

## **Prince Albert Police Service Recommendations by Rod Knecht & Associates Ltd.**

### **Recommendation #1**

*The Prince Albert Police Service (PAPS) has a very limited number of job descriptions. There should be a job description created for every position, both civilian and sworn, starting with Patrol Division and Criminal Investigations Division (CID), at every rank and rolling out throughout the organization so personnel understand their roles and responsibilities and can be properly and fairly assessed and held to account for expectations.*

### **Recommendation #2**

*The PAPS needs to immediately enhance the CID to address serious crimes other than homicides. A dedicated four-person detective team to assist Patrol Division would have an immediate positive impact on workload, crime resolution, and public safety.*

### **Recommendation #3**

*Within the next six months, there should be an internal Training Audit conducted to ascertain the developmental needs for both sworn and non-sworn personnel, and a three-year training and development plan created by Human Resources as part of the broader PAPS Strategic Plan, to enhance skill sets and morale, while reducing risk.*

### **Recommendation #4**

*The PAPS needs to immediately expand its on-line reporting to include other low priority/non-urgent calls, and aggressively market this option through local media, the City of Prince Albert and on their websites, to the community at large. This will reduce the call impact on Patrol Division. Best Practices in many Canadian Police Services is for Patrol members to hand out cards on utilizing on-line reporting.*

### **Recommendation #5**

*The PAPS needs to immediately engage a call prioritization and call differentiation system in cooperation with Canadian Public Safety Operations Organization (CanOps), that includes training for communications personnel and clear policies and processes for dealing with all categories of calls. This will immediately reduce Patrol Division workload, enhance public safety, organizational morale, and organizational reputation.*

### **Recommendation #6**

*The PAPS should strike an Operational Communications Committee with representation from CanOps, Government of Saskatchewan (GoS) Emergency Communications, a PAPS Shift Supervisor, and*

*Operations Officer that meet bi-annually to discuss local issues and best practices in police communications and technology. Furthermore, they would be available to address issues as they surface in real time.*

**Recommendation #7**

*The recommendations contained in the CARE, CONTROL AND TRANSPORT OF PERSONS IN CUSTODY (April 13<sup>th</sup>, 2022) and the DETENTION AUDIT (November 30<sup>th</sup>, 2022) conducted by Murray ROE on behalf of the SPC, should be immediately implemented and a follow-up inspection be conducted by the SPC by April 1<sup>st</sup>, 2023, to ensure full compliance in this high-risk area.*

**Recommendation #8**

*The CARE, CONTROL AND TRANSPORT OF PERSONS IN CUSTODY (April 13<sup>th</sup>, 2022) and the DETENTION AUDIT (November 30<sup>th</sup>, 2022) be provided to the Prince Albert Board of Police Commissioners (PABPC) for their review and follow up with the PAPS to ensure full implementation.*

**Recommendation #9**

*Independent Coroner's Inquests have been undertaken with respect to in-custody deaths in late 2021. The PABPC and PAPS should be provided with the Inquest recommendations to ensure they have been implemented within PAPS policies and practices.*

**Recommendation #10**

*The PAPS needs to undertake a comprehensive risk assessment of the Service to understand and prioritize operational and administrative threats to the community, and the Police Service. This should be an annual process as a precursor to the Strategic Plan.*

**Recommendation #11**

*The PAPS needs to conduct periodic Quality Assurance audits within high-risk areas of the Police Service that would include Patrol Division, CID, Handling of Prisoners, Missing Persons, and Inter-personal Violence. This needs to be tracked by the Executive of the PAPS and reported to the PABPC for monitoring and follow-up.*

**Recommendation #12**

*Policies and Directives are essential to effective risk management in policing and provide for successful leadership and accountability, while minimizing conflict. The PAPS requires a comprehensive policy review that reflects current best practices and industry standards in policing and the unique environment of a gateway community with complex criminal and community issues. This could be accomplished efficiently and effectively by reviewing policing policies in similar northern Canadian communities (i.e., Thompson, Manitoba, Fort St. John, BC, etc.). This review could be undertaken by a retired member of the PAPS or a PAPS member with duty/medical restrictions who has experience in Quality Assurance and Risk Management.*

