MEETING LENGTH AND ATTENDANCE**

Eligible Board Meetings must be at least 30 minutes in length to qualify for the honorarium and Board members must attend eligible meetings for at least 30 minutes to qualify for the honorarium.

## **7. HONORARIUM RATES FOR OTHER MEETINGS AND ACTIVITIES**

The following other meetings and activities will be eligible for an honorarium:

- a) A honorarium of \$150 will be paid for:
  - i) Attendance at CAPG Conferences or Annual Governance Summits.
  - ii) Attendance at BCAPB Conferences or Annual General Meetings.
  - iii) This honorarium is for Board members who are not on the Board of Directors, nor acting in their official capacity during these meetings/activities (i.e. attendance is for education reasons).
- b) A further honorarium of \$100 will be paid, to any Board member, for any day necessarily spent travelling (outside the Lower Mainland or Vancouver Island) before or after these meetings. This is in addition to per diem payments for travel and meals made under the NWPD's travel policy.
- c) Other similar activities arranged and approved by the Board Office.

## **8. ATTENDANCE IN AN OFFICIAL CAPACITY AT SOCIAL EVENTS**

Honorariums are not paid for attendance at social events. In the course of a year, Board members may be invited to various social events in their official capacity. For some of these events there is a charge for attendance. Such events include, but are not limited to, the NWPD Mess Dinner, and the NWPD Fall Social. The cost of a Board member's tickets to social events will be borne from the Board budget where all the following apply:

- a) Board members have been invited in their official capacity.
- b) The event takes place in New Westminster.
- c) The event is directly related to the work of the Board or the NWPD.

Exclusions:

- d) Where events are primarily for the purposes of fundraising, tickets will not be paid from the Board budget.

- e) Tickets for partners or other accompanying persons will not be paid from the Board budget.

#### **9. OTHER MEETINGS AND ACTIVITIES NOT ELIGIBLE FOR HONORARIUM**

The following meetings and activities will not be eligible for an honorarium:

- a) Participation at social events or awards/recognition ceremonies other than those eligible social events referred to in paragraph 8.
- b) Informal meetings with Board and NWPD staff.
- c) Externally organized workshops and events, unless specifically authorized by the Board based on the level of work and responsibility involved and the benefit to the Board of having the member participate.
- d) Travel time to or from meetings except for those referred to in paragraph 7.
- e) Extraordinary childcare expenses will not be normally be eligible for an honorarium however these expenses will be reviewed on a case-by-case basis by the Board.

#### **10. HONORARIUM SUBMISSION FOR PAYMENT**

The Board member is responsible for requesting an honorarium payment by submitting a City of New Westminster Travel Expense Report (see [Appendix 2](#)) to the Finance Supervisor of the NWPD by the end of each month. Board members will receive a T4A tax form at Year End and are responsible for the payment of any taxes.

#### **11. RECORD KEEPING**

The NWPD will keep records of all payments made to Board members.