

# Codiac Regional Policing Authority

**Policy #:** G-301  
**Category:** CRP Authority – OIC Relationship  
**Subject:** CRP Authority-OIC Relationship  
**Date:** Insert  
**Review Cycle:** Year 2/5  
**Review Date:** 2022

## Framework

### Regional Police Services Agreement (RPSA)

The RPSA between the Codiac Regional Policing Authority (CRPA) and the Government of Canada (2012) provides that a ‘Detachment Commander’ means the Member in charge of a Detachment who manages its physical, financial and human resources. “Detachment” is defined as an organizational component of the Division that has prescribed territorial boundaries and includes satellite and community service offices. “Member in Charge” means the Detachment Commander or other senior Member in charge of the Codiac Regional Police Service (CRPS). In practice, the Member in Charge or Detachment Commander is referred to as the ‘Officer in Charge (OIC).’

Article 6.2 of the Agreement provides that the “internal management of the Codiac Regional Police Service, including its administration and the determination and application of professional police standards and procedures, will remain under the control of Canada.

Section 7.1 provides that the Member in Charge will act under the direction of the Chairperson (referred to as the CEO in the Agreement), or such other person as the Chairperson may designate in writing, in aiding the administration of justice and law enforcement.

Section 7.2 provides that the Member in Charge will:

- a) Implement the objectives, priorities and goals for the CRPA
- b) Report as reasonably required to the Chairperson or his/her designate on the matter of law enforcement in the Codiac Region and on the implementation of the objectives, priorities and goals set by the Chairperson (through the CRPA Board).

Section 7.3 provides that before appointing the Member in Charge, the Commanding Officer of J Division will consult with the Chairperson, and the Chairperson may request that the community be consulted, in which case, such consultation is to be undertaken in accordance with the RCMP’s policies on community participation.

Additional requirements for the Member in Charge under the RPSA include:

- a) Identify and discuss with the Chairperson alternative means by which the CRPS would cease to perform certain duties or services (s. 2.3(c))
- b) Give to the Chairperson annual statements (including specified elements) and such additional statements as may be reasonably requested from time to time by the Chairperson, of the composition of the CRPS (s. 8.1)
- c) Consult with and obtain the approval, or approval in principle, from the Chairperson, on or before June 1 of each year, regarding the number of Members required for the following fiscal year to maintain the desired level of policing service (s.8.2)
- d) Upon receiving reasonable notice, provide to the Chairperson any additional information, to the extent possible, relating to human resource and organizational planning of the CRPS (s. 8.3)
- e) Advise the Chairperson when the scope and duration of a search and rescue is extended beyond what the Member in Charge considers to be appropriate in the circumstances (s. 11.09(d))
- f) Exchange information with the Chairperson, in an agreed upon format and schedule, that is necessary for the RCMP to prepare the projected Multi-Year Financial Plan for the CRPS, which includes the projected budget for any Divisional or Regional administration required to support the Service, for the consideration of the Chairperson in preparation of the annual budgets for the Service (s. 17.01(a))
- g) Provide the Chairperson, on or before June 1 each year, with a Multi-Year Financial Plan (s. 17.1(d))
- h) Receive from the Chairperson, on or before June 15 each year, the projected annual budget for the CRPS for the next fiscal year, as well as the projected budgets, if available, for the balance of the Multi-Year Financial Plan (s. 17.1(f))
- i) Receive from the Chairperson, at the conclusion of the CRPA budget process each year, a written statement indicating the approved annual budget for the CRPS for the fiscal year and, if available, a written statement with any changes to projected annual budgets for the balance of the then current Multi-Year Financial Plan (s. 17.2)
- j) Provide the Chairperson, at mutually agreeable intervals during the fiscal year, in a standardized format, (a) details of year-to-date expenditures together with the forecasted expenditures for the remainder of the year and explanations for any material variances against approved annual budget and (b) proposed changes or updates to the Service's multi-year infrastructure and equipment plans (s. 17.3)
- k) No later than three months following the conclusion of the fiscal year, provide the Chairperson, in a standardized format, with an accurate, detailed accounting of all actual expenditures for the CRPS, together with an explanation of material variances from the approved annual budget (s. 17.4)
- l) Each fiscal year, provide to the Chairperson a copy of the current RCMP's Chart of Accounts used to record financial transactions (s. 17.6)
- m) Upon being given reasonable notice, provide to the Chairperson additional information reasonably relating to the financial implications of the CRPS (s. 17.7)
- n) Work with the CRPA Board to strengthen the overall financial efficiency and

