POSITION PROFILE
FOR THE
CHIEF OF THE WINNIPEG POLICE SERVICE

Last updated October, 2015

PREFACE

The Winnipeg Police Board is required by Section 21 of Manitoba's *Police Services Act* to "appoint a person with prescribed qualifications to serve as the chief of the municipal police service." The Manitoba Police Commission's manual of policy and procedures provides further direction on how the Winnipeg Police Board must develop the job description for the Police Chief position.

The Manitoba Police Commission provides police boards with competency definitions and tools to use when developing position profiles for their police chiefs. These definitions and tools draw on the work of the Police Sector Council, which collaborated with municipal police services, police boards, police associations and other stakeholders to develop a competency-based human resource framework. The framework introduces common language and understanding of the work and underlying competency requirements for all policing ranks.

The Winnipeg Police Board has incorporated the work of the Police Sector Council and the Manitoba Police Commission in its position profile for the Chief of the Winnipeg Police Service. The profile is composed of a job description, a list of competencies, and a task list. This profile will provide the Board and the Police Chief with a common understanding of the Board's expectations and will assist the Board in monitoring the Police Chief's performance. The profile will also ensure the Board complies with the requirements of the Manitoba Police Commission when advertising for the Police Chief position and evaluating applications.

The Winnipeg Police Board would like to acknowledge the Police Sector Council, the Manitoba Police Commission and the City of Winnipeg for sharing insights and best practices that informed the development of this document. The Board sought community input in the development of this position profile. Public input on the experience, skills and traits that residents of Winnipeg see as important for the Police Chief position is welcome, and will be considered by the Board at its regular reviews of the position profile. Citizens are encouraged to contact the Board at wpb@winnipeg.ca to provide feedback.

Winnipeg Police Board

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Winnipeg Police Board

POLICE CHIEF JOB DESCRIPTION

What is a job description?

A job description is a list of job tasks, knowledge, experience and competency requirements for a position.

CHIEF

The Chief of the Winnipeg Police Service is appointed by and is accountable to the Winnipeg Police Board. The Police Chief oversees all operational, policing and administrative functions of the Winnipeg Police Service, and represents the organization at municipal, provincial, federal and international levels. The Police Chief leads the development of advice to the Board on the priorities and objectives for the Winnipeg Police Service and policies for its effective management.

MAIN RESPONSIBILITIES

The main responsibilities of the Police Chief are outlined in subsection 22(1) of *The Police Services Act* (Manitoba)("the Act") as follows:

(a) the enforcement of law, the prevention of crime and the preservation of the public peace in the municipality;
(b) the management, administration and operation of the police service;
(c) the maintenance of discipline in the police service;
(d) ensuring that the police service meets all of the requirements imposed by this act and that its police officers carry out their duties in accordance with this act;
(e) implementing policies established by the police board respecting the police service.

Subsection 22(2) of the Act provides that the Police Chief is accountable to the police board for carrying out the above responsibilities and for managing, administering and operating the police service in accordance with the priorities, objectives and policies established by the police board under subsection 28(1) of the Act.

In carrying out these responsibilities, the Police Chief will:

- In conjunction with the Winnipeg Police Board and in accordance with its direction, oversee the development of the Winnipeg Police Service's input on a strategic plan for the Police Service with a focus on prevention, intervention and enforcement
- Oversee and hold accountability for implementation of the strategic plan
- Evaluate the success of the strategic plan in conjunction with the Winnipeg Police Board
- Respect, promote and fully engage with the Board to implement the spirit and intent of civilian governance of police services established under *The Police Services Act,* and ensure ongoing compliance with the requirements of the *Act.* Hold accountability for police service operations
- Hold accountability for management of financial resources
- Hold accountability for human resource management
- Hold accountability for information technology management
- Hold accountability for the collection, collation, dissemination and security of police information and data

- Champion the use of policing strategies, programs and tactics in the police service such as: intelligence-led, evidence-based and mission-based policing and problem-oriented policing to mitigate crime and disorder issues
- Champion the use of varying communications strategies to achieve common goals, and to influence and gain stakeholder support
- Champion risk management practices and the organization-wide reporting, monitoring and mitigation of risks
- Set the direction for and evaluate the implementation of change
- Hold accountability for community and media relations
- Instill ethical conduct in others
- Develop relationships with leaders, organizations and oversight and governing bodies
- Value diversity in a respectful policing environment
- Promote the use of progressive information technology management in support of operational and administrative functions