**Recommendation #13**

*Policing by its very definition is a risk rich environment. The PAPS does not have any risk management or risk mitigation processes. The organization needs to identify and prioritize all Administrative and Operational risks, through a formal risk management program, and this must be part of an annual Strategic Plan.*

**Recommendation #14**

*Given the number of serious issues within the PAPS regarding discipline, grievances, relationships with senior management, the PABPC, and overall organizational impairment, the PAPA should have a full-time Association President that is up to date on The Police Act, Collective Bargaining, PAPS Policy, and has a willingness to build relationships. This could be a temporary, full-time, one-year appointment. The position could be funded through an agreement with the PAPA, PAPS and the PABPC, pending the establishment of a trusted relationship.*

**Recommendation #15**

*The Senior Executive of the PAPS should have meetings every two months with the PAPA with a formal agenda distributed one week prior to the meetings, listing issues of importance by both parties. There should be formal minutes taken at the meetings, approved by both parties, and distributed to the membership for transparency and building trust.*

**Recommendation #16**

*The Saskatchewan Federation of Police Officers (SFPO) represents over 1300 police personnel from six municipalities in Saskatchewan. The cities in the SFPO are Regina, Saskatoon, Prince Albert, Moose Jaw, Weyburn, and Estevan. The PAPA should draw upon the SFPO when negotiating their CBA, as well as seeking advice and support on significant and complex issues involving the membership of the PAPA.*

**Recommendation #17**

*Provincial policy is for Police Boards/Commissions to have a Strategic Plan. As the formal oversight body for the PAPS, and representatives of the community at large, the PABPC should have its own independent three-year Strategic Plan that describes the broader strategic goals and priorities of the Commission based on community and Police Service engagement. This plan should be refreshed annually.*

**Recommendation #18**

*The PAPS immediately requires a three-year Strategic Plan that captures the organization's vision and mission statements, short-term (first year) and long-term (three year) goals and objectives and measurable actions to achieve those goals, both administratively and operationally. This Strategic Plan needs to be refreshed annually, and monitored by the PABPC to ensure the PAPS is on task, on track and on time in achieving goals.*

**Recommendation #19**

*Section 27(4)(b) of The Police Act designates that the Mayor is a member of the Board of Police Commissioners. Citizen accountability is accomplished through the representation of two city Councillors and four Citizens on the Board. Due to the perception of political influence in policing, the position of Mayor should not be on a Police Commission/Board. This is the case in some other jurisdictions (ie. Alberta).*

**Recommendation #20**

*The PABPC should have a policy that clearly defines the roles and responsibilities of the Commission and the PAPS, when an election, particularly a municipal election, is being held. The Police Commission and by extension, the Police Service should be non-partisan throughout any election.*

**Recommendation #21**

*Each member of the PABPC should serve a three-year term. PABPC should have staggered turnover of membership, as opposed to members having the same commencement and termination dates. This would allow for better transfer of knowledge, expertise, and continuity of issues.*

**Recommendation #22**

*The PABPC needs to have a clear understanding of roles and responsibilities. THE POLICE COMMISSION'S HANDBOOK, 2023, is a Best Practice document for Police Commissions and the most comprehensive document on policing in Saskatchewan. This HANDBOOK should be required reading and a reference document for every person on a Police Commission, Police Executive and Police Association.*

**Recommendation #23**

*Due to the importance, accountability, and influence that a Police Board has on policing and public safety, the SPC should provide mandatory annual refresher training for the PABPC.*

**Recommendation #24**

*The PABPC should receive a presentation on Integrated Policing and fenced funding that includes the advantages, expectations, and fiscal accountability.*

**Recommendation #25**

*The PABPC needs to establish a formal working relationship with the PAPA, including bi-annual formal meetings and ad-hoc issue-based meetings.*

**Recommendation #26**

*The current Chief of Police has never received an Annual Assessment as required by Commission policy. The PABPC should ensure that the Chief of Police receives an assessment, as set out in the policy, on the anniversary date of his contract, and the assessment is reflective of the PAPS Strategic Plan.*