administration of the Agreement including developing and implementing on-going initiatives to contain costs and improve long-term financial planning, with a view to achieving greater predictability, efficiency and transparency when budgeting for future policing costs (s. 17.8)

- o) With the Chairperson, undertake operational effectiveness reviews in the manner set out in Section 18 of the Agreement
- p) Resolve disputes, issues or concerns in the manner set out in Section 20 of the Agreement

### Governance Guidelines

In 2011, the Department of Public Safety issued the Police Governance and Oversight in New Brunswick Policy Guidelines (“Governance Guidelines”). These Guidelines apply to a regional policing authority, as well as to other models of police governance in use in New Brunswick. The Guidelines provide that the Board will:

- o Direct the Police Chief to monitor his or her performance (s. 2.4(i))
- o Provide direction and counsel to the Police Chief in the strategic planning process (s. 3.3)
- o Evaluate the performance of the Chief and the Board against the strategic plan (s. 3.3)
- o Ensure that the Chief of Police implements procedures/practices that contribute to a positive workplace (s. 4.1) and annually evaluates the effectiveness of the Force’s respectful workplace program, performance review program and compliance with salary and benefits programs (s. 4.1)
- o Ensure it has a succession plan in place for the Chief and that the Chief has a succession plan in place for his/her senior personnel and a succession planning process throughout the organization (s. 4.2)
- o Through the Chair, consult with the Chief of Police before a CRPA Member is recommended for nomination (s. 5.4)

### **Policy**

This policy provides direction regarding the relationship between the CRP Authority and the Officer in Charge (OIC), and general expectations that the CRP Authority has of the OIC.

### ***Appointment***

The OIC for the CRPS comes from within the broader RCMP organization, often from other provinces. An OIC is typically ‘posted’ to the CRPS for approximately 3 years. The normal process is that J Division in New Brunswick identifies three potential candidates. All three are interviewed by the three Mayors, the CRP Authority Chair and a provincial Public Safety representative. This group decides which candidate they prefer.

In keeping with best practices recommended by the Police Sector Council, job-related selection criteria based upon the tasks and competencies required for successful performance of the OIC position will be used to assess candidates and make a

selection decision. When it is planned to appoint a new OIC, the CRP Authority should determine what competencies are required of the OIC to address the particular policing needs of the Region. These needs should be communicated to the Commanding Officer and, along with the RCMP, the CRP Authority should play a dominant role in the selection of the new OIC.

For additional guidance, please refer to *Police Executive Selection: A Best Practice Approach for Police Boards and Commissions* (2010) available to members on the Canadian Association of Police Governance (CAPG) website.

### ***Onboarding***

The CRP Authority Chair and the Director – Strategic Planning and Police Support Services (Director – SPPSS) will meet with a newly appointed OIC to:

- Review the CRP Authority's Orientation Guide
- Review the CRP Authority's policies
- Review annual and strategic planning processes and timelines
- Review ongoing reporting and information requirements from the OIC to the CRP Authority.

These individuals will meet again at the end of the OIC's first six months and then twelve months of employment with CRPS. Any areas of uncertainty will be clarified and resolved.

CRP Authority members will also develop a plan to introduce the new OIC to members of the broader community to ensure a smooth and early integration of the new leader into the community served by the CRPS.