COMPETENCIES

Must be proficient in the following competencies at the highest level:

- Change Management
- Community Engagement
- Decision Making
- Ethical Accountability
- Financial Management
- Media Relations
- Public Accountability
- Public Safety
- Strategic management
- Valuing diversity

EDUCATION

- Must have a Bachelor's degree in police science, criminal justice, public administration, business administration or a related field; or, a combination of experience, education and training may substitute for formal education.
- A Master's degree in a related field such as public or business administration is preferred

EXPERIENCE

- Must have at least 10 years of diverse and progressively responsible law enforcement experience
- Must have at least 5 years of progressively responsible senior policing leadership and management experience
- Experience in dealing with the media and community relations is preferred
- Experience in working within governance structures is preferred
- Experience in dealing with significant public sector and police unions, including labour relations
- A track record of senior administrative management combined with demonstrated accomplishments in business or process innovation
- Demonstrated financial and business acumen
- Demonstrated interest and commitment to community service

- Experience in the preparation, effective management, and execution of operational and capital budgets and strategic plans
- Demonstrated ability to develop and maintain effective working relationships with staff, managers, service delivery partners, the public and other stakeholders
- Demonstrated ability to develop and maintain effective working relationships with a wide variety of groups including elected officials, senior administrators from all three levels of government, the legal community, police unions and the media
- Superior communication skills, both written and oral

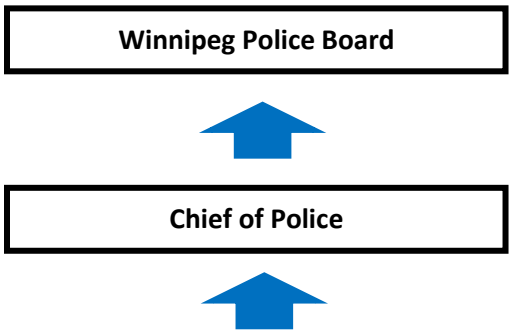
KNOWLEDGE

- Advanced knowledge of crime prevention and law enforcement techniques, trends and solutions
- Advanced knowledge of all legislation regarding criminal law
- Advanced knowledge of relevant legislation and policy regarding public safety
- Advanced knowledge of local, regional, national and international policing issues, philosophies, practices and trends
- Advanced knowledge of current law enforcement management theory and administrative standards
- Advanced knowledge of civilian governance structures is preferred

OTHER REQUIREMENTS

- Must have valid Canadian driver's license
- Must have valid First Aid Certificate and CPR Certificate
- Must be a Canadian citizen
- Must pass a security clearance investigation

ORGANIZATIONAL CONTEXT



Deputy Chief of Police Operations	Deputy Chief of Investigative Services	Deputy Chief of Support Services	Executive Support	Legal Counsel	Manager of Strategic Issues	Manager of Finance

The Police Chief Job Description is based on the Canadian Police Sector Council's Police Chief Job Description, with adjustments made to reflect the unique needs of the City of Winnipeg and the high standards of the Winnipeg Police Board.

Prepared October 16, 2015

Winnipeg Police Board

POLICE CHIEF COMPETENCY PROFILE

What is a competency profile?

A competency profile is a set of competencies selected as the most important for successful job performance. It lists them and specifies the required proficiency level of each competency expected for a position. The competencies recommended by the Police Sector Council are rated on a scale of 1 to 5, with 1 representing a basic level of competence and 5 representing the highest level of proficiency.

