

Police Governance Challenges



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Introduction

Aim. To identify some of the challenges facing police boards & commissions

Types of common challenges*

- Structural challenges
- Knowledge challenges
- Expectation challenges
- Budget challenges
- Conduct challenges

Structural challenges

- Is our board large enough?
- Why do our vacancies persist?
- Background checks?
- Select for skills, or connections, or other?
- Even if skilled, are we oriented/connected/decisive?

Knowledge challenges

- Terminology & acronyms: is this a new language?
- Police culture...how do we relate?
 - What should be our relationship?
- Responsibilities, authorities, limits
 - Governance & operations; where is the line?
 - What is our HR role? Can we delegate?
- How should we make decisions/what should we consider?
- How are we really doing? How do we know?

Expectation challenges

- What do stakeholders really need/want?
 - How do we know?
- If we can't do it all, how should we prioritize?
 - What is the bare minimum?
 - What risks exist, where?
 - How do we know?
- How can we be confident we are meeting expectations?

Budget challenges

- What is the right amount?
- How can measure 'value'?
- Wages & budgets: we're stuck! What can we do?
- How can we (best?) satisfy everyone?
- Who really gets to decide the \$?
- Is a budget appeal winnable?

Conduct challenges

- Can I switch ‘hats’; or do I wear them all, all of the time?
- If I don’t agree, what can I do/not do?
- Conflicts of interest?
- Examples

Summary

- Governance is important
- Governance is hard work
- Governance has its challenges
- How can we best address these challenges?