### ***Ongoing Reporting***

The OIC will ensure that reports identified in the RPSA and in the CRP Authority's annual Calendar of Monitoring Requirements (Policy G-203) are submitted in a timely, accurate and understandable fashion. If it is not possible to submit a monitoring report by the specified due date, an explanation and a new due date will be provided to the CRP Authority.

### ***Accountability***

The OIC is accountable to the CRP Authority acting as a collective body. The CRP Authority will instruct the OIC primarily, but not solely, through written policies or resolutions. Implementation and detailed operational procedure development are the purview of the OIC.

The OIC shall ensure that all practices, activities, decisions and organizational circumstances are consistent with the *Police Act* of New Brunswick, applicable regulations, provincial guidelines, other relevant statutes, contractual agreements and CRP Authority policies.

Only decisions of the CRP Authority acting as a body are binding upon the OIC. Decisions or instructions of individual CRP Authority members, officers, or committees are not binding on the OIC except in those instances when the CRP Authority has specifically authorized such exercise of authority and has advised the OIC of such authority.

In the case of CRP Authority members or committees requesting information or assistance without CRP Authority authorization, the OIC can refuse such requests that require, in the OIC's judgment, a material amount of staff time or funds or are disruptive. The CRP Authority may subsequently direct or support such information or assistance requests.

### **Performance Assessment**

As the Board's single official link to the organization, the OIC's performance will be considered synonymous with the organizational performance as a whole. Consequently, the OIC's contributions are based on performance in the following areas:

- CRP Authority Strategic Plan
- CRPS Annual Performance Plan (APP) and related budget
- Responsibilities of the OIC under the RPSA
- Adherence to CRP Authority Policies

The CRP Authority will use the following process to review the OIC's performance.

1. At the same time of year as the OIC presents a year-end summary of the Service's accomplishments against the Strategic Plan and/or APP, the OIC will be asked to provide a written Performance Report to the CRP Authority, outlining his/her accomplishments, work in progress and related issues in the four areas listed above.
2. The CRP Authority, through the Chairperson, will provide notice of this request at least four weeks prior to the date the report is expected for presentation.
3. The CRP Authority will receive the OIC's Performance Report at a closed session of the Authority and will discuss the report and prepare a response and feedback, without the OIC in attendance.
4. The CRP Authority Chair and the Chair of the Governance Committee will then arrange to meet with the OIC to provide performance feedback to him/her. A 'discussion summary' will be prepared and signed by the Chairperson and the OIC acknowledging it as a true representation of the pertinent points discussed at the meeting.
5. The CRP Authority Chair and the Chair of the Governance Committee will then 'brief' the CRP Authority at the next regular closed session of the Authority on the discussion summary and related outcomes.
6. As a result of changing circumstances, the CRP Authority or the OIC may wish to revisit the Annual Performance Plan during the year.

At any time, any serious performance issues on the part of the OIC may be addressed

by the CRP Authority Chair with the Commanding Officer of J Division.

### ***Succession***

At the beginning of every fiscal/calendar year, the OIC will advise the CRP Authority of the name and position of the person who is designated as his/her interim successor in the event the OIC is unable to carry out his/her responsibilities.

In terms of regular succession planning and talent development, these are matters that fall within the internal administration of the RCMP. However, the CRP Authority, through its Governance Committee, will:

- Annually review the position description for the OIC to ensure that it accurately reflects the expectations of the CRP Authority
- Identify the ideal candidate profile for the OIC role in terms of experience, skills, knowledge and attributes

This information will be shared with the CRP Authority. The CRP Authority Chair will, in turn, share this information with the Head of J Division so that it might inform the short-listing of potential candidates for the OIC position in the future.

### ***Attendance at CRP Authority Meetings***

The OIC should attend all regularly scheduled and special meetings of the CRP Authority and as otherwise requested by the Authority.