Competency Profile	
Competency Name and Definition	**Proficiency Level and Associated Behaviours**
CHANGE MANAGEMENT Facilitates the transition to new organizational processes in response to internal and external needs	**Champions change (Level 5)** • Formulates a clear and compelling vision for change and its implications for the organization • Communicates change initiative and impact to police service employees, police services board, community members, and government agencies • Advocates for the necessary resources for the change initiative with and through the police board • Launches the initiative and celebrates its success • Reinforces the change message with one's own actions, behaviours and attitudes • Creates an environment within the executive team that encourages innovation and continuous improvement • Implements regular meetings to review performance measures within each business area for the purpose of celebrating success and problem-solving for improvements
COMMUNITY ENGAGEMENT Builds strong relationships with the community by acting with citizens in mind and earning trust. Leads the organization in building alliances with stakeholders to meet community needs and organizational goals	**Fosters an organizational culture of serving citizens and building relationships (Level 5)** • Establishes and maintains effective relationships with citizens and gains their trust • Is dedicated to meeting the expectations and requirements of citizens within and outside of the organization • Embraces opportunities created by the civilian governance model to receive feedback from citizens • Establishes an infrastructure that supports effective stakeholder relationships • Identifies and supports creative ways to partner with harder-to-reach stakeholders • Profiles excellent examples of partnering within policing organizations and promotes them to other policing groups
DECISION MAKING Makes decisions involving varied levels of risk and ambiguity	**Makes high-risk decisions in the face of ambiguity (Level 5)** • Makes high-risk strategic decisions that have significant consequences • Uses principles, values and sound business sense to make decisions • Makes decisions in a volatile environment in which the weight given to any factor can change rapidly • Reaches decisions assuredly in an environment of public scrutiny
ETHICAL ACCOUNTABILITY Takes responsibility for	**Sets the standard for policing ethics and values (Level 5)** • Supports accountability as a core objective of civilian governance • Contributes to the development of Winnipeg Police Board policies that

Competency Profile	
Competency Name and Definition	**Proficiency Level and Associated Behaviours**
actions and makes decisions that are consistent with high ethical policing standards	promote ethical behaviour and accountability • Communicates and exemplifies the organization's values and ethics • Ensures that standards and safeguards are in place to protect the organization's integrity • Develops policies and measures to integrate ethics within the organization • Facilitates research on best practices • Participates in defining ethical policing practice
FINANCIAL MANAGEMENT Ensures application of financial management principles and tools to effectively manage organizational resources	**Leads the organizational financial management strategy (Level 5)** • Identifies and communicates the broader context which impacts policing as a public service • Negotiates and advocates with and through the police board regarding fiscal needs of police service in light of context • Approves the prioritization of fiscal strategies • Presents budget to police services board • Ensures that organizational resources are managed in accordance with the City of Winnipeg's standards, policies and procedures • Recognizes the value of public investments in the police service and the responsibility to deliver efficient and high-quality service
MEDIA MANAGEMENT Uses media and community events/resources effectively to create a positive public image of the police service and to assist in the detection and investigation of crime and disorder	**Establishes the philosophy and direction of the organization's relationship with the public and media (Level 5)** • Aligns the corporate public affairs and media relations strategy with organizational and public safety priorities • Represents the organization and the jurisdiction at local, provincial, federal, and international events • Balances the organization's needs for media exposure with jurisdictional public affairs and media relations philosophy and priorities. • Makes decisions on how to best leverage public affairs and media relations functions in the best interests of public safety. • Communicates the expected image that the police service wants to project to the public • Determines an effective organizational strategy for using media resources proactively and dealing with the media reactively, e.g., major issues or incidents • Defines the organizational strategy for promoting a positive image of the police service to the public • Represents the police service during major incidents/operations
PUBLIC ACCOUNTABILITY Works effectively within parameters of jurisdictional governance structure (local, municipal, regional, provincial, and national) and associated policing frameworks. Adheres to values of public service. Understands and uses	**Leads by example to safeguard and sustain public trust (Level 5)** • Develops effective working relationships with the external stakeholders to which a police service is accountable • Models behaviour that reinforces openness and transparency in decision making • Consults with necessary authorities and vets high profile actions and/or communications before going public • Obtains approval of the organization's business plan from the police board • Advocates with and through the police board and makes the business case for sufficient funds to support the responsibilities the service takes on