**Recommendation #27**

*The PABPC should establish standing committees to address the significant and ongoing issues within the Police Service. Common standing committees for Police Services include; Human Resources Committee, Finance Committee, Professional Standards Committee, Governance Committee and Information Technology Committee. These committees can meet once every two months, or as needed, and would greatly support the Police Service. Minutes should be kept of Committee meetings and shared with the entire Board, and Police Service.*

**Recommendation #28**

*Due to the significant amount of funding (\$3.5M) that the GoS contributes to public safety initiatives and policing in the City of Prince Albert, the GoS should have representation on the PABPC.*

**Recommendation #29**

*The PABPC needs to have a full understanding of the value of integrated policing and the parameters of grant funding and the accountability structure for fenced funding. The PAPS should report back to the Commission on grant initiatives bi-annually, including any deviations or non-compliance.*

**Recommendation #30**

***The Ministry should provide a presentation to the PABPC on grant funding initiatives.***

**Recommendation #31**

***Despite their experience and years of service, the suspension of a Police Officer from duty, is a difficult and emotionally impactful situation for the individual, co-workers, friends, and family, as well as the Police Service. The PAPS Human Resources and the PAPA need to develop a policy for maintaining formal contact with a suspended member and keeping them fully informed of their duty status, rights, and responsibilities, along with wellness support.***

**Recommendation # 32**

***The Chief of Police has the authority within The Police Act, 1990 to promote individuals as he/she sees fit. However, to build and maintain trust, confidence and mutual respect, every effort should be made to have robust communication with the Association and membership, and follow policy and process, when promoting any individual. There needs to be clear and comprehensive policy for promotion at all ranks within the Police Service.***

**Recommendation #33**

***It is strongly recommended that the PABPC engage an independent hiring process to identify a series of potential external candidates for the next Chief of Police and that the next Chief of Police be an external selection with an emphasis on administrative, interpersonal, and leadership skills, and demonstrated policing experience.***

**Recommendation #34**

***It is strongly recommended that the PAPS separate the dual role of HR/Finance into two separate positions within the Executive Suite to increase the focus on these primary administrative functions.***

**Recommendation #35**

***Discipline policy for the PAPS needs to be refreshed to reflect the current best practices in corrective discipline in policing, including the development of a Code of Conduct.***

**Recommendation #36**

***The PAPS should consider a full time Professional Standards position to educate employees, conduct, and review internal investigations and discipline for purposes of consistency, completeness, and fairness.***

**Recommendation #37**

***The Human Resources Department must track all formal and informal discipline within the Police Service, and this should be formally reported to the PABPC annually. All issues of discipline should be analyzed for purposes of organizational improvement, excellence, and consistency.***

**Recommendation #38**

***The PAPS and PABPC require very clear policy on the disclosure of confidential and protected information along with potential discipline for violation of policy.***

**Recommendation #39**

***The PAPS and PABPC need to ensure there is an investment in on-going training and development specific to leadership and management at all levels of the Police Service, and this should be captured in the Strategic Plan and annual assessments.***

**Recommendation #40**

***The PAPS must modernize their Human Resource and Financial system from the manual system of input and analysis to currently available best practice software for policing, including administrative support personnel.***

**Recommendation #41**

***The Prince Albert Police Service needs to acquire a criminal analysis capacity with properly trained personnel and modern analytics software to assist in the identification of criminal activity, crime trends, and targets for investigation - shifting from reactive policing practices to proactive, intelligence-driven policing.***

**Recommendation #42**

***The significant utilization of Non-Disclosure Agreements (NDA) has served to undermine trust and transparency between senior management and sworn/civilian personnel. The Executive of the PAPS should re-visit the use of NDAs, and only use them in the most exceptional circumstances.***

**Recommendation #43**

***The PAPS should have a policy on the use of Non-Disclosure Agreements, and this should be captured within Collective Bargaining.***

**Recommendation #44**

***Whenever there is a change in structure and/or personnel, the PAPS and the PABPC need to communicate the rationale for these changes in a timely manner in the interest of trust and transparency.***

**Recommendation #45**

***Whenever a non-operational issue of conflict surfaces between the Police Chief/Police Executive and the Police Association, that cannot be resolved, the issue must be taken to the Prince Albert Board of Police Commissioners, or a committee of the Prince Albert Board of Police Commissioners, for redress and resolution.***