

## CHAPTER ONE: GOVERNANCE AND ADMINISTRATION

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Table 1 – Policy Number: GA-1 – Board Member Job Description

<b>GA-1 BOARD MEMBER JOB DESCRIPTION</b>	
LEGISLATIVE REFERENCE / AUTHORITY	Ontario <i>Police Services Act, 1990</i> , and Ontario <i>Regulation 3/99 – Adequacy and Effectiveness of Police Services</i>
DATE APPROVED	25 September 2006
DATE REVIEWED	2007, 2010, 2013, 2017
DATES AMENDED	24 September 2007, 01 November 2010, 28 October 2013, 7 February 2017
DATE TO BE REVIEWED	2020
REPORTING REQUIREMENT	N/A

### LEGISLATIVE REFERENCE / AUTHORITY

The *Ontario Police Services Act* and the *Adequacy and Effectiveness of Police Services Regulation* set out the responsibilities that must be fulfilled by a police services board in Ontario. The Ottawa Police Services Board has deemed it desirable to itemize these legislated responsibilities as part of a Board Member Job Description. The purpose of the Job Description is to provide a clear understanding of what is expected of Board members in the way of responsibilities, time commitment, level of involvement, required skills and attributes to assist both prospective and existing members of the Police Services Board in understanding the role of a Board member.

### BOARD POLICY

### SCOPE/ACCOUNTABILITIES

The Ottawa Police Services Board is legally responsible for the provision of adequate and effective police services in the City of Ottawa. The Board represents the public interest in determining appropriate organizational performance of the Ottawa Police Service, and in providing civilian oversight and governance of the activities of the Police Service.

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## TIME COMMITMENT

A significant time commitment is required from each member of the Board. In addition to regular monthly Board meetings held on the fourth Monday of the month at 4:00 p.m. and regular meetings of the Board's four committees, there are occasionally community meetings and numerous other events that Board members are invited to attend, such as recruit swearing-in ceremonies, police-community award ceremonies, media conferences, police association functions, meetings with representatives from other police services boards, and other special police events. Committee meetings usually occur during the day. While the time commitment required will vary for each Board member depending on individual level of participation, the committees they serve on, and how busy those committees are, a Board member can attend an average of 12 meetings/events per month, for an average time commitment of 40 hours per month. Approximately three hours per month is also required for reviewing agendas and other material.

## TRAINING REQUIREMENTS

Members of police services boards in Ontario are required by legislation to take any training provided or required for them by the Ministry of Community Safety & Correctional Services. In addition, the Ottawa Police Services Board has adopted a policy of pursuing excellence in governance through an ongoing commitment to training, education and development that requires all Board members to participate in orientation training and encourages them to attend two specific police governance conferences at least once in the first two years of their term.

## RESPONSIBILITIES

In accordance with the Ontario *Police Services Act, 1990* and Ontario *Regulation 3/99 – Adequacy and Effectiveness of Police Services*, as well as their other responsibilities, police services board members are collectively required to:

- (a) Appoint the members of the municipal police force;
- (b) Generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality;
- (c) Establish policies for the effective management of the police force;

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- (d) Recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account;
- (e) Direct the chief of police and monitor his or her performance;
- (f) Establish policies respecting the disclosure by chiefs of police of personal information about individuals;
- (g) Receive regular reports from the chief of police on disclosures and decisions made under section 49 (secondary activities);
- (h) Establish guidelines with respect to the indemnification of members of the police force for legal costs under section 50;
- (i) Establish guidelines for dealing with complaints made by members of the public under Part V (*of the Police Services Act*);
- (j) Review the chief of police's administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system.
- (k) Consider requests to review complaints about policies or services of the Police Service.
- (l) Review complaints referred to the Board by the Office of the Independent Police Review Director about the conduct of the chief of police or a deputy chief.
- (m) Determine and monitor the annual police service budget.
- (n) Bargain in good faith with the associations representing police employees.
- (o) Consider requests for reviews of employee grievances.
- (p) Prepare a business plan for the police service at least once every three years.
- (q) Implement a quality assurance process relating to the delivery of adequate and effective police services, and compliance with the *Act* and its regulations.
- (r) Abide by the Code of Conduct for Members of Police Services Boards (*Ontario Regulation 421/97*).

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### RESTRICTIONS

In accordance with section 31(4) of the *Police Services Act*, the Board shall not direct the Chief of Police with respect to specific operational decisions or with respect to the day-to-day operation of the police force.

### STATEMENT OF QUALIFICATIONS

EXPERIENCE	<ul style="list-style-type: none"><li>* Experience in one or more of the following fields:<ul style="list-style-type: none"><li>- business management</li><li>- finance / budgetary</li><li>- legal</li><li>- governance</li><li>- strategic planning</li><li>- policy making</li><li>- risk management / audit</li><li>- municipal government</li><li>- communications</li><li>- human resources / labour relations</li><li>- conflict resolution</li><li>- information technology</li></ul></li><li>* Have served on other boards or governance bodies</li><li>* Community outreach / leadership (or involvement)</li></ul>
LANGUAGE	<ul style="list-style-type: none"><li>* Oral fluency, reading and writing ability in English.</li><li>* Fluency in French considered an asset.</li></ul>
KNOWLEDGE OF	<ul style="list-style-type: none"><li>* Responsibilities and functioning of a municipal</li></ul>

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	<p>police governing body</p> <ul style="list-style-type: none"> <li>* Public safety or law enforcement issues</li> <li>* Ottawa's social, cultural and political environments</li> </ul>
<p>ABILITIES</p>	<ul style="list-style-type: none"> <li>* Strong communication skills</li> <li>* Effective listener</li> <li>* Strong analytical skills</li> <li>* Strong decision-making skills</li> <li>* Exceptional interpersonal skills</li> <li>* Ability to interact cooperatively, effectively and efficiently with others</li> </ul>
<p>PERSONAL SUITABILITY</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Integrity and high ethical standards</li> <li>* Strong public service orientation</li> <li>* Values diversity</li> <li>* Discretion, objectivity and good judgement</li> <li>* Ability to meet time commitments of the job</li> <li>* Willingness to participate in ongoing training &amp; development</li> <li>* Resident of the City of Ottawa</li> <li>* Criminal reference check required</li> </ul>
<p>ANNUAL REMUNERATION  (for citizen representatives only)</p>	<p>\$8,000</p>

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Table 2 – Policy Number: GA-2 – Policy Name: Board Competency / Skills Composite

<b>GA-2 BOARD COMPETENCY / SKILLS COMPOSITE</b>	
LEGISLATIVE REFERENCE / AUTHORITY	N/A
DATE APPROVED	25 September 2006
DATE REVIEWED	2007, 2010, 2013, 2017
DATE AMENDED	
DATE TO BE REVIEWED	2020
REPORTING REQUIREMENT	N/A

### BOARD POLICY

#### INTRODUCTION

To successfully achieve its mandate of providing sound governance and oversight to the Ottawa Police Service, Board members must collectively possess experience in a wide range of subjects, have the personal attributes necessary to function as part of a consensus-driven group, and be representative of the community the Board serves.

In an effort to ensure the Board collectively possesses the necessary skills, experience, attributes and representational factors, the Board has adopted a Competency / Skills Composite that sets out the desired minimum number of members the Board believes should possess each requirement.

Prior to vacancies coming up on the Board, the Board will assess its collective skills and compare them to the Competency/Skills Composite to identify gaps. The Board will then communicate to the appointing body or bodies the competencies needed to complete its composite.

#### BOARD COMPETENCY / SKILLS COMPOSITE

<b>COMPETENCY</b>	<b>Desired min. # of Members</b>
<b>Experience / Background</b>	
Business management	1
Strategic planning	1

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Risk management / auditing	1
Financial literacy / accounting <sup>1</sup>	2
Human resources / labour relations	1
Legal	1
Governance	1
Knowledge of government	2
Knowledge of public safety or law enforcement issues	1
Previous OPSB experience (min. 2 years)	3
Served on other boards or governance bodies	3
Community outreach / leadership	1
Communications	1
Policy making	2
Information Technology	1
<b>Skills</b>	
Strong communication skills	All
Strong decision-maker	All
Consensus builder / team player	All
Effective listener	All
Strong analytical skills	All
<b>Personal Attributes</b>	
Integrity and high ethical standards	All
Strong public service orientation	All
Respect for diversity	All
Discretion, objectivity and good	All

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<sup>1</sup> Having the ability to read and understand a balance sheet, income statement and cash flow statement in accordance with the Canadian GAAP; having the ability to analyze and understand a full set of financial statements, including the notes attached thereto, in accordance with the Canadian GAAP.

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judgement	
Ability to meet time commitments	All
Willingness to participate in training	All
Active participant	All
Capable of wide perspective	All
<b>Representational considerations</b>	
Live in urban Ottawa	2
Live in suburban Ottawa	2
Live in rural Ottawa	1
Fluency in English & French	3
Women	2
Men	2
Member of diverse or ethnic community	1