Competency Profile	
Competency Name and Definition	**Proficiency Level and Associated Behaviours**
internal and external structures of authority and understanding the roles and responsibilities of external stakeholders in police operations.	• Effectively maintains independence of the police service from political roles and relationships to ensure transparency and alleviate concerns of political interference
PUBLIC SAFETY Promotes an intelligence-led and problem-oriented policing philosophy that emphasizes partnerships with community, intelligence gathering, and proactive problem-solving that addresses conditions that can raise issues for public safety	**Promotes vision for intelligence-led and problem-oriented policing (Level 5)** • Articulates clear messages, internally and externally, to support an approach that blends intelligence-led and problem-oriented policing • Directs the development of policy and procedures to implement an integrated approach to intelligence-led and problem- oriented policing • Works across multiple jurisdictions in support of intelligence-led and problem-oriented policing • Participates in national and transnational policing initiatives to develop strategic alliances • Educates key stakeholders about the approach and outcomes to gain their support • Presents business case for adequate resources from the police board, municipality, provincial and federal to ensure sustainability of intelligence capabilities
STRATEGIC MANAGEMENT Oversees development of the police service's input on strategic plan, translates strategic goals into operational objectives, and works toward their implementation. Creates opportunities for continuous improvement through an ongoing evaluation of external environment and internal issues that hinder organizational sustainability	**Champions a vision and strategic objectives (Level 5)** • Identifies the short- and long-term impact of current trends arising from an environmental scan (e.g., demographic changes, government policies, etc.) on the police service • Ensures organization-wide alignment with the vision and strategic goals • Considers local, regional, provincial, federal and/or transnational policing issues in determining organizational priorities • Advocates with key jurisdictional partners and authorities to support the achievement of organizational strategic goals • Adapts priorities in response to changing public demands • Assesses and links short-term tasks and objectives in the context of long-term business strategies • Manoeuvres through complex political situations effectively and quietly • Anticipates sensitive issues and situations and plans his/her approach accordingly
VALUING DIVERSITY Promotes an organizational culture that values all citizens and strives to reflect the community it serves	**Promotes a policing culture that embraces diversity (Level 5)** • Engages with all kinds and classes of people equitably • Deals effectively with people of all races, nationalities, cultures, disabilities, ages, genders, sexes and sexual orientations • Actively promotes and supports programs that are designed to increase diversity practices in policing • Reviews current and emergent demographic trends to determine policing service improvements • Establishes professional standards and service delivery guidelines that respect diversity • Champions the value of diversity as a means to strengthen the organization and build community trust

Competency Profile	
Competency Name and Definition	**Proficiency Level and Associated Behaviours**
	• Ensures effective strategies are in place to encourage the recruitment and retention of police officers from culturally and linguistically diverse backgrounds, toward achieving an organization that reflects the community it serves

POLICE CHIEF TASK LIST

This task list identifies tasks that a Chief of the Winnipeg Police Service typically performs as part of his/her duties.

The following responsibility areas have been developed based on section 22(1), Responsibilities of police chief, of *The Police Services Act*. Tasks identified by the Manitoba Police Commission have been organized according to their relevance to each area of responsibility.

I. Responsibility Area 22(1)(a) – Enforcement of law, prevention of crime and preservation of the public peace

- Hold accountability for police service operations
- Hold accountability for major occurrences, such as criminal incidents and internal staff issues
- Oversee the deployment of resources in extraordinary circumstances

II. Responsibility Area 22(1)(b) – Management, administration and operation of the police service

- Direct coordination of policing activities with other departments, police services and agencies
- Lead participation on internal and external committees that address key areas of policing such as new legislation, new research, and advancements in technology
- Hold accountability for management of financial resources
- Promote effective use of computer applications and technology
- Ensure equipment is available to support policing activity
- Hold accountability for human resource management
- Hold accountability for community and media relations
- Develop relationships with leaders, organizations and oversight and governing bodies
- Oversee intelligence-led and problem-oriented policing strategies, programs and tactics
- Provide leadership and guidance appropriate to the nature and culture of the police service
- Hold accountability for valuing diversity
- Instill ethical conduct in others

III. Responsibility Area 22(1)(c) – Maintenance of discipline in the police service

- Ensure the maintenance of discipline in the police service

IV. Responsibility Area 22(1)(d) – Ensuring that the police service meets all requirements imposed by the Police Services Act and that its officers carry out their duties in accordance with the act

- Provide organizational accountability in partnership with the Winnipeg Police Board

V. Responsibility Area 22(1)(e) – Implementation of policies established by the Winnipeg Police Board respecting the police service

- Lead and evaluate the implementation of change within the police service
- Oversee the development and implementation of operational plans to support the strategic plan
- Use the principles of risk management to make decisions in situations of risk and uncertainty
- Hold accountability for risk management

- Oversee the police service's role in developing a strategic plan with a focus on prevention, intervention and enforcement
- Hold accountability for evaluating the success in implementing the strategic plan
- Oversee annual audit planning and implementation
- Advise the Winnipeg Police Board respecting and ensure compliance with policies for the effective management of